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Project Document (ProDoc) for Phase II (2016-18) of the African Project on the Implementation of the 2008 SNA

African Group on National Account (AGNA)

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Acronyms

AfDB	African Development Bank Group
Afristat	Observatoire Economique ET Statistique d’Afrique Subsaharienne
AGNA	African Group on National Accounts
AMU	Arab Maghreb Union
ANNA	African Network of National Accountants
ASCC	African Statistical Coordination Committee
AUC	African Union Commission
CSC	Continental Steering Committee
CoDG	Committee of Directors-General of African National Statistics Offices
COMESA	Common Market for Eastern and Southern Africa
DES	Deputy Executive Secretary
DESA	Department of Economic & Social Affairs
DG	Directors General
ECA	United Nations Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
GDP	Gross Domestic Product
ICP-Africa	International Comparison Program for Africa
JSSO	Joint Secretariat Support Office
M&E	Monitoring and Evaluation
NSSC	National Statistics Coordination Committee
NSDS	National Strategy for the Development of Statistics
NSO	National Statistical Office
NSS	National Statistical Systems
NSTC	National Statistical Technical Committee
ProDoc	Project Document
PRS	Poverty Reduction Strategy
REC	Regional Economic Community
SACU	Southern Africa Customs Union
SADC	Southern Africa Development Community
SAM	Social Accounting Matrix
SDG	Sustainable Development Goals
SEEA	System of Economic and Environmental Accounting
SHaSA	Strategy for the Harmonization of Statistics in Africa
SNA	System of National Accounts
SROs	Sub-Regional Organizations
StatCom-Africa	Statistical Commission for Africa
STC	Statistical Training Centre
SUT	Supply & User Table
UNSD	United Nations Statistics Division
USD	United States Dollars

I. Background and justification

A. Context

National accounts represent a broad and comprehensive statistical system aimed at describing a national economy and how it works. The system uses data on economic activities and relevant classifications to provide a systematic picture of the structure and evolution of a national economy.

The System of National Accounts (SNA) was developed to provide a tool to be used for macroeconomic analysis and for checking the assumptions that drive economic policy measures. This role has been confirmed over time; but the SNA has succeeded in other areas too. The SNA is the backbone of various international standards for various economic and industrial statistics. National accounts statistics are key indicators for describing the national economy and its interactions with the rest of the world and thus, fundamental for economic analysis and research; including, monitoring and evaluating the performance of an economy; and as a result, for decision- and policy-making and good economic governance.

To follow international statistical standards such as the 2008 SNA is a prerequisite and a base for achieving the harmonization of national accounts and economic statistics across Africa, which is critical to Africa's regional integration agenda. Additionally, the importance of SNA is reflected by its role of providing the foundation and standard not only for economic statistics, but also for social and environmental statistics through its extensions to the Social Accounting Matrix (SAM) and the System of Economic and Environmental Accounting (SEEA).

In Africa, quality, timely, and comparable economic statistics are critical for the continent's regional integration, economic structural transformation, and sustainable development agenda. However, the implementation of the SNA is still a significant challenge for many statistical offices around the world, particularly in Africa, because it requires the availability of comprehensive and up to date data sources and staff having the full understanding of the system. The implementation of the latest version of the system, the 2008 SNA, provides an opportunity to improve the quality, consistency, and harmonization of economic statistics in Africa.

To address the current challenges, under the umbrella of the Statistical Commission for Africa (StatCom-Africa) the African Project on the Implementation of the 2008 System of National Accounts has been developed by the African Group on National Accounts (AGNA) with a view to bring together Member States, Regional Economic Communities, pan-African Institutions (AfDB, AUC and ECA), Afristat and regional and international organizations and development partners to address the current challenges African countries face in producing timely and quality national accounts in support of good economic governance, regional integration, and sustainable development. The first phase of the project was carried out in the period 2014-2015 and the project activities were defined based on six pillars: (i) country plans and actions;(ii)technical assistance;(iii) institution strengthening; (iv)compiling technical documents;(v) advocacy campaign;(vi)coordination, monitoring , evaluation and reporting.

B. Links to Sustainable Development Goals

The implementation of the 2008 SNA supports the monitoring of several Sustainable Development Goals (SDGs), either via indicators that are produced as part of national accounts, or by using GDP as a denominator. In addition, the proposed indicators identify the System of Environmental-Economic Accounting (SEEA, 2012) as a useful framework to produce some sustainable development indicators.

The below table summarizes the related indicators as of the proposed SDGs indicator list as of 11 August 2015¹:

Table 1: Link to Sustainable Development Goals

Sustainable Development Goals	Related Indicators
<u>Goal 2</u> : End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> Agriculture Orientation Index (AOI) for Government Expenditures
<u>Goal 3</u> : Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> General government expenditure on health as % of GDP
<u>Goal 7</u> : Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> Rate of improvement in energy intensity (%) measured in terms of primary energy and GDP
<u>Goal 8</u> : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> GDP per capita, PPP Growth rate of GDP per employed person Resource productivity Tourism direct GDP Total government spending in social protection and employment programs as percentage of the national budgets and GDP and collective bargaining rates
<u>Goal 9</u> : Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<ul style="list-style-type: none"> Manufacturing Value Added (share in GDP, per capita, % growth) Intensity of material use per unit of value added R&D expenditure as percentage of GDP Amount of investments in infrastructure as a % of GDP Aggregate value of all support mechanisms for technology and innovation (in International Dollar, % of GDP)
<u>Goal 10</u> : Reduce inequality within and among countries	<ul style="list-style-type: none"> Labor share of GDP, comprising wages and social protection transfers Percentage of voting rights in international organizations of developing countries, compared to population or GDP as appropriate

¹For the full list see: <http://unstats.un.org/sdgs/files/List%20of%20Indicator%20Proposals%2011-8-2015.pdf>

Sustainable Development Goals	Related Indicators
	<ul style="list-style-type: none"> • FDI inflows as a share of GDP to developing countries, broken down by group
<p><u>Goal 12</u>: Ensure sustainable consumption and production patterns</p>	<ul style="list-style-type: none"> • Residual flows generated as a result of tourism direct GDP • Amount of fossil fuel subsidies, per unit of GDP
<p><u>Goal 14</u>: Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>	<ul style="list-style-type: none"> • Fisheries as a % of GDP
<p><u>Goal 17</u>: Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>	<ul style="list-style-type: none"> • Total Tax/GDP • Composition of Tax Revenues (by sources), including revenues derived from environmental taxes, and as % of GDP • Total STEM Investment/GDP • GDP • Current account surplus and deficit/GDP

C. Problems analysis

Economic statistics, including national accounts are still at the early stages of development on the African continent. The quality, availability and timeliness of these statistics vary, depending on the statistics infrastructure and development of countries. The Project was designed to address and tackle the problems existing in the African countries for the 2008 SNA implementation.

The problems with the implementation of SNA are not restricted to the national statistical offices alone, but the entire national statistical system. Due to the poor state of data collection and technologies available, industry and product categories used for presenting statistics are too aggregated. Furthermore, data is not available and disseminated in a timely fashion and therefore, economic decision making is impaired by not just the accuracy of estimates but also the lack of timeliness. The project is designed to remove these problems and create conditions for statistical development in African countries.

