

UNECA/AfDB/AUC
African Group on National Accounts (AGNA)

PROJECT DOCUMENT
(DRAFT as of 24 May 2013)

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:	June 2013
Total Budget:	4.9 Million USD

Executive Summary:

Africa is rising. As policy makers and the public debate and attempt to transform the fast economic growth into job creation and social development, an increasing number of people are questioning whether the economic figures have properly reflected the current state of African economies. Furthermore, there is increasing debate regarding the applicability of effective evidence-based policies and good economic governance based on the current limitations of African economic statistics. In measuring the size, productivity, and growth of the economies, the indicator Gross Domestic Product (GDP) is utilized. GDP is known to be a comprehensive yet complicated indicator to calculate. The calculation of GDP is guided by the international statistical standard known as the System of National Accounts (SNA).

This Project is developed by the African Group on National Accounts (AGNA) with the goal of improving the quality of African economic statistics by assisting countries in the 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. The total budget for undertaking the continental activities of the two-year Phase I of the Project is estimated to be 4.9 million US dollars. The Project advocates direct financial support to the Member States. As such, there are clearly defined opportunities for development partners to engage in the project.

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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 the African countries, 12% of them 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 2012. 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 important for moving towards regional integration in Africa. 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 practice 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 Office (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 ECA. AfDB and ECA formed a Task Force Team to discuss on the preparation of the ProDoc. The first draft of the ProDoc was made by ECA 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 ECA 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 System of National Accounts (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 an 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 National Statistical Offices (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 the 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 Account 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 System of National Accounts 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).

- 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 the total 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 (i.e. 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 new SNA system, i.e. 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 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 this 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 ECA 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 ECA.

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 tables below show the correspondence between the 21 activities and the activities listed in this ProDoc which is a streamlined version of the former. In Phase I, activities at the continental level include, for example: working with the AGNA to prepare technical handbooks on methods for compiling national accounts from administrative data sources; assisting countries with inventories of administrative data sources and help countries utilize valuable data that previously might not have been used for compiling national accounts; establishing an African Network of National Accountants (ANNA) to share information and knowledge with; providing technical assistance and national accounts software which will help with the migration to the 2008 SNA; assisting countries to find funds to support their national accounts programmes; and, conduct further assessments of improvements and changes in national accounts capacities over time.

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

- Output 1.1: Application of modern IT tools for compiling, processing, and analyzing statistical information

Activities in this ProDoc	21 Activities for Phase I	Key Player
Activity 1.1.1: Assist and support Member States to adopt and apply modern and country-adapted IT tools.	1. Utilize modern and country-adapted IT tools.	AUC, AFRISTAT, ECA, RECs, Member States
Activity 1.1.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.	2. Launch assistance for countries lagging behind in the implementation of the 1993 SNA.	AfDB, AFRISTAT, RECs

- Output 1.2: Establishment and strengthening of needed institutions

Activities in this ProDoc	21 Activities for Phase I	Key Player
Activity 1.2.1: Establish or strengthen existing governance and coordination structures for national accounts statistics at national level.	3. Establish or strengthen existing governance and coordination structures for national accounts statistics at national level.	RECs, Member States
Activity 1.2.2: Create the African Network of National Accountants (ANNA).	4. Create the ANNA.	AfDB, Member States

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

- Output 2.1: Availability of technical document on use of administrative data for national accounts compilation

Activities in this ProDoc	21 Activities for Phase I	Key Player
Activity 2.1.1: Make an inventory of administrative data sources required for national accounts compilation.	5. Make an inventory of administrative data sources required for national accounts compilation.	RECs, AFRISTAT, Member States, Secretariat
Activity 2.1.2: Develop a guidebook on processing data from administrative sources in national accounts.	6. Develop a guidebook on processing data from administrative sources in national accounts.	Secretariat, AFRISTAT

- Output 2.2: Availability of financial resources for national accounts activities

Activities in this ProDoc	21 Activities for Phase I	Key Player
Activity 2.2.1: Prepare advocacy materials and tools.	7. Prepare advocacy materials and tools.	Secretariat

Activity 2.2.2: Organize advocacy campaigns at continental, regional, and national levels.	8. Mobilize and increase national resources to national accounts through NSDS.	Member States
	9. Involve development partners for funding of national accounts at national level.	RECs, Member States
	10. Organize advocacy at continental, regional, and national levels.	AUC, RECs, Member States
	11. Organize advocacy at various levels of government, up to the Head of State.	AUC, RECs, Member States
	12. Promote the use of national accounts statistics.	Member States, RECs, AUC, AfDB, ECA, AFRISTAT
Activity 2.2.3: Organize round table meetings with current and potential funding partners	13. Mobilize resources for the continental Project.	AfDB, AUC, ECA

EA3: The timely and effective completion of Phase I to set a foundation for the implementation of Phase II.

