



Economic Commission
for Africa

PROJECT DOCUMENT

(As of 15 August 2014)

Geographical Focus:	The African Continent
Project Title:	Statistics for Good Economic Governance, Regional Integration, and Sustainable Development in Africa -- African Project on the Implementation of the 2008 System of National Accounts: Phase I
Duration:	Phase I: Two Years (The Whole Project: Five years)
Estimated Starting Date:	January 2014
Total Budget:	10 Million USD

Executive Summary:

Africa is rising. Over the past decade, 6 of the 10 fastest growing economies in the world have been African. As policy makers and the public debate and attempt to transform rapid economic growth into job creation and social development, there is an increasing demand for quality economic statistics to serve as the basis for effective evidence-based policies and good economic governance. Producing timely and quality economic statistics is challenging for many countries, particularly in Africa. The challenges include limited human, financial, and technical resources, in addition to weak institutional capacity and statistical infrastructure. To address these issues, the African Group on National Accounts (AGNA) has developed this Strategy and Project on the Implementation of the 2008 System of National Accounts (SNA) to fulfill the global initiative, commitments, and imperative by all countries in the world.

The SNA is a coordinating framework for economic statistics; as a conceptual framework, it ensures the consistency of definitions and classifications in economic statistics; and as an accounting framework, it ensures the numerical consistency of data drawn from various sources. 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. Through extensions and satellite accounts of the SNA, such as the Social Accounting Matrix and the System of Environmental and Economic Accounting; the improved and newly-made available data as a result of the Project will be useful for analyzing the interactions among the economy, society, and environment and identifying sustainable paths of development in Africa.

The five-year Project is organized in a phase-wise approach, with a two-year Phase I, followed by a three-year Phase II. The Project activities during Phase I are based on six pillars, namely: (i)

country plans and actions; (ii) technical assistance; (iii) institutional strengthening; (iii) compilation of technical documents; (iv) advocacy campaign; and (v) coordination, monitoring, evaluation and reporting; each of them will be led by a voluntarily designated stakeholder, to achieve the three expected outcomes: (i) improved capacities in the production, analysis, and dissemination of national accounts; (ii) increased human, financial, and technical resources for national accounts; and (iii) timely and effective completion of Phase I to set a foundation for the implementation of Phase II. The total budget for undertaking the continental activities of Phase I of the African Project on the 2008 SNA is estimated to be 10 million US dollars.

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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
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
NSCC	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
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
UNECA	United Nations Economic Commission for Africa
UNSD	United Nations Statistics Division
USD	United States Dollars

1. BACKGROUND INFORMATION AND JUSTIFICATION

1.1 The Challenges to Economic Statistics in Africa

Africa is rising. Six out of the ten fastest growing economies in the world over the last decade are in Africa. As policy makers and the public debate and attempt to transform the rapid economic growth into job creation and social development, an increasing number of people are questioning whether the economic growth figures have properly reflected the current state of African economies. For example, in his book entitled *Poor Numbers: How We Are Misled by African Development Statistics and What to Do about It*, Morten Jerven, in addition to probing the 60% increase in Ghana's Gross Domestic Product (GDP) over the period of a year due to an over-due rebasing of national accounts from a 1996 to 2006 base year, also noted that of the 47 African countries that he studied, only 10 countries had base years less than a decade old and at least seven African countries had base years from the 1980s. Based on these observations and other studies, a series of eminent economists and commentators have questioned how there can be effective evidence-based policy making and good economic governance based on the current limitations of African economic statistics.

The size, productivity, and growth of the economies are officially measured by the indicator of GDP. GDP is known to be a comprehensive yet complicated indicator to calculate. The calculation of GDP is guided by the international statistical standard called the SNA. To produce timely, quality, and accurate GDP figures is still challenging for many countries in the world. This is especially so for countries in Africa, for which an African Centre for Statistics survey found that half of African countries have six or less professional staff working on national accounts for compiling GDP and other related economic indicators. It was also found that in half of the offices there are less computers available than staff, there is a lack of resources to conduct surveys necessary for up-to-date and accurate national accounts, and not all sectors of the economy were necessarily covered by national accounts both formal and informal. Among all African countries, 12% are still using the 1968 version of the SNA and 88% are using the 1993 version of the SNA, while the latest version is the 2008 SNA.

African statisticians are aware of these issues. The African official statistics community and fraternity have been working behind the scenes to strengthen African statistics. This includes preparing the African Charter on Statistics adopted by the African Union (AU) Assembly in 2009, and the Strategy for the Harmonization of Statistics in Africa (SHaSA) adopted by the AU Assembly in 2010. An important component of the SHaSA is the African Strategy and Project on the Implementation of the 2008 SNA. The strategy is based on the recognition that there is a need to strengthen human, technical, and financial capacities in African countries and the conviction that all countries should work together in order to ensure the compatibility and harmonization of statistics in Africa to support good economic governance, regional integration, and sustainable development in Africa. This Project Document (ProDoc) is the implementation plan for the African strategy and common project on the implementation of the 2008 SNA.

1.2 The SNA as a Tool for Improving Economic Statistics

The SNA is one the most important statistical systems and frameworks in official statistics. It provides an international standard of concepts, definitions, classifications, and methodology for economic statistics and accounts. 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). By putting households and household groups at the heart of the framework, the SAM provides a suitable database to address the issues of income distributions, poverty alleviation, and the living standards of different population groups. Similarly, by bringing together economic and environmental information into a common framework, the SEEA is useful for analyzing the interactions between the economy and environment and identifying sustainable paths of development.

As the latest version, the 2008 SNA takes into account the changes that have happened in the world since 1993 and includes methodological improvements drawn from the experiences of national statistics offices from around the globe. Taking steps towards implementation of the 2008 SNA, along with direct support at the national level, is an opportunity for countries to ensure the adoption of the international statistical standards in their daily work; to apply best practices for data collection, processing, compilation, analysis, and dissemination methodologies and systems; and as such, to improve the quality of national accounts and economic statistics. In Africa, through AGNA and an African Network of National Accountants (ANNA), it will promote professional and intellectual exchanges of information and facilitate the sharing of experiences and solutions to statistical problems related to national accounts and other economic statistics. For all countries in the world to move to the 2008 SNA is a global imperative. Because of the heavy demands of the SNA, the AGNA has called for a common continental project to develop a time bound, creditable, and achievable implementation and action plan.

1.3 The Mandate for the African Project

The African Project on the Implementation of the 2008 System of National Accounts was developed by the AGNA under the umbrella of the Statistical Commission for Africa (StatCom-Africa). The mandate for the Project comes from the mandates given by African Heads of State to the African Charter on Statistics, and the Strategy for the Harmonization of Statistics in Africa (SHaSA). To implement the 2008 SNA is recognized as the first pillar of the SHaSA by the Directors-General (DGs) of National Statistical Offices (NSOs) at its fifth Meeting of the Committee of the DGs of NSOs in 2010 in Yaoundé, Cameroon.

The fifth Meeting of the Committee of the DGs of NSOs requested the Pan-African Institutions and AGNA to conduct an additional assessment 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 document; to gear advocacy towards mobilizing financial resources in support of the operation of the 2008 SNA implementation strategy; for DGs 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 assessment of the status of production of national accounts and the capacity to implement the 2008 SNA was conducted at the beginning of 2011 by UNECA. AfDB and UNECA formed a Task Force Team to discuss the preparation of the ProDoc. The first draft of the ProDoc was made by UNECA, in its capacity as Secretariat of AGNA, and reviewed and discussed by African countries at the 9th meeting of the AGNA in Addis Ababa, Ethiopia in early 2011. The AGNA meeting appreciated the progress made from the African Strategy to the ProDoc; reaffirmed that the African Strategy was fully aligned with the international strategy for the 2008 SNA and Supporting Statistics; pledged to give their support to the finalization of the ProDoc; and called for all development partners to be strongly committed in the implementation of the 2008 SNA in Africa through the common African Project.

The second version of the ProDoc was thoroughly scrutinized, especially on the objectives, outputs, and activities sections, by the 10th AGNA meeting in Pretoria, South Africa in July 2011. The AGNA meeting endorsed and adopted the Continental ProDoc for the implementation of the 2008 SNA; requested the Secretariat of AGNA to amend and finalize it by incorporating the comments and suggestions made by this meeting by the end of August 2011 and circulate again among the AGNA members; and requested the Pan-African Institutions to coordinate their joint efforts to push forward the progress in the implementation of the 2008 SNA on this continent by approaching donors and mobilizing technical, material, and financial resources to start the Continental Project on the implementation of the 2008 SNA in Africa as soon as possible.

The ProDoc was endorsed and adopted by the Third Meeting of the StatCom-Africa III in Cape Town, South Africa in January 2012. The StatCom-Africa urged Pan-African institutions, Regional Economic Communities (RECs), and Member States to take ownership of the ProDoc and for all African countries to work together to adopt the 2008 SNA; urged African countries to allocate, and development partners to mobilize necessary funds to support the implementation of the five-year Regional Project as laid out in the ProDoc; recognized the importance of sectoral statistics such as industrial, trade and service statistics and recommends countries to improve their sectoral statistical system as an essential part of SNA implementation; and requested UNECA to continue to coordinate the activities of monitoring, evaluating, and reporting the status of the implementation of the SNA.