The quality problems often stem from limited human, financial, and technical resources as well as weak capacity within the statistical systems. The production of official statistics is in general underdeveloped and not harmonized across the continent. Different versions of the SNA are used in different countries. As of October 2015, 2 out of 54 African countries are still using the 1968 SNA. 41 African countries are using the 1993 SNA, 8 countries have fully migrated to the 2008 SNA, and 3 of them are using partially the 1993 and the 2008 SNA. In addition, even when countries use the same SNA, there are significant discrepancies between some countries' accounts because their estimates do not fully cover everything in some important basic headings. Another important difference is the choice of base year. According to national data provided to the African Statistical Yearbook 2015, current GDP base years for African countries range from 1982 to 2012.

The main reason behind data availability problems in Africa is the lack of primary sources, administrative and statistical. Most national statistical offices are under-resourced to carry out

regular population, economic, and social censuses and surveys. Business and household surveys are often characterized by irregularity, incompleteness, inaccuracy, and poor archiving of the data collected. To handle these issues, the major sources (business registers, household surveys) of the essential economic indicators should be identified and extended so that National Statistical Offices (NSOs) are able to collect sufficient primary data.

Third, regular and timely dissemination of quality data is essential to make use of statistics and to contribute to evidence based policy decisions. However, among African countries, the average number of months it takes to release the first estimate of a survey is 5 months, while the final estimate takes about 17 months on average. A schedule about the regularity of key economic indicators, together with a harmonized publication agenda across the continent could handle this problem.

II. Project framework – Phase II

The first phase of the project was focused on analyzing the current situation of national accounts compilation and dissemination, defining the actions to be taken and establishing the tools for monitoring and evaluating the progress. In this regard, during this first phase of the Project, important project milestones have been achieved. These include: the establishment of the Continental Steering Committee and its Secretariat for the Project; the official launch of the Project in January 2014; the adoption of the Project Implementation Plan, based on six pillars, with specific timeframes and leading institutions; the formulation of a coordination mechanism among project stakeholders; the compilation of the Report on the Survey of the “Current Status and Needs Assessment for the Implementation of the 2008 SNA in Africa”; and, the Report on the Survey of “Assistance Provisions for the Implementation of the 2008 System of National Accounts In Africa.”

More specifically, important progress has been made in implementing the activities outlined by the Project Implementation Plan. In the area of national action plans, 41 countries have formulated or are currently in the process of formulating national action plans for implementing the 2008 SNA. Additionally, 34 countries have identified a timeframe for transitioning towards the 2008 SNA ranging between 2010 and 2018. Furthermore, two methodological documents for compiling administrative data and supply and use table are being finalized; workshops for capacity building of national accountants were organized; and technical support was delivered to requesting countries.

The second phase of the project, with a duration of three years is planned to achieve the objectives, means the implementation of the 2008 SNA in African countries and to ensure the sustainability for further development of the system. In order to realize these objectives, three main stages for actions are necessary: (i) Strengthening the institutional capacity of the National Statistical Office (NSO); (ii) Building the statistical capacities for national accounts compilation; (iii) Implementation of the 2008 SNA and development of national accounts; ensuring the sustainability of the project.

A. Objectives and expected accomplishments

The overall development objective of this Project is to support sound macroeconomic management and evidence-based policy formulation through the sustained and quality compilation and reporting of national accounts based on the 2008 SNA methodology by African Member States. The overall development objective is to be achieved as a result of the impact generated from the Project.

The medium-term objective to be achieved is by the end of the Project, as a direct consequence of the outputs produced through methodology development, capacity building, institution strengthening, and advocacy campaign, all Member States will adopt the 2008 SNA by 2018, in order to produce harmonized and comparable national accounts and related economic statistical data.

The accomplishments of these objectives will support the African countries in the improvement of their national capacities to enable them to generate, compile, analyze, and disseminate in a timely manner and in keeping with internationally accepted standards and best practices in the

field, the statistical information and indicators vital to the design and monitoring of economic and social development policies.

Improvements in African economic statistics require many inputs, including human resources, capacity, technology, new and improved data collection and compilation methodologies. Efforts will be made through carrying out a range of activities to produce a list of outputs of the Project by the AGNA in order to achieve the expected accomplishments. There are six expected accomplishments (EA) to support the achievement of the Project objectives through several activities proposed to be developed.

The expected results are designed to answer to the main problems that the African countries face in the process of the 2008 SNA implementation and improvement of economic statistics. Several activities will be developed in order to archive the results. The expected results and the activities foreseen to be carried out under the threestages of the project are:

1.Strengthening the institutional capacity of the National Statistical Office (NSO)

EA1: Increased support for 2008 SNA implementation at national, regional, and international levels

- Activity 1.1: Formulate country action plans as an implementation and resource mobilization tool
- Activity 1.2: Mobilize and increase national resources through National Strategy for the Development of Statistics (NSDS)
- Activity 1.3: Organize advocacy campaign at national level
- Activity 1.4: Organize advocacy campaign at regional level
- Activity 1.5: Promote the use of statistics, especially, national accounts

EA2: Institutional capacities strengthened

- Activity 2.1: Strengthen national NSO position and role in the society
- Activity 2.2: Establish and strengthen existing governance and coordination structures for national accounts statistics at national level
- Activity 2.3: Strengthen the statistical training institutions
- Activity 2.4: Strengthen the African Network of National Accountants
- Activity 2.5: Strengthen the national statistical system

2. Building the statistical capacities for national accounts compilation

EA3: Technical capacities strengthened

- Activity 3.1: Conduct technical assistance missions
- Activity 3.2: Conduct training workshops
- Activity 3.3: Organize study tours and facilitate south-south cooperation
- Activity 3.4: Conduct peer review missions

EA4: Technical operational guidebooks compiled

- Activity 4.1: Review and operationalize international standards and recommendations
- Activity 4.2: Exchange country experiences and best practices

- Activity 4.3: Organize Expert Group Meetings
- Activity 4.4: Dissemination and promoting the compiled operational guidebooks

3. Implementation of the 2008 SNA and development of national accounts; ensuring the sustainability of the project.

EA5: Developed national accounts in Member States in accordance with 2008 SNA

- Activity 5.1: Improve data sources used for national accounts compilation
- Activity 5.2: Implement international classifications requested by SNA
- Activity 5.3: Adapt and adopt modern IT Tools for national accounts compilation
- Activity 5.4: Improve national accounts compilation processes
- Activity 5.5: Develop policy for dissemination and revision of data

EA6: Continuity and sustainability of the implementation of the 2008 SNA

- Activity 6.1: Monitoring and evaluation of project activities
- Activity 6.2: Coordination and facilitation of project activities (meetings, technical assistance, training, workshops)
- Activity 6.3: Reporting and information sharing of progress and project activities
- Activity 6.4: Ensure sustainability of the 2008 SNA implementation by updating standards, classifications, and compilation procedures

In May 2015, the African Group on National Accounts (AGNA) met in Addis Ababa to decide on the next steps for the project. To that effect the relevance of the initial list of activities for the continuation of the project, especially for its Phase II, was reviewed and final version decided. The activities proposed were grouped in order to answer to the proposed results of the project (annex 1).

