



**EAST AFRICAN COMMUNITY**

**THE SECOND REGIONAL  
STATISTICS DEVELOPMENT  
PLAN (2017/18 -2022/23)**

***“Supporting regional integration and development with high  
quality and harmonized community statistics”***

**May 2017**



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## **FOREWORD**

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Statistics are a critical 21<sup>st</sup> century resource that is essential for regional integration and development. Statistics inform public policy debate and design, planning and plan implementation, decision-making, monitoring, evaluation and reporting on development progress. The East African Community (EAC) recognizes this fact and has taken various steps to harness this resource including recognizing statistics as a sector and instituting a Sectoral Committee on Statistics, designing a Statistics Policy for EAC, planning to establish an autonomous Community Statistics Bureau, harmonizing community statistics, disseminating such statistics and planning for the development of the Community statistical system.

The EAC Secretariat developed and implemented the Community's first Regional Statistical Development Plan (RSDPI) during the period 2012/13-2016/17. This is a follow up Plan covering the period 2017/18-2022/23. This Plan has been designed when the Vision 2050 for the Community has been adopted and the 5<sup>th</sup> Regional Development Strategy has been formulated, the Africa Agenda 2063 on the "Africa We Want" has been adopted, and at international level, implementation of the Sustainable Development Goals (SDGs) has picked momentum. Within EAC Partner States, National Development Plans have been aligned to both Africa Agenda 2063 and the SDGs. All these developments have created huge demand for data in terms of scope, quantity, quality, timeliness and disaggregation. This Plan, therefore, has been designed at a critical time when statistics are required more than ever before to inform policy and development processes at every level. The Plan has also brought on board new industry trends as well as emerging issues in statistical organization and development. I hope that the Plan will be embraced by all Community institutions, Partner States and stakeholders in EAC integration as a reference framework for the development of Community statistics.

We would like to thank various stakeholders (individuals and institutions) at the EAC Secretariat and in Partner States that found time for consultation meetings as part of the process of designing this Plan. Special thanks go to the Partner States Ministries responsible for the East African Affairs, which coordinated assessment missions to the Partner States for the said purpose. We would also like to acknowledge with thanks the World Bank for the technical assistance towards the design of this Plan.

I commend this Plan to all stakeholders in the EAC regional integration and development processes and institutions supporting regional integration and development in East Africa.

**Ambassador Libérat Mfumukeko**  
**Secretary General,**  
**East African Community**

## **EXECUTIVE SUMMARY**

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### **I. About the Community**

The East African Community (the Community) is the regional inter-governmental organization of six (6) Partner States, namely the Republics of Burundi, Kenya, Rwanda, South Sudan, the United Republic of Tanzania, and the Republic of Uganda, with its headquarters in Arusha, Tanzania. The Community covers a total land area of 2.2 million sq. km, a combined population of 172.1 million and GDP of USD 178.5 billion as at 2017, making the region a large economic block with great strategic and geopolitical significance in Africa. Building blocks for the Community are the Customs Union, Common Market, Monetary Union and eventually Political Federation. The Community's Vision 2050 is aligned to Agenda 2030 for Sustainable Development and was developed within the long-term strategic frameworks and visions of the Partner States. The Vision is operationalized through medium-term Community Development Strategies. The Development Strategy covering the period July 2017 to June 2021 is under preparation.

### **II. Role of statistics and statistical planning**

It is recognized within the Community that the consolidation of the Customs Union and smooth running of a Common Market and Monetary Union as well as various development strategies and programmes of Community institutions will require availability of accurate, reliable, timely, harmonized and comparable statistics for policy, planning, decision-making, monitoring, evaluation and reporting purposes. In view of this, the Community is paying a lot of attention to the development and strengthening of the Community Statistical System so that it can produce harmonized community statistics now and in future to underpin regional integration and development processes.

In order to effectively develop and use Community statistics, a Regional Statistics Development Plan (RSDP) covering the period 2012/13-2016/17 was designed, implemented and evaluated.

### **III: Evaluation of RSDPI**

#### **(a) Scope of the evaluation**

The evaluation of RSDPI involved:

**Review of relevant literature** on development agendas and policies at Community level and in Partner States including policy and development strategies and plans at different levels, recent reports of the EAC Sectoral Committee on Statistics and Technical Working Groups, national Statistics Acts, mission reports including the World Bank/EAC Joint Mission on Harmonization of the Consumer Price Indexes, External Trade Statistics, and Poverty Statistics; National Strategies for the Development of Statistics, etc.

**Consultation with key stakeholders** at the Community Secretariat and in all the six Partner States. In each Partner State, consultations were held at Ministries responsible for EAC Affairs, National Bureau of Statistics, Central Bank, National Revenue Authority, Ministry of Finance and/or Planning, and a sector

ministry (mainly the Ministry responsible for Agriculture). Ideas were also sought from stakeholders on the content of the new RSDP.

**Taking stock** in both literature review and also stakeholder consultations, the evaluation took stock of what has worked and why and what has not worked and why, main data challenges and new trends in statistical organization and development. A SWOT analysis is also done with a view to building on identified strengths, eliminating weaknesses, taking advantage of opportunities and minimizing threats.

**(b) Main results**

Progress has been made at both Community level and at Partner State level:

*Community level*

- improved institutional framework for statistics which include a functional Sectoral Committee on Statistics, Statistics Policy, more effective Technical Working Groups, and guidelines for standardizing production of statistics in some areas developed
- improved compilation, dissemination and access to Community statistics through open data platform (data portal)
- developed effective partnerships with the IMF, World Bank, AfDB and FAO

*Partner State level*

- greater awareness about importance of statistics, improved statistics uptake and use especially for policy, planning and decision-making
- improved legal frameworks for statistics - review/revision and regulations, statistical systems, infrastructure and capacity
- increasing funding for statistical production and development from governments
- increasing scope, quantity, quality and timeliness of official statistics
- improved data dissemination using open data portal
- increased use of NSDS as a framework to address data challenges

**(c) Main challenges**

- low levels of statistical literacy
- EAC Statistics Department has remained understaffed and overwhelmed
- inadequate statistical advocacy, resources including staffing and skills, coordination, administrative especially civil registration data, and data disaggregation
- statistics is not mainstreamed in National Development Plans and NSDSs are largely not sector-inclusive
- gaps in key socio-economic and environmental datasets and late availability and submission of data to Community secretariat



**(d) Lessons learnt**

A number of lessons were learnt from the implementation and evaluation of the first RSDP including the following:

- need for creation of Plan awareness among the workforce and external stakeholders is essential for effective Plan implementation;
- statistical advocacy at every level - regional, national and sub-national - is essential to enhance data demand and use as well as investment in statistical production and development;
- development of national statistics should be provided for in National Statistics Development Plans so that issues of institutions, infrastructure and capacity can be better addressed; there is a need to provide for effective governance of the National Statistical Systems in Partner States;
- statistical coordination is essential between Partner States and the Community Secretariat, within NSSs of Partner States and within data producing agencies;
- as long as administrative data sources and the civil registration systems are not strengthened, National Statistical Systems will remain weak and unresponsive to user needs;
- administrative data sources and the civil registration systems need to be improved and included in NSDSs;
- using innovative technologies can improve the quality of field data, cost-effectiveness of data production and data dissemination in terms of timeliness and access;
- in spite of some Partner States facing a severe shortage of qualified statistical personnel, there is ample statistical capacity in the region that needs to be harnessed to support regional statistical development.

**IV: Design of second RSDP**

The second Regional Statistics Development Plan (RSDPII) is anchored into the 5<sup>th</sup> EAC Development Strategy, takes into account the assessment of implementation of the 1<sup>st</sup> Plan and aims to deal with unfinished business of RSDPI. It also takes on board new international trends and emerging issues in the statistics industry.

The adopted theme, strategic foundations (vision, mission and core values), and strategic directions are as follows:

**Theme for RSDPII:** Supporting regional integration and development with high quality and harmonized community statistics

**Vision:** To be a premier and authoritative source of high quality and harmonized community statistics to support regional integration and development

**Mission:** Harmonize the production of high quality statistics and promote their use for evidence-based policy, planning and decision-making in support of development agendas of Partner States, regional and continental integration, and the international development agenda 2030 on sustainable development

**Core values:** Relevance, credibility and integrity, professionalism, continuous improvement and accessibility

**Strategic goals:**

Goal 1: Increased usage of statistics especially for evidence policy, planning, decision-making, monitoring and evaluation

Goal 2: Achieve efficient and effective statistical system enabled by creativity, innovation and technology

Goal 3: Enhanced human resources for production of harmonized and quality community statistics

Goal 4: Better funded statistical production and development.

Under each of these goals, sixteen (16) SMART (Specific, Measurable, Achievable, Realistic and Time-bound) strategic objectives have been identified and for each objective, a number of initiatives have been stated.

**Expected outcomes:**

- Greater access, uptake and use of statistics
- Harmonized, efficient and effective Community Statistical System
- Better statistical capacity & infrastructure
- Better quality and harmonized statistics
- Better resourced statistical systems

**V: Implementation, monitoring and evaluation**

The Plan provides for implementation, monitoring and evaluation.

**Implementation**

Implementation aims to deliver results, achieve purpose and contribute effectively to the overall Plan goals; manage the available resources efficiently; and monitor and report on progress to support performance management. Implementation of RSDPII will be undertaken by the Community Secretariat, Partner States and the proposed EAC Development and Harmonization Regional Project to be supported by a grant from the World Bank. ~~The development objective of this project is to strengthen the capacity of the National Statistics Offices (NSOs) of Partner States and the EAC Secretariat to produce harmonized and quality statistics in support of the regional integration and development.~~ The project is expected to complement the work of IMF at Community level and the work the World Bank is doing in Partner States.

Implementation will include:

- Creation of Plan awareness
- Creating implementation structure - Project Implementation Unit, Project Steering Committee that will report to the Statistics Department / EASB and then to Sectoral Committee on Statistics

- Leveraging levers of strategic success including addressing institutional issues, harnessing the human factor, enhancing processes through innovation and new technologies, resource mobilization from governments of Partner States and development partners.

### **Monitoring and evaluation**

It is critical that plan implementation is closely monitored on a continuing basis to: ensure that stated objectives are being achieved, track inputs, activities and outputs, determine if implementation is on course or not, alert management to problems or potential problems before the situation becomes critical, and take corrective actions to ensure that performance conforms to the plan or that the plan is revised in light of new experience

At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally, to assess how well the Plan will have met the set objectives. Evaluation involves comparing expected results with actual results, investigating deviations from plans and measuring individual and organizational performance. Plan evaluation will, therefore, put emphasis on learning for the future.

The project has identified project development objective – level results indicators that will be used to monitor progress and evaluate the project and the RSDPII. Provision has been made for production of various progress and evaluation reports - quarterly, annual, mid-term and end-of-term reports, who will produce them and who will use them.

### **VI: Budget and financing**

It is expected that a lot of activities in this Plan will be incorporated into the NSDSs of Partner States and therefore funded accordingly. The indicative total cost over five years of funding the Plan activities that will be implemented by the Community secretariat at different levels was estimated at USD 22.4 million. The budget will be financed from Partner States' contributions and development partners.