A special session of the AGNA meeting on the African Strategy on the implementation of the 2008 SNA was organized in Addis Ababa, Ethiopia, from 11 to 13 February 2013. Participants of the meeting agreed that the whole project would be carried out in a phase-wise approach. Twenty one (21) activities were identified for implementation in Phase I of the project.

The current version of the ProDoc has been updated with the incorporation of all the comments and suggestions received from the latest meeting, mentioned above. Therefore, it focuses exclusively on activities to be carried out during Phase I of the five-year project.

1.4 Problems/Issues to Be Addressed¹

There are many challenges confronting the compilation of economic statistics, in particular national accounts, in Africa. In general, many African countries are still at a relatively early stage of development of national accounts. Furthermore, national accounts are not

¹ Statistical data used in this section are based on the results of the completed SNA Assessment Questionnaire collected prior to the Seminar on the Implementation of the 2008 SNA in April 2011 in Addis Ababa, Ethiopia.

harmonized across regions even where there are monetary unions. As a result, economic statistics are generally inadequate and not fully comparable across countries. Other issues include limited human, financial, and technical resources, in addition to weak capacity and statistical infrastructure in many countries. 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.

1.4.1 Limited Human, Financial, and Technical Resources

- While National Accounts in Africa is mainly compiled by NSOs (89%), some by the line ministries, such as the Ministries of Economic Affairs / Planning (7%) and the Central Banks (less than 5%), the number of professional staff working in the National Accounts Departments of the NSOs is relatively small. According to survey results, the average number of National Accountants per country is eight and more than half of African countries have less than six professional staff working in the National Accounts Departments of their NSOs.
- The turnover rate is relatively high. On average, four National Accounts professional staff members have left from the National Accounts Department in the last five years. In Sub-Regions like Northern Africa, there are more professional staff members (5) that have left the National Accounts Department than the number of professional staff (4) who have joined the National Accounts Department in the last five years.
- Half of the countries have responded that there is less “personal computers available in the National Accounts Department” than the total “number of National Accounts staff” including both professional and supporting staff in the National Accounts Departments of the NSOs.

1.4.2 Weak Statistical Capacity and Infrastructure

- The lack of resources and limited capacity to carry out household and business surveys and censuses for data collection - to meet the minimum requirement datasets for National Accounts - may be reflected in the fact that most of the data sources (60% to 70%) used for compiling National Accounts are derived from administrative records for industries ranging from agriculture, manufacturing, to services.
- The overall statistical infrastructure in terms of dissemination, networks with users and respondents, and analytical capacity is also relatively weak on the continent. For example, the average number of months it takes to release the first estimate is five months, while the final estimate takes around 17 months. Advance release calendar exists only in about half of the countries.

1.4.3 Unharmonious National Accounts Systems on the Continent

- Different versions of the SNA are applied in different countries: while most countries (88%) are using the 1993 SNA, some countries (12%) are still using the 1968 SNA,

across different sub-regions (spread on average of one in North, Central, East, and Southern Africa), while the latest version is the 2008 SNA.

- Different versions of the international classification systems are adopted by different countries. The results of the survey show that about one fifth of the countries have adopted ISIC-Rev.4, 36% are using ISIC-Rev.3.1, 26% are using ISIC-Rev.3, and 10%, that is four countries, are still using ISIC-Rev.2. Similarly, 28% have adopted CPC-Ver.2, 30% are using CPC-Ver.1.1, and 17% are still using CPC-Ver.1.

1.4.4 Inconsistency and Incompleteness in the Coverage of the Economy

- One of the issues that emerged from the ICP-Africa 2005 round was the lack of consistency in the national accounts between some countries. Despite the fact that countries were compiling their national accounts in accordance with either the 1968 or 1993 SNA, there were some significant discrepancies between some countries' accounts because their estimates did not fully cover everything in some important basic headings. In Africa, the basic heading for imputed rents of owner-occupied dwellings stood out as being a major source of inconsistencies between countries, with a range of estimates from zero to more than 10% of GDP. Other important components were also affected by having less than the full coverage recommended in the SNA. For example, large variations between countries at similar stages of economic development in the levels of own-account production and consumption indicated that some countries' estimates were not completely in accord with the scope defined in the SNA.
- More generally, the challenges concern the inclusion of the informal sector in the National Accounts on a consistent basis. In many cases, only formal activities are partially captured while informal activities are not captured. Institutional sectors are partially captured, for example, the non-profit institutions and civil societies, other levels of governance like state and local government, and aid agencies are not captured. Consequently, the true size of the economy is not captured by the National Accounts.

1.4.5 Early Stages in the Development of National Accounts

- Compared with the six "milestones" adopted by the UN Statistical Commission, which represent the six phases for full implementation of the SNA, one fifth of African countries (20%) have reached only Milestone 1 with statistical capacity to produce economic statistical aggregates of basic indicators of GDP at current and constant prices supported by the approaches and accounts including final expenditures on GDP and GDP by industry.
- Most of the African countries (65%) have so far reached Milestone 2 with statistical capacity to produce additional economic aggregates of GNI, and other primary indicators supported by the approaches and accounts including External Account of Primary Income and Current Transfers, Capital and Financial Accounts for the rest of the world. This group includes 27 Countries (i.e. 44% of the replied countries) answered "yes" to the question of "do you compile Supply and Use Table (SUT)/Input Output Table?"

- Only less than eight African countries (15%) have reached Milestone 3 with the capability to produce the first step of Institutional Sector Accounts supported by the approaches and accounts including Production Account for All Institutional Sectors, Generation of Income, Allocation of Primary Income, Secondary Distribution Income, Use of Incomes, Capital Accounts and Financial Accounts for General Government.

1.5 The Purpose of This Project

The Continental Project is designed to address the problems and issues as observed and listed in the last section.

Table 1: Problems/Issues to Be Addressed by the Project Design and Interventions

Problems / Issues to Be Addressed	Project Design and Interventions
Limited Human, Financial, and Technical Resources	<ul style="list-style-type: none"> - Continental project approach for all the countries to work together - Advocacy and NSDS to mobilize resources for national statistical system - Building human and technical capacity
Weak Statistical Capacity and Infrastructure	<ul style="list-style-type: none"> - Strengthen the statistical institution and infrastructure
Unharmonious National Accounts Systems on the continent	<ul style="list-style-type: none"> - The 2008 SNA provides an opportunity to upgrade and harmonize the national accounting systems in African countries
Inconsistencies and Incompleteness in Covering the Economy	Adopt and apply: <ul style="list-style-type: none"> - Informal sector survey - SUT and commodity flow approach - Integrate national accounts statistics with other sectoral statistics
Early Stages in the Development of National Accounts	<ul style="list-style-type: none"> - Phased approach in the implementation of the 2008 SNA

1.6 Stakeholders and Target Beneficiaries

As agreed by the members of the AGNA and reconfirmed at its latest meeting in February 2014 in Addis Ababa, Ethiopia, the African Project on the Implementation of the 2008 SNA is owned by all the members of the AGNA. It is a common African Project and every member of the AGNA has a role to play. The stakeholders of the Project include Member States, RECs, Afristat, Pan-African institutions (UNECA, AfDB, and AUC), and concerned regional and international organizations and development partners.

As a result of continental and national activities, the Project has multiple anticipated benefits.

Through the AGNA group, all African countries are involved in the continental project. The immediate beneficiaries of the project will be the statisticians in national and regional statistical offices working on national accounts and economic statistics. They will have access to greater resources, better technology, and professional development opportunities. In addition, they will gain strengthened technical and operational capacity for the conduct of national accounts statistics activities. This in turn is anticipated to help improve the quality of national accounts and economic data generated by national statistical systems. The flow of statistically valid national accounts and economic statistical data generated by the project will benefit 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 programme formulation, implementation, monitoring, and evaluation by governments, business, and civil society; and thus, to boost national economic development and growth and to accelerate the process of African integration.

With time, the ultimate beneficiaries should be Africans of all backgrounds, benefiting from good economic governance informed by robust economic statistics. People on the African continent, including men, women, and children will benefit from a prosperous national economy and an integrated African market and economic system. Rapid economic growth and development is the foundation for poverty alleviation, food security, and well-being of millions of individuals and families.