- Output 3.1: SNA Continental Steering Committee and Secretariat established and functional

Activities in this ProDoc	21 Activities for Phase I	Key Player
Activity 3.1.1 Establish and strengthen SNA Continental Steering Committee	14. Establish or strengthen governance structures including monitoring and evaluation (M&E) system at the regional and sub-regional levels.	AfDB, AUC, ECA
Activity 3.1.2 Establish and strengthen SNA Continental Secretariat	15. Set up a team of continental advisors in national accounts.	Secretariat

- Output 3.2: Monitoring, evaluation, and reporting developed and related results produced

Activities in this ProDoc	21 Activities for Phase I	Key Player
Activity 3.2.1: Conduct a further and in-depth assessment on national accounts status and capacity of all African countries.	16. Conduct a further and in-depth assessment on National Accounts Status and Capacity of all African countries.	ECA, RECs, AFRISTAT
	17. Assess countries' statistical system developments and capacity constraints in production of National Accounts statistics.	Secretariat
Activity 3.2.2: Adapt and develop framework and tools for monitoring, evaluation, and reporting of the implementation of the 2008 SNA.	18. Develop tools for monitoring and evaluation of the implementation of the 2008 SNA.	Secretariat
	19. Apply the best practice in monitoring the implementation of the 2008 SNA.	Secretariat
Activity 3.2.3: Produce and disseminate monitoring and evaluation reports.	20. Explore the available monitoring tools for monitoring the implementation of the 2008 SNA.	Secretariat

Activities in this ProDoc	21 Activities for Phase I	Key Player
	21. Develop standard framework for reporting (country, RECs, and continent).	Secretariat, RECs, Member States

2.4 Performance Indicators

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

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

- IA1.1: 8 countries with thoroughly accessible administrative data sources for the 2008 SNA.
- IA1.2: 8 countries applying modern IT tools for compiling.
- IA1.3: 3 RECs with M & E framework to track SNA at Member States 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: 8 countries with national implementation plan for the 2008 SNA.
- IA2.3: 8 countries with thoroughly accessible administrative data sources for the 2008 SNA.
- IA2.4: 8 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

Implementing organizations of the Project include the African Union Commission (AUC), African Development Bank (AfDB), the Economic Commission for Africa (ECA), Regional Economic Communities (RECs), AFRISTAT, the Continental Secretariat based at the ECA, Sub-Regional Offices of the ECA (SROs), African Group on National Accounts (AGNA), the Statistical Commission for African (StatCom-Africa), National Statistical Systems (NSSs), National Statistical Offices (NSOs), and other partners. 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) will be established as the decision-making body to oversee the implementation of the Project. The responsibilities of the CSC include: providing policy oversight and guidance on the Project; overall coordination of the Project; approving the overall work plan; providing overall management of the implementation action plan; resource mobilization and allocation; assessing and reporting on progress made; and reporting progress to meetings of the heads of the AUC, AfDB, and ECA.

The Committee will be chaired by ECA 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 Pan-African institutions as shown in Annex 4, the Work Plan table. The organization and Terms of Reference of the CSC will be decided by the inauguration meeting of the CSC. To keep the first meeting of the CSC small yet representative and considering that the first meeting of the CSC would be an opportunity to discuss and finalize the members of the CSC; the following representatives will be invited to the first meeting of the CSC: the Deputy Executive Secretary of ECA 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); one representative of the IMF Technical Centres (AFRITAC) in Africa; AFRISTAT; the World Bank; ENEA (Cote d'Ivoire); and the statistical training centre of Uganda. The CSC will hold one regular meeting each year.

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. Where appropriate, Statistical Training Centers will be involved in the implementation of the strategy.

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.

AFRISTAT will be Technical Adviser of the AGNA.

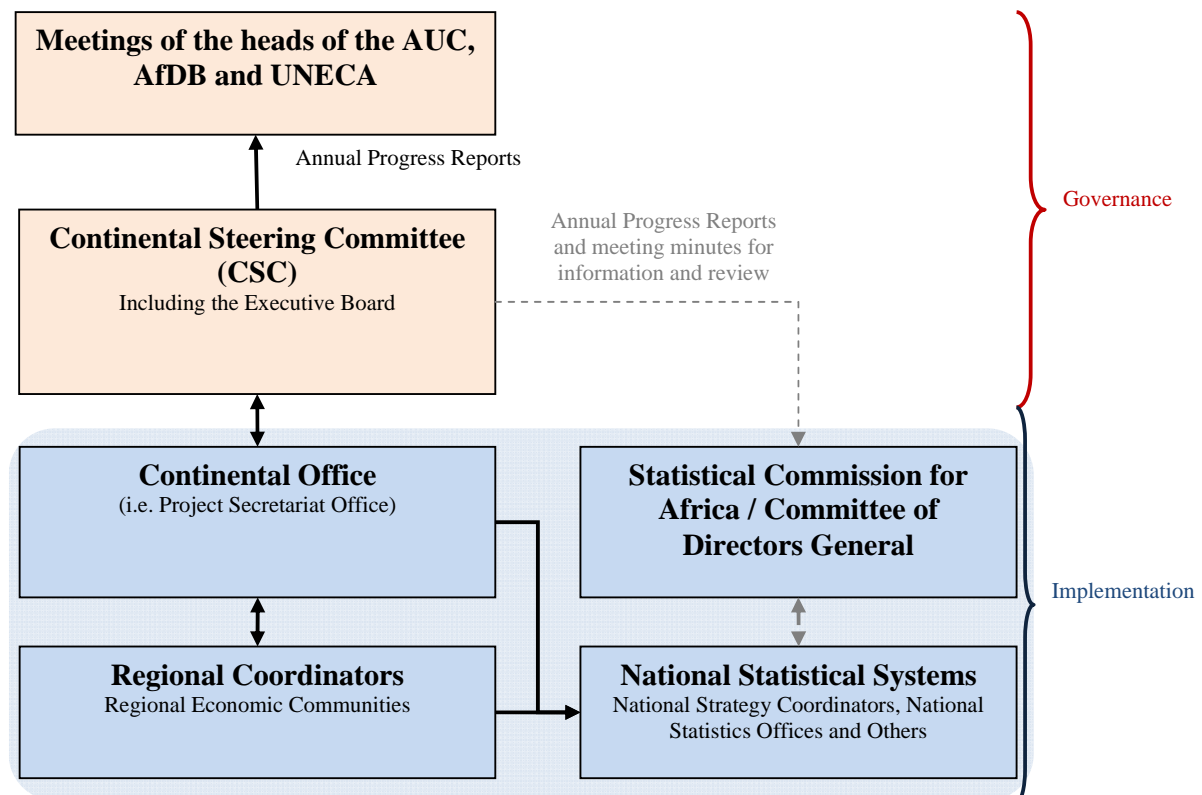
The Secretariat of the Project is called the "Continental Office for the Implementation of the 2008 SNA." The Continental Office would be physically established by April 2013 made up of dedicated staff from ECA, AfDB, and AUC. Following its commitment to be the leading agency to support AGNA as in the SHaSA, ECA would host the Secretariat of the Project, i.e. the Continental Office, with physical office at ECA premises in Addis Ababa, Ethiopia.