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## **ACRONYMS**

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<b>AfDB</b>	African Development Bank
<b>AU</b>	African Union
<b>BAPS</b>	Busan Action Plan for Statistics
<b>BSC</b>	Balanced Score Card
<b>BOP</b>	Balance of Payments
<b>CBR</b>	Central Business Register
<b>CPI</b>	Consumer Price Index
<b>CTGAP</b>	Cape Town Global Action Plan for Sustainable Development Data
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>CSS</b>	Community Statistical System
<b>DG</b>	Director General
<b>DQAF</b>	Data Quality Assessment Framework
<b>EAC</b>	East African Community
<b>EAMU</b>	East African Monetary Union
<b>EALA</b>	East African Legislative Assembly
<b>ECOWAS</b>	Economic Community of West African States
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FSI</b>	Financial Soundness Indicator
<b>GDP</b>	Gross Domestic Product
<b>GFS</b>	Government Finance Statistics

<b>GIS</b>	Geographic Information System
<b>GWG</b>	Global Working Group
<b>HCPI</b>	Harmonized Consumer Price Index
<b>ICP</b>	International Comparison Programme
<b>ICT</b>	Information and Communication Technology
<b>IT</b>	Information Technology
<b>IMF</b>	International Monetary Fund
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>M &amp; E</b>	Monitoring and Evaluation
<b>MAPS</b>	Marrakech Action Plan for Statistics
<b>MDA</b>	Government Ministry, Department and Agency
<b>MEFMI</b>	Macroeconomic and Financial Management Institute of Eastern and Southern Africa
<b>MFS</b>	Monetary and Financial Statistics
<b>MIS</b>	Management Information System
<b>NAS</b>	National Accounts Statistics
<b>NBS</b>	National Bureau of Statistics
<b>NDP</b>	National Development Plan
<b>NISR</b>	National Institute of Statistics of Rwanda
<b>NSDS</b>	National Strategy for the Development of Statistics
<b>NSO</b>	National Statistics Office
<b>NSS</b>	National Statistical System
<b>PARIS21</b>	Partnerships in Statistics for Development in the 21 <sup>st</sup> Century

<b>RRSF</b>	Reference Regional Strategic Framework for Statistical Capacity Building in Africa
<b>RSDP</b>	Regional Statistics Development Plan
<b>SDGs</b>	Sustainable Development Goals
<b>SMART</b>	Specific, Measurable, Attainable, Realistic, Time-bound
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TWG</b>	Technical Working Group
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UNECA</b>	UN Economic Commission for Africa
<b>UNSC</b>	UN Statistics Commission

## CHAPTER 1. BACKGROUND

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### 1.1 Introduction

This is a second five-year Regional Statistics Development Plan (RSDPII) that has been designed as a successor to the first plan (RSDPI) that ended in June 2017. This plan aims to engage, motivate and inform external and internal stakeholders in the Community Statistical System (CSS) including East African Community (EAC) Secretariat and institutions, National Statistical Systems (NSSs) of Partner States, development partners, etc. in driving forward and managing the CSS to achieve its strategic development goals and objectives in support of regional integration and development. It also helps to align all stakeholders around strategic goals and priorities and communicate the CSS strategic priorities, goals and objectives.

This Chapter covers the following:

- membership of the EAC
- building blocks of the Community
- size of the Community
- development frameworks within the Community
- the imperative of statistics to regional integration and development, and
- the need for RSDPII.

### 1.2 Membership

The East African Community (EAC) hereunder also referred to as the Community or simply EAC is the regional inter-governmental organisation of 6 Partner States, namely the Republics of Burundi, Kenya, Rwanda, South Sudan, the United Republic of Tanzania, and the Republic of Uganda, with its headquarters in Arusha, Tanzania. The Treaty for establishment of the EAC was signed on 30 November 1999 and came into force on 7 July 2000 following its ratification by the original three Partner States – Kenya, Uganda and Tanzania. The Republic of Rwanda and the Republic of Burundi acceded to the EAC Treaty on 18 June 2007 and became full Members of the Community with effect from 1 July 2007. South Sudan, the latest entrant formally joined the EAC in September 2016.

### 1.3 Building blocks of the Community

Article 5(2) of the Treaty for the establishment of the EAC, provides that *“the Partner States undertake to establish among themselves and in accordance with the provisions of this Treaty, a Customs Union, a Common Market, subsequently a Monetary Union and ultimately a Political Federation in order to strengthen and regulate the industrial, commercial, infrastructural, cultural, social, political and other relations of the Partner States to the end that shall be accelerated,*



*harmonious and balanced development and sustained expansion of economic activities, the benefits of which shall be equitably shared.”*

The key building blocks towards economic, social and political integration of the EAC are therefore a Customs Union, Common Market, Monetary Union and ultimately the Political Federation.

**Customs Union:** The Customs Union aims to create one flawless single market across the Partner States. The Customs Union Protocol provides for the adoption of a common trade policy with common external tariffs. The EAC started a Customs Union in 2005 and entered a fully-fledged Customs Union in January, 2010 and is currently working towards a single customs territory.

**Common Market:** In addition to Customs Union, the Common Market provides for free movement of capital, labour, goods and services between Partner States. In July 2010, the Common Market Protocol came into force and has been under implementation since 2015. Partner States are in the process of amending their respective national policies, laws and regulations to conform to the EAC Common Market Protocol.

**Monetary Union:** This is the most advanced stage of the economic integration process where countries have harmonised their different political, economic, monetary and fiscal policies. The East African Monetary Union (EAMU) Protocol was signed in November 2013 by the EAC Heads of State and it is under implementation. It provides for a 10-year transition period to adopt a single currency by the year 2024. Progress has been made in terms of Partner States’ currencies convertibility; harmonization of fiscal, monetary and exchange policies; banking rules and regulations; and trading practices and regulations in the stock exchanges and financial markets in general.

To qualify for Monetary Union, however, Partner States are expected to meet convergence criteria and comply with them for at least three years. The primary convergence criteria are:

- ceilings on headline inflation (8 percent),
- fiscal deficit including grants (3 percent of GDP),
- gross public debt (50 percent of GDP in net present value terms),
- a floor on reserve coverage (4.5 months of imports).

In addition, there are three indicative criteria:

- ceilings on core inflation (5 percent),
- fiscal deficit excluding grants (6 percent of GDP),
- a floor on the tax-to-GDP ratio (25 percent).

**Political Federation:** The three arms of Governance of the Community are in place namely; the Executive (Community Secretariat), Legislative (East African Community Legislative Assembly) and Judiciary (EAC Court of Justice). In addition, various EAC institutions have been established,

are functional and various protocols have been signed. These and more steps taken to consolidate regional integration will lead to the ultimate aim of the Community which is a political federation.

#### 1.4 Size of the East African Community

Table 1.1 summarizes the size of the EAC by geographical expanse, population size and Gross Domestic Product.

**Table 1.1: EAC area, population and GDP as at 2017**

Partner State	Area <sup>1</sup> (‘000 km <sup>2</sup> )	Population, Million persons	GDP (USD Million), current prices	GDP per capita (USD), current prices
<a href="#"><u>Burundi</u></a>	25.0	11.5	3,217	302
<a href="#"><u>Kenya</u></a>	580.7	46.6	78,758	1,690
<a href="#"><u>Rwanda</u></a>	24.2	11.8	9,140	774
<a href="#"><u>South Sudan</u></a>	482.7	11.9	3,511	296
<a href="#"><u>Tanzania</u></a>	886.3	52.6	53,275	1,044
<a href="#"><u>Uganda</u></a>	200.5	37.8	32,769	833
<b>Total</b>	<b>2,199.4</b>	<b>172.2</b>	<b>180,670</b>	<b>NA</b>

With a total land area of 2.2 million sq. km, a combined population of 172.2 million and GDP at current prices of USD 180.7 billion, the EAC is a large economic block with great strategic and geopolitical significance in Africa. It can be seen from the table that of the six countries, only Kenya has attained middle income status.

#### 1.5 Development frameworks within the Community

In February 2016, the EAC revealed the Community’s Vision 2050 that “lays out a broad perspective in which the region optimizes the utilization of its resources to accelerate productivity and the social wellbeing of its people. It portrays a future East Africa with rising personal prosperity in cohesive societies, competitive economies, and strong inter-regional interaction”.

EAC’s Vision 2050 states:

“An upper-middle income region within a secure and politically united East Africa based on principles of inclusiveness and accountability”.

<sup>1</sup> Excluding water bodies

This Vision is aligned to the 2030 Agenda for Sustainable Development (post-2015 development agenda/SDGs) whose priorities are consistent with those articulated in the Common African Position (CAP) on post-2015 development agenda. It is also aligned to the Africa Agenda 2063 for “The Africa We Want”. The Vision was also developed within the long-term strategic frameworks and visions of the Partner States. The visions of each of the Partner State are summarized below.

**Table 1.2: Visions of EAC Partner States**

<b>Partner State</b>	<b>Timeframe</b>	<b>Strategic Vision</b>	<b>Priority areas</b>
<b>Burundi</b>	Vision 2025	Sustainable peace and stability and achievement of global development commitments in line with MDGS.	Sustainable peace and stability and achievement of global development commitments in line with MDGS.
<b>Kenya</b>	Vision 2030	Globally competitive and prosperous Kenya with a high quality of life.	To achieve sectoral objectives including meeting regional and global commitments
<b>Rwanda</b>	Vision 2020	Become a middle income country by 2020	Structural economic transformation, human resources development and integration to regional and global economy
<b>South Sudan</b>	<b>Vision 2040</b>		
<b>Tanzania</b>	Vision 2025	High quality of life anchored on peace, stability, unity, and good governance, rule of law, resilient economy and competitiveness. It envisages to become a middle income country with high level of human development	Inculcate hard work, creativity, innovativeness and creating a learning society to promote investment and savings culture; knowledge-based economy; infrastructure development; and Private Sector Development
<b>Uganda</b>	Vision 2040	Transform Ugandan society from peasant to a modern prosperous country	To strengthen the economic fundamentals to harness abundant opportunities; prominence being given to knowledge-based economy.

The Community operationalizes its vision through medium-term Development Strategies. The Development Strategy covering the period July 2017 to June 2021 is under preparation. On the other hand, the Partner States operationalize their visions through medium-term National Development Plans (NDPs).

## **1.6 EAC institutions**

The EAC has a number of institutions that help it to discharge its mandate. These institutions include:

1. Civil Aviation Safety and Security Oversight Agency
2. East African Development Bank
3. East African Health Research Commission
4. East African Kiswahili Commission
5. East African Science and Technology Commission
6. Inter-University Council for East Africa
7. Lake Victoria Basin Commission
8. Lake Victoria Fisheries Organization

These institutions use data in their work and some of them generate data on their areas of mandate. Accordingly, these institutions are members of the Community Statistical System (CSS) and are treated as such by this Plan.

## **1.7 The imperative of statistics to regional integration and development**

The EAC recognizes that the consolidation of the Customs Union and smooth running of a Common Market and Monetary Union as well as various development strategies and programmes will invariably rely on availability of accurate, reliable, timely, harmonized and comparable statistics for policy, planning, decision-making, monitoring, evaluation and reporting purposes. Accordingly, the Community Secretariat and other organs of the community are paying attention, as indeed they should, to the development and strengthening of the CSS so that it can produce harmonized community statistics now and in future to underpin regional integration and development processes as follows:

a) The EAC treats statistics as a sector and has established a Sectoral Committee on Statistics which is responsible, like other Community Sectoral Committees, for: (i) the preparation of a comprehensive implementation programme and the setting out of priorities with respect to statistics sector; (ii) monitoring and keeping under constant review the implementation of the Community programmes of EAC with respect to its sector; (iii) submitting from time to time, reports and recommendations to the Co-ordination Committee either on its own initiative or upon the request of the Co-ordination Committee concerning the implementation of the provisions of this Treaty that affect the statistics sector; and (iv) having such other functions as may be conferred on it by or under the Treaty.

b) Existence of a regional statistics programme that covers the following four main areas:

**Harmonization of statistics:** This programme involves harmonization of statistical methodologies and tools in order to produce comparable, accurate and up-to-date statistics to inform both national development processes and the process of regional integration. The statistics in Partner States are often not comparable due to divergences in methods of compilation and computation of indices. Priority areas for harmonization of statistics have been identified.

**EAC Statistical Database:** The Community Secretariat has developed and operationalized a *statistics database* with harmonized data covering over 600 statistics indicators covering the socio-economic sectors. The data base is updated regularly and is accessible to users. Statistics in the database are also published in:

- *Facts and Figures Report* that presents basic statistics of the region at a glance. It is published annually and covers the major socio-economic indicators. Key concerns of the sectors at Community Secretariat were that existing data sometimes were unreliable, conflicting and lacked timeliness. Some data gaps were also identified on such development issues as infrastructure, gender, agriculture, environment, culture, civil registration, etc. There is a time lag of one year in data published in this report.
- *EAC Trade Report* which presents facts on trade flows in the region. The report includes interpretation of trade statistical data and is used to enlighten users on the progress achieved on the implementation of the EAC Customs Union.