Table 2: Stakeholder Analysis for the Project on the System of National Accounts

Stakeholders	Interests	Likely Impact from the Project
National Statistical Offices (NSOs) and line ministries working in national accounts and related economic statistics	<ul style="list-style-type: none"> • Will have access to greater resources, better technology, and professional development opportunities • Will gain strengthened technical and operational capacity for the conduct of national accounts statistics activities 	<ul style="list-style-type: none"> • Quality and availability of national accounts and related economic statistics
Planning authorities and government agencies (Ministry of economy and finance, ministry of economic planning, relevant government agencies, etc.)	<p>Good statistics will assist them to:</p> <ul style="list-style-type: none"> • Have a complete picture of the economy • Formulate evidence-based policies and decisions • Assess the effects of former policies and decisions in order to highlight successes and take corrective measures in case of failure • Monitor implementation of poverty reduction strategies (PRSs) and other development programs • Monitor progress in the implementation of specific policies as well as international agreement 	<p>Better economic governance:</p> <ul style="list-style-type: none"> • better monitoring and tracking of progress in the achievement of stated objectives, goals, and targets • more informed and evidence-based policies, plans, and programs carried in the country
Research and training institutions including universities	<ul style="list-style-type: none"> • They are involved in the training of statisticians and may be looking at this work as a potential way of increasing their level of resources used in the training. • They are also analyzers and users of data in the domain of economic research and analyses. In this regard, they will be interested by sound economic statistics. 	<p>An enhancement of the quality of economic statistics and national accounts, will lead to:</p> <ul style="list-style-type: none"> • Better diagnosis and analysis of development and economic issues • better projection and forecasting

Stakeholders	Interests	Likely Impact from the Project
International and continental organizations, multi-lateral and bilateral donor agencies	Sound economic statistics and NA will help them to: <ul style="list-style-type: none"> • Have a complete picture of the country • Assess the needs for assistance in order to give guidance on the allocation of resources • Monitor performance of the programs they support • Report on their activities in the country and for international and regional reporting on a harmonized basis e.g., special agreements with international organizations, and regional integration, on progress towards the MDGs, etc. 	<ul style="list-style-type: none"> • To provide assistance in a coordinated and synergic manner.
Private sector and organizations	Goods economic statistics and NA will help them to: <ul style="list-style-type: none"> • Assess and forecast the potential of market or sectors while preparing investment projects • Forecast their production and all the related accounting and financial variables 	<ul style="list-style-type: none"> • For the citizens to be better informed and to participate in the economic dialogue and decision- and policy-making process in a more transparent way.

1.7 Past and Related Work

The Project is directly linked with the UNECA regular programme. To implement the 2008 SNA is considered as the first pillar of the Strategy for the Harmonization of Statistics in Africa (SHaSA), which 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 Governments. It is a continuation of the recent and almost completed implementation of the International Comparison Programme (ICP) led by the AfDB which assisted countries in the implementation of the 1993 SNA. As such, it is part of an ongoing continent wide coordinated effort to improve national accounts including valuable contributions from the AfDB, AUC, and UNECA.

2. PROJECT FRAMEWORK

The Project is designed to address and tackle the problems and issues as observed and listed in the last section in order to achieve the goal of improving the quality and availability of African economic statistics and national accounts by assisting countries to take steps towards implementation of the 2008 SNA. The project does this by working with Member States through capacity building, institutional strengthening, methodology development, and advocacy campaign to mobilize and increase available human, financial, and technical resources in support of strengthening capabilities for the production, analysis, and dissemination of national accounts and related economic statistics. It is designed as a five-year project with a first phase of two years and second phase of three years.

2.1 Overall Development Objective

The overall development objective of this Project is to improve the quality and availability of national accounts and related economic statistics in support of good economic governance, regional integration, and sustainable development in Africa. The overall development objective is to be achieved as a result of the impact generated from the Project.

2.2 Impact and Expected Accomplishments

2.2.1 Impact

By the end of the project, as a direct consequence of the outcomes and outputs produced, all countries on this continent are adequately prepared to move over and implement the 2008 SNA in order to produce harmonized, comparable, and quality national accounts and related economic statistical data. To move forward to the 2008 SNA is a political decision at the national level. The advocacy campaign component of the Project is designed to provide sufficient and sound information for policy-makers at all levels, to establish good political will, and to make adequate policies and decisions to attain the expected impact of the Project.

2.2.2 Expected Accomplishments (Outcomes)

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. The three outcomes or the expected accomplishments of the Project are as follows:

EA1: Improved capacities in production, analysis, and dissemination of national accounts in Member States.

EA2: Increased human, financial, and technical resources for national accounts in Member States.

EA3: Timely and effectively completed first phase to set a foundation for the implementation of Phase II.

2.3 Outputs and Project Activities

As mentioned above, during the special session of AGNA meeting, 21 activities were chosen as the priorities to be carried out during the first phase of the Project. The 21 activities can be further consolidated and streamlined into 14 activities. In the latest AGNA meeting held in February 2014, the output of Country Plans and Actions and related activities were also considered as very important and should be included. As a result, there are total six outputs and 17 activities for Phase I of the African Project on SNA as listed below.

EA1: Improved capacities in production, analysis, and dissemination of national accounts in Member States.

- **Output 1.** Country Plan and Actions
 - Activity 1.1: Formulate country implementation plan for the 2008 SNA
 - Activity 1.2: Take follow-up actions to change over to the 2008 SNA
 - Activity 1.3: Collaborate with AGNA members and development partners to fill in the gaps

- **Output 2.** Technical Assistance
 - Activity 2.1: Assist and support Member States to adopt and apply modern and country-adapted IT tools
 - Activity 2.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA

- **Output 3.** Institutional Strengthening
 - Activity 3.1: Establish or strengthen existing governance and coordination structures for national accounts statistics at national level
 - Activity 3.2: Create the African Network of National Accountants (ANNA)

EA2: Increased human, financial, and technical resources for national accounts in Member States.

- **Output 4.** Compiling Technical Documents
 - Activity 4.1: Make an inventory of administrative data sources required for national accounts compilation
 - Activity 4.2: Develop a guidebook on processing data from administrative sources in national accounts

- **Output 5.** Advocacy Campaign
 - Activity 5.1: Prepare advocacy materials and tools
 - Activity 5.2: Organize advocacy campaigns at continental, regional, and national levels
 - Activity 5.3: Organize Round Table Meetings with potential and existing funding partners

EA3: The timely and effectively completed first phase to set a foundation for the implementation of Phase II.

- **Output 6.** Coordination, Monitoring, Evaluation, and Reporting
 - Activity 6.1: Organize meeting of the Continental Steering Committee

Activity 6.2: Establish and strengthen SNA Continental Secretariat

Activity 6.3: Conduct a further and in-depth assessment on national accounts status and capacity of all African countries

Activity 6.4: Adapt and develop framework and tools for monitoring, evaluation, and reporting of the implementation of the 2008 SNA

Activity 6.5: Produce and disseminate monitoring and evaluation reports

2.4 Performance Indicators

The following are the major indicators to validate and monitor the achievements of interventions and results of the Project:

EA1: Improved capacities in production, analysis, and dissemination of national accounts in Member States.

- IA1.1: 10 countries with thoroughly accessible administrative data sources for the 2008 SNA
- IA1.2: 10 countries applying modern IT tools for compiling
- IA1.3: 3 RECs with M & E framework to track SNA at Member State level
- IA1.4: 10 NSOs received capacity development to strengthen their governance structures and M & E system
- IA1.5: African Network of National Accountants (ANNA) established

EA2: Increased human, financial, and technical resources for national accounts in Member States.

- IA2.1: 15% Increased number of countries, from baseline, with more resources for national accounts
- IA2.2: 10 countries with national implementation plan for the 2008 SNA
- IA2.3: 10 countries with thoroughly accessible administrative data sources for the 2008 SNA
- IA2.4: 10 Member States that have increased financial resource allocation and disbursement for national accounts activities

EA3: The timely and effectively completed first phase to set a foundation for the implementation of Phase II.

- IA3.1: Existence of functioning strategy implementation structure at the continent level
- IA3.2: Number of timely and quality mid-term and final reports of the project
- IA3.3: Agreed Terms of Reference for the SNA, Governance Structure, and Secretariat Staff are in place and functioning Secretariat office fully equipped
- IA3.4: Assessment report on national status and capacity

Sources for majority of the above indicators will be the institutions to fill out questionnaires, e.g. National Statistical Offices (NSOs), Ministries of Finance and Planning, Reserve Banks, and other related agencies at member States, as well as RECs, ANNA, SNA Continental Secretariat. The questionnaires include those sent to countries as well as the questionnaires of evaluation filled out after workshops or technical assistance missions; reports of external evaluations, and approved ProDoc.

2.5 Risks and Assumptions

Important risks that could jeopardize the realization of the Project are identified and presented in Table 3 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 3: 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 cycle of the continental project.	To organize and implement the Strategy by phase and groups of countries.
1.2 Mobilization and securing of 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 continental project.	Strong advocacy among all potential donors.
2. Regional project management risks		
2.1 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.
2.2 Weak 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.
2.3 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 regularly revise the budget and work plans and to ensure timely disbursement of all required resources.
2.4 Possible weaknesses of RECs/SROs	Some leading organizations in countries and/or RECs/SROs may not have the capacity to support the continental project activities as planned.	To identify the capacity of each and assist them accordingly. The establishment of RECs/SROs profiles will help.
2.5 The continental 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; and to include appropriate management reserve tasks on the schedule of technical components.

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.

3. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

3.1 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 (UNECA, AfDB, and AUC), concerned regional and international organizations and development partners, and the Secretariat of the Project based at UNECA. 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 ensure the accountability of all stakeholders and oversee the implementation process of the Project. More specifically, the responsibilities of the CSC include: reviewing and adopting the terms of reference of the CSC, approving the work plan and budget of the Project, providing ongoing policy recommendations, oversight, and guidance in areas of expertise, overseeing the overall coordination and accountability of the Project, administering effective implementation of the Project, leading resource mobilization efforts, and assessing and reporting on the progress of the Project. The CSC will report to meetings of the Chief Executives of UNECA, AUC, and AfDB as well as the Statistical Commission for Africa (StatCom-Africa) and the Committee of Director-Generals of African National Statistics Offices (CoDGs).

The CSC is chaired by UNECA since it is mandated by the SHaSA to lead the process on the continent; while the activities in the ProDoc will be shared and led by various stakeholders as mentioned above and illustrated in Annex 4, the Work Plan table. The Governance Structure and Terms of Reference of the CSC were approved and adopted during the Inaugural CSC Meeting in September 2013. The following representatives were present for the Inaugural Meeting of the CSC: the Deputy Executive Secretary of UNECA as the Chairperson of the CSC; the Heads of Statistics of the three Pan-African Institutions with their technical staffs; five selected countries representing the five Sub-Regions: East, North, South, West, and Central Africa; the five active Regional Economic Communities (RECs); the representatives of AFRISTAT, the IMF, the World Bank, ENESEA (Cote d'Ivoire), and School of Statistics and Planning at Makerere University in Uganda, as well as donors and development partners including Australian Aid; Department for International Development (DFID) of the United Kingdom; European Union Delegation; INSEE France; and United States Agency for International Development (USAID). The CSC convenes one regular meeting every six months.

The Sessions of the CSC are substantively serviced by UNECA, host of the Secretariat, which provides ongoing support for the coordination and implementation of the African Project on 2008 SNA.

The responsibilities of the CSC 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:

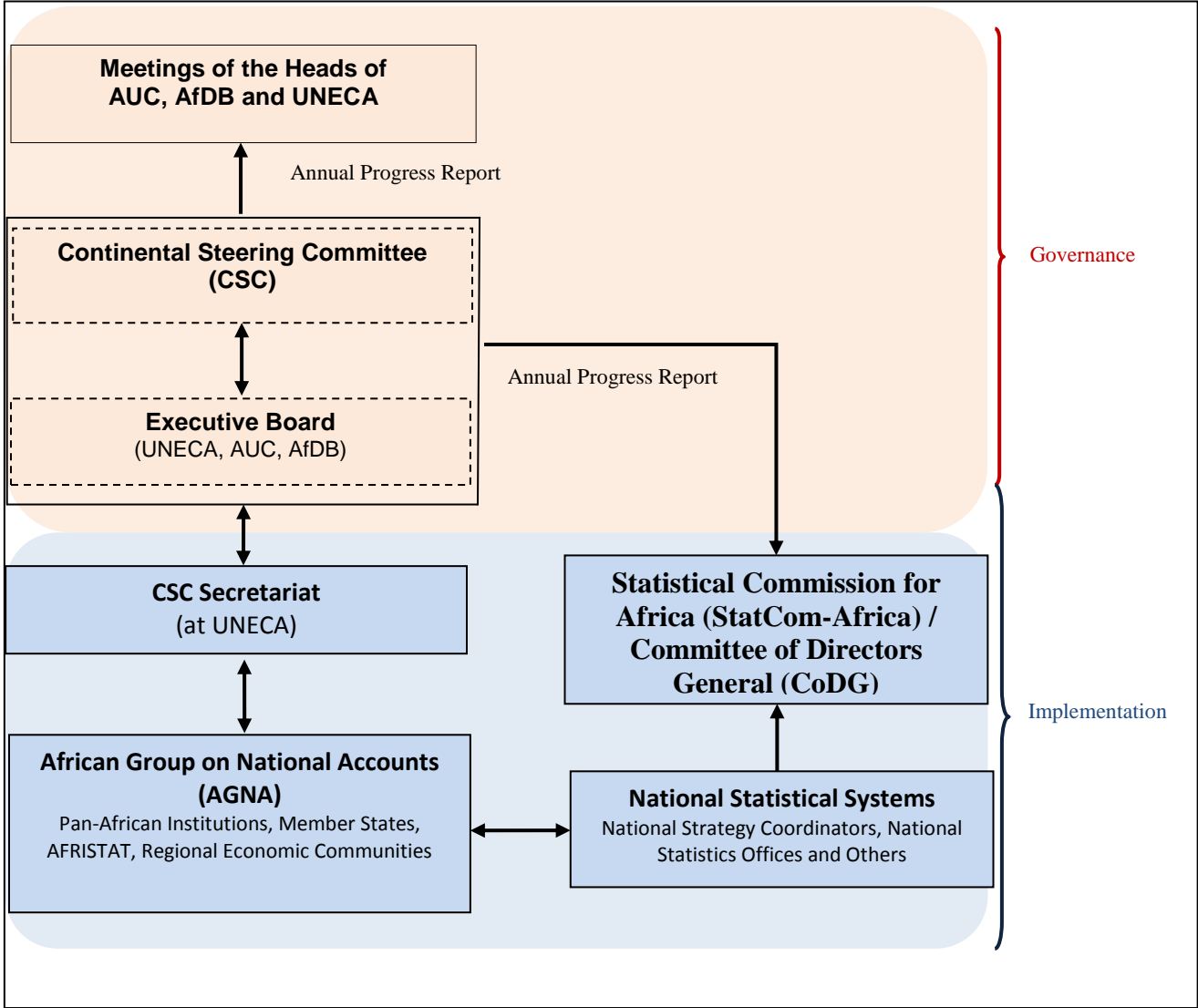
preparing of work plans, budgets, and log-frames for the Project; coordinating with Regional Coordinators and other partners for implementing the African Project; mobilizing and allocating resources; assisting countries to design their action plans in line with the Continental Framework; and monitoring, evaluation, and reporting on the implementation of the African Project on SNA. The Secretariat reports to the CSC Executive Board (EB) comprising of the three principal organizations, namely UNECA, AUC, and AfDB, which jointly serve as the bureau for the CSC. The EB will meet more frequently than the CSC and undertake day-to-day activities on behalf of the CSC. Meetings may be held in the form of extraordinary meetings, piggy back meetings to other events, by video conference, telephone conference, or by email as appropriate.

At the Regional Economic Community (REC) level: The five RECs (ECCAS, ECOWAS, COMESA, SADC, and AMU) will have the role of Regional Coordinators. Each REC will appoint one Regional Coordinator. AFRISTAT serves as the Technical Adviser of the AGNA.

At the National Level: 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: The “Governance Structure of the Project” (below and Annex 5) and “Terms of Reference for the Continental Steering Committee (CSC)” at the end of this document provide more detailed information on the governance structure and the relationship between the CSC, the Secretariat, and various stakeholders of the Project.

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



3.2 Geographical Coverage

The Project will ensure there is adequate geographic coverage in Phase I. 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.

3.3 Implementation Strategy and Methodology

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 Strategy for the implementation of the 2008 SNA. 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. The project approach is built on the experiences and best practices in countries gained during the implementation of the 1993 and 1968 versions of SNA and other related projects.

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.

The Continental Project will be carried out in six complementary, mutually reinforcing, and parallel processes, which include Country Plan and Actions, Technical Assistance, Institutional Strengthening, Compiling Technical Documents, Advocacy Campaign, and the above five processes will be supported by the six, a constant and continuous Coordination, Monitoring, Evaluation, and Reporting process.

3.3.1 Country Plans and Actions

Member States take the lead by:

- Developing country plans for implementation of the 2008 SNA, in line with national and African strategies;
- Taking concrete steps and actions to implement the country plans; and
- Requesting technical assistance and support when encountering difficulties.

To prepare country plans, countries will take into consideration the national and regional policy needs to determine the scope and detail of the national accounts required to inform policy makers. These goals are also guided by the requirements set by the Statistical Commission for assessing the scope and detail of the national accounts. The chosen scope and detail of the national accounts also determine the data sources needed for timely and accurate estimates of the national accounts aggregates. By mapping the statistical requirements – where you want to go, and the outcome of the assessment of the statistical system – where you are, it is possible to determine the required actions – how to get there. These required actions are translated into a country implementation plan for the 2008 SNA and supporting statistics, providing key features and deliverables that are specific, measurable, relevant, and can be carried out within a specific time frame. Countries are encouraged to develop their implementation plans for the 2008 SNA and supporting economic statistics within the framework of national strategies for the development of statistics. The required activities are grouped in three categories:

- Regulatory and institutional framework – strengthening the functioning of NSS, its programming, management and performance;
- Statistical infrastructure – strengthening of use of standards (2008 SNA), classifications (ISIC Rev. 4), improving and maintaining scope and coverage of registers and frames, modernizing information management and information technology, *and*
- Statistical operations – strengthening of data collection, compilation, analysis and dissemination.

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

- Complete the SNA compliance questionnaire
- Prepare a draft statement of strategy
- Complete the diagnostic tool
- Establish SNA task team
- Complete self assessment status
- 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

There is also a need to have agreement on the scope and detail of the national accounts compilation that would represent the minimum implementation of the 2008 SNA in Africa. Given the relatively limited scope of accounts that are compiled by African countries the highest this bar can be set is at milestone 2.