B. Risks and assumptions

The objectives and expected accomplishments of the Project will be achievable based on the following assumptions:

- Sustainable Development Goals have increased demand for monitoring information and there is more interest to develop, improve and strengthen the statistical system in the MSs;
- Donors becoming more interested in statistics to demonstrate effectiveness of aid; and to monitor budget support;
- The socio-economic and institutional environment in the region remains stable or improves, thereby allowing national statistical systems to function normally and make progress;
- The international community continues to support the decisions of Continental Steering Committee and the priorities it sets by stakeholders for statistical development in the region, in response to the specific needs and concerns of the MS in this field;
- International agencies and organizations working in the region support the coordination efforts aimed at increasing the efficiency and helpfulness of their statistical cooperation activities;

- Available financial resources are sufficient to fulfill the project mandates, which call for promoting horizontal cooperation among the countries of the region and facilitating interaction between its key actors and users.

Important risks that could jeopardize the realization of the Project are identified and presented in Table 2 below, along with mitigating measures that would minimize any negative impact on the delivery of the Project. In addition, a risk management framework is presented to ensure that risks are monitored and controlled. The framework entails identification of new risks, registering, and analyzing, and providing a response.

Table 2: Risks Factors and Mitigating Measures

Risk Drivers	Description/Discussion	Mitigating Measures
1. Resource mobilization risks		
1.1 Mobilization and securing of all funds required to cover project cost	It may not be easy to mobilize the requisite funds to complete the Project in a timely manner.	To develop a strong advocacy campaign and organize roundtable donor meetings.
1.2 Unsustainable donor commitments	Donor commitments to fund parts of the Project may not be sustainable along the whole life cycle of the continental project.	To organize and implement the Project in two phases and groups of countries.
2. Participation risks		
2.1 Inconsistency in participation of project activities	As a result of capacity constraints, countries may not consistently respond to the needed questionnaires or provide the requisite inputs in a timely manner.	To strengthen the advocacy campaign and strengthen capacities at the country level.
3. Project management risks: coordination, monitoring, and evaluation		
3.1 Risk management system	If all possible risks are not regularly monitored, evaluated/controlled, and mitigated, they may compromise the success of the continental project.	To put into place an operational risk management plan and to ensure that related regular reports on the progress made are issued and discussed with the senior management and the mitigating measure executed.
3.2 Possible weaknesses in coordination and reporting	Key project stakeholders may not effectively coordinate actions and report project activities in a timely manner.	To strengthen the project implementation plan; strengthen information sharing systems; and consistently organize meetings of the executive board.

The risk management system will be dynamic throughout the whole Project life cycle. A risk log of all the unresolved problems and associated risks will be established to keep track and address these risks as they arise. In addition, risks will be assessed in terms of probability of occurrence and magnitude of impact. And lastly, new risks will be identified and assessed continuously.

It is important to note that without resources for Member States and their National Statistical Systems (NSS), the effectiveness of the Project will be limited. Resource mobilization is one of the main objectives of the Advocacy Campaign component of this Project; in order to support Member States and their national accounts activities in conjunction with the support and activities being conducted by various stakeholders of the Project.

III. Implementation and management arrangements

A. Governance structure and members

The African Project on the Implementation of the 2008 SNA is a common African Project owned by all the members of the AGNA and every member of the AGNA has a role to play. The stakeholders of the Project include Member States, Regional Economic Communities (RECs), Afristat, Pan-African institutions (ECA, AfDB, and AUC), concerned regional and international organizations and development partners, and the Secretariat of the Project based at ECA. In principle, it will make use of existing arrangements, processes and structures at continental, regional, and national levels and hence avoid the creation of new structures and heavy use of resources.

A Continental Steering Committee (CSC) has been established as the governing and decision-making body of the Project. In this capacity, the CSC will continue to ensure the accountability of all stakeholders and oversee the implementation process of the Project in phase II.

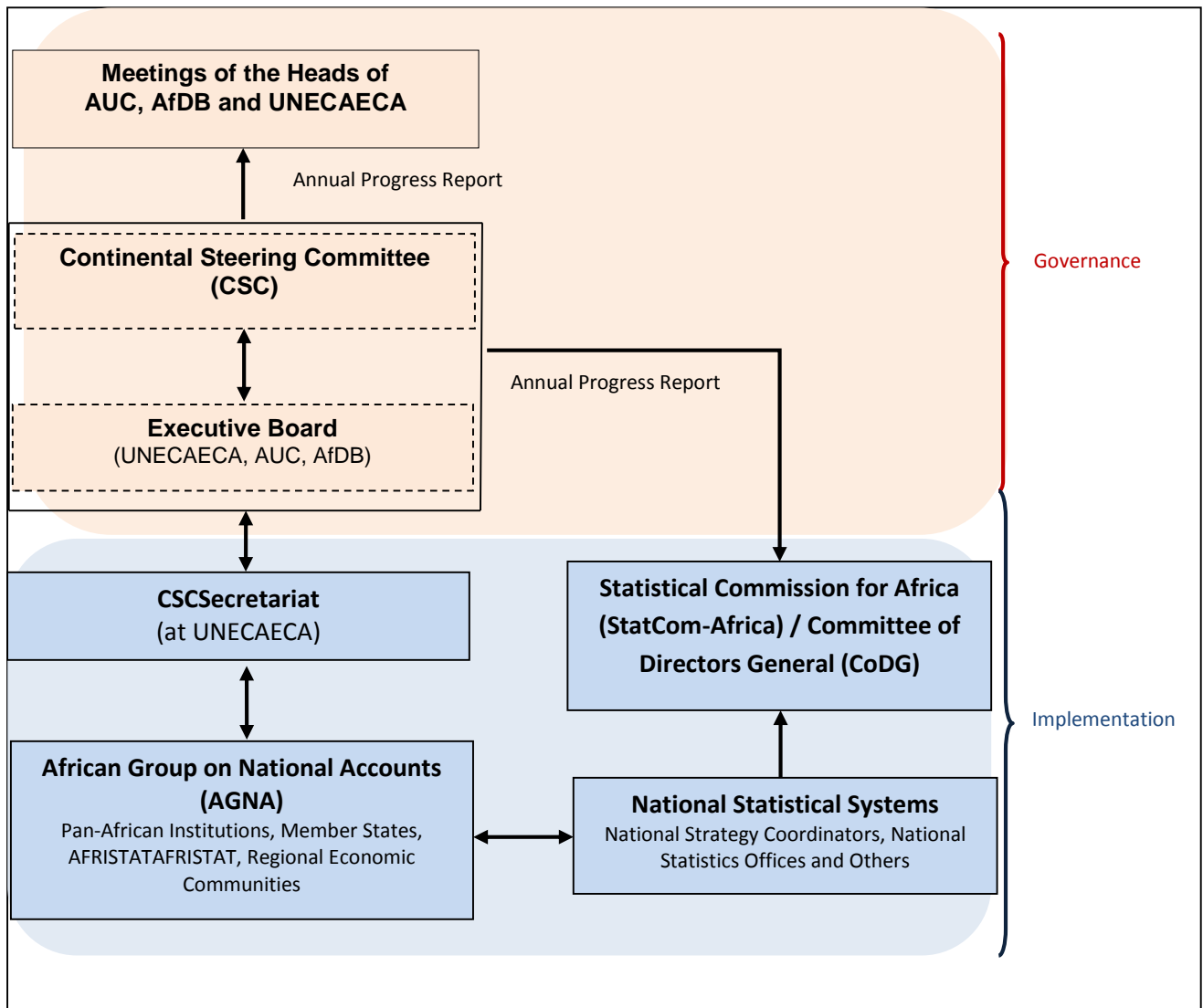
The Sessions of the CSC are substantively serviced by ECA, host of the Secretariat, which provides ongoing support for the coordination and implementation of the African Project on the 2008 SNA. The responsibilities of the Project Secretariat are in support of both the CSC and the Project. In support of the CSC, prior to each CSC meeting: preparing and circulating agendas and related background documents to be discussed at the meeting; after each CSC meeting, preparing and circulating the report, conclusions, and recommendations of the meeting; and serving as the focal point of contact between the CSC and external organizations. In support of the Project: preparing of work plans, budgets, and log-frames for the Project; coordinating with Regional Coordinators and other partners for implementing the African Project; mobilizing and allocating resources; assisting countries to design their action plans in line with the Continental Framework; and monitoring, evaluation, and reporting on the implementation of the African Project on SNA.