**EAC Statistics Portal:** The Community Secretariat has established an EAC Statistics Portal. It provides a complete guide to EAC statistics covering social sector, productive sector, economy, finance and infrastructure. It also presents sector initiatives including the statistical database, harmonized statistics, regional archiving centre and statistical capacity building initiatives at EAC. However, it was stated that this database is not updated regularly and is not readily accessible.

**Statistical capacity building initiatives in the EAC:** The region has a limited number of statisticians and experts in areas such as National Accounts, Agricultural Statistics, Household Surveys, Trade Statistics, Financial Statistics, Price Statistics, etc. This is exacerbated by statisticians ending up in other professions such as Accounting, Banking, IT among others.

c) The Community has put in place an EAC Statistics Policy. The policy provides for national and regional programmes for capacity building and institutional development; processes and systems for leveraging the national and international statistical systems and competencies and modalities of integrating statistics on emerging issues; and defines the governance structures, surveillance and funding mechanisms for statistics. Its purpose is to:

- provide a framework for the systematic and programmed development, production and dissemination of Community statistics that support the formulation, application, monitoring and assessment of development strategies and programmes of the EAC against set benchmarks and timelines. The policy, therefore, underpins the CSS and regional statistical activities in East Africa.

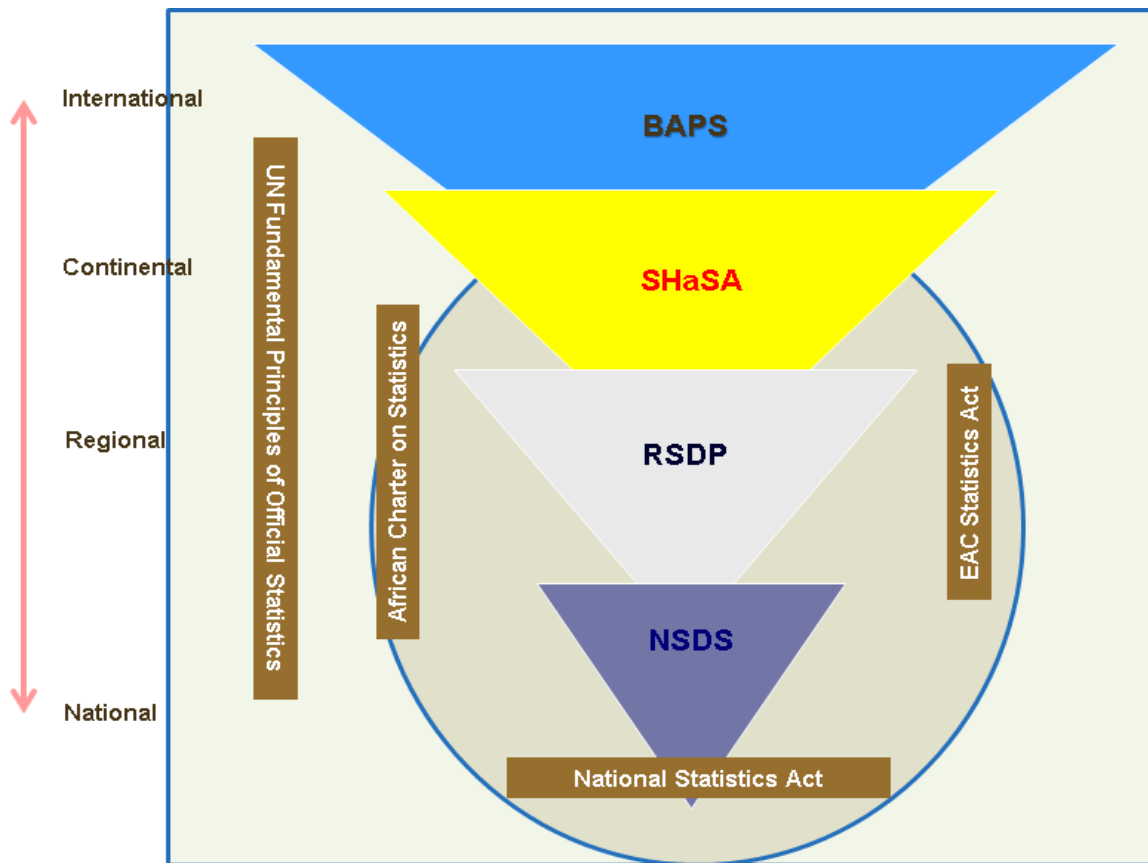
- explicitly defines the CSS the basis of which is the Protocol for the establishment of a Customs Union, the Common Market Protocol, and the Protocol for the establishment of a Monetary Union.
  - offers guidelines for defining the procedures, coordination mechanisms, and conditions for production and dissemination of Community statistics.
  - serves as a reference point with regard to the roles and responsibilities of the different parties in the CSS and other international stakeholders involved in statistical activities.
  - sets out the minimum standards benchmarked to international best practice to be followed during the production, compilation and dissemination of statistics.
- d) The Policy provides for the establishment of an EAC Statistics Bureau as an autonomous institution of the community to set standards and guidelines, and monitor compliance with them to ensure that harmonized, comparable and complete statistics on the EAC macroeconomic convergence indicators are produced and disseminated. In particular, special attention will be paid to production and dissemination of:
- Harmonized Consumer Price Index (HCPI),
  - National Accounts Statistics (NAS),
  - Balance of Payments Statistics (BOPs),
  - Government Finance Statistics (GFS),
  - Monetary and Financial Statistics (MFS), and
  - Financial Soundness Indicators (FSIs),

The roadmap for transition to the East African Community Monetary Union (EAMU) set 2018 as the deadline for harmonization of statistics in these areas and efforts are underway to ensure that this deadline is met. It should be mentioned that harmonization of statistics in the region is consistent with the Strategy for the Harmonization of Statistics in Africa (SHaSA) which was designed by the African Union with support from other pan-African institutions. SHaSA aims to inform the African integration agenda with harmonized and comparable statistics by supporting adoption of harmonized and standardized definitions and concepts; the adaptation of international statistical norms to African realities; and the utilization of common methodologies for statistical production and dissemination by all African countries.

## **1.8 Community Statistical System as part of wider statistical systems**

The CSS is a part of wider continental and international statistical systems and its development is impacted by statistical developments at these various levels. It is, therefore, crucial to appreciate and develop the CSS in the context of these systems, taking advantage of opportunities they present for knowledge transfer, peer learning and benchmarking on best practices. Figure 1.1 presents the statistical principles, frameworks and strategies as they cascade from the international level, to continental, to regional and finally to the national level.

**Figure 1.1: Statistical principles and frameworks at different levels**



<b>BAPS</b>	- Busan Action Plan for Statistics
<b>SHaSA</b>	- Strategy for the Harmonization of Statistics in Africa
<b>RSDP</b>	- Regional Statistical Development Plan
<b>NSDS</b>	- National Strategy for the Development of Statistics

The figure shows that:

a) Statistical principles cascade from the UN Fundamental Principles for Official Statistics at international level, to the African Charter on Statistics at continental level to a Statistics Act at regional (EAC) level to the National Statistics Act. The UN Fundamental Principles for Official Statistics are the overarching standards for official statistics across countries and for the global statistical system. The Principles were adopted by the UN Statistical Commission in 1994 and endorsed by the UN General Assembly in January 2014. They provide a compass and point of reference for all official statistical work and operations in all countries. As such, statistical personnel engaged in official statistics are expected to know them well and to apply them all the time in their work. At continental level, there is the African Charter on Statistics, which was endorsed by the 12th Ordinary Session of the Assembly of Heads of State and Government of the

African Union in February 2009. The Charter, which builds on the Fundamental Principles, works as a tool for statistical advocacy at the highest level of government and commits countries to develop statistics in a manner consistent with best practice and international standards; to use statistics for policy development, planning and decision-making at all levels; and for African governments to scale up support to statistics. At Community level, there is a Statistics Policy and an EASC Statistics Act awaits enactment by the East African Legislative Assembly. This Act will provide a legal framework and underpin the CSS. And at national level, there is a Statistics Act that regulates statistical activities in Partner States. It builds on the other principles listed above.

b) Statistical frameworks cascade from the Busan Action Plan for Statistics (BAPS) to the Strategy for the Harmonization of Statistics in Africa (SHaSA) to the Regional Statistical Development Plan (RSDP) at regional (EAC) level and the NSDS at national level. The BAPS is an international framework that supports three principles: fully integrate statistics in decision-making, promote open access to statistics and increase resources for statistical systems. It was adopted at the High-Level Forum on Aid Effectiveness, held from 29 November to 1 December 2011 in Busan, South Korea and it updates the priorities and work of the Marrakech Action Plan for Statistics (MAPS). SHaSA was adopted by the African statistical community as the general framework for statistical development on the continent. It aims to provide harmonized and quality statistics for the design and implementation, as well as monitoring and evaluation of integration and development policies in Africa. It was endorsed in 2010 by the Joint Conference of African Ministers responsible for Finance and Economic Planning. The RSDP (2015-2020) was formulated to support regional integration by making available relevant, timely and accurate regional statistical information to be used for policy formulation, planning and protocol monitoring and decision-making. A National Strategy for the Development of Statistics (NSDS) is internationally recognized as the best framework for building statistical capacity across the entire NSS and for dealing with a plethora of statistical challenges in developing countries. NSDSs are expected to be anchored in national development processes especially the National Development Plans.

In addition to the above principles and frameworks, there are statistical bodies at regional, continental and international level whose decisions impact statistical development in the region. The bodies are:

- i) The Sectoral Committee on Statistics, as mentioned above, is responsible for the provision of policy and strategic guidance regarding development of statistics in the region. The Committee comprises Heads of National Bureaus of Statistics in Partner States.
- ii) The Statistical Commission for Africa (StatCom-Africa) which is the apex inter-governmental body established by the Conference of African Ministers of Finance, Planning and Economic Development in 2006 to oversee and coordinate statistical development in Africa. It comprises Heads of National Statistical Offices from African countries.
- iii) The UN Statistical Commission (UNSC), which was established in 1947 as the highest body of the global statistical system. It brings together the Chief Statisticians from Member States from



around the world. It is the highest decision-making body for international statistical activities especially the setting of statistical standards, the development of concepts and methods and their implementation at the national and international level.

## **1.9 Need for a new Regional Statistics Development Plan**

The first RSDP ended in June 2017. While the Plan has achieved a lot, there is unfinished business in terms of identified activities which, for various reasons including lack of funding, could not be undertaken. In addition, a number of challenges to statistical development were identified and targeted for resolution but some of them have not been resolved yet. Furthermore, there is urgency to meet the deadline set for harmonization of Community statistics in preparation for the East African Community Monetary Union (EAMU). This Plan, therefore, provides for such harmonization. The decision to design the new Plan was endorsed by the meeting of the Sectoral Committee on Statistics held in March 2017.

There are new industry trends and developments as well as emerging issues that need to be taken into account/ on board in the development of Community statistics including the design of this Plan. They are presented in the following table.