The Continental Office is headed by a Manager. The Manager of the Continental Office should be full-time and physically stationed at the Continental Office. The Continental Office will include the following categories of staff members: the Manager, three Continental Coordinators of the AGNA, two Continental Advisors, two National Accounts Experts, one Programme Officer, and one Administrative Assistant. Continental Advisors will be senior and experienced people in the field of national accounts; they may or may not be based in Addis Ababa but going to countries to provide technical advice and assistance upon request. National Accounts Experts will be experienced staff to run technical activities and work at the Office, support activities carried out by Continental Advisors, and contribute significantly to the development of methodologies for the Project. Terms of Reference for the duties and responsibilities of each staff member are contained in the job descriptions that can be found in the Annexes of this ProDoc.

The responsibilities of the Continental Office will include implementing, monitoring, evaluating, and reporting on the conduct and operation of the Project. The Continental Office will report to the CSC. Initially, the Continental Office will develop a Phase I budget which includes the interim period budget; allocate seed funds to kick start the Continental Office; and recruit full time staff for the Continental Office.

For more information on the governance structure and the relationship between the CSC, the Continental Secretariat, and National Statistical Systems including an organization diagram are displayed in [Figure 1](#) “Governance and Structure of the Project” and [Annex 5](#) “Terms of Reference for the Continental Steering Committee (CSC).” The roles of each of these organizations are set out in the related tables of logframe, activities, and budget.

Figure 1: Governance Structure of the Project



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 case 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 agreed main & support players which are the members of the AGNA. The project approach is built on the experiences and best practice in countries gained during the implementation of the 1993 and 1968 versions of SNA.

It is important to note that without resources for Member States and their National Statistical Systems (NSS), the effectiveness of Continental Office activities will be limited. Resources are required to support Member States and their national accounts activities in conjunction with the support and activities being conducted by the Continental Office and others in the Project.

The Continental Project will be carried out in four complementary, mutually reinforcing, and parallel processes. The first is methodological developments, followed by capacity building, comprising two components: training and technical assistance. The second is institutional setting and strengthening. The third is an advocacy campaign. The above three processes will be supported by the fourth: a constant and continuous monitoring, evaluation, and reporting process.

3.3.1 Methodological Development

A set of guidebooks (e.g. 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. This will be carried out by the AGNA group to organize itself into several task force teams and each task force team will work on one of the identified and agreed technical issues to come up with a 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, each 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.
- Continental National Accounts Advisors and Experts will 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 Continental National Accounts Advisors and Experts 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 Continental Office.

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

3.3.2 Capacity Building: Training and Technical Assistance

The capacity building will be carried out through training and technical assistance.

At the continental level, the developed guidebooks (i.e. manuals and handbooks) 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), Regional Economic Communities (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.

There will be technical assistance (TA) missions conducted during the overall project. These TA missions will be demand-driven, and therefore, provided upon request. The TA missions will be carried out by Pan-African Institutions, RECs, Afristat and other partners. The Continental Office will share the information and coordinate and support the efforts.

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

3.3.4 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 the Heads of State and Government, the members of Parliament, the Ministers of Finance, Planning and Economy, Governors of Central banks, the Civil Society and Development Partners.

The advocacy must address all governance segments in each country and become an important component of the national strategy of economic and statistical development. Thus, more than in the past, advocacy must be a promotion and supporting activity during the implementation of the Continental Project in Africa. AUC especially will play an important role in this area.

3.3.5 Monitoring, Evaluation, and Reporting

The monitoring, evaluation, and reporting of the Project are an important part of the project. On the continental level, the Continental Secretariat will report the progress of the project regularly through the Chair of CSC and other related partners and stakeholders. Different players will provide reports on their activities to the Continental Secretariat Office for compiling a consolidated report. Each Project Report will be an expansion of the previous report, and Progress Report will be presented to the Statistical Commission for Africa (StatCom-Africa) and to the Committee of Directors-General of African National Statistics Offices (CoDGs). 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 annual 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 assessment survey will be conducted through assessment questionnaires and selected country visits.

3.4 Resource Requirements

As shown in [Annex 2](#) "Summary Table of Expenditure" with a breakdown of Phase I of the Continental Project for SNA in two years, the overall budget is estimated at 4.9 million USD. The Project will be executed through the following six operational components as explained in the last section: methodological development; capacity building; institutional strengthening; advocacy campaign; monitoring, evaluation, and reporting; and Secretariat support.