The five RECs (AMU, COMESA, ECCAS, ECOWAS, and SADC) will continue to have the role of Regional Coordinators for the development of the project in phase II. Each REC will appoint one Regional Coordinator. Afristat serves as the Technical Adviser of the AGNA.

The implementation of the strategy at the national level will be under the responsibility of the entity in charge of the compilation of national accounts; generally National Statistical Offices. It is proposed that a National Coordinator be appointed by the competent national authority.

Figure 1 provides a synthetic view on the governance structure and the relationship between the CSC, the Secretariat, and various stakeholders of the Project- Phase II.

Figure 1: Governance Structure of the African Project on 2008 SNA



B. Geographical coverage

The Project will ensure that an adequate geographic coverage will be realized. In addition to ensuring countries from each region are included in the activities of the Project, special attention will be given to those countries still using the 1968 SNA. Countries using the 1993 SNA will be engaged in groups according to the similarity of challenges faced in implementing national accounts. For example, countries with similar institutional arrangements may be able to share solutions related to the use of administrative data sources. Some countries are already in the process of implementing the 2008 SNA and as such, can serve as champions and examples for others.

C. Implementation strategy

As agreed by AGNA, the Project is the continental collaborative and common project for the implementation of the 2008 SNA in Africa, which is also consistent with the Global Implementation Strategy.

Activities of the Project are defined in the logframe accompanied by a detailed work plan including a timeline and leading and support players which are members of the AGNA (annex 2). The activities should not be seen as strictly consecutive, most of them could be carried out in parallel and countries should be open to adjustments depending on the feedback from various stakeholders.

The second phase of the Continental Project is operationalized through three main stages, namely:

1. Strengthening the institutional capacity of the NSO;
2. Building the statistical capacities for national accounts compilation;
3. Implementation of the 2008 SNA and development of national accounts; ensuring the sustainability of the project.

This section provides an overview of the issues that need to be addressed within these stages.

1. Strengthening the institutional capacity of the NSO

1.1 Actions plans as part of the NDS

A crucial condition for ensuring that statistical activities are managed efficiently within the MSs is to have a clear picture of further development and integrate this into Strategic planning. The countries will finalize the elaboration of their actions plans and will implement the activities foreseen.

A number of initiatives and systems that promote best statistical practices and serve as a framework for strategic planning have been developed over the past few years by international organizations. They are meant to help countries to build a realistic statistical strategy.

The National Strategies for the Development of Statistics (NSDS) approach has been adopted as a new benchmark for planning the strengthening of statistical capacity in response to evolving user needs and priorities. The NSDS provides a vision for where the NSS should be in five years and sets milestones for getting there, offering a comprehensive and unified framework for user needs and statistical capacity assessment and for priorities decision.

Before putting in place a national or regional strategy, an analysis of the strengths and weaknesses of the national statistical system has to be carried out. The analysis will be focused on:

- institutional framework and decision-making processes regarding official statistics (including producer coordination instruments and confidentiality protection);
- statistical infrastructure (dissemination, networks with users and respondents, statistical registers, analytical capacity, etc.);
- capacity to carry out household and business surveys for regular data collection;
- access to administrative data;
- capacity to integrate different data sources (e.g. for national accounts or the SDG indicators);
- staff and their skill level;
- capacity to develop IT tools for statistics;

- capacity to participate in international activities and to integrate activities funded by international donors into national programmes;
- users confidence in the integrity of the national statistical office (NSO) (and in other producers), and in the quality of the results produced;*and*
- for the purpose of setting up a national implementation programme of the 2008 SNA it is necessary to assess the current capacity of all aspects of the statistical production process to produce national accounts and supporting statistics.

The most important consideration is that the strategy should be seen as a continuously evolving process. To be effective, the statistical system must remain flexible and respond to new demands for data and changing environments. Mechanisms for monitoring and evaluating progress, reviewing the strategy and making modifications (if needed) must be developed to ensure the success of the strategy over time.

The NSOs of the Member States, which are primary institution responsible for the SNA methodology in the countries of the region should seek proper reflection of the SNA implementation in their national strategic papers for development of statistics.

The responsibilities of the MSs are to: (i) develop country plans for implementation of the 2008 SNA, in line with national and African strategies;(ii) take concrete steps and actions to implement the country plans; and (iii) request technical assistance and support when encountering difficulties.

Countries may include the following activities and actions over a period of time in their plans:

- prepare a draft statement of strategy;
- complete self-assessment/ diagnostic tool and status;
- establish SNA task team;
- organize a National seminar with NSS stakeholders bringing together policy planners, data users, and data providers;
- final statement of strategy determining required actions;
- develop programme to operationalize actions.

The Regional Strategy should take as a starting point for different levels of implementation of the SNA in various African countries. It acknowledges the need for coordinated action, not only at the regional and sub-regional levels but also at the national level; and emphasizes the need for close cooperation with National Statistical Offices. And finally, it is a response to the expressed need by countries for technical assistance in changing over to the 2008 SNA. While it may not be feasible for a full implementation of the SNA in the short or medium term for all MSs, it is necessary to have agreement on the scope and detail of the national accounts compilation that would represent the minimum implementation of the 2008 SNA on the continent. Given the relatively limited scope of accounts that are compiled by African countries the highest this bar can be set is at milestone 2.

AGNA, in consultation and cooperation with their national development partners, will coordinate the implementation of action plan for the Regional Strategy, which has to be consistent with Global Strategy.

1.2 Institution capacity building

The aim of institution capacity building is to support the development and strengthening of coordination structures and systems for data collection, compilation, processing, analysis, and dissemination for national accounts and economic statistics at the national, regional, and continental levels. These include, for example, as listed in the list of activities of the phase II of the Project:

- establishment of the African Network of National Accountants (ANNA) as an association of experts on national accounts to promote the sharing and exchange of ideas, research, and best practice in national accounts and economic statistics throughout the African continent;
- development of National Accountant's profile;
- development of a training programs in National Accounts.

RECs and Afristat will support National Statistics Offices of Member States in their respective jurisdiction to establish or strengthen governance and coordination structures for national accounts statistics at national level by:

- conducting technical assistance missions and organizing statistical users and producers workshops to support Member States for institutional strengthening;
- establishing and strengthening the regional and sub-regional governance and coordination structures for the implementation of the African Project.

Member States take requisite actions to strengthen and/or establish governance and coordination structures for national accounts at the national level; AfDB and the Secretariat will take requisite actions to establish the African Network of National Accountants (ANNA) including organizing the "Community of Practice" and organizing the annual AGNA meeting to include the Heads of National Accounts of all the African countries.