**Table 1.3: Some new industry trends and developments**

<b>Development</b>	<b>Narrative</b>	<b>Comment</b>
<b>1. Data Revolution for sustainable development</b>	<p>The data revolution is about:</p> <ol style="list-style-type: none"> <li>1. putting statistics on high political agenda and fully integrating statistics into policy and decision-making processes</li> <li>2. increasing the scope, quantity, quality and data disaggregation from different sources</li> <li>3. creating partnerships for statistics</li> <li>4. empowering and equipping data users to access, interpret and extensively use data</li> <li>5. taking full advantage of advances in ICT to improve statistical systems and production</li> <li>6. increasing access to official statistics as a “public good” accessible by all</li> <li>7. increasing resources for statistics</li> </ol>	Adopted by the 46 <sup>th</sup> Session of the UN Statistical Commission in March 2015.
<b>2. African Data Consensus to spearhead the data revolution in Africa</b>	At the behest of African Heads of State and Government, the African statistical community came up in 2015 with an “African Data Consensus” that aims to bring together diverse data communities and using a wide range of data sources, tools and innovative technologies, with a view to providing timely	The “Africa Data Consensus” was endorsed by the Conference of African Ministers of Finance, Planning and Economic Development in 2016.

	and disaggregated data for decision-making, service delivery, citizen engagement and information to drive Africa’s social, economic and structural transformation. It is about expanding and diversifying the data ecosystem to include new data users, data producers and sources of data.	
<b>3. Big data for official statistics</b>	Refers to massive volumes of both structured and unstructured data that are so large that it is difficult to process them using traditional database and software techniques. Every digital process and social media exchange produce big data. Systems, sensors and mobile devices transmit it. Big data is arriving from multiple sources at an alarming velocity, volume and variety. Big data can be analyzed to extract value - patterns, predictions, and other insights from raw digital information that can lead to better decisions and strategic business moves.	At its 45th Session in 2014, the UN Statistical Commission established a Global Working Group (GWG) on Big Data for Official Statistics to further investigate the benefits and challenges of Big Data, including the potential for monitoring and reporting on SDGs. The GWG and the greater official statistical community recognize the need to adequately address issues pertaining to methodology, quality, technology, data access, legislation, privacy, management and finance, and provide adequate cost-benefit analyses on the use of Big Data.
<b>4. Open data initiative</b>	The initiative is about data that can be freely used, reused and redistributed by anyone – subject only, at most, to the requirement to attribute and share alike. Key features of open data initiative are: <ol style="list-style-type: none"> <li>1. Availability and access - data to be available in a convenient or modifiable form.</li> <li>2. Reuse and redistribution - data to be provided in machine readable format and under terms that permit reuse and redistribution including the intermixing with other datasets.</li> <li>3. Universal participation - everyone should be able to use, reuse and redistribute without discrimination.</li> </ol>	The initiative which has been embraced by many countries in the world aims to ensure transparency, releasing social and commercial value, and participation and engagement by citizens to be more directly informed and involved in decision-making

However, to design the new RSDP, an assessment of the performance of the first RSDP at Community Secretariat and Partner State level had to be done. The assessment was done and is reported in chapter two.

## **CHAPTER 2. EVALUATION OF RSDPI**

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### **2.1 Introduction**

Since 2013, the Community has been implementing RSDPI both at regional level and at Partner State level. Best practice in strategic planning requires that an evaluation of the implementation of the RSDPI which ended in June 2017 is done to provide a rational basis for designing a new RSDP.

The evaluation was undertaken between March and April 2017 and it involved:

- the World Bank consultant getting briefed by Community Secretariat about the urgency for a second RSDP and the need for consulting and engaging Partner States in both the evaluation of the first RSDP and the design of the second RSDP;
- going on a mission to each of the six (6) Partner States to consult and engage key stakeholders on general statistical development issues including: statistical awareness across society, awareness about the RSDPI, institutional framework for official statistics including national statistical awareness, statistics – policy/planning chain, plans for national statistical development, coordination of the NSS, organizational issues around the NSO (structure, staffing, resources, capacity and funding), key statistical activities (censuses, surveys, administrative data sources and Civil Registration Systems) and the extent to which innovative technologies have been embraced, rebasing GDP and CPI, statistical capacity and partnerships for statistical development. Ideas were also sought from stakeholders on the content of the new RSDP. Stakeholder institutions consulted in the Partner States were mainly:
  - ✚ the Ministry responsible for EAC Affairs,
  - ✚ the National Bureau of Statistics,
  - ✚ the Central Bank,
  - ✚ the National Revenue Authority,
  - ✚ the Ministry responsible for Finance and/or Planning, and
  - ✚ a sectors ministry (mainly the Ministry responsible for Agriculture)
- reviewing relevant literature from Community Secretariat and in Partner States including: Outline for the 5<sup>th</sup> EAC Development Strategy; the 4<sup>th</sup> EAC Development Strategy; Regional Statistics Policy; Regional Vision Statement; National Vision Statements; National Development Plans; National Statistical Legislations; recent Reports of the EAC Sectoral Committee on Statistics and Technical Working Group (TWG) meetings; Mission Reports including the World Bank/EAC Joint Mission on Harmonization of the Consumer Price Indexes, External Trade Statistics, and Poverty Statistics; National Strategies for the

Development of Statistics (NSDS); some statistical policy reports and activities of Partner States.

- taking stock of new regional, continental and international policy agendas and new trends in statistical organization and management as outlined above.

## **2.2 Evaluation of Plan implementation at regional level**

RSDPI was very ambitious in terms of goals, strategic objectives and initiatives. It recorded a number of achievements including establishing a regional statistics policy, movement towards establishment of an EAC Statistics Bureau, development and harmonization of community statistics as the following shows:

### **2.2.1 Statistical advocacy**

The RSDPI provided for statistical advocacy at all levels especially among policy and decision-makers at EAC Secretariat and in the Partner States. Effective statistical advocacy is essential to drum up support and commitment to statistics in terms of use and investment in their production. In particular, the Plan provided the following milestones and targets on statistical advocacy:

- EAC has an advocacy strategy by December 2014
- All Partner States implementing advocacy strategies by December 2014
- All Partner States with advocacy tools and material by December 2014
- All Partner States with user maps by December 2014
- All Partner States celebrating Africa Statistics Day every year
- Statistics is taught in schools in at least half the number of Partner States by December 2017
- There is a Department of Statistics at every national University by December 2017.

These advocacy activities were not followed through apart from celebration of Africa Statistics Day which all countries routinely celebrate each year. The Community Secretariat has not been celebrating Africa Statistics Day. In addition, there is no evidence that specific strategies, tools and materials have been produced to advance statistics advocacy in the Community or that there have been movements towards advocating for the teaching of statistics in schools and Universities. In fact, in Burundi, there is no teaching of statistics at all in the national University and this has had precarious effects on statistical capacity in the country.

### **2.2.2 Development of a Regional Statistics Policy**

The Plan recommended for the development of a Regional Statistics Policy. This policy was designed and adopted by the Council of Ministers (the policy organ of the Community) in

November 2014. The Policy provides a framework for a systematic and programmed development, production and dissemination of Community statistics.

### **2.2.3 Establishment/ strengthening of statistics structures**

#### **East African Statistics Bureau**

In order to strengthen the statistics function within the community, the Plan provided for the establishment of an East African Statistics Bureau (EASB) as an autonomous institution of the EAC responsible for statistics and statistical development in the Community. This was endorsed by the EAC Heads of State in 2013. The Bureau aims to harmonize, consolidate, coordinate and regulate the development, production and dissemination of Community statistics necessary for the operation of the Monetary Union. Efforts are in advanced stages to have an East African Statistics Bureau established. In particular, the Draft East African Statistics Bureau Bill, 2016 was adopted by the Council of Ministers in March 2017 and submitted to the East African Legislative Assembly for enactment.

#### **Technical Working Groups**

In order to execute the statistical programme, the Community Secretariat established Technical Working Groups (TWGs) to work with the Community Secretariat towards the harmonization and development of selected areas of statistics. The TWGs report to the Sectoral Committee on Statistics. These TWGs are:

1. National Accounts
2. Consumer Price Index
3. External Trade Statistics
4. Government Finance Statistics
5. Energy and Environmental Statistics
6. Population and Housing Census
7. Poverty and other Development Indicators.

A lot of work was and is being done through these TWGs. It was, however, reported that due to limited capacity at Community Secretariat, follow-up with Partner States on agreed activities was not possible on each and every activity. As a result, some activities remain unimplemented.

### **2.2.4 Development and harmonization of Community statistics**

A number of activities in RSDPI were undertaken at regional level to develop and harmonize statistics in the region. These included, *inter alia*, convening regular and extraordinary meetings of the Sectoral Committee on Statistics; holding TWG meetings on compilation of EAC Facts and Figures; holding regional training workshops on EAC Statistics Database, harmonization of

National Accounts Statistics, EAC Harmonized Consumer Price Index, Government Statistics, External Sector Statistics (Merchandise Trade and Balance of Payments), Monetary and Financial Statistics (MFS) and Financial Soundness Indicators (FSIs), Agriculture and Environmental Statistics. The total number of regional meetings, training workshops and technical assistance (TA) missions to Partner States totaled 99 as can be seen from the following table.

**Table 2.1: A summary of RSDPI Activities undertaken as at April 2017**

Activity	Quantity	Comments
<b>1. Sectoral Committee on Statistics</b>	<ul style="list-style-type: none"> <li>• 7 regular meetings</li> <li>• 2 extraordinary meetings</li> </ul>	Increased attendance of Directors General of NSOs
<b>2. Compilation of EAC Facts and Figures</b>	<ul style="list-style-type: none"> <li>• 4 Meetings of National Experts to Compile EAC Facts and Figures Report</li> <li>• 4 volumes of EAC Facts and Figures (<i>for 2012, 2013, 2014, 2015</i>)</li> </ul>	Meeting of National Experts to Compile EAC Facts and Figures Report (2016) is planned for July 2017
<b>3. EAC Statistics Database</b>	<ul style="list-style-type: none"> <li>• 2 national workshops for the Extension of EAC Statistics Database to Burundi and Rwanda,</li> <li>• 2 regional meetings to Update the EAC Statistics Database</li> </ul>	EAC data dissemination portal is based on the open data platform – under the African Information Highway (AIH) initiative
<b>4. National Accounts Statistics</b>	<ul style="list-style-type: none"> <li>• 1 IMF National Accounts training workshop,</li> <li>• 2 IMF workshops on harmonization of National Accounts Statistics (NAS),</li> <li>• 2 TWG meetings on harmonization of NAS</li> </ul>	Meetings/workshops delivered with technical support from the IMF East AFRITAC (AFE) and delivered through a real sector statistics expert resident at AFE
<b>5. Consumer Price Indices</b>	<ul style="list-style-type: none"> <li>• 7 TA missions on rebasing CPI in Burundi,</li> <li>• 7 TWG meetings on EAC Harmonized Consumer Price Index (HCPI),</li> <li>• 5 TA mission to the Office of the Chief Government Statistician (OCGS) in Zanzibar on EAC HCP</li> </ul>	EAC HCPI building on the initiative by COMESA and TA provided by CPI expert from UBOS
<b>6. Government Finance Statistics</b>	<ul style="list-style-type: none"> <li>• 8 Regional workshops on Government Finance statistics,</li> <li>• 2 Regional training workshops on public debt statistics,</li> <li>• 1 Burundi national training workshop on Government Finance statistics,</li> <li>• 5 Joint EAC/IMF mission on Government Finance statistics to Kenya, Uganda, Rwanda &amp; Tanzania</li> </ul>	Work in this area is supported by IMF East AFRITAC (AFE) and delivered by a real sector statistics expert resident at AFE and a GFS expert seconded to the Community Secretariat by the KNBS
<b>7. External Sector Statistics (Merchandise Trade &amp; BoP)</b>	<ul style="list-style-type: none"> <li>• 3 TWG meetings on Harmonization of BoP Statistics in EAC,</li> <li>• 4 Joint EAC-IMF Workshops on Harmonization of External Sector Statistics</li> </ul>	Harmonization of BOP currently being carried out in collaboration with the IMF supported by a 5-year United Kingdom's Department for International Development

	<ul style="list-style-type: none"> <li>• 1 EAC Participation in MEFMI Training of Trainers on Best Practices in Monitoring Foreign Private Capital</li> </ul>	(DFID) program which commenced in May, 2015
<b>8. Monetary and Financial Statistics (MFS) and Financial Soundness Indicators (FSIs)</b>	<ul style="list-style-type: none"> <li>• 4 Meetings of the TWG on Compilation of FSI,</li> <li>• 3 Meetings of the TWG on Compilation of MFS,</li> <li>• 12 TA missions on Monetary and Financial Statistics to Kenya, Uganda, Burundi, Rwanda, Tanzania and South Sudan,</li> <li>• 1 Meeting of the FSI TWG on the Compilation of Residential Property Price Indices (RPPIs)</li> </ul>	Supported by the DFID program which commenced in May, 2015
<b>9. Agriculture Statistics</b>	<ul style="list-style-type: none"> <li>• 2 Regional workshops on Agricultural Statistics</li> </ul>	This was supported by FAO. The support ended in 2015
<b>10. Environment Statistics</b>	<ul style="list-style-type: none"> <li>• 2 Regional Workshops on environment statistics,</li> <li>• 6 National Workshops on environment statistics</li> </ul>	This is a new statistics development area and was supported by the UN Statistics Division, NY

Community Secretariat continues to make Community statistics available to users through the EAC Facts and Figures, an annual publication of the Community Secretariat. It presents socio-economic highlights of the EAC region for a five-year period and forms an important source of inputs into policy, planning and M&E for the Community. Facts and Figures for 2016 is already uploaded on the EAC website.