Part of the project is to conduct advocacy campaign to support the mobilization of financial resources for the need for funds for the implementation of the 2008 SNA at the national level. The target of the funds at the national level is not listed here. On average, it is envisaged to have between 0.5-1.0 million USD support per country. This includes investments in the people and technology that produce economic statistics. For any such interventions to be successful there has to be long term commitment from all parties towards improving national accounts, utilizing resources effectively in this regard, and to take steps, with support from Pan-African institutions, towards strengthening national accounts and implementing the 2008 SNA.

3.4.1 Methodological Development

This includes two types of activities of compiling the guidebook on administrative data sources and the development and application of IT specific tools for the compilation of national accounts.

Concerning the inventory of administrative data sources required for national accounts compilation and the preparation of guidebooks, it is assumed that two consultative meetings will be necessary for each sub-theme, assuming that task forces will handle detailed issues related to these sub-themes. These activities will be carried out with the support of staff members of the Continental Office. Each meeting is expected to gather 22 participants, interpretation services will be provided, and two staff members will service the meeting. The cost for each meeting will be 113,450 USD.

For the printing, the translation, and the dissemination of documents, the following assumptions are made:

- Translation of document: 25,000 USD per document for the translation in one language
- Printing: 10,000 USD; and
- Shipping costs for expedition in countries: 50,000 USD

In total, the methodological development will require 538,800 USD (Ref. [Output 2.1 of Annex 3](#)).

3.4.2 Training and Technical Assistance

Technical assistance missions will be organized upon the request of countries. For budget purposes, we assume that:

- Twenty (20) countries per year may request the support of technical assistance missions in the domain of the deployment of IT-solutions or the implementation of international standards in national accounts; and
- A technical assistance mission will be conducted during five working days by one staff member.

During this first phase of the implementation of the 2008 SNA, special attention will be given to countries lagging behind in the implementation of the previous version of the SNA. In this regard, one workshop will be organized for five English speaking countries, ten participants, and one for French speaking countries. These two workshops will require 93,000 USD to

cover transportation costs of participants and logistics costs. Staff member of the Continental Office will prepare technical materials.

Globally, to cover expenses related to training and technical assistance, 445,500 USD will be required (Ref. Output 1.1 of Annex 3).

3.4.3 Institutional Strengthening

For the purpose of strengthening existing entities at the national, regional and continental levels, the following activities will be carried out: support of national authorities to establish or strengthen existing governance and coordination structures for National Accounts. For this purpose, a provision of 33,000 USD is proposed (Ref. Output 1.2 of Annex 3).

3.4.4 Advocacy Campaign

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 56,000 USD for the overall period is made to support the preparation of advocacy material by a consultant and their printing/dissemination. For the advocacy at the sub-regional and regional levels, 21,600 USD to cover missions conducted by staff members in six countries. A provision of 50,000 USD is made for the round-table meetings with funding partners. In total, 127,600 USD will be required (Ref. Output 2.2 of Annex 3).

3.4.5 Monitoring and Reporting

For the monitoring and reporting of the project, a meeting of the CSC each year is scheduled. Resources allocated to the CSC will be used to sponsor seven participants and to cover costs for the interpretation and the logistics. The cost for the organization of each CSC is around 43,275 USD and the total cost (in two years) is 86,550 USD. Assessment on national accounts status and capacity: 83,000 USD. Monitoring, evaluation, and reporting: 65,723 including external evaluators to execute the function. Total: $86,550 + 83,000 + 65,723 = 235,273$ USD (Ref. Activity 3.1.1, Outputs 3.2. of Annex 3).

3.4.6 Continental Office

The establishment of the Continental Office will require 2,939,525 USD for two years; in which ECA will cover costs related to specific operating costs and the equipment around 376,000 USD (Ref. Activity 3.1.2 of Annex 3).

3.5 Sustainability

It is crucial that the activities started under the regional project not only have impact during the duration of the project but also that they are sustainable when the project ends. The following factors have been taken into account in the design of the continental project in order to engender its 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 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 the human, material, 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 Continental Office will document and disseminate good practice 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 Continental ProDoc

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks/Assumptions
<p>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.</p>			
<p>ER 1: Improved capacities in production, analysis, and dissemination of national accounts in member States.</p>	<ul style="list-style-type: none"> 8 countries with thoroughly accessible administrative data sources for the 2008 SNA. 	<ul style="list-style-type: none"> 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.
<p>Output 1.1: Application of modern IT tools for compiling, processing, and analyzing statistical information.</p>	<ul style="list-style-type: none"> 8 countries applying modern IT tools for compiling. 	<ul style="list-style-type: none"> National Statistics Offices, Ministries of Finance and Planning, Reserve Banks. 	
<p>Output 1.2: Establishment and strengthening of needed institutional setting.</p>	<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; ANNA established. 	<ul style="list-style-type: none"> RECs, National Statistics Offices, ANNA, SNA Continental Secretariat. 	
<p>Main Activities for Output 1.1: Activity 1.1.1: Assist and support Member States to adopt and apply modern and country-adapted IT tools. Activity 1.1.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.</p>			
<p>Main Activities for Output 1.2: Activity 1.2.1: Establish or strengthen existing governance and coordination structures for National Accounts statistics at national level. Activity 1.2.2: Create the African Network of National Accountants (ANNA).</p>			

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks/Assumptions
ER 2: 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. • 8 number of countries with national implementation plan for the 2008 SNA. 	<ul style="list-style-type: none"> • 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
Output 2.1: Availability of technical document on use of administrative data for national accounts compilation;	<ul style="list-style-type: none"> • 8 countries with thoroughly accessible administrative data sources for the 2008 SNA 	<ul style="list-style-type: none"> • National Statistics Offices 	
Output 2.2: Availability of financial resources for national accounts activities.	<ul style="list-style-type: none"> • 8 Number of member states that have increased financial resource allocation and disbursement for national accounts activities 	<ul style="list-style-type: none"> • Ministries of Finance and Planning; • National Statistics Offices 	
Main Activities for Output 2.1: Activity 2.1.1: Make an inventory of administrative data sources required for national accounts compilation. Activity 2.1.2: Develop a guidebook on processing data from administrative sources in national accounts.			
Main Activities for Output 2.2: Activity 2.2.1: Prepare advocacy materials and tools. Activity 2.2.2: Organize advocacy campaigns at continental, regional, and national levels. Activity 2.2.3: Organize Round Table Meetings with current and potential funding partners.			