1.3 Advocacy campaign

The success of the Regional Strategy and countries plan is influenced by the advocacy work of managers of the statistical offices. As an integral component of the implementation strategy, advocacy aims to support an ongoing dialogue among statistical producers, the various levels of government and head of states, business sector, the academic community, and the general public about user needs for official statistics and the progress in meeting those needs.

It is during this phase that very important questions (ownership, actors involved, political support, technical and financial assistance) arise and that need for advocacy action is at its highest. The level of engagement of political leaders will vary upon the political set-up and decision-making process. However, the sooner the political leaders are involved in the process, the better. One of the lessons from the past attempts to implement the previous versions of the SNA is that no significant result can be obtained without an active and coherent advocacy strategy, particularly addressing Heads of States and Government, members of Parliament, Ministers of Finance, Planning and Economy, Governors of Central Banks, Civil Society and Development Partners.

The main steps to elaborate the advocacy strategies for statistics, in general, and for SNA implementation, in particular, are:

- deciding the goals for which the advocacy is needed;
- identifying the social, political, economic and institutional factors to achieve the goals proposed;
- identifying the organizations and individuals (internal and external) that can help the change or the improvement;
- deciding the messages for the organizations' and individuals' sensitization, *and*
- defining the ways to deliver the messages.

This recurrent communication can be established through targeted workshops, conferences, press releases and promotional materials that highlight the benefits of good quality official statistics in general, and national accounts in particular.

AUC will take the lead to organize advocacy campaigns in support of national statistical systems at continental, regional, and national levels by:

- carrying out high level advocacy missions to Member States, sub-regional, regional, and continental organizations with the aim of delivering target messages, providing project updates, and improving resource mobilization. The country missions will target governments, parliaments, civil society, and private sector, and
- addressing and reporting the importance and progress of the African Project on the 2008 SNA to the conferences of the Heads of the State and the Ministers.

The Secretariat will develop advocacy materials and tools including the publication of reports, newsletters, flyers, brochures, and a website in pace with AUC activities.

2. Building of statistical capacities for national accounts compilation

2.1 Training and technical assistance

Implementation of the SNA is a complex process; to ensure efficient and coordinated coverage of methodological issues, a certain level of specialization among staff members is necessary. Staff specialization is determined by the main tasks of national accounts department. The national accountants should be very well acquainted with the theoretical and practical problems involved in the compilation process.

To obtain this high level of professional capability the staff should be permanently trained and supported by the institution management. The increase of the statistical capability in the field of national accounts is obtained through different training programmes organized by international, regional, and national organizations on the organization and management of national accounts and basic statistics (including economic, environment, and financial statistics) as well as their application for evidence-based policy making.

The training programmes will be implemented mainly through organizing training seminars, workshops and meetings, by using the training centers infrastructures available in the countries. Actively pursuing these initiatives at a (sub-) regional level should enable regional organizations and their member countries to share experiences (peer-to-peer) in developing

sustainable economic statistics programmes. At the country level, the members of AGNA will be the trainers to conduct training workshops/seminars and to distribute and disseminate the developed manuals and handbooks to their respective countries and to train the national accountants at the national and sub-national levels.

Upon requests from the Member States, experts and consultants will be provided to countries if they feel that there is a need for support from the regional and/or sub-regional institutions in order to carry out the related training at the national and sub-national levels and/or for a support to follow up with the training to put hands on how to really implement.

The countries in the region may not yet fully compliant with the 1993 SNA. Therefore the implementation plans for the 2008 SNA should also incorporate the planned activities on outstanding 1993 issues. Upon requests from the Member States, technical assistance will be provided to the countries if they feel that there is a need for support on ICP-Africa 2015 and adopting ICP-Africa as a framework for capacity-building form national accounts.

Based on the needs of Member States (identified through the survey “*Current Status and Needs Assessment for the Implementation of the 2008 SNA in Africa*”, carried out by ECA in the period November 2014- March 2015) the main types of training and technical assistance will include:

- bi-lateral support to draft statement of strategy and the subsequent SNA implementation programme;
- seminars on integrated business statistics in support of the SNA implementation on topics such as: development of business registers, integrated survey designs, use of administrative data and measuring the economic activities of the informal sector;
- support with the development of IT tools;
- training on the compilation of quarterly national accounts;
- twinning programmes.

The technical assistance missions conducted during the Project will be demand-driven, and therefore, provided upon request. The Secretariat will share the information and coordinate and support the efforts. AfDB will take the lead and other Pan-African Institutions, RECs, Afristat, as well as other bilateral and multilateral development partners will develop and scale up technical assistance programs to support African countries, as resources permit, in line with the needs expressed by countries to comply with the African Project on the Implementation of the 2008 SNA.

2.2 Preparation of the technical documents

The publication of a new and revised guidebooks (i.e. manuals and handbooks) will support the implementation of the 2008 SNA. A set of guidebooks (i.e. manuals and handbooks) developed with the support of the members of the AGNA group in first phase of the project will be finalized. These guidebooks will lay out clear and specific procedures and methods on how to apply and implement the 2008 SNA in African countries with their specialties and circumstances. The activities started in phase I will be finalized and new documents will be realized in the second part of the project.

The practice initiated in phase I will continue and the developed manuals and handbooks will be exchanged and shared between different task force teams and among the whole AGNA group through electronic circulation and dissemination and seminars/workshops during the

periodic AGNA meeting at the regional level. By doing so, members of the AGNA will learn and get to know those manuals and handbooks developed by other Task Force Teams.

The methodological guides will provide practical compilation guidance on the recommendations, such on statistical survey and administrative data sources, informal sector, quarterly accounts, etc. ECA takes the lead by:

- establishing a virtual “community of practice” to gather country experts for sharing and exchanging African country experiences and practices;
- developing a web-based knowledge to share all technical documentation developed during the project;
- preparing the Guidebooks required by the project; *and*
- organizing expert group meetings for reviewing and validating the drafts of the guidebooks developed.

The process itself is a capacity building process for the participating AGNA members. Once the guidebooks are developed, each and every member of the task force team will be an expert and specialist in the particular issue and subject.

To ensure that the process is productive, effective, and timely, the AGNA task force team will be assisted and supported by experts in national accounts, as follows:

- prepare the draft manuscript for discussion and to revise and finalize the manuscript by taking into account the comments and recommendations received from the members;
- prepare the outlines of the technical documents in liaison with the members of the task force, present the outlines to the AGNA group, incorporate the comments of the task force team, make a draft of the first version of the document, circulate to the task force team for comments and suggestions, and discuss with the task force team at the following AGNA meeting;
- after two rounds of this process, the experts in national accounts will revise, discuss, and finalize the technical documents with the AGNA;
- during the process, necessary consultation will be conducted with a network of specialists including institutions, academia, and individual experts supported by the Secretariat.

The guidebooks will be finalized at expert group meetings. The production of various guidebooks may be conducted simultaneously. The whole process of the production of each guidebook is envisaged to be completed in two years.

At the continental level, the developed guidebooks will be exchanged and shared between different task force teams and among the whole AGNA group through electronic circulation. In so doing, members of the AGNA will learn and become familiarized with guidebooks developed by other Task Force Teams.