The Community Secretariat has been disseminating data using a data portal which unfortunately was slow. With assistance from AfDB, an open data platform has been established and integrated with the data portal thereby making data dissemination faster.

### 2.3 Evaluation of Plan implementation in Partner States

There have been advances in statistical development in Partner States. However, this development has not been even and also statistical systems are not yet robust enough to withstand possible shocks and development reversals. The assessment in Partner States was done in terms of statistical awareness; mainstreaming statistics into policy and planning processes; institutional framework (statistical advocacy, statistical legislation and coordination); infrastructure for statistical production, organization and management; statistical capacity; census and survey programmes; administrative data; and civil registration; rebasing GDP; and NSDS.

#### 2.3.1 Statistical awareness

Statistical awareness about the importance and role of statistics to society is necessary to create demand for and use of statistics especially for public policy, planning and decision-making, and



for increased investment in statistics and statistical development. While in all Partner States the level of statistical awareness among policy makers is high, the same is not the case among the public. Statistical awareness across the EAC therefore remains low and that is why the RSDPI provided for statistical advocacy activities to be undertaken to raise the levels of statistical awareness across society. However, some of the advocacy activities identified in the RSDPI were not undertaken. It should, however, be emphasized though that the best way to advocate for statistics will be to make “*the right data available to the right people in the right format at the right time*”.

### **2.3.2 Mainstreaming statistics into policy and planning processes**

Closely associated with statistical awareness is the issue of mainstreaming statistics into policy and planning processes. At the Partner State level, apart from the Uganda National Development Plan (2010/11-2014/15)<sup>2</sup>, no Partner State has been able to mainstream statistics as a standalone sector into her National Development Plan (NDP). All NDPs mention statistics in the downstream chapter on Monitoring and Evaluation (M&E) where mention is made of use of statistical products for M&E purposes. While statistics is recognized as important to national planning and development, NDPs to a large extent do not identify statistics as a cross-cutting and enabling sector that is weak, vulnerable, under-resourced and under-performing that also needs to be mainstreamed into national development process i.e. identified and targeted for development like other cross-cutting sectors such as gender, environment, etc. As a result, quality statistics continue to be expected without corresponding investment in statistical systems, infrastructure and capacity development for production of quality statistics now and in future. What has been said of NDPs of Partner States is equally true of the EAC Development Strategies with one exception. The Community has already recognized statistics as a sector and established a Sectoral Committee on Statistics. Sectoral Committees are organs of the Community established by the Council of Ministers. Efforts are now underway to strengthen institutional setup for production of Community statistics and address infrastructure and capacity issues related to production of harmonized statistics for the community.

It will be hard to produce adequate statistics in terms of scope, quantity, quality and disaggregation to meet new requirements for data especially in context of the international development agenda 2030 for Sustainable Development. That is why statistical capacity has been identified as one of the cross-cutting issues of the SDGs. During the consultative meetings both at Community Secretariat and in Partners States, a strong case was made for mainstreaming statistics not only into EAC Development Strategy and NDPs but in all development programmes at every level of the Community.

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<sup>2</sup> The Uganda National Development Plan (2010/11-2014/15) had a whole chapter on statistical development as a cross-cutting and enabling sector complete with situation analysis, challenges, strategies and targets for developing the sector, M&E for the sector and resource requirements.

### 2.3.3 Institutional framework

#### Statistics Act

All the Partner States have a Statistics Act that underpins the collection, management and dissemination of official statistics. These Statistics Acts are largely in line with the UN Fundamental Principles of Official Statistics. They provide for the National Statistics Office (NSO) to be an autonomous agency of government with its own governing board, which raises the profile of statistics, enhances the integrity and credibility of official statistics in the eyes of the public and makes the Bureaus more effective and efficient – this contributes to the production of quality community statistics. Tanzania was the last Partner State to make the NBS autonomous when it promulgated the Statistics Act of 2015. The governing boards are small, around 7-10 members, and members are professionals in statistics or allied fields representing the government ministries, the Central Bank, the private sector, the civil society sector, and research and training institutions. This is good practice. It was, however, observed that of the eight members of the Board of Directors of the Tanzania NBS, four (half of the members) represent government ministries. Unlike other Partner States Statistics Acts, the Act for Tanzania provides for a Code of Practice. All Partner State Statistics Acts also designate the NSOs as the main source of official statistics and the coordinator of the NSS.

All Statistics Acts of Partner States except that for Burundi focus on the NSO, which is wrong and this has not helped the development of administrative data which are used extensively in monitoring sub-national, national, regional and international development. The 2007 Statistics Act for Burundi focuses on the NSS. Thus, after the preliminary provisions, the Act defines the NSS and provides governance structures for the system including a National Statistical Council chaired by the Vice President with Key Ministers as members of the Council. Other Partner States do not and that could partly explain why coordination of the NSSs in these States is generally weak.

In Burundi, the function of conducting the Population and Housing Census is executed by a Census Commission and not the NSO as is the case in other Partner States. This arrangement had many weaknesses and disadvantages. However, in a Decree of 2008, the responsibility to conduct nationwide surveys and censuses was conferred on the NSO.

Partner States have been implementing their Statistics Acts without accompanying regulations that, *inter alia*, clearly specify primary agency responsible for each dataset; data sharing and coordination among data-producing agencies; procedures for ensuring mandatory reporting; and the confidentiality of individual responses. All Partner States except Burundi and Rwanda are reviewing their Statistics Acts as follows:

- The 2006 Statistics Act for Kenya is being reviewed to bring it in line with the country's 2010 constitutional dispensation and, in particular, to provide for data production for devolved county governments;

- Regulations to support implementation of the 2008 Statistics Act for Zanzibar were approved in 2016;
- Regulations to support the 2015 Tanzania Statistics Act were gazetted in February 2017;
- Regulations for the 1998 Statistics Act for Uganda are being made as the first step in updating the Act which is clearly out of date;
- The July 2011 Statistics Act for South Sudan is being revised to align it to the National Constitution.

No Statistics Act of any Member State explicitly provides for the establishment of a Statistics Unit (department) in each government ministry, department and agency (MDAs). This has slowed down improvement in administrative data sources and not made statistical coordination any easier. It is therefore critical that in the reviews of Statistics Acts of Partner States, this issue is addressed.

It is also important that reviews of the Statistics Acts should aim at enhancing statistical governance and coordination. For instance, apart from Uganda, Rwanda and South Sudan, the Statistics Acts for the Partner States do not provide for a Deputy Director General. It has been observed that where there is no such a deputy or deputies, the Director General is constrained to focus on strategic issues, building partnerships and networks as well as providing high level leadership and management to the NSO. The reviews should also provide for governance and coordination of the NSS.

Finally, when the East African Statistics Bureau Bill is passed by EALA, it will be necessary for Partner States to review their Statistics Acts to bring them in line with the provisions of the East African Statistics Bureau.

#### **2.3.4 Statistical coordination**

The need for statistical coordination cannot be overemphasized. Indeed, coordination is provided for in the Statistics Acts of all Partner States. These Acts give NSOs two main functions, namely, to produce and make statistics available to users, and secondly, to coordinate the NSS. Statistical coordination is essential for the development of the entire NSS as it leads to: less duplication of effort, more efficient use of resources available for statistics, cross-fertilization among data producers, production of more consistent and higher quality data, more sophisticated data analysis, greater availability of data, wider use of data and eventually more informed policies, plans and decisions.

For the NSOs to effectively coordinate the NSSs, they should provide for this function adequately in their structure in form of a strong Statistical Coordination Department or Division with appropriate leadership and staff complement. Many Bureaus have small and inadequately defined

and under-resourced coordination units which are unable to provide the type of coordination needed to take the NSS to another level. In this regard, Uganda stands out as the exception.

At the Uganda Bureau of Statistics, the Directorate of Statistical Coordination Services – one of the seven technical directorates - is responsible for the statistical coordination function. This function is discharged through the framework for strengthening statistical capacity in the country, and established structures as well as institutional arrangements that brings closer producers and users of statistics in the NSS. The directorate is also charged with Monitoring and Evaluation of statistical programmes in the country, gender mainstreaming in statistical programmes and outputs as well as research, and quality assurance. This directorate is responsible for the following core products: NSDS; Sector Statistics Plans; Local Government Statistics Plans; Coordination Reviews; NSDS Bulletin; Metadata Dictionary; Directory of Statistical Outputs; Compendium of Statistical Concepts, Definitions and Terminology; compilation and harmonization of indicators for the NSS collation and harmonization of the UgandaInfo database; NSS Monitoring and Evaluation Framework; Annual Review Reports; Gender Analytical Products and tools; Strategy for Coordination and Management of Statistics and Research Papers. The Directorate is headed by a Director and has 32 professional staff (13 permanent staff and 19 temporary staff who are seconded to various ministries). These numbers are expected to increase to 30 permanent and 20 temporary staff by 2020. This increase is being driven by the growing requirements of the NSS and expansion of the NSDS to respond to increasing demand for data at national, regional and international levels.

All Partner States have coordination arrangements some of which are enshrined in their Statistics Acts (e.g. in Burundi) but others are ad hoc in nature. The common modalities for coordination practiced in Partner States remain periodic meetings of data producers and users, common work plans among data producers with assigned responsibilities for specific activities and output, working groups and task teams on technical issues. A common example is the Working Group on macroeconomic indicator estimation comprising the NSOs, Central Bank and Ministry of Finance and/or Planning.

Coordination tools are also in place in some Partner States. These include a Statistical Methods, Standards and Guidelines on collection and compilation of official statistics for use by all data producers and users in Tanzania; Uganda, Rwanda, Kenya and South Sudan have compiled a Compendium of Statistical Concepts and Definitions for use by both data users and producers; Rwanda also uses a visa framework and has produced a big data and data revolution policies; some Partner States have published metadata dictionaries to guide stakeholders on definitions, data sources, compilation practices, computational methods, accessibility and availability and accounting conventions for key indicators.

The basket funding for statistics modality which has been used to coordinate funding for statistics by development partners in Rwanda, Kenya, Tanzania and Uganda seems to have run its course. It

worked particularly well in Rwanda but like in other countries, it seems to have been abandoned by development partners

### **2.3.5 Domestication of the SDGs and the data revolution**

#### **Domestication of SDGs**

NSOs have played different roles with varying footprint in the domestication of the SDGs in Partner States. For instance, in Rwanda, the NSO has been heavily involved in the assessment of the current availability and the feasibility of compiling the SDG indicators in the short and medium term, and has adjusted her NSDS to accommodate the SDG indicators. In Uganda the NSO working closely with the office of the Prime Minister, the Ministry of Finance, Planning and Economic Development as well as the National Planning Authority has developed a National Standard Indicator Framework. The framework is based on the overall goals and objectives of the National Development Plan and key regional and international development frameworks that Uganda is party to, and has been instrumental in the domestication of the SDGs in the country.

These and similar efforts and initiatives provide good examples of how the relevance of statistics can be enhanced in the Partner States.

#### **Domestication of the data revolution**

Unlike other Partner States, Rwanda has taken concrete steps to domesticate the data revolution by formulating a National Data Revolution Policy that will support building a “data industry” in Rwanda. It is based on a Data Readiness Assessment done in 2013 which showed Rwanda’s potential in delivering a successful data innovation industry and indicated complementary factors already in place including good governance, ICT infrastructure development, huge data repositories across Government institutions etc.