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks/Assumptions
ER 3: 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.	<ul style="list-style-type: none"> • Sustainable donor commitments.
Output 3.1: SNA Continental Steering Committee and Secretariat established and functional.	<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. 	Approved ProDoc SNA Continental Secretariat.	
Output 3.2: Monitoring, evaluation, and reporting developed and related results produced.	<ul style="list-style-type: none"> • Assessment report on national status and capacity. 	SNA Continental Secretariat.	
Main Activities for Output 3.1: Activity 3.1.1: Establish and strengthen SNA Continental Steering Committee. Activity 3.1.2: Establish and strengthen SNA Continental Secretariat.			
Main Activities for Output 3.2: Activity 3.2.1: Conduct a further and in-depth assessment on national accounts status and capacity of all African countries. Activity 3.2.2: Adapt and develop framework and tools for monitoring, evaluation, and reporting of the implementation of the 2008 SNA. Activity 3.2.3: Produce and disseminate monitoring and evaluation reports.			

Annex 2: Summary Table of Expenditures for Phase I of the Project

COMPONENTS	AMOUNT
Methodological Development, Training, and Technical Assistance	984,300
Institutional Strengthening	33,000
Advocacy Campaign	127,600
Monitoring, Evaluation, and Reporting	235,273
Secretariat and Administrative Support	2,939,525
Subtotal	4,319,698
Programme Support Costs	561,561
Total	4,881,259

Annex 3: Indicative Budget for Phase I of the Project (in USD)

OUTPUTS/ACTIVITIES	DESCRIPTION	AMOUNT
EA1: Improved capacities in production, analysis, and dissemination of national accounts in Member States.		
<i>Output 1.1: Application of modern IT tools for compiling, processing, and analyzing statistical information.</i>		
Activity 1.1.1: Assist and support Member States to adopt and apply modern and country-adapted IT tools.	A Consultant will carry out this activity in 20 selected countries. 24 w/months @ \$8,000 per month, DSA @ \$275/day for six days, and air ticket @ \$2,500	275,000
Activity 1.1.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.	Staff of the Continental Office will carry out two missions per country to address specific issues; ten countries are targeted. Each mission will be for four (4) days. DSA @ \$275/day, air ticket @ \$2,500. Moreover, two workshops for English and French speaking countries will be organized. Two participants per country will attend these meetings. Each meeting will be organized at the headquarters during four days.	170,500
Total for Output 1.1		445,500
<i>Output 1.2: Establishment and strengthening of needed institutional setting.</i>		
Activity 1.2.1: Establish or strengthen existing governance and coordination structures for national accounts statistics at national level.	This activity will be conducted back-to-back with meetings and missions that are already taking place. It will require the staff member to stay three (3) more days on the field. DSA @ \$275/day, no air ticket, and 35 destinations.	33,000
Activity 1.2.2: Create the African Network of National Accountants (ANNA).		
Total for Output 1.2		33,000
EA2: Increased human, financial, and technical resources for national accounts in Member States.		
<i>Output 2.1: Availability of technical document on use of administrative data for national accounts compilation.</i>		
Activity 2.1.1: Make an inventory of administrative data sources required for national accounts compilation.	Staff of the Continental Office will provide technical inputs, and two Consultative Meetings of three days are scheduled. For each meeting: 22 participants, interpretation and logistics, travel of two staff members. DSA @ \$275/day, air ticket @ \$2,500, and \$21,000 for logistics costs per meeting.	226,900
Activity 2.1.2: Develop a guidebook on processing data from administrative sources in national accounts.	Staff of the Continental Office will provide technical inputs, and two Consultative Meetings of three days are scheduled. For each meeting: 22 participants, interpretation and logistics, travel of two staff members. DSA @ \$275/day, air ticket @ \$2,500, and \$21,000 for logistics costs per meeting. Guidebook: translation @ \$25,000, printing @ \$10,000, and shipping costs @ \$50,000.	311,900
Total for Output 2.1		538,800
<i>Output 2.2: Availability of financial resources for national accounts activities.</i>		
Activity 2.2.1: Prepare advocacy materials and tools.	Two w/months of a Consultant, printing, and dissemination of advocacy materials. One w/m @ \$8,000 + dissemination @ \$40,000	56,000
Activity 2.2.2: Organize advocacy campaigns at continental, regional, and national levels.	Missions conducted by staff in six (6) countries maximum during three days. Costs: DSA @ \$275/day, air ticket @ \$2,500	21,600
Activity 2.2.3: Organize Round Table Meetings with potential and		50,000