3.3.2 Technical Assistance

The scope and detail of national accounts compilation that would represent the minimum implementation of the 2008 SNA in Africa is as follows:

In general:

- Quarterly accounts for the nominal and volume measure of GDP by industry or by expenditure components
- Quarterly compilation of the integrated accounts until net lending for the total economy and the rest of the world
- Compilation of annual institutional sector accounts until net lending for the corporate, government, households and non-profit institutions serving households sectors
- Agreed set of minimum short term statistics
- Annual SUT
- Detailing sources and methods -metadata

In particular:

- Annual estimates for: Output; Intermediate Consumption; and therefore Gross Value Added, for a country defined set of ISIC 4 categories. The estimation process will include the construction of Output by ISIC 4 category and Intermediate Consumption by ISIC 4 category for each of the following five institutional sectors – General Government, Financial Corporations, Non-Financial Corporations, Households, NPISHs
- Autonomous measure of expenditure components
- Owner-occupied dwelling services (including second/vacation homes)
- Capital stock and consumption of fixed capital, including government consumption of fixed capital
- Exhaustive measure of GDP covering non-observed economy and more specifically the informal sector.
- Estimation of a labor input matrix for all ISIC 4 categories for all five institutional sectors. This is considered essential for achieving exhaustiveness of GDP.

These provide a reference to determine the types of technical assistance possibly required by Member States, which may 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

A survey will be conducted to ask countries to provide their needs and demands for the specific technical assistance subjects and topics. Accordingly, technical assistance (TA) missions will be arranged and conducted during the Project. By doing so, the TA missions 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.

3.3.3 Institution Strengthening

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 Project:

- The 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 calendars for statistics data dissemination
- 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; *and*

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.

3.3.4 Compiling Technical Documents

A set of guidebooks (i.e. manuals and handbooks) will be developed with the support of the members of the AGNA group. 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.

UNECA takes the lead by:

- Establishing a virtual “community of practice” to gather country experts for sharing and exchanging African country experiences and practices;
- Preparing the first and second drafts of the Guidebook on Use of Administrative Data for Compiling National Accounts, incorporating international standards and recommendations with African country experiences and practice; *and*
- Organizing expert group meetings for reviewing and validating the draft Guidebook;

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 an expert 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 expert 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.

The capacity building will be carried out through compiling technical documents and follow-up training activities.

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.

3.3.5 Advocacy Campaign

To adopt the 2008 SNA is a political decision made by the Member States with national commitment. Therefore, one of the key components of the Continental Project is to prepare, provide, and disseminate advocacy materials to various policy makers on the importance and usefulness of national accounts and related economic statistics for mobilizing resources for development of national accounts and related economic statistics.

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 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 Continental Project in Africa.

AUC takes 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.

3.3.6 Coordination, Monitoring, Evaluation, and Reporting

The coordination, monitoring, evaluation, and reporting process is a critical component of the Project. 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 Project Implementation Plan (PIP) consolidating concrete actions and activities proposed voluntarily by various stakeholders will be trailed as a coordination mechanism and a useful framework for monitoring, evaluation, and reporting on the progress of the Project.

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 PIP framework.

3.4 Resource Requirements

As shown in Annex 2 “Indicative Budget for Phase I of the Project by Outputs (in USD x 1000)” with a breakdown of Phase I of the African Project for SNA in two years, the overall budget is estimated at 10 million USD. The Project will be executed through the following six operational components as explained in the last section: Country Plans and Actions, Technical Assistance, Institutional Strengthening, Compiling Technical Documents, Advocacy Campaign, and Coordination, Monitoring, Evaluation, and Reporting.

3.4.1 Country Plans and Actions

The countries will develop and formulate country plans for the implementation of the 2008 SNA, taking concrete steps and actions to implement the country plans; and requesting technical assistance and support when encountering difficulties. For Phase I of the African Project, it is expected that 10 African countries will participate in the process. Five meeting will be organized and one in each of the five sub-regions, which requires total 400,000 USD. There is a provision of 30,000 USD for 10 technical assistance missions, one per country, to be carried out by staff members to support the efforts of the countries. For any such interventions to be successful there has to be long term commitment from all parties towards improving national accounts and utilizing resources effectively in this regard, and to take steps towards strengthening national accounts and implementing the 2008 SNA.

3.4.2 Technical Assistance

Technical assistance missions will be organized in response to the needs and demands requested by countries. For budget purposes, we assume that:

- Ten (10) countries per year may request the support of technical assistance missions in the domain of IT-solutions or the implementation of international standards in national accounts

- Technical assistance missions will be conducted during five working days by one staff member
- The technical missions will also be supported by small groups of training workshops on specific technical subjects and topics as requested by the countries at national level and at the sub-regional level
- During this first phase of the Project, special attention will be given to countries lagging behind in the implementation of the previous version of the SNA

Globally, to cover expenses related to the above, 982,000 USD will be required for assisting and supporting Member States to adopt and apply modern and country-adapted IT tools and one million will be required for launching assistance for countries lagging behind in the implementation of the 1993 SNA.

3.4.3 Institutional Strengthening

For the purpose of strengthening existing entities and the governance and coordination structures for national accounts statistics at the national, regional and continental levels, the following activities will be carried out by training workshops, onsite technical assistance, follow-up supports, establishing sub-regional steering committees; and sub-regional Technical Secretariat.

In general, to cover expenses related to this component, 1.2 million USD will be required for establishing or strengthening existing governance and coordination structures for national accounts statistics at national level; and 1.8 million USD will be required for creating the African Network of National Accountants (ANNA) and conducting “Community of Practice” and organizing two annual AGNA Meetings.

3.4.4 Compiling Technical Documents

As explained above, the process of compiling a guidebook on use of administrative data for the compilation of national accounts itself is also a capacity building process. This is done through the participation of the AGNA members in the compilation and dissemination of the guidebook.

In total, 628,000 USD are required for making an inventory of administrative data sources required for national accounts compilation. Conduct survey through Questionnaires; discussion and exchange through email and website, as well as Consultative Meetings; and 824,000 USD are required for developing a guidebook on processing data from administrative sources in national accounts.

3.4.5 Advocacy Campaign

Advocacy campaign is a very important component of the Project to enlist political and financial supports from various levels for the Project. For the advocacy campaign, activities include preparing advocacy materials and tools, organizing advocacy campaigns at continental, regional, and national levels, and organizing round table meetings with potential and existing funding partners. A provision of 229,000 USD for the overall period is made to support the preparation of advocacy material by one specialist, 1.2 million to cover the Advocacy Campaign to be conducted at various levels, and 183,000 USD for the round-table meetings with funding partners. In total, 1.6 million will be required.

3.4.6 Coordination, Monitoring, Evaluation, and Reporting

For the coordination, monitoring, evaluation, and reporting of the Project, four meetings of the CSC are scheduled. The Secretariat of the Project needs to be strengthened. There is a need to further and continuously conduct assessment on national accounts status and capacity of all African countries. By adapting and developing framework and tools for monitoring, evaluation, and reporting of the implementation of the 2008 SNA, we need to regularly produce and disseminate monitoring and evaluation reports to ensure that the resources are properly used and the progress of the Project is kept in track. In total, a provision of 1.1 million is required for this component.

3.5 Sustainability

It is crucial that the activities started 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 continental project in order to ensure sustainability.

First, stakeholder ownership and participation: from its start, the project has been and will continue to be owned by the AGNA including the Member States, Pan-African Institutions, RECs, Afristat, and other partners. Ownership and active participation are essential for successful strategic management and the key to the success of any strategy.

Second, 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. 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. Examples of the existing structures include the Statistical Commission for Africa (StatCom-Africa), Committee of Directors-General of African National Statistics Offices (CoDGs), African Statistical Coordination Committee (ASCC), and the AGNA.

Third, capacity building and institution strengthening: through capacity building and institutional strengthening, to institutionalize the new and harmonized standards and procedures in the data collection, processing, compilation, analysis, and dissemination for national accounts; and to increase human, financial, and technical resources for the activities of national accounts at national level beyond the project duration. Thus, by the end of the project, NSOs will be empowered and enabled to identify their problems, design and plan solutions, manage, implement and monitor their own projects.

Fourth, communication and sharing results with all stakeholders will allow them to meet their requirements as well as strengthen sustainability of actions and results. The Secretariat will document and disseminate good practices and lessons learned from the project and share with countries and partners to strengthen the overall statistical development. The mechanism for a transparent and timely flow of data and information will be established.

Through the meetings of the Continental Steering Committee, key stakeholders of the project will be regularly informed of progress of the project.