At the country level, the members of AGNA will be the trainers to conduct training workshops/seminars and to distribute and disseminate the developed guidebooks to their respective countries and to train the national accountants at the national and sub-national levels. Statistical Training Centers (STCs), RECs, and Afristat will be expected to contribute to this activity at a later stage: the usage of guidebooks in the curricula for STCs, and the provision of technical assistance to their Member States of RECs and Afristat.

3. Implementation of the 2008 SNA and development of national accounts; ensuring the sustainability of the project

3.1 The 2008 SNA implementation

The 2008 SNA introduces changes which have a wide-reaching impact in the statistical system, e.g. changes related to statistical units and institutional sectoring, scope of transactions and production boundary, concepts of assets, capital formation and consumption of fixed capital; treatment of financial instruments and assets; transactions concerning government and public sector; and goods for processing and merchanting.

The NSOs should take the opportunity to review and strengthen the overall quality and scope of source data for national accounts. This stage of work should include five main actions as presented below:

- review of related source of statistics compiled by statistical office;
- adoption of new relevant classification and improvements in the business register;
- review of related macroeconomic data set compiled outside the statistical offices;
- use of administrative data source;
- IT resources.

This stage refers also to the final changeover to the 2008 SNA. It includes resolving outstanding issues with the 1993 SNA and the new recommendations of the 2008 SNA and of the guidebooks developed during the project. The works for the changeover to the 2008 SNA should be grouped in accordance with priorities set up by the countries in their implementation programmes, which has to be in line with the requests addressed to the group of countries which belong to. The requests for each group of countries should be in accordance with the six milestones developed by the ISWGNA, and therefore should include a list of issues in relation to GDP and its main components, gross national income and other primary indicators and institutional sector accounts.

The 2008 SNA changes considering the issue of back casting which also should be addressed and resolved in this stage by each NSOs.

Last but not least, in this stage is included the issue of policies on revision and dissemination. The National Accounts represent a wide array of data on areas as diverse as production, trade, earnings, spending, investment in fixed and financial assets and balance sheets. The nature of the integrated National Accounts is that all the activity is linked, so a change in one area will have an impact elsewhere and consequently making revisions to one part of the National Accounts may lead to revisions through the system. The main strength of the system is that it allows analysis of the various economic indicators both in isolation and in conjunction with others. The strength of the integrated National Accounts system however may mean less flexibility for taking on revisions at any point in time. The National Accounts revisions policy has to be designed to give users a clear understanding of which periods are open for revision at each data release and why incorporating revisions from a single source is not a simple matter.

The availability of official statistics in general and statistics of national accounts in particular is one of the cornerstones of public confidence in good governance; as such statistics can inform decision-making both by Governments and by the wider community.

The United Nations Fundamental Principles of Official Statistics state, inter alia, that:

- official statistics provide an indispensable element in the information system of a democratic society, serving the Government, the economy and the public;
- these statistics should be made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information;
- the statistical agencies should facilitate a correct interpretation of the data and therefore have to present information according to scientific standards on the sources, methods and procedures of the statistics;
- the statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.

In the light of these Principles, the dissemination of national accounts data and metadata has to be an integral part of the national programme of national accounts and should be carried out with great care and attention to the needs of users, while at the same time ensuring adequate confidentiality of data providers. Member States take requisite actions to design and implement data and metadata dissemination strategies of national accounts, which have to consider the following factors:

- variables to be made available;
- timeliness of data and metadata dissemination;
- coherence between disseminated data sets;
- statistical confidentiality;
- revision policy;
- formats and means of dissemination.

3.2 Coordination, monitoring, evaluation, and reporting

The coordination, monitoring, evaluation, and reporting process is a critical component of the Project. There are various tools or options to M&E whether the outcomes of the project are accomplished, such as: self-assessment questionnaire, phone or video-conferences meetings, group activities (focus groups, group discussion, etc.), field observation or social media (relatively new to the world of monitoring and evaluation).

One example of the M&E of the SNA implementation is provided by the Conceptual Compliance Questionnaire for the System of National Accounts 2008, developed by ISGWNA. Its objective is to determine to what extent important concepts in the 2008 SNA affecting the level of GDP, gross capital formation and gross national income (GNI) have been implemented.

Another useful example of the self-assessment evaluation is the self-assessment diagnostic tool, developed by UNSD to help countries self-assess the status of their statistical system supporting compilation of economic statistics. Another method of self-assessment is represented by the quality report. By adopting a standard frame of reporting it can be evaluated whether the statistics are developed produced and disseminated by the MSs, on the basis of uniform standards and of harmonized methods.

All these assessment tools can be the base of a more general evaluation tool which is represented by the peer review. The main phases of the peer review for one country are: (i) filling in the self-assessment; (ii) provide the SNA documentation; (iii) assessment of the documentation by the peer review team; (iv) drafting the report assessment; and (v) provided to

the country for feedback and possible correction, edit the final report, including the recommendation and improvement actions.

The meeting of the Continental Steering Committee is part of the monitoring, evaluation, and reporting process to examine project achievements and provide recommendations for any appropriate corrective measures to be taken based on the progress and other project reports available, this also includes a baseline assessment study to be conducted at the beginning of the project for all African countries. The baseline and regular assessment survey will be conducted through assessment questionnaires and selected country visits.

The Secretariat of the Project takes the lead for producing and disseminating monitoring and evaluation reports on the implementation of the African Project on the 2008 SNA on a biannual basis through collecting information from all stakeholders. The reports will be reviewed during the CSC, AGNA, StatCom-Africa, and Committee of Directors-General (CoDGs) meetings. Pan-African Institutions, RECs, Afristat, Member States, and concerned international and regional organizations and development partners on a biannual basis will provide the requisite information and progress reports to the Secretariat, in line with the agreed project framework.

ANNEXES

Annex 1: Correspondence between project activities Phase II and activities proposed by AGNA

Expected results	Activities	Activities proposed by AGNA
EA1: Increased support for 2008 SNA implementation at national, regional, and international levels.	Activity 1.1: Formulate country action plans as an implementation and resource mobilization tool	<p>1.1.1: Conduct a further and in-depth assessment on the national accounts status and capacity of all African countries</p> <p>1.1.2: Formulate the Regional ProDoc as the implementation and action plan for the Regional Strategy and align it with the Global Strategy.</p> <p>1.1.3: Circulate the Regional ProDoc to all AGNA members and all Member States for review and comments.</p>
	Activity 1.2 Mobilize and increase national resources through National Strategy for the Development of Statistics (NSDS)	<p>7.2.2: Assess the development of statistical systems and capacity constraints in the production of national accounts statistics in Member States.</p> <p>7.3.1: Mobilize and increase national resources to national accounts through NSDS.</p>
	Activity 1.3: Organize advocacy campaign at national level	<p>8.1.1: Prepare advocacy materials and tools</p> <p>8.1.2: Organize advocacy at national levels</p> <p>8.1.3: Organize advocacy at various levels of government, up to the Head of State</p>
	Activity 1.4: Organize advocacy campaign at regional level	<p>8.1.1: Prepare advocacy materials and tools</p> <p>8.1.2: Organize advocacy at continental and regional, levels.</p>
	Activity 1.5 Promote the use of statistics and specially of national accounts statistics	8.1.4: Promote the use of national accounts statistics