OUTPUTS/ACTIVITIES	DESCRIPTION	AMOUNT
existing funding partners.		
Total for Output 2.2		127,600
EA3: The timely and effectively completed first phase to set a foundation for the implementation of Phase II.		
Output 3.1: SNA Continental Steering Committee and Secretariat established and functional.		
Activity 3.1.1: Organize meeting of the Continental Steering Committee	Meeting of the Continental Steering Committee: seven (7) participants are sponsored for a two-day meeting with interpretation and logistics @ \$20,000. Two meetings for the Phase I. DSA @ \$275/day, air ticket @ \$2,500	86,550
Activity 3.1.2: Establish and strengthen SNA Continental Secretariat	Recruitment of Staff, provision of equipment and of physical premises: Continental manager (L5) @ \$464,325; two national accounts experts (L4) @ \$792,735; two regional advisors (L5) @ \$928,650; programme management officer (L3) @ \$332,613; and administrative assistant (GS) @ \$45,203; fully equipped offices (6) @ \$288,000; communication @ \$36,000; furniture @ \$12,000; IT hardware and software @ \$20,000; other equipment @ \$20,000.	2,939,525
Total for Output 3.1		3,026,075
Output 3.2: Monitoring, evaluation, and reporting developed and related results produced.		
Activity 3.2.1: Conduct a further and in-depth assessment on national accounts status and capacity of all African countries.	Advisory services missions conducted by one staff member during five (5) days. 20 countries are targeted. Outputs: National Evaluation Report and National Implementation Plan. Costs: DSA @ \$275/day, air ticket @ \$2,500.	83,000
Activity 3.2.2: Adapt and develop framework and tools for monitoring, evaluation, and reporting of the implementation of the 2008 SNA.	Monitoring and Evaluation: 5% of the budget	65,723
Activity 3.2.3: Produce and disseminate monitoring and evaluation reports.		
Total for Output 3.2		148,723
TOTAL 1 (Excluding Programme Support Cost)		4,319,698
Programme Support Costs		561,561
TOTAL 2 (Including Programme Support Cost)		4,881,259

Annex 4: Work Plan for Phase I of the Project

Outputs/Activities	Year 1				Year 2				KEY PLAYERS
	Q	Q	Q	Q	Q	Q	Q	Q	
	1	2	3	4	1	2	3	4	
EA1: Improved capacities in production, analysis, and dissemination of national accounts in Member States.									
Output 1.1: Application of modern IT tools for compiling, processing, and analyzing statistical information.									
Activity 1.1.1: 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, ECA, RECs, Member States
Activity 1.1.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.	X	X	X	X	X	X	X	X	AfDB, AFRISTAT, RECs
Output 1.2: Establishment and strengthening of needed institutional setting.									
Activity 1.2.1: Establish or strengthen existing governance and coordination structures for national accounts statistics at national level.	X	X	X	X	X				RECs, Member States
Activity 1.2.2: Create the African Network of National Accountants (ANNA).	X	X	X	X	X	X	X	X	AfDB, Member States
EA2: Increased human, financial, and technical resources for national accounts in Member States.									
Output 2.1: Availability of technical document on use of administrative data for national accounts compilation.									
Activity 2.1.1: Make an inventory of administrative data sources required for national accounts compilation.		X	X	X	X				RECs, AFRISTAT, Member States, Secretariat
Activity 2.1.2: Develop a guidebook on processing data from administrative sources in national accounts.			X	X	X	X	X		Secretariat, AFRISTAT
Output 2.2: Availability of financial resources for national accounts activities.									
Activity 2.2.1: Prepare advocacy materials and tools.		X				X			AUC, Secretariat
Activity 2.2.2: Organize advocacy campaigns at continental, regional, and national levels.	X	X	X	X	X	X	X	X	AUC, RECs, Member States
Activity 2.2.3: Organize Round Table Meetings with potential and existing funding partners.	X	X	X	X	X	X	X	X	AfDB, AUC, ECA
EA3: The timely and effectively completed Phase I to set a foundation for the implementation of Phase II.									
Output 3.1 SNA Continental Steering Committee and Secretariat established and functional.									
Activity 3.1.1 Establish and strengthen SNA CSC	X				X				AfDB, AUC, ECA
Activity 3.1.2 Establish and strengthen SNA Continental Secretariat	X	X	X						Secretariat
Output 3.2: Monitoring, evaluation, and reporting developed and related results produced.									
Activity 3.2.1: Conduct a further and in-depth assessment on national accounts status and capacity of all African countries.		X	X	X	X	X			ECA, RECs, AFRISTAT
Activity 3.2.2: 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, Member States
Activity 3.2.3: Produce and disseminate monitoring and evaluation reports.	X	X	X	X	X	X	X	X	Secretariat, RECs, Member States

Annex 5: Terms of Reference for Continental Steering Committee (CSC)

1. As specified in the ProDoc, the Project shall have a Regional (i.e. Continental) Steering Committee (CSC) that provides oversight of the Project and meets once a year and an Executive Board that meets as required to make decisions required for the smooth functioning of the Project.

5.1 Membership

2. Membership of the CSC consists of:
 - a. The Deputy Executive Secretary of ECA (as Chair of the CSC)
 - b. The Heads of Statistics (and relevant technical staff) from:
 - i. AUC
 - ii. AfDB
 - iii. ECA
 - c. 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
 - d. 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)
 - e. One representative of the IMF Technical Centres (AFRITAC) in Africa
 - f. One representative from the World Bank
 - g. One representative from AFRISTAT
 - h. One representative from ENSEA (Cote d'Ivoire)
 - i. One representative from the statistical training centre of Uganda
3. Observers to the CSC include:
 - a. The Joint Secretariat Support Office (JSSO)
 - b. Development partners
4. Others by invitation and agreement of the CSC
5. The Manager of the Continental Office, supported by other relevant staff from the Continental Office, will attend CSC meetings as Secretary (see the section on the Secretariat below).
6. Special invitations may be made by the Executive Board of the CSC inviting other organizations or individuals to attend CSC meetings.
7. The Joint Secretariat Support Office (JSSO) has an essential role in supporting joint activities of the AUC, ECA and AfDB and as such attends CSC meetings as an observer.