The data revolution policy focuses on building big data and analytics capabilities to derive insights that contribute to enormous social-economic benefits including informed policy decision making, enhancing transparency and promoting citizen participation, GDP contribution, Monitoring National Development Progress and SDGs, supporting research and development, Business Intelligence, Innovation for data enabled applications, among others. It aims to achieve specific objectives including:

- establishing standards and principles for data management
- establishing a framework to develop human capital in data science,
- defining a framework for data creation-anonymization-release,
- conducting big data analytics and business intelligence,
- fostering data enabled technology innovations,
- establishment of data institutional governance framework,

- addressing concerns of security-privacy and data sovereignty,
- defining the role of private sector and partnerships, and
- establishing a data portal, warehouse, etc.

The NSO will be responsible for implementing the data revolution policy alongside development partners and will be executed in a span of 5 years from 2017-2022. It is proposed that other Partner States should pick a leaf from Rwanda’s innovation in domesticating the data revolution to improve official statistics in support of national, regional, continental and international development.

### **2.3.6 National Strategies for the Development of Statistics**

The National Strategy for the Development of Statistics (NSDS) was conceived in 2004 as a comprehensive framework for statistical advocacy, assessing in a comprehensive and coherent manner user needs and tracking them through time, addressing data limitations including aligning data demand with supply, mainstreaming statistics within national development policy processes, introducing and managing change, and heralding a data revolution into countries. It provides a trajectory defining where the NSS as a whole should be in the medium-term and a “road map” and milestones for getting there. The NSDS covers all sectors and users. It introduces modern and proven management principles into the management of official statistics and it provides a framework for mobilizing and prioritizing use of resources from both national governments and development partners. In the case of development partners, the NSDS presents a framework around which they are able to harmonize or align their support to statistics thereby avoiding piecemeal and uncoordinated support that has in the past had limited impact. In essence, the NSDS is a framework for achieving improvements in data as well as both technical (conceptual harmonization) and inter-institutional coordination<sup>3</sup>. All Partner States except Kenya have designed an NSDS for improving their NSSs as can be seen in Table 2.2.

The Partner States of Burundi, Rwanda, Tanzania and Uganda are implementing their second NSDS. Kenya has only designed a Strategic Plan for its National Bureau of Statistics. It should graduate from a strategic plan for the Bureau to the NSDS for the whole NSS. Arrangements should be made early to update the statistical strategies that expire in 2017 (Kenya, South Sudan and Tanzania). However, all the NSDSs should be revised to take on board new data requirements especially, to monitor and report on progress towards the SDGs.

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<sup>3</sup> Ben Kiregyera, *Emerging Data Revolution in Africa: Strengthening Statistics, Policy and Decision-making Chain*, Sun Press, South Africa, 2015

**Table 2.2: State of NSDS in the Community**

Partner State	Title of the NSDS	Implementation period
1. Burundi	Stratégie Nationale du Développement de la Statistique	2016-2020
2. Kenya	Strategic Plan for Kenya National Bureau of Statistics (KNBS)	2013-2017
3. Rwanda	National Strategy for the Development of Statistics II	2014/15 - 2018/19
4. South Sudan	Master Plan for Statistics Development in Southern Sudan	2014-2020
5. Tanzania	Tanzania Statistical Master Plan	2009/10 - 2016/17
6. Uganda	Plan for National Statistical Development	2013-18

*\* This is strictly not NSDS but a Strategic Plan for the KNBS*

Although the NSDS in each Partner State was designed after stakeholder consultation, it is only in Uganda that sectors have been successfully mainstreamed into the NSDS. This was done by undertaking extensive statistical advocacy in sectors, assessment of the state of statistics in sectors and design of Sector Statistics Plans (SSPs) for improving the state of statistics in selected sectors<sup>4</sup>. Currently, this process has covered 87 sectors. Table 2.3 summarizes the breadth of Uganda’s NSDS processes.

<sup>4</sup> The term “sectors” is used here to describe “a vertical division of governmental focus that relates to a given subject area or public need - usually corresponding to line ministries, government departments or agencies – with separate and well-defined areas of concern, mandate, and budget”. These sectors will be government ministries, departments or agencies

**Table 2.3: Breadth of Uganda’s NSDS**

No.	Category	Number
1	MDAs implementing Sector Statistics Plans	22
2	MDAs SSPs due for implementation	6
3	MDAs drafting SSPs	3
4	District Local Governments Implementing SSPs	13
5	District Local Governments SSPs due for implementation	1
6	District Local Governments drafting SSPs	32
7	District Local Governments SSPs due for dissemination	3
8	Municipal Authorities Implementing SSP	1
9	Municipal Authorities drafting SSPs	6
<b>Total number entities engaged in NSDS</b>		<b>87</b>

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Implementation of the NSDS and SSPs is collectively reviewed on a quarterly basis. The mainstreaming of sectors into the NSDS has very much added value to the development of the NSS by:

- enhancing statistical advocacy and building political support for statistics across sectors. This has increased awareness in sectors about the role and importance of statistics and the need to develop, collect and use data as a basis for policy, planning, decision-making, M&E and reporting,
- taking a holistic/integrated approach to assessing user needs and priorities for development policy,
- identifying data gaps across the NSS,
- improving broad participation, consultation and communication in the NSS,
- improving overall assessment and development of improvement plans for production of administrative data,
- providing a framework – Sector Statistics Plan – for improving administrative data and their use in sectors,
- costing of statistical development and addressing funding needs within a coherent framework, and
- promoting improved management of administrative data and putting these data in the public domain so that they can be used both within and outside the sectors. Currently, 18 sectors routinely publish Annual Statistics Bulletins in Uganda.

### 2.3.7 Office building

Housing for the NSO headquarters remains a challenge in Burundi, Kenya, Tanzania and South Sudan. In fact, apart from Rwanda and Uganda, NSOs in other Partner States are inappropriately



housed. In Burundi and Tanzania, the NSOs occupies two buildings in town and in Kenya, the KNBS occupies three buildings in town. Having the NSO housed in different buildings in town was reported to impede effective communication and coordination, staff supervision and teamwork. The promised relocation of the NSO in Burundi has not yet materialized. With funding from the World Bank, however, Tanzania has started to build the NBS headquarters in Dodoma, Tanzania's new capital city. South Sudan is set to build a new home and already designs for the building have been done.

### **2.3.8 Statistical capacity**

The region continues to experience a shortage of statisticians as also specialized expertise and skills in such specialized areas as national accounts, agricultural statistics, household surveys, trade statistics, financial statistics and price statistics. In all countries, the shortage of statisticians is greater in sectors than at the NSO. This shortage is particularly severe in both Burundi and South Sudan, two post-conflict Partner States in the Community. In Burundi the shortage is explained by the fact that there is no statistical training programme at the national University. There was a World Bank funded statistical training programme at the University in Bujumbura between 2005 and 2007. This programme did not provide for continuity or adoption as a mainstream training programme of the University. So, training statisticians at the University ended with the end of the programme. Since then, Burundi has been depending on training centres in Cote d'Ivoire, Senegal and Cameroon to train statistical personnel. However, it has sent to these centres each year only a handful of personnel. For South Sudan, the problem is not lack of trained statisticians but rather failure by government to motivate and retain them. Professional staff are being attracted to the private sector at a high rate. The solution for these two Partner States is to mount a special training programme to train huge numbers of professional statisticians. Already, the NSO in South Sudan has developed an Applied Statistics degree programme for public Universities.

The Community Secretariat has been working closely with IMF EAST AFRITAC to build skills in macroeconomic statistics – National Accounts, GDP estimation, CPI, etc. This collaboration should be broadened to include other development partners.

### **2.3.9 Census and survey programme**

Table 2.4 presents the main censuses and surveys undertaken by the NSOs in Partner States in the last five years to provide outcome data. From the table, the following observations can be made:

#### **Censuses**

- All Partner States participated in the 2010 round of World Census Programme. However, the censuses were undertaken at different times, with a difference of 6 years between the earliest census (Burundi) and latest census (Uganda). The TWG on Population and Housing

Census has been discussing harmonization of both content and timing of this census so that all Partner State censuses are held around 2022 ( $\pm$  1 year).

- Apart from Tanzania and Uganda, the Agricultural Census has not been undertaken in the other countries. This census is the main source of data on the structure and organization of the agricultural sector and is critical in informing plans and programmes to transform the agricultural sector.
- Apart from Rwanda and South Sudan, the other four Partner States have undertaken an economic census. However, the coverage for these censuses was not the same and this is yet another area where harmonization is important.

**Table 2.4: Census and survey activities in Partner States**

Name of census/survey	Year census/survey undertaken					
	Burundi	Kenya	Rwanda	S. Sudan	Tanzania	Uganda
<b>I: Censuses</b>						
1. Population & Housing Census	2008	2009	2012	2008	2012	2014
2. Agricultural Census	-	-	-	-	2007/08	2007/08
3. Economic Census	2015	2017	-	-	2009/10	2013
<b>II: Surveys</b>						
1. Household Budget Survey	2013/14	2015/16	2013/14	2009	2017/18	2012/13
2. Demographic & Health Survey	2016/17	2014	2014/15	2010	2015/16	2015/16
3. Labour Force Survey	2013/14	1998	2016	-	2018	2014/15
4. Manpower survey	2013/14	2010/11	2011/12	-	Pilot 2010	-
5. Annual Agricultural Survey	2016/17	-	2016	-	2016/17	2015/16
6. Economic Survey			2016	-		2010/11
7. Informal Cross-Border Trade Survey	Planned for 2017	Regular	Regular	-	Pilot done in 2012	Regular

## **Statistical surveys**

- All Partner States have carried out a Household Budget Survey in recent past. This is a foundational survey as it collects data that are used for compiling poverty statistics, CPI, GDP, etc. Rwanda carries out a Household Living Conditions Survey (EICV in French) which it uses as the main source of poverty data. In Uganda and Tanzania, Living Standards Measurement Survey (LSM/National Panel Survey (NPS) are used mainly to determine poverty dynamics.
- Apart from South Sudan, all the other Partners States undertake periodic Demographic & Health Survey, Labour Force Survey and four of the six countries managed to carry out a Manpower survey that was initiated by the Community Secretariat.
- All Partner States except Kenya and South Sudan carry out Annual Agricultural Surveys. These are the main source of data for assessing the performance of the agricultural sector.
- Other surveys which are gaining currency are Foreign Direct Investment and Cross-Border Surveys which are mainly carried out by the NSO in collaboration with the Central Bank.

### **2.3.10 Administrative data and civil registration data**

#### **Administrative data**

Administrative data are generated routinely and cheaply as by-products of administrative processes at the Community Secretariat and in Partner State MDAs. The data are used not only for internal purposes but also for monitoring and reporting on national and international development. In fact, it is now recognized that most of the data required for monitoring national and international development come from administrative data sources. The NSOs also use these records as sources of secondary data for compiling different development indicators such as GDP. Their importance notwithstanding, administrative data generally remain by and large inadequate, viz. incomplete, inconsistent, out-of-date and insufficiently reliable to be used with a high degree of confidence. There is a need for new focus on improving administrative data sources both at Community and Partner State level.

#### **Civil registration**

Civil registration systems record vital events, on a continuing and permanent basis, particularly on births, deaths and causes of death. The information from these systems is essential for compiling vital statistics and establishing and protecting identities, citizenship and property rights; for protecting human rights; and for informing public policy and for monitoring social and economic development. These systems are also needed to estimate and project population size and distribution on annual basis for major and minor administrative divisions of a country.

Few countries in Africa including in Africa and Asia have complete civil registration systems and this has serious implications for vital statistics, human and constitutional rights, policy and national development. Beginning from 2009, the African statistical community has put initiatives in place to improve civil registration systems in the continent, including establishing and holding a Ministerial Conference of Ministers responsible for Civil registration, designing and getting the ministerial conference to endorse the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics (APAI-CRVS), having African Heads of States and Governments in their summit held in July 2016 declare 2017-2026 as the decade of CRVS and 10th August as CRVS day to be celebrated every year.