Expected results	Activities	Activities proposed by AGNA
EA2: Institutional capacities strengthened	Activity 2.1: Strengthen national NSO position and role in the society	1.2.1: Establish governance structures including monitoring and evaluation (M&E) system at the regional and the sub-regional level.
	Activity 2.2 : Establish and strengthen existing governance and coordination structures for national accounts statistics at national level	1.2.2: Establish or strengthen existing governance and coordination structures for national accounts statistics at national level. 4.3.3: Put coordination mechanism (such as establishing a National Accounts Department/Unit if there is not one yet) in place for ensuring access to the administrative data required for national accounts compilation and regular updates.
	Activity 2.3 Strengthen the statistical training institutions	6.2.3: Develop national accountant’s profile 6.2.4: Strengthen the existing statistical training institutions. 6.2.5: Introduce modules on national accounts in existing institutions
	Activity 2.4: Strengthen the African Network of National Accountants	7.1.1: Create the African Network of National Accountants (ANNA).
	Activity 2.5: Strengthen the national statistical system	7.2.2: Assess the development of statistical systems and capacity constraints in the production of national accounts statistics in Member States. 7.3.1: Mobilize and increase national resources to national accounts through NSDS. 7.3.2: Involve development partners for funding of national accounts at national level. 7.4.1: Mobilize and allocate resources for the Regional Project
EA3: Technical capacities strengthened	Activity 3.1: Conduct technical assistance missions	3.1.4: Provide technical assistance to countries as may be required.

Expected results	Activities	Activities proposed by AGNA
		<p>4.1.4 : To share good practices on structures surveys, though technical assistance, cooperation and study tours</p> <p>4.2.2: Share good practice through technical assistance and South-South cooperation</p> <p>7.2.3: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.</p>
	Activity 3.2: Conduct training workshops	<p>6.2.1: Develop training programs in national accounts.</p> <p>6.2.2: Develop training specimen modules and tools</p> <p>6.3.1: Organize training workshops and seminars.</p>
	Activity 3.3: Organize study tours and facilitate south-south cooperation	<p>4.1.4: To share good practices on structures surveys, though technical assistance, cooperation and study tours</p> <p>4.2.2: Share good practice through technical assistance and South-South cooperation</p>
	Activity 3.4: Conduct peer review missions	9.1.6: Peer review among countries.
EA4: Technical operational guidebooks compiled.	Activity 4.1: Review and operationalize international standards and recommendations	<p>2.1.1: Identify issues and topics specific to Africa which require separate treatment from what is recommended in the 2008 SNA.</p> <p>2.1.2: Make an inventory of sources of information and questionnaires (collection tools) required for the 2008 SNA.</p> <p>2.1.3: Develop bridge tables between questionnaires and the 2008 SNA data.</p> <p>2.1.4: Develop guidebooks, encompassing conceptual and methodological notes (including quarterly accounts).</p> <p>2.2.2: Determine the interval for updating guidebooks.</p>

Expected results	Activities	Activities proposed by AGNA
		<p>4.1.2: Develop practical guidebooks on statistical surveys for the improvement of national accounts (collection of data) and making forecast of key variables (use of data).</p> <p>4.2.1: Develop guidebooks to integrate informal sector data in national accounts.</p> <p>4.3.2: Develop a guidebook on processing data from administrative sources in national accounts.</p>
	Activity 4.2: Exchange country experiences and best practices	4.2.3: Develop a web-based knowledge management repository of technical material and methodologies
	Activity 4.3: Organize Expert Group Meetings	
	Activity 4.4: Dissemination and promoting the operational guidebooks compiled	2.2.1: Apply the guidebooks at sub-regional and national levels
EA5: Developed national accounts in Member States in accordance with 2008 SNA.	Activity 5.1: Improve data sources	<p>4.1.1: Evaluate data sources required for the implementation of the 2008 SNA.</p> <p>4.1.3: Conduct surveys for national accounts.</p> <p>4.3.1: Make an inventory of administrative data sources required for national accounts compilation.</p> <p>4.4.1: Develop bridge tables between international statistical systems and 2008 SNA (link global and national).</p>
	Activity 5.2: Implement classifications	<p>4.5.1: Adapt and adopt international classifications at regional, sub-regional, and national levels.</p> <p>4.5.2: Work on the 2008 SNA classifications as regards groups of countries.</p>
	Activity 5.3: Adapt and adopt modern IT Tools	6.1.1: Utilize modern and country-adapted IT tools

Expected results	Activities	Activities proposed by AGNA
	<p>for national accounts compilation</p> <p>Activity 5.4: Improve compilation processes</p>	<p>2.2.1: Apply the guidebooks at sub-regional and national levels.</p> <p>3.1.1: Integrate the ICP-Africa GDP breakdown into national accounts routine activities reference to the 2008 SNA.</p> <p>3.1.3: Apply the GDP breakdown methodology for the ICP-Africa 2015 Rounds.</p> <p>3.2.1: Improve and enhance the validation methods of GDP expenditures and national accounts for each REC member countries.</p> <p>5.1.2: Enhance national accounts' validation processes at REC and regional levels.</p> <p>5.2.1: Group countries according to the kind of accounts to be developed and produced.</p> <p>5.2.3: To develop back-cast national accounts series.</p>
	<p>Activity 5.5: Develop policy for dissemination and revision</p>	<p>3.1.2: Publish the GDP breakdown methodology for the ICP-Africa 2015 Rounds.</p> <p>3.2.2: Develop and publish an African annual report on GDP breakdown into basic headings.</p> <p>5.1.1: Establish calendar for the publication of national accounts in Africa.</p> <p>5.1.3: Adopt the type (version) of national accounts, i.e. preliminary, provisional, and final figures</p> <p>5.2.2: Establish tables to be published by group of countries</p>
<p>EA6: Continuity and sustainability of the</p>	<p>Activity 6.1: Monitoring and evaluation of project activities</p>	<p>9.1.1: Explore the available monitoring tools for monitoring the implementation of the 2008 SNA.</p>

Expected results	Activities	Activities proposed by AGNA
implementation of the 2008 SNA.		<p>9.1.2: Develop tools for monitoring and evaluation of the implementation of the 2008 SNA.</p> <p>9.1.3: Apply the best practice in monitoring the implementation of the 2008 SNA.</p>
	<p>Activity 6.2: Coordination and facilitation of project activities (meetings, technical assistance, training, workshops)</p>	
	<p>Activity 6.3: Reporting and information sharing of progress and project activities</p>	<p>9.1.4: Develop a standard frame for reporting (country, RECs, and continent).</p>
	<p>Activity 6.4: Ensure sustainability of the 2008 SNA implementation by updating standards, classifications, and compilation procedures</p>	<p>9.1.5: Conduct evaluation exercise and disseminate results to all stakeholders including NSOs.</p>