5.2 Responsibilities

8. The responsibilities of the CSC include:
 - a. approving the overall work plan and budget
 - b. providing policy oversight and guidance on the coordination and implementation of the Project
 - c. contributing to resource mobilization
 - d. reporting progress to Meetings of the Chief Executives of the AUC, AfDB and ECA

5.3 Meetings and functioning of the CSC

9. The CSC meets once a year.
10. Prior to each CSC meeting, the Continental Office, with input from the Executive Board, shall prepare and circulate an agenda and background documents at least two weeks prior to each meeting.
11. The CSC submits the annual Project Progress Report to the Meetings of the Chief Executives of the AUC, AfDB and ECA.
12. The Progress Reports and CSC meeting minutes are shared, for information only, to the Statistical Commission for Africa (StatCom-Africa).
13. The CSC may delegate selected issues and decisions to the Continental Office as it sees fit.

5.4 CSC Executive Board

14. The CSC Executive Board consists of the Heads of Statistics, or their delegates, from AUC, AfDB and ECA. The Executive Board can meet between CSC meetings to make decisions necessary for the timely functioning of the Project. Furthermore, if the CSC cannot come to a decision on a meeting agenda item through consensus, then the CSC will defer decisions to the Executive Board.
15. All such meetings and decisions are recorded and reported at the following CSC meeting. Executive Board meetings may be held in the form extraordinary meetings, piggy back meetings to other events, by video conference, telephone conference, or by email as appropriate.
16. The Executive Board may delegate selected issues and decisions to the Continental Office as it sees fit.

5.5 Secretariat (Continental Office)

17. The Continental Office serves as the Secretariat to Project, the CSC and meetings of the Executive Board, and as such:
 - a. Coordinates the preparation of work plans, budgets and log-frames;
 - b. Prepares, with input from the Executive Board, agendas and invitations for CSC and Executive Board meetings;
 - c. Provides background documentation for meetings at least two weeks in advance of CSC or Executive Board meetings;
 - d. Prepares and circulates the minutes of CSC and Executive Board meetings no later than two weeks after holding such meetings;
18. The Continental Office also has significant substantive and programmatic functions outside of serving as the Secretariat for CSC and Executive Board meetings, as specified in the draft ProDoc.

Annex 6: Job Descriptions for Continental Office Staff

6.1 Manager of the Continental Office (L5)

6.1.1 Responsibilities

Within delegated authority, the Manager will be responsible for the following duties:

- Plans and directs the Continental Office work program, as per the African Project Document on the Implementation of the 2008 System of National Accounts (2008 SNA) in Africa, on statistical analysis and methodological work, by providing both technical and managerial supervision of all activities.
- Initiates, plans and directs preparation of publications, manuals, and web sites in the specific areas of the Continental Office.
- Plans and directs technical advisory activities for national capacity building through missions, consultations, and training workshops.
- Supervises and undertakes the development of new or improved statistical methods and quantitative models for analyses and projects.
- Prepares progress reports and other technical documentation regarding the work program for presentation to relevant councils or commissions like the Statistical Commission for Africa (StatCom-Africa), the Committee of Directors-General of African National Statistics Offices (CoDGs), and the Continental Steering Committee of the Project, technical meetings and expert groups.
- Maintains close liaison and co-operation within the field of responsibility throughout the organization and with other relevant national and international institutions to ensure full co-ordination and to avoid duplication of efforts.
- Represents the organization at international and regional meetings and inter-agency activities.
- Advises senior management on trends and developments in the relevant field, and recommends appropriate courses of action.
- Plans, organizes, and manages staff; plans and discusses individual work programs with staff and evaluates their performance.
- Performs other related duties, as assigned.

6.1.2 Work implies frequent interaction with the following

- Staff at all levels within the Department of Economic and Social Affairs (DESA) and the regional commissions
- Counterparts from the African Development Bank (AfDB), the African Union Commission (AUC), and the Regional Economic Communities (RECs)
- Counterparts from international agencies and national statistical offices
- Academic community
- Representatives of Governments and representatives of non-governmental organizations
- Chairs and members of intergovernmental bodies

6.1.3 Results expected

Produces high-quality outputs on key issues. Responsible for managerial and planning activities of major statistical areas, and the efficient and effective management and

functioning of the Continental Office. Effectively develops staff under his/her supervision, including their on-going learning and development.

6.1.4 Qualifications

Education: Advanced university degree (Master's degree or equivalent) in statistics, mathematics, economics or related field. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum of ten years of progressively responsible experience in the collection, compilation, analysis and dissemination of national accounts and in the development of related international standards.

Language: Fluency in one of the working languages of the UN Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable. Knowledge of another UN official language is an advantage.

Other: A practical experience in the compilation and the production of national accounts in the sub-Saharan countries.