### 2.3.11 Rebasing of GDP

Rebasing and revision of GDP exercise is undertaken to collect and incorporate more detailed information especially from new data sources, improve methodologies for data collection and introduce new systems for GDP estimation e.g. SNA93 or SNA2008. It can be seen from Table 2.5 that apart from South Sudan, all the Partner States have rebased their DGP in the last ten years or so.

**Table 2.5: Rebasing GDP by Partner States**

Country	Base year	Year of rebasing	Change in DGP level
Burundi	2005	2005	+ 60%
Kenya	2009	2014	+20%
Rwanda	2014	2014	+1.3%
South Sudan	-	-	-
Tanzania	2007	2012	+27.8%
Uganda	2009/10	2015	+17.3%

The EAC Sectoral Committee on Statistics recommends that rebasing GDP should take place every 5 years in each country. It can, however, be seen from the table that Burundi and Tanzania are falling behind in this respect. Also, for the two Partner States, there are substantial increases in GDP because by the time rebasing is done, the changes in the economy will have been substantial. Rwanda which chose to rebase her GDP every three (and not five years) records least changes in GDP levels with each rebasing. It must be pointed out that huge increases in GDP following rebasing and revision become difficult for data users to appreciate and have caused a lot of controversy about African development data in recent years. The paper on “*Africa’s Statistical Tragedy*” by Shantayanan Devarajan, published in the Review of Income and Wealth, 2013 and the book on “*Poor Numbers: how we are misled by African development statistics and what to do about it*”, published by Morten Jarven in 2013 are examples of this controversy.

## **2.4 Statistical challenges**

The main statistical challenges faced by the CSS at Community Secretariat and Partner State levels include the following:

### **2.4.1 Statistical challenges at community level**

#### **Human resources**

- Up till now, the Community Secretariat has had only one (1) established position in the Statistics Department. Clearly this level of establishment does not reflect the reality in terms of the human resources required for the development and coordination of the CSS. This makes it difficult, for instance, to do routine monitoring of implementation in Partner States of the action plans of TWGs which in a number of cases are time bound.

#### **Working of the TWGs**

- Existing TWGs do not cover a whole range of new demands for data including infrastructure, industrial production statistics, civil registration, etc.
- The work of TWGs does not include review of progress on implementation of recommendations of the Sectoral Committee on Statistics. Such reviews are critical for showing progress made.
- Partner States do not send the same officials to TWG meetings; sometimes officials who are sent to the meetings are not well briefed and this slows down the work of the TWGs. While Regional guidelines have been prepared for standardization of compilation of harmonized CPI and GFS, these have not been prepared for other areas of statistics on which harmonization is still lacking. TWGs should therefore pay greater attention to the preparation of the said regional guidelines.
- Operational resources remain a challenge. This challenge is partly responsible for failure by the Community Secretariat to undertake a number of activities identified in the RSDPI including creation of awareness and popularization of the RSDP in Partner States.

### **2.4.2 Statistical challenges at Partner State level**

- Partner States face a number of common challenges but to varying degrees in development and sustaining their NSSs. These challenges include but are not limited to the following:
  - ✚ Low levels of statistical literacy
  - ✚ Inadequate statistical capacity in terms of number of statistical personnel especially in sectors
  - ✚ Shortage of specialized skills in such areas as National Accounts, Agricultural Statistics, Environmental Statistics, Sample Surveys

- ✚ Inadequate structures and tools for statistical coordination of NSSs
- ✚ Inadequate funding for statistical activities – either it is less than requested (quantity) or it is not received when expected (quality)
- ✚ Inadequate administrative and civil registration data
- ✚ Inadequate data disaggregation
- ✚ Lack of in-depth data analysis and especially policy-related analysis
- ✚ Late availability and submission of data to Community Secretariat
- ✚ Prevalence of gaps in key socio-economic and environmental data sets.
- ✚ Data consistency and comparability across EAC – there are cases where data on some indicator in the national database are different from data on same indicators in the EAC database.

## **2.5 Summary of the assessment of the implementation of RSDPI and lessons learnt**

### **2.5.1 Summary of the assessment**

The assessment of the implementation of the Plan showed that although the CSS faced a number of challenges (internal and external), and some of these challenges persist up to now, considerable accomplishments were made both at regional level and at the level of Partner States. It is, however, worth noting that the accomplishments were not even across Partner States. Key accomplishments include:

At regional level

- improved institutional framework with an EAC Statistics Policy designed,
- tremendous progress towards establishment of the EASB as a semi-autonomous institution of the Community,
- consolidation of the work of the Sectoral Committee on Statistics,
- improvement in the work and accomplishments of the Technical Working Groups,
- preparation of guidelines for standardizing production of statistics,
- harmonization of statistics in key areas critical to regional integration,
- building partnerships for statistics with various development partners,
- production and dissemination of community statistics,
- improving platforms for data dissemination, etc.

At Partner State level,

- statistics playing increasingly important role in policy and planning processes, not least in domestication of SDGs,
- improving legal frameworks for statistics – either reviewing/revising the Statistics Acts or in preparation of regulations to accompany the Statistics Acts,
- increasing scope, quantity, quality and timeliness of official statistics,

- statistical planning,
- enhancement of statistical infrastructure and capacity,
- increased IT uptake in statistical production including using tablets for field data collection which helped to reduce data production costs, increased data accuracy and timeliness in data release, and
- improve data management including archiving, analysis and dissemination (increasingly using data visualization tools).

This Plan, therefore, builds on these accomplishments of the first Plan and aims to maintain the statistical development momentum that has been generated. It also aims to resolve remaining challenges and address emerging issues.

### **2.5.2 Strengths, Weaknesses, Opportunities and Threats analysis**

Based on the above assessment, the following were identified as the Strengths, Weaknesses, Opportunities and Threats to the CSS.

#### **Strengths**

These strengths have been enhanced by the first RSDP, NSDSs and various statistical development programmes at community and Partner State level:

##### *Community level*

- Existence of an EAC Statistics Policy.
- Existence of structures to develop and implement community statistical programmes including a Sectoral Committee on Statistics, Statistics Department at Secretariat and Technical Working Groups on various statistics areas.
- Existence of a community statistical programme comprising: statistical harmonization, EAC statistical database, EAC statistical portal and a statistical capacity building programme.
- Established modalities for compilation of community statistics based on official statistics of Partner States.
- Existence of regional resources including a pool of experts in different statistics areas as well as training facilities, mainly the School of Statistics and Planning (SSP) at Makerere University, Uganda and the Eastern Africa Statistical Training Centre (EASTC) in Dar-es-Salaam, Tanzania.
- Existence of two regional statistical training centres that teach official statistics,
- Existence of enhanced and user-friendly data portal.

##### *Partner State level*

- Existence of NSOs as the main source of official statistics and coordinators of the NSS;
- Existence of small and focused Boards of Directors (7-9 members) as policy and governing bodies for the NSOs in Partner States. Members of the Board represent key stakeholder domains – public sector (government), private sector, NGO sector, etc.
- Autonomy of NSOs which renders them more effective and efficient, and which enhances the integrity and credibility of official statistics in public perception in Partner States.
- Existence of Statistics Units in some (but not all) MDAs that produce administrative data in MDAs
- Existence of the NSDS in each Partner State (except Kenya) as a framework for improving the scope, quantity, quality, funding and use of official statistics. However, Kenya has developed some sectoral plans including for the Ministry of Agriculture, Kenya Revenue Authority and some counties.
- Existence of core competences in statistical production and management in NSOs.
- Existence of infrastructure for supporting statistical activities including international and national standards, classifications, registers, fleets of vehicles (mainly for field work), established methodologies, field organizations, etc.
- Established institutional (horizontal) coordination - some enshrined in national statistical legislations.
- Availability in many Partner States of technical coordination tools including Compendia of Main Concepts and Definitions; national standard classifications in addition to international standard classifications; metadata dictionaries; databases, etc.
- Existence of policies, guidelines and defined methodologies on important areas of statistical development.

## **Weaknesses**

While overall a lot of progress has been made in development of the CSS and NSSs in Partner States, a number of weaknesses still remain. They include the following:

### *Community level*

- Failure to celebrate African Statistics Day at EAC, which is celebrated on 18<sup>th</sup> November each year to create greater awareness about the role and importance of statistics to development.
- Understaffing of the Statistics Department at Community Secretariat in terms of numbers and skills.
- The Statistics Department at EAC is not autonomous as is the trend in Partner States. However, a Bill is pending enactment by the EALA to establish an autonomous EAC Statistics Bureau.



- Coordination of statistics including timely adoption of uniform technical standards and complying with them at EAC level;
- Data collection in censuses and surveys – population and housing census, household surveys, Consumer Price Index (CPI), etc. - has not been harmonized in terms of frequency, scope and tools, making data comparability across Partner States difficult. For instance, although all Partner States have been producing poverty statistics for a long time based on international standards and definitions translated onto their national contexts, the statistics are not comparable due to:
  - ✓ use of different methodologies
  - ✓ challenges of periodicity in undertaking the Household Budget Survey, the main source of data on poverty - in Kenya, the available poverty estimates are ten years old (a new HBS was conducted in 2015/16 and new results are awaited), in Burundi, the last HBS was conducted in 2013/14 but there is no plan for the next survey, in Uganda the HBS is conducted every four years, mainland Tanzania and Zanzibar are not undertaking a coordinated HBS, and Rwanda is the only Partner State that conducts the survey and generates poverty statistics every three years (best practice).
- Limited operational resources

#### *Partner State level*

- Statistical development is not mainstreamed into national development policy and planning processes.
- Some MDAs in some Partner States do not even have a Statistics Unit, making it difficult to compile and disseminate quality administrative data. Where they exist, the Units are weak, understaffed and under-performing.
- Prevalence of gaps in key socio-economic and environmental data sets
- While the design of NSDSs in Partner States took into account sectors, their design process did not lead to design of Sector Strategic Plans for Statistics for improving administrative data except in Uganda.
- Lack of In-house Training Centres and programmes that would assist to create minimum competence in collection and compilation of statistics across the public sector.
- Lack of effective National Statistical Associations has not helped to promote the discipline of statistics, promote use of statistics, nurture the statistical profession and lobby for statistical reforms.
- Lack of organized and periodic professional seminars at NSOs and limited participation by professional staff in continental and international statistical activities is limiting professional growth and further professionalization of NSOs.

- Inadequate housing of the NSOs in Burundi, Kenya, Tanzania and South Sudan. As a result, the NSOs in these countries occupy more than one building in town, making communication and staff supervision difficult.
- Apart from Kenya and Tanzania, Partner States do not have permanent field infrastructure that includes field offices and permanent staff that would make field data collection easier, faster, cheaper and more accurate
- Limited sitting space, lack of journals and new literature and books, inadequate staffing and funds for library acquisitions have constrained effectiveness of libraries at National Statistics Offices.
- There has been an imbalance in data development in favour of social sector vis-à-vis economic sector.
- In spite of the decentralized governance in Partner States, production, management and use of data at lower local government levels e.g. districts remain a serious challenge.
- The development of statistics has tended to focus on censuses and surveys which are generally more expensive and complex to undertake and has paid less attention to administrative data sources which are cheaper and easier to use.
- There are still glaring gaps on some key development areas such as gender, culture, environment and climate change, food security and nutrition, etc. which are constraining development policy and processes.

### *Opportunities*

Many opportunities exist for improving statistics in EAC and these should be taken full advantage of. They include the following, among others:

- Statistics is recognized as a sector with its own Sectoral Committee
- Increasing awareness at policy and decision-making level at Community Secretariat and in Partner States about the importance of statistics to national development and regional integration (crucially in monitoring observance of macroeconomic convergence criteria).
- Greater demand for statistics arising from the new focus on results agenda which all Partner States have signed up to; these include national visions, national development plans, poverty reduction strategies, Africa Agenda 2063, and the Sustainable Development Goals - all recognize the role and importance of statistics.
- Commitment to statistics by governments of Partner States and development partners that has led to more resource inflow into NSSs.
- Existence of partnership arrangements between EAC and various partners to provide assistance in the improvement, harmonization and development of community statistics.
- The possibilities to share experiences in statistical operations in the Community and internationally in meetings, workshops, etc.
- Availability of international standards, frameworks, methodologies and initiatives that need

to be domesticated.