ANNEXES

Annex 1: Logical Framework of the African Project on SNA

Intervention Logic	Objectively	Source of Verification	Risks/Assumptions
	Verifiable Indicators		
Expected Impact: All countries in this continent are adequately prepared to move over and implement the 2008 SNA in five years in order to produce harmonized and comparable national accounts and related economic statistical data.			
EA1: Improved capacities in production, analysis, and dissemination of national accounts in Member States.	10 countries with thoroughly accessible administrative data sources for the 2008 SNA.	National Statistics Offices.	<ul style="list-style-type: none"> - Sustainable funding commitments. - Participation of countries. - Mobilization of adequate resources at all the levels. - Training and retention of skilled personnel with absorptive capacities.
Output 1. Country Plan and Actions	10 countries compiling country plans and taking follow-up actions.	National Statistics Offices.	
Output 2. Technical Assistance	10 countries applying modern IT tools for compiling NA.	National Statistics Offices, Ministries of Finance and Planning, Reserve Banks.	
Output 3. Institutional Strengthening	<ul style="list-style-type: none"> - 3 RECs with M & E framework to track SNA at MS level; - 10 NSOs received capacity development to strengthen their governance structures and M & E system; - Network of African National Accountants (ANAN) established. 	RECs, National Statistics Offices, ANAN, Secretariat.	
Main Activities for Output 1:			
Activity 1.1: Formulate country implementation plan for the 2008 SNA			
Activity 1.2: Take follow-up actions to change over to the 2008 SNA			
Activity 1.3: Collaborate with AGNA Members and Development partners to fill in the gaps			
Main Activities for Output 2:			
Activity 2.1: Assist and support Member States to adopt and apply modern and country-adapted IT tools			
Activity 2.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.			
Main Activities for Output 3:			
Activity 3.1: Establish or strengthen existing governance and coordination structures for national accounts statistics at national level.			
Activity 3.2: Create the African Network of National Accountants (ANNA).			

Intervention Logic	Objectively	Source of Verification	Risks/Assumptions
	Verifiable Indicators		
EA2: Increased human, financial, and technical resources for national accounts in Member States.	<ul style="list-style-type: none"> - 15% Increased number of countries, from baseline, with more resources for national accounts. - 10 number of countries with national implementation plan for the 2008 SNA. 	National Statistics Offices, Ministries of Finance and Planning, Reserve Banks	<ul style="list-style-type: none"> - Sustainable funding commitments - Participation of countries - Mobilization of adequate resources at all the levels - Training and retention of skilled personnel with absorptive capacities
<u>Output 4.</u> Compiling Technical Documents	10 countries with thoroughly accessible administrative data sources for the 2008 SNA	National Statistics Offices	
<u>Output 5.</u> Advocacy Campaign	10 Number of member states that have increased financial resource allocation and disbursement for national accounts activities	Ministries of Finance and Planning; National Statistics Offices	
Main Activities for Output 4:			
<u>Activity 4.1:</u> Make an inventory of administrative data sources required for national accounts compilation.			
<u>Activity 4.2:</u> Develop a guidebook on processing data from administrative sources in national accounts.			
Main Activities for Output 5:			
<u>Activity 5.1:</u> Prepare advocacy materials and tools.			
<u>Activity 5.2:</u> Organize advocacy campaigns at continental, regional, and national levels.			
<u>Activity 5.3:</u> Organize Round Table Meetings with potential and existing funding partners.			
EA3: The timely and effectively completed first phase to set a foundation for the implementation of Phase II.	<ul style="list-style-type: none"> - Existence of functioning strategy implementation structure at the continent level. - Number of timely and quality mid-term and final reports of the project. 	Questionnaires sent to countries, questionnaires of evaluation filled out after workshops or technical assistance missions; and reports of external evaluations.	Sustainable donor commitments.
<u>Output 6.</u> Coordination, Monitoring, Evaluation, and Reporting	<ul style="list-style-type: none"> - Agreed Terms of Reference for the SNA Governance Structure and Secretariat Staff are in place and functioning Secretariat office fully equipped. - Assessment report on national status and capacity. 	Approved ProDoc, Secretariat.	
Main Activities for Output 6:			
<u>Activity 6.1:</u> Organize meeting of the Continental Steering Committee			
<u>Activity 6.2:</u> Establish and strengthen SNA Secretariat			
<u>Activity 6.3:</u> Conduct a further and in-depth assessment on national accounts status and capacity of all African			

Intervention Logic	Objectively	Source of Verification	Risks/Assumptions
	Verifiable Indicators		
			countries.
			<u>Activity 6.4</u> : Adapt and develop framework and tools for monitoring, evaluation, and reporting of the implementation of the 2008 SNA.
			<u>Activity 6.5</u> : Produce and disseminate monitoring and evaluation reports.

Annex 2: Indicative Budget for Phase I of the Project by Outputs (in USD x 1000)

COMPONENTS	AMOUNT
Country Plans and Actions	430
Technical Assistance	1,504
Institutional Strengthening	2,992
Compiling Technical documents	1,452
Advocacy Campaign	1,604
Coordination, Monitoring , Evaluation, and Reporting	1,217
Subtotal	9,199
Programme Support Costs	1,196
Total	10,395

Annex 3: Indicative Budget for Phase I of the Project by Activities (in USD x 1000)

OUTPUTS/ ACTIVITIES	DESCRIPTION	BUDGET
EA1: Improved capacities in production, analysis, and dissemination of national accounts in Member States.		
Output 1. Country Plan and Actions		
Activity 1.1: Formulate country implementation plan for the 2008 SNA	Developing country plans for implementation of the 2008 SNA, in line with national and African strategies; Taking concrete steps and actions to implement the country plans; and Requesting technical assistance and support when encountering difficulties; 10 countries: formulate country plans and start carrying out activities in the country plans.	430
Activity 1.2: Take follow-up actions to change over to the 2008 SNA		
Activity 1.3: Collaborate with AGNA Members and Development partners to fill in the gaps		
Output 2. Technical Assistance		
Activity 2.1: Assist and support Member States to adopt and apply modern and country-adapted IT tools	Conduct questionnaire survey and prepare a report; ERETES training workshops (in WA, EA, CA, SA, and NA); Assistance to countries in adopting ERETES software and support to its maintenance; Technical assistance to countries that already use ERETES; Long-term technical assistance to countries willing to adopt ERETES for the compilation of NAs; Seven IT experts will carry out this activity in 10 selected countries.	982
Activity 2.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.	Workshops of sub-group of experts specialized in quarterly accounts (QA). This subgroup will develop a training module on producing quarterly accounts; Workshop on the compilation of QA; Twinning countries; Five missions per country to address specific issues; 10 countries are targeted. Each mission will be for six days. Moreover, two workshops for English and French speaking countries. Two participants per country will attend the workshops. 235 Regional advisor/staff working days.	522
Output 3. Institutional Strengthening		
Activity 3.1: Establish or strengthen existing governance and coordination structures for national accounts statistics at national level.	Training workshops; Onsite technical assistance; Follow-up supports; Establish sub-regional steering committees; Establish sub-regional Technical Secretariat; Two missions per country; 10 countries are targeted. Each mission will be for six days. Moreover, two national data user-producer workshops for each country. 15 participants per country will attend the workshops. 235 Regional advisor/staff working days.	1,192
Activity 3.2: Create the African Network of National Accountants (ANNA).	"Community of Practice" & Two annual AGNA meetings.	1,800
EA2: Increased human, financial, and technical resources for national accounts in Member States.		
Output 4. Compiling Technical Documents		
Activity 4.1: Make an inventory of administrative data sources required for national accounts compilation.	Conduct survey through Questionnaires; Discussion and exchange through email and website; Five Consultative Meetings of five days are scheduled. For each meeting: 20 participants, travel of five experts/staff members. Interpretation and logistics, cost per meeting. 235 Regional advisor/staff working days.	628

OUTPUTS/ ACTIVITIES	DESCRIPTION	BUDGET
<u>Activity 4.2:</u> Develop a guidebook on processing data from administrative sources in national accounts.	Prepare Outline of the Guidebook; Contribute country practice and experience to the Guidebook Contribute country practice and experience to the Guidebook; Prepare for First and second drafts of the Guidebook; EGM on the first and second drafts of the Guidebook; Five Consultative Meetings of five days are scheduled. For each meeting: 20 participants, travel of five experts/staff members. Interpretation and logistics, cost per meeting. Guidebook: translation, printing, and shipping. 235 Regional advisor/staff working days.	824
Output 5. Advocacy Campaign		
<u>Activity 5.1:</u> Prepare advocacy materials and tools.	One communication officer for 1 year. Translation, printing, and dissemination of advocacy materials.	229
<u>Activity 5.2:</u> Organize advocacy campaigns at continental, regional, and national levels.	<ul style="list-style-type: none"> 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; Two missions per country; 10 countries are targeted. Each mission will be for six days. Moreover, two national workshops for each country. 15 participants per country will attend the workshops. 280 Regional advisor/staff working days. 	1,192
<u>Activity 5.3:</u> Organize Round Table Meetings with potential and existing funding partners.	Two meetings: each with 15 people.	183
EA3: The timely and effectively completed first phase to set a foundation for the implementation of Phase II.		
Output 6. Coordination, Monitoring, Evaluation, and Reporting		
<u>Activity 6.1:</u> Organize meeting of the Continental Steering Committee	Four meeting of the Continental steering committee of fifteen (15) participants are sponsored for three days meeting with interpretation and logistics. 40 Regional advisor/staff working days.	210
<u>Activity 6.2:</u> Establish and strengthen SNA Continental Secretariat	Two professional and one support staff; fully equipped office (3); communication; furniture @; IT hardware and software; other equipment.	563
<u>Activity 6.3:</u> Conduct a further and in-depth assessment on national accounts status and capacity of all African countries.	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 for the CSC, AGNA, StatCom-Africa, and Committee of Directors-General (CoDGs) meetings; Stakeholders on a biannual basis provide the requisite information and progress reports to the Secretariat, in line with the agreed PIP framework; and Two advisory services and survey missions for five (5) days to 10 countries. 50 Regional advisor/staff working days.	132
<u>Activity 6.4:</u> Adapt and develop framework and tools for monitoring, evaluation, and reporting of the implementation of	Two monitoring and evaluation missions in 10 countries for three (5) days per each country. 100 Regional advisor/staff working days.	132