6.2 Continental Advisors (L5) / National Accounts Experts (L4)

6.2.1 Responsibilities

Within delegated authority, Continental Advisor/National Accounts Expert will be responsible for the following duties:

- Initiates and co-ordinates the development of appropriate methods for obtaining relevant data.
- Ensure the quality of collected data for accuracy, consistency, and comparability.
- Plans and conducts analytical programmes of work in relevant areas of statistics. This may include: identifying projects, conducting analysis, and participating in technical advisory activities for national capacity building.
- Supervises and contributes to the development of relevant databases, web publishing tools, and other software for collection, storage, and distribution of statistical data.
- Undertakes methodological research with regard to standards on concepts, definitions and classifications to assist countries and other constituents in strengthening their statistical development.
- Develops new or improved statistical methods and quantitative models for analyses and projections.
- Provides guidance and advice to other departments, field experts, etc., in the planning, operation and evaluation of statistical programmes and projects.
- Plans and co-ordinates seminars, workshops, expert meetings, etc.
- Plans, organizes, manages and supervises the work of the Continental Office as assigned.
- To make a draft of the outline for each of the technical documents, take notes of the discussions of the break-out Task Force Teams of the AGNA to work on each of the technical issues, and incorporate the discussions, comments, and suggestions of the

AGNA group into the formulation and compilation of the technical documents, and finally to finalize the technical documents.

- To prepare training materials and conduct training sessions to promote and disseminate the materials to the rest of the AGNA members besides the particular Task Force Teams working on the particular subjects.
- To follow up to provide technical assistance to Member States when the latter make such requests on the technical issues.
- Performs other duties as assigned.

6.2.2 Work implies frequent interaction with the following

- Counterparts at Headquarters and the regional commissions
- Counterparts from international agencies, national statistical offices, academic community, private corporations, etc.

6.2.3 Results Expected

Achieves the goals of the project through the initiation, formulation, and effective management of the collection, preparation, evaluation, and dissemination of statistics and methodological studies; develops, recommends and implements statistical methods and procedures, providing advice, organizing seminars and training courses as well as coordinating and promoting the relevance of statistics.

6.2.4 Qualifications

Education: Advanced university degree (Master's degree or equivalent) in statistics, mathematics, economics or related field. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum of seven years of progressively responsible experience in the collection, compilation, analysis and dissemination of national accounts and in the development of related international standards.

Language: Fluency in one of the working languages of the UN Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable. Knowledge of another UN official language is an advantage.

Other: A practical experience in the compilation and the production of national accounts in the sub-Saharan countries.

6.3 Programme Officer (L3)

6.3.1 Responsibilities

Within delegated authority, the Programme Officer will be responsible for the following duties:

- Participates in the development, implementation, and evaluation of the African Project on the Implementation of the 2008 SNA in Africa; monitors and analyzes project development and implementation; reviews relevant documents and reports;

- identifies problems and issues to be addressed and proposes corrective actions; liaises with relevant parties; identifies and tracks follow-up actions.
- Planning facilitating workshops, through other interactive sessions and assisting in developing the action plan the client will use to manage the change.
 - Researches, analyzes and presents information gathered from diverse sources.
 - Assists in policy development, including the review and analysis of issues and trends, preparation of evaluations or other research activities and studies.
 - Undertakes survey initiatives; designs data collection tools; reviews, analyzes and interprets responses, identifies problems/issues and prepares conclusions.
 - Prepares various written outputs, e.g. draft background papers, analysis, sections of reports and studies, inputs to publications, etc.
 - Provides substantive support to the organization of the Continental Steering Committee of the Project, the Statistical Commission for Africa (StatCom-Africa), and the Committee of Directors-General of African National Statistics Offices (CoDGs) by proposing agenda topics, identifying participants, preparation of documents and presentations, etc.
 - Undertakes outreach activities; conducts training workshops, seminars, etc.; makes presentations on assigned topics/activities.
 - Participates in or lead field missions, including provision of guidance to external consultants, government officials and other parties and drafting mission summaries, etc.
 - Coordinates activities related to budget and funding (programme/project preparation and submissions, progress reports, financial statements, etc.) and prepares related documents/reports (pledging, work programme, programme budget, etc.).
 - Performs other duties as required.

6.3.2 Work implies frequent interaction with the following

- Counterparts, senior officers, and technical staff in relevant Secretariat units and in UN funds, programs and other specialized UN agencies.
- Representatives and officials in national governments, international organizations, and consultants

6.3.3 Results expected

Develops, implements, monitors and evaluates the Continental Project Document, and its related components. Provides thorough, well-reasoned written contributions, e.g. background papers, analysis, sections of reports and studies, inputs to publications, etc. Develops and maintains effective working relationships. Promulgates coherent policies, and consistent adherence to these by clients. Efficiently uses resources.

6.3.4 Qualification

Education: Advanced university degree (Master's degree or equivalent) in business administration, management, economics or a related field. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum of five years of progressively responsible experience in project or programme management, administration, or related area.

Language: Fluency in one of the working languages of the UN Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable. Knowledge of another UN official language is an advantage.

Other: Experience in the domain of economic statistics would be an advantage. Good knowledge of statistical packages and of Excel.

Annex 7: 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	x	x	x	x	x

OBJECTIVES, OUTPUTS, AND ACTIVITIES	Year 1	Year 2	Year 3	Year 4	Year 5
developing countries.					
<i>Output 3.2: A system for annual production of macro-economic aggregates and price statistics for PPP calculation developed and established.</i>					
3.2.1: 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					

OBJECTIVES, OUTPUTS, AND ACTIVITIES	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Output 5.1: National Accounts prepared in accordance with a timeline with respects to the national, sub-regional and regional 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>					

OBJECTIVES, OUTPUTS, AND ACTIVITIES	Year 1	Year 2	Year 3	Year 4	Year 5
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>					
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