Annex 2: Logical Framework

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks/Assumptions
Expected Impact: All countries of the African continent implement the 2008 SNA in order to produce harmonized and comparable national accounts and related economic statistics.			
EA1: Increased support for 2008 SNA implementation at national, regional, and international levels.	<ul style="list-style-type: none"> - 45 countries elaborating the actions plan based on the Minimum requirement template - Number of countries have increased the financial resources for implementation of the 2008 SNA 	Afristat, RECs, NSOs AUC, secretariat	Sustainable donor commitments Mobilization and securing of all funds required to cover regional project cost
Main Activities for EA1:			
<u>Activity 1.1:</u> Formulate country action plans as an implementation and resource mobilization tool			
<u>Activity 1.2:</u> Mobilize and increase national resources through National Strategy for the Development of Statistics (NSDS)			
<u>Activity 1.3:</u> Organize advocacy campaign at national level			
<u>Activity 1.3:</u> Organize advocacy campaign at regional level			
<u>Activity 1.5:</u> Promote the use of statistics and specially of national accounts			
EA2: Institutional capacities strengthened.	<ul style="list-style-type: none"> - Number of NSO improved coordination mechanism for data collection (MoU, protocols) - Number of the activity reports of the AGNA members - Online platform functioning 	NSOs, Afristat, RECs, AfDB, ECA	Problems in coordination of the regional project
Main Activities for EA2:			
<u>Activity 2.1:</u> Strengthen national NSO position and role in the society			
<u>Activity 2.2:</u> Establish and strengthen existing governance and coordination structures for national accounts statistics at national level			
<u>Activity 2.3:</u> Strengthen the statistical training institutions			
<u>Activity 2.4:</u> Strengthen the African Network of National Accountants.			
<u>Activity 2.5:</u> Strengthen the national statistical system			
EA3: Technical capacities strengthened.	<ul style="list-style-type: none"> - Number of technical assistance missions carried out by countries - Numbers training workshops and seminars / number of participants by countries and by areas of specialization - Number of countries benefit of Study Visits 	NSOs, Afristat, RECs, AfDB	Inadequate allocation resources and delay in resources disbursement
Main Activities for EA3:			
<u>Activity 3.1:</u> Conduct technical assistance missions			
<u>Activity 3.2:</u> Conduct training workshops			
<u>Activity 3.3:</u> Organize study tours and facilitate south-south cooperation			
<u>Activity 3.4:</u> Conduct peer review missions			

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks/Assumptions
EA4: Technical operational guidebooks compiled.	List of operational guidebooks compiled and disseminated	ECA, Afristat, ONSs	Inadequate allocation resources and delay in resources disbursement
Main Activities for EA4:			
<u>Activity 4.1:</u> Review and operationalize international standards and recommendations			
<u>Activity 4.2:</u> Exchange country experiences and best practices			
<u>Activity 4.3:</u> Organize Expert Group Meetings			
<u>Activity 4.4:</u> Dissemination and promoting the operational guidebooks compiled			
EA5: Developed national accounts in Member States in accordance with 2008 SNA.	Number of countries with NA data disseminated based on the 2008 SNA Number of countries that benefit on peer review	ONSs, Afristat, AfDB, ECA	Inadequate allocation resources and delay in resources disbursement
Main Activities for EA5:			
<u>Activity 5.1:</u> Improve data sources			
<u>Activity 5.2:</u> Implement classifications			
<u>Activity 5.3:</u> Adapt and adopt modern IT Tools for national accounts compilation			
<u>Activity 5.4:</u> Improve compilation processes			
<u>Activity 5.5:</u> Develop policy for dissemination and revision			
EA6: Continuity and sustainability of the implementation of the 2008 SNA.	Number of progress report produced and disseminated Number of CSC and AGNA meetings reports Calendars for updating handbooks, classification, etc. established	ECA, NSOs, Afristat, secretariat	<u>Weak M&E system at country level</u> <u>Weak risk management system</u>
<u>Activity 6.1:</u> Monitoring and evaluation of project activities			
<u>Activity 6.2:</u> Coordination and facilitation of project activities (meetings, technical assistance, training, workshops)			
<u>Activity 6.3:</u> Reporting and information sharing of progress and project activities			
<u>Activity 6.4:</u> Ensure sustainability of the 2008 SNA implementation by updating standards, classifications, and compilation procedures			

Annex 3: Work Plan for Phase II of the Project

Outputs/ Activities	Year 1				Year 2				Year 3				Key Players
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
EA1: Increased support for 2008 SNA implementation at national, regional, and international levels.													
Activity 1.1: Formulate country action plans as an implementation and resource mobilization tool	X	X	X	X									NSOs
Activity 1.2: Mobilize and increase national resources through National Strategy for the Development of Statistics (NSDS)	X	X	X	X									NSOs, RECs
Activity 1.3: Organize advocacy campaign at national level		X	X	X	X	X	X	X	X	X	X	X	NSOs
Activity 1.4: organize advocacy campaign at regional level		X	X	X	X	X	X	X	X	X	X	X	AUC
Activity 1.5: Promote the use of statistics, especially, national accounts		X	X	X	X	X	X	X	X	X	X	X	NSOs, RECs
EA2: Institutional capacities strengthened													
Activity 2.1: Strengthen national NSO position and role in the society	X	X	X	X	X	X	X	X	X				NSOs
Activity 2.2: Establish and strengthen existing governance and coordination structures for national accounts statistics at national level	X	X	X	X	X	X	X	X	X				NSOs, RECs
Activity 2.3: Strengthen the statistical training institutions	X	X	X	X	X	X	X	X	X				Training institutes
Activity 2.4: Strengthen the African Network of National Accountants.	X	X	X	X	X	X	X	X	X	X	X		AfDB Secretariat
Activity 2.5: Strengthen the national statistical system	X	X	X	X	X	X	X	X	X	X	X	X	NSOs
EA3: Technical capacities strengthened													
Activity 3.1: Conduct technical assistance missions	X	X	X	X									AfDB
Activity 3.2: Conduct training workshops		X	X	X	X	X	X	X	X	X	X		AfDB
Activity 3.3: Organize study tours and facilitate south-south cooperation		X	X	X	X	X	X	X	X	X	X	X	AfDB

Outputs/ Activities	Year 1				Year 2				Year 3				Key Players
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Activity 3.4: Conduct peer review missions					X	X	X	X	X				AfDB
EA4: Technical operational guidebooks compiled.													
Activity 4.1: Review and operationalize international standards and recommendations	X	X	X	X									ECA
Activity 4.2: Exchange country experiences and best practices		X	X	X	X	X	X	X	X				ECA
Activity 4.3: Organize Expert Group Meetings		X	X	X	X	X	X	X	X	X	X	X	ECA
Activity 4.4: Dissemination and promoting the operational guidebooks compiled					X	X	X	X	X	X			ECA
EA5: Developed national accounts in Member States in accordance with 2008 SNA.													
Activity 5.1: Improve data sources		X	X	X	X	X	X	X	X				NSOs
Activity 5.2: Implement classifications	X	X	X	X	x	x							NSOs
Activity 5.3: Adapt and adopt modern IT Tools for national accounts compilation				X	X	X	X	X	X	X	X	X	NSOs
Activity 5.4: Improve compilation processes				X	X	X	X	X	X	X	x	x	NSOs
Activity 5.5: Develop policy for dissemination and revision							X	X	X	x	x		NSOs
EA6: Continuity and sustainability of the implementation of the 2008 SNA													
Activity 6.1: Monitoring and evaluation of project activities	X	X	X	X									ECA-Secretariat
Activity 6.2: Coordination and facilitation of project activities (meetings, technical assistance, training, workshops)	X	X	X	X	X	X	X	X	X	X	X	X	ECA-Secretariat
Activity 6.3: Reporting and information sharing of progress and project activities	X	X	X	X	X	X	X	X	X	X	X	X	ECA-Secretariat
Activity 6.4: Ensure sustainability of the 2008 SNA implementation by updating standards,								X	X	X	X	X	ECA-Secretariat

Outputs/ Activities	Year 1				Year 2				Year 3				Key Players
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
classifications, and compilation procedures													