OUTPUTS/ ACTIVITIES	DESCRIPTION	BUDGET
the 2008 SNA.		
<u>Activity 6.5</u> : Produce and disseminate monitoring and evaluation reports.	Consolidate progress Reports for AGNA, CSC, CoDG, StatCom Meetings; Translation, Printing, and Shipment.	180
Subtotal		9,199

Annex 4: Work Plan for Phase I of the Project

Outputs/ Activities	Year 1				Year 2				Key Players
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
EA1: Improved capacities in production, analysis, and dissemination of national accounts in Member States.									
Output 1. Country Plan and Actions									
Activity 1.1: Formulate country implementation plan for the 2008 SNA	X	X	X	X					MS
Activity 1.2: Take follow-up actions to change over to the 2008 SNA		X	X	X	X	X	X	X	MS
Activity 1.3: Collaborate with AGNA Members and Development partners to fill in the gaps		X	X	X	X	X	X	X	MS
Output 2. Technical Assistance									
Activity 2.1: Assist and support Member States to adopt and apply modern and country-adapted IT tools	X	X	X	X	X	X	X	X	AUC, Afristat
Activity 2.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.	X	X	X	X	X	X	X	X	AfDB, RECs, Afristat
Output 3. Institutional Strengthening									
Activity 3.1: Establish or strengthen existing governance and coordination structures for national accounts statistics at national level.	X	X	X	X	X	X	X	X	RECs, Afristat
Activity 3.2: Create the African Network of National Accountants (ANNA).	X	X	X	X	X	X	X	X	AfDB, Secretariat
EA2: Increased human, financial, and technical resources for national accounts in Member States.									
Output 4. Compiling Technical Documents									
Activity 4.1: Make an inventory of administrative data sources required for national accounts compilation.	X	X	X	X	X				UNECA, MS
Activity 4.2: Develop a guidebook on processing data from administrative sources in national accounts.		X	X	X	X	X	X	X	UNECA, MS
Output 5. Advocacy Campaign									
Activity 5.1: Prepare advocacy materials and tools.	X	X	X	X	X	X	X	X	Secretariat
Activity 5.2: Organize advocacy campaigns at continental, regional, and national levels.	X	X	X	X	X	X	X	X	AUC, RECs, MS
Activity 5.3: Organize Round Table Meetings with potential and existing funding partners.	X	X	X	X	X	X	X	X	AfDB, AUC, UNECA
EA3: The timely and effectively completed first phase to set a foundation for the implementation of Phase II.									
Output 6. Coordination, Monitoring, Evaluation, and Reporting									
Activity 6.1: Organize meeting of the Continental Steering Committee		X		X		X		X	Secretariat
Activity 6.2: Establish and strengthen SNA Continental Secretariat	X	X	X	X	X	X	X	X	Secretariat
Activity 6.3: Conduct a further and in-depth assessment on national accounts status and capacity of all African countries.	X	X	X	X	X	X	X	X	Secretariat, RECs, MS
Activity 6.4: Adapt and develop framework and tools for monitoring, evaluation, and reporting of the implementation of the 2008 SNA.	X	X	X	X	X	X	X	X	Secretariat, RECs, MS
Activity 6.5: Produce and disseminate monitoring and evaluation reports.		X		X		X		X	Secretariat, RECs, MS

5.1 Background

The African Project on the Implementation of the 2008 System of National Accounts (hereinafter the “African Project on SNA” or the “Project”) is developed by the African Group on National Accounts (AGNA) and supported by the Pan-African Institutions, namely the African Development Bank (AfDB), the African Union Commission (AUC), and the United Nations Economic Commission for Africa (UNECA). The goal of the Project is to improve the quality and availability of national accounts and related economic statistics of African countries in support of good economic governance, regional integration, and sustainable development in Africa. The goal will be achieved through strengthening the capabilities of the Member States on data collection, processing, compilation, production, analysis, and dissemination. Accordingly, the Project is designed for the Member States to work together to conduct capacity building, institutional strengthening, and methodology development activities, as well as to launch an advocacy campaign to mobilize and increase human, financial, and technical resources. It is a five-year project with a first phase of two years and second phase of three years to complete.

5.2 Role and Responsibilities of the Continental Steering Committee

5.2.1 Role of the Continental Steering Committee

The Continental Steering Committee (CSC) is the governing and decision-making body of the African Project on SNA.

5.2.2 Responsibilities of the CSC

- Reviewing and adopting the terms of reference of the CSC;
- Approving the work plan and budget of the Project;
- Providing ongoing policy recommendations, oversight, and guidance in areas of expertise;
- Overseeing the overall coordination and accountability of the Project;
- Administering effective implementation of the Project;
- Leading resource mobilization efforts; and
- Assessing and reporting on the progress of the Project.

5.2.3 Reporting

The CSC will report to meetings of the Chief Executives of UNECA, AUC, and AfDB as well as the Statistical Commission for Africa (StatCom-Africa) and the Committee of Director-General of African National Statistics Offices (CoDG).

5.3 Membership

5.3.1 The Chairperson will be the Deputy Executive Secretary of the UNECA.

5.3.2 Membership of the CSC:

- a. The Heads of Statistics (and relevant technical staff) from:
 - i. AfDB

- ii. AUC
- iii. UNECA
- b. One representative from statistical offices (specifically offices that produce National Accounts) from each of the sub regions on an annual rotation. As such, there shall be one representative each for:
 - i. Central Africa
 - ii. East Africa
 - iii. North Africa
 - iv. Southern Africa
 - v. West Africa
- c. Regional Economic Communities (RECs):
 - i. Arab Maghreb Union (UMA)
 - ii. Common Market for Eastern and Southern Africa (COMESA)
 - iii. East African Community (EAC)
 - iv. Economic Community of Central African States (ECCAS)
 - v. Economic Community of West African States (ECOWAS)
 - vi. Southern Africa Development Community (SADC)
- d. One representative from AFRISTAT
- e. One representative from the United Nations Statistics Division (UNSD)
- f. One representative from the World Bank
- g. One representative each from National School for Statistics and Applied Economics (ENSEA) (Abidjan, Cote d'Ivoire) and the statistical training centre of Uganda
- h. One representative from each of the development partners: Australian Aid, Bill & Melinda Gates Foundation, Department for International Development (DFID) of the United Kingdom, European Union Delegation, EUROSTAT, National Institute for Statistics and Economic Studies (INSEE France), United States Agency for International Development (USAID).

5.3.3 Observers to the CSC include:

- a. The Joint Secretariat Support Office (JSSO)
- b. One representative of the IMF

5.3.4 Others participants: by invitation and agreement of the CSC.

5.4 Role and Responsibilities of the CSC Executive Board

5.4.1 Role of the CSC Executive Board

An Executive Board (EB) comprising of the three principal organizations, namely UNECA, AUC, and AfDB, has been established as the bureau for the CSC. The EB will meet more frequently than the CSC and undertake day-to-day activities on behalf of the CSC. Meetings may be held in the form of extraordinary meetings, piggy back meetings to other events, by video conference, telephone conference, or by email as appropriate.

5.4.2 Responsibilities of the CSC EB

- Monitoring the functioning of the Secretariat;
- Coordinating the implementation of CSC decisions;

- Making necessary decisions for the functioning of the Secretariat and timely completion of the Project; and
- Recording and reporting the meetings and decisions of the EB at the following CSC meeting.

5.4.3 Reporting

The EB reports directly to the Continental Steering Committee (CSC).

5.5 Role and Responsibilities of the CSC Secretariat

5.5.1 Role of the CSC Secretariat

The Sessions of the Continental Steering Committee (CSC) are substantively serviced by UNECA, host of the Secretariat, which provides ongoing support for the coordination and implementation of the African Project on SNA.

5.5.2 Responsibilities of the CSC Secretariat

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, Prepares and circulates the report, conclusions, and recommendations of the meeting; and
- Serves 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;
- Assist and backstop the 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.

5.5.3 Reporting

The Secretariat reports to the CSC Executive Board.

5.6 Frequency of Meetings

At the Inaugural Meeting of the CSC, 17-18 September 2013, it was decided that the CSC will meet once every six months, for a three-day session, throughout Phase I of the African Project in the first two years; and meet once every year throughout Phase II of the Project in the following three years. All CSC meetings will be convened by UNECA through the CSC Chairperson.

5.7 Decision Making Process

Decisions will be made through careful and considered deliberation. When consensus is not achieved, a majority vote of members will be used. Here consensus means that everyone agrees to a given course of action and the majority means a course of action requires support from more than 50% of members who attend the meeting.

Annex 6: A Completed List of All Activities for the Five Year Project

OBJECTIVES, OUTPUTS, AND ACTIVITIES	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 1: Technical, institutional and financial preparation and arrangement for the Regional Project					
<i>Output 1.1: The regional ProDoc as the implementation and action plan for the Regional Strategy prepared and launched</i>					
1.1.1: Conduct a further and in-depth assessment on the national accounts status and capacity of all African countries.	x				
1.1.2: Formulate the Regional ProDoc as the implementation and action plan for the Regional Strategy and align it with the Global Strategy.	x				
1.1.3: Circulate the Regional ProDoc to all AGNA members and all Member States for review and comments.	x				
1.1.4: Convene AGNA meetings to discuss and finalize the Regional ProDoc.	x				
<i>Output 1.2: Governance and coordination bodies and structures for carrying out the Regional Project established at the regional and national level.</i>					
1.2.1: Establish governance structures including monitoring and evaluation (M&E) system at the regional and the sub-regional level.	x				
1.2.2: Establish or strengthen existing governance and coordination structures for national accounts statistics at national level.	x				
Objective 2: A set of guidebooks (e.g. manuals and handbooks) for the implementation of SNA in Africa developed and applied					
<i>Output 2.1: The set of guidebooks for the implementation of SNA in Africa developed, taking into account regional specificities.</i>					
2.1.1: Identify issues and topics specific to Africa which require separate treatment from what is recommended in the 2008 SNA.		x			
2.1.2: Make an inventory of sources of information and questionnaires (collection tools) required for the 2008 SNA.		x			
2.1.3: Develop bridge tables between questionnaires and the 2008 SNA tables.	x	x	x		
2.1.4: Develop guidebooks, encompassing conceptual and methodological notes (including quarterly accounts).		x	x	x	
<i>Output 2.2: The set of guidebooks applied, made dynamic, and institutionalized.</i>					
2.2.1: Apply the guidebooks at sub-regional and national levels.				x	x
2.2.2: Determine the interval for updating guidebooks. .					x
Objective 3: ICP-Africa adopted as a framework for capacity-building for national accounts					
<i>Output 3.1: ICP-Africa adopted as the basis for routine National Accounts activities.</i>					
3.1.1: Integrate the ICP-Africa GDP breakdown into national accounts routine activities reference to the 1993 SNA.		x	x	x	x
3.1.2: Publish the GDP breakdown methodology for the ICP-Africa 2011 Rounds.	x	x	x	x	x
3.1.3: Apply the GDP breakdown methodology for the ICP-Africa 2011 Rounds.	x	x	x	x	x
3.1.4: Provide technical assistance to the ICP-Africa 2005 non-participant countries.	x	x			
3.1.5: Provide technical assistance to fragile states and small developing countries.	x	x	x	x	x
<i>Output 3.2: A system for annual production of macro-economic</i>					

OBJECTIVES, OUTPUTS, AND ACTIVITIES	Year 1	Year 2	Year 3	Year 4	Year 5
<i>aggregates and price statistics for PPP calculation developed and established.</i>					
3.2.1: Improve and enhance the validation methods of GDP expenditures and national accounts for each REC member countries.		X	X	X	X
3.2.2: Develop and publish an African annual report on GDP breakdown into basic headings.	X	X	X	X	X
Objective 4: Availability and quality of the basic data required for the compilation of national accounts improved through the National Strategy for the Development of Statistics (NSDS)					
<i>Output 4.1: A system of structural socio-economic surveys developed.</i>					
4.1.1: Evaluate data sources required for the production of the 2008 SNA.		X			
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).		X	X		
4.1.3: Conduct surveys for national accounts.	X	X	X	X	X
<i>Output 4.2: Improved technical capacity of countries to process data on the informal sector, using mixed surveys, and to compile exhaustive GDP estimates in line with international standards.</i>					
4.2.1: Develop guidebooks to integrate informal sector data in national accounts.		X			
4.2.2: Share good practice through technical assistance and South-South cooperation			X	X	
4.2.3: Develop a web-based knowledge management repository of technical material and methodologies.		X	X		
<i>Output 4.3: Administrative data promoted and developed.</i>					
4.3.1: Make an inventory of administrative data sources required for national accounts compilation.	X	X			
4.3.2: Develop a guidebook on processing data from administrative sources in national accounts.	X	X			
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.		X	X		
<i>Output 4.4: Improved use of International Statistical Systems (Balance of Payments, Government Finance Statistics, Monetary and Financial Statistics, etc) for the compilation of National Accounts.</i>					
4.4.1: Develop bridge tables between international statistical systems and 2008 SNA (link global and national).		X			
<i>Output 4.5: International classifications (i.e. ISIC Rev.4.0, CPC Ver. 2.0, etc.) adopted.</i>					
4.5.1. Adapt and adopt international classifications at regional, sub-regional, and national levels.		X	X		
4.5.2: Work on the 2008 SNA classifications as regards groups of countries.		X	X		
Objective 5: An optimal and efficient operational system for national accounts production and dissemination developed					
<i>Output 5.1: National Accounts prepared in accordance with a timeline with respects to the national, sub-regional and regional</i>					

OBJECTIVES, OUTPUTS, AND ACTIVITIES	Year 1	Year 2	Year 3	Year 4	Year 5
<i>requirements.</i>					
5.1.1: Establish calendar for the publication of national accounts in Africa.		x			
5.1.2: Enhance national accounts' validation processes at REC and regional levels.		x			
5.1.3: Adopt the type (version) of national accounts, i.e. preliminary, provisional, and final figures.		x			
<i>Output 5.2: Production of National Accounts optimized and rationalized.</i>					
5.2.1: Group countries according to the kind of accounts to be developed and produced.		x			
5.2.2: Establish tables to be published by group of countries.		x			
Objective 6: Capacity and sustainability of national accounts production and analysis at national level in Africa strengthened					
<i>Output 6.1: Well-adapted modern IT tools for compiling, processing, and analyzing statistical information developed and applied.</i>					
6.1.1: Utilize modern and country-adapted IT tools.	x	x	x	x	x
<i>Output 6.2: Improved national accounts training.</i>					
6.2.1: Develop training programs in national accounts.	x	x	x	x	
6.2.2: Develop training specimen modules and tools.	x	x	x	x	
6.2.3: Develop national accountant's profile.	x	x			
6.2.4: Strengthen the existing statistical training institutions.				x	x
6.2.5: Create a postgraduate National Accounts Institute.				x	x
<i>Output 6.3: Improved capacities of National accountants.</i>					
6.3.1: Organize training workshops and seminars.			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 Network of National Accountants created.</i>					
7.1.1: Create the African Network of National Accountants (ANNA).	x				
<i>Output 7.2: A team of continental advisors in national accounts established.</i>					
7.2.1: Establish a team of continental advisors in national accounts.	x	x	x	x	x
7.2.2: Assess the development of statistical systems and capacity constraints in the production of national accounts statistics in Member States.	x	x	x	x	x
7.2.3: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.	x	x	x	x	x
<i>Output 7.3: Funding of national accounts activities increased.</i>					
7.3.1: Mobilize and increase national resources to national accounts through NSDS.	x	x	x	x	x
7.3.2: Involve development partners for funding of national accounts at national level.	x	x	x	x	x
<i>Output 7.4: Resources are mobilized and allocated for strategy implementation.</i>					
7.4.1: Mobilize and allocate resources for the Regional Project.	x	x	x	x	x
Objective 8: Advocacy at all levels launched					
<i>Output 8.1: An active and operational advocacy developed.</i>					

OBJECTIVES, OUTPUTS, AND ACTIVITIES	Year 1	Year 2	Year 3	Year 4	Year 5
8.1.1: Prepare advocacy materials and tools.	x	x	x	x	x
8.1.2: Organize advocacy at continental, regional, and national levels.	x	x	x	x	x
8.1.3: Organize advocacy at various levels of government, up to the Head of State.	x	x	x	x	x
8.1.4: Promote the use of national accounts statistics.	x	x	x	x	x
Objective 9: Mid-term and final monitoring, evaluation, and reporting conducted					
<i>Output 9.1: Monitoring, evaluation, and reporting conducted.</i>					
9.1.1: Explore the available monitoring tools for monitoring the implementation of the 2008 SNA.	x	x	x	x	x
9.1.2: Develop tools for monitoring and evaluation of the implementation of the 2008 SNA.	x				
9.1.3: Apply the best practice in monitoring the implementation of the 2008 SNA.	x	x	x	x	x
9.1.4: Develop a standard frame for reporting (country, RECs, and continent).	x	x	x	x	x
9.1.5: Conduct evaluation exercise and disseminate results to all stakeholders including NSOs.		x	x	x	x
9.1.6: Peer review among countries.		x	x	x	x