- Advances in IT which make them more powerful, cheaper and more accessible by data producers.

### *Threats*

There are a number of threats to the effective implementation of the RSDPII as well as NSDSs in Partner States. They include the following:

- Inability to translate government commitment to statistics into actual funds for statistics
- Lack of/inadequate resources for statistical development and production.
- Inability to have statistics units in some MDAs.
- Inadequate exploitation of regional resources and facilities.
- High dependency on external resources.

### **2.5.3 Lessons learnt**

A number of lessons were learnt from the evaluation of implementation of the first RSDP. The following are key among them:

- Creation of Plan awareness among the workforce and external stakeholders is essential for effective plan implementation. Unfortunately, such awareness has not been adequately created both in Partner States and at the Community Secretariat.
- Statistical advocacy at every level - regional, national and sub-national - is essential to enhance data demand and use as well as investment in statistical production and development. For it to be effective, however, statistical advocacy needs to be appreciated as a strategic issue and undertaken on a permanent basis with appropriate tool, message and budget. Fortunately, this activity is not resource intensive.
- Development of national statistics is not provided for in National Development Plans. As a result, support to statistics tends to focus on meeting current data needs rather than building institutions, infrastructure and capacity to produce statistics now and in future. A strong case, therefore, needs to be made for mainstreaming statistics in both National Development Plans and the Regional Development Strategy. This will be done by identifying statistics as a young and vulnerable cross-cutting sector like water, gender and environment and providing for their development in the said Plans.
- There is a need to provide for effective governance of the NSSs in Partner States. Only Burundi Statistics Act provides for such governance.
- It is highly desirable to achieve better coordination between Partner States and the Community Secretariat, within NSSs of Partner States and within agencies that actually produce data. This will, *inter alia*, lead to achievement of mutual support, cost effectiveness, production of harmonized statistics and enhance data quality.

- The NSS will remain weak as long as administrative data sources and the civil registration systems are not strengthened. And yet these are important sources of data for monitoring national and international development.
- Administrative data sources and the civil registration systems will be improved if the Partner States design and implement sector-inclusive NSDSs. Currently, only Uganda has a sector-inclusive NSDS.
- Using innovative technologies, field data collection is becoming relatively cheaper and faster, and data dissemination is improving in terms of timeliness and access.
- Although some countries in the region have severe shortages of qualified statistical personnel, there is ample statistical capacity in the region that needs to be harnessed to support regional statistical development.
- Failure to mobilize necessary financial resources has detrimental effect on implementation of RSDP and NSDS activities. There is a need for effective mobilization of financial resources.



## CHAPTER 3. THE SECOND REGIONAL STATISTICS DEVELOPMENT PLAN

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*“The right data at the right time: the key for better results in public policy”, World Bank*

### 3.1 Introduction

This Second Regional Statistics Development Plan (RSDPII) is anchored into the 5<sup>th</sup> EAC Development Strategy, the blueprint for the regional integration and development of the EAC. It takes into account the assessment of the state of statistics in EAC as well as the unfinished business of RSDPI. Its design has also taken into account the new international trends in statistical organization and management as well as calls to countries to undergo a “data revolution” for sustainable development and implement provisions of the Cape Town Global Action Plan for Sustainable Development Data (CTGAP) - both of which were endorsed by the UN Statistical Commission<sup>5</sup>. The Plan makes slight adjustments to the existing CSS strategic foundations - vision, mission and values presented in RSDPI. It presents new strategic direction - strategic goals, objectives and initiatives, and implementation, monitoring and evaluation (M&E) framework as well as an indicative budget. Unlike the RSDPI, this Plan focuses on fewer strategic goals and objectives.

RSDPII is based on a Balanced Scorecard (BSC), a cutting-edge strategic management system for information-age organizations and systems. The BSC helps to manage organization’s strategy by: (a) focusing on value drivers for superior long-term performance,

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<sup>5</sup> The UN Statistical Commission is the highest decision making body for international statistical activities especially the setting of statistical standards, classifications, the development of concepts and methods and their implementation at the national and international level.

- (b) aligning the executive team, business units, human resources, IT and financial resources to organization’s strategy, and
- (c) measuring performance of the strategy.

The four perspectives of the BSC are:

- Customer (data user)
- Business processes
- Learning and Growth
- Financial

### **3.2 Strategic foundations**

#### **3.2.1 Vision**

To be a premier and authoritative source of high quality and harmonized community statistics to support regional integration and development

#### **3.2.2 Mission**

To harmonize the production of high quality statistics and promote their use for evidence-based policy, planning and decision-making in support of development agendas of Partner States, regional and continental integration, and the international development agenda 2030 on Sustainable Development Goals

#### **3.2.3 Core Values**

The core values of the CSS that are expected to enhance statistical performance and value creation are presented in Table 3.1:

**Table 3.1: Core values for the CSS**

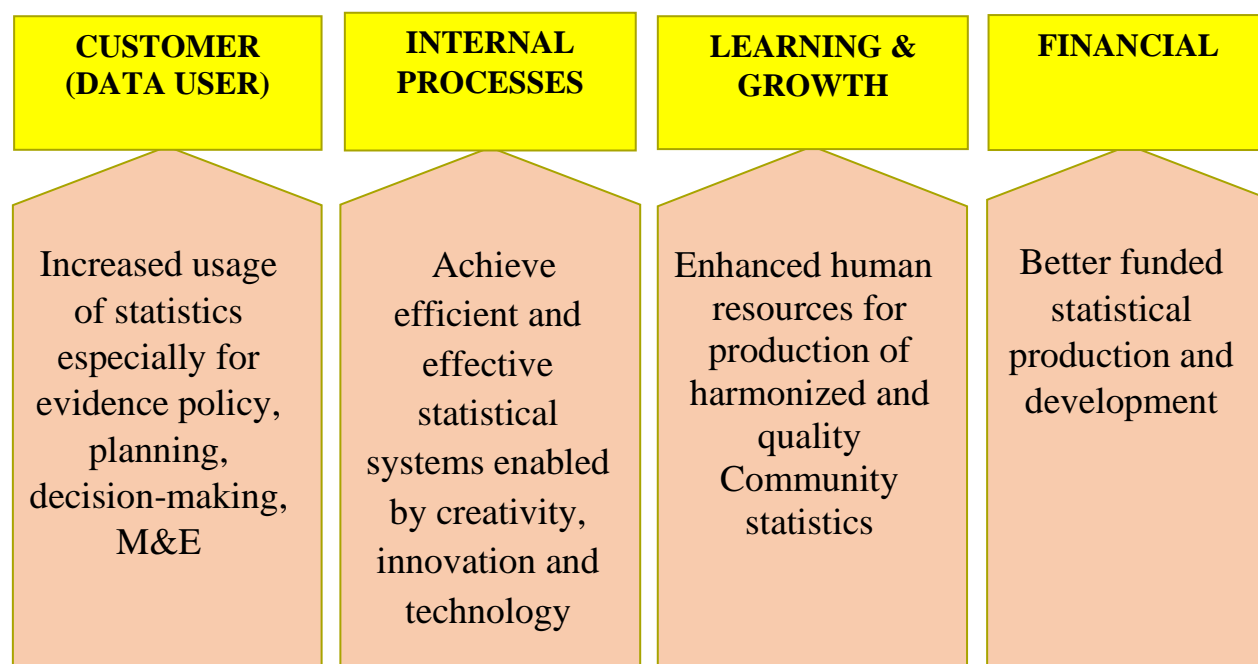
Core value	Narrative
<b>Relevance</b>	All statistical activities of the CSS shall aim at meeting the needs and expectations of national, regional, continental and international data users.
<b>Credibility and integrity</b>	The selection, compilation, presentation and release of statistics shall be done in a transparent manner and according to professional and ethical standards. In particular, there will be adherence to international principles and best practices including the UN Fundamental Principles of Official Statistics and the African Charter on Statistics with special attention to ensuring users confidence in the quality and integrity of official statistics

Core value	Narrative
<b>Professional independence</b>	This is about ‘freedom from political interference’ and ‘impartiality’ regarding methodology, professionalism, the position of the Head of the National Bureau of Statistics as well as the office itself that produces statistics.
<b>Professionalism</b>	Professionalism is about upholding by individuals of the principles, laws, ethics, conventions and standards of the statistical profession in order to produce statistics of good quality. The Plan aims to ensure a footprint of professionalism in every dataset produced.
<b>Continuous improvement</b>	There shall be continuous learning, innovation and improvement of systems and products, taking on board changing needs for statistical data and information as well as industry trends. Special attention will be paid to investment in reskilling employees, training and retraining, employee satisfaction, staff retention, etc.
<b>Accessibility</b>	Official statistics are a “public good” and an indispensable part of the enabling infrastructure for development. Everything shall be done to ensure that they can be easily accessed and used by governments, business community, civil society, research and training institutions, donors and international organizations and by the wider public.

### 3.3 Strategic direction

The overall strategic direction of this five-year strategy is “*Supporting regional integration and development with high quality and harmonized community statistics*”. It focuses on four (4) mutually supportive strategic goals – one per BSC perspective – as illustrated in the Figure 3.1.

Figure 3.1: Strategic goals for the Plan



The **outcomes** from the above goals include the following:

- Greater access, uptake and use of statistics
- Harmonized, efficient and effective Community Statistical System
- Better statistical capacity & infrastructure
- Better quality and harmonized statistics
- Better resourced statistical systems

For each strategic goal, a number of SMART (Specific, Measurable, Achievable, Realistic, Time-bound) strategic objectives have been identified and presented in Table 3.2. For each objective, a number of initiatives are given.

**Table 3.2: Strategic goals, objectives and initiatives**

Strategic Objectives	Initiatives
<b>Goal 1: Increased usage of statistics especially for policy, planning, decision-making, M&amp;E</b>	
1.1 Increase statistical awareness	a) Undertake statistical advocacy b) Promote a culture of evidence-based policy, planning and decision-making c) Develop and implement communication programmes
1.2 Achieve data user satisfaction	a) Greater engagement with data users b) Improve data analysis and interpretation c) Improve data dissemination and communication d) Undertake periodic data user satisfaction surveys
<b>Goal 2: Achieve efficient and effective statistical systems enabled by creativity, innovation and technology</b>	
2.1 Strengthen institutional framework for the CSS	a) Fast track and make EASB fully operational b) Review and update national Statistics Acts c) Build organizational performance-culture
2.2 Enhance coordination and partnerships for statistical development	a) Strengthen coordination arrangements and partnerships b) Develop and promote tools for statistical coordination
2.3 Strengthen infrastructure for statistics	a) Enhance statistical infrastructure b) Advocate for building appropriate office structures for the NSOs c) Strengthen IT infrastructure d) Promote a conducive organizational culture
2.4 Improve data sources	a) Increase data scope b) Improve administrative data c) Strengthen Civil Registration System



Strategic Objectives	Initiatives
	d) Improve censuses and surveys e) Explore new data sources
2.5 Improve production of agricultural statistics	a) Design and implement an EAC programme on agricultural statistics
2.6 Harmonize community statistics	a) Produce Common Statistical Production Architecture b) Produce guidelines and regulations c) Harmonize periodicity and timing of key censuses and surveys d) Improve the work of TWGs
2.7 Automate data processes	a) Automate all data processes across the data value chain
2.8 Update the NSDSs	a) Update the NSDS to mainstream sectors b) Update the NSDS to incorporate data requirements for new policies and development agendas
<b>Goal 3: Enhanced human resources for production of harmonized and quality community statistics</b>	
3.1 Strengthen human capacity	a) Undertake functional reviews of NSOs b) Impart new knowledge, strategic skills and competences • <del>Promote mentoring</del>
3.2 Motivate statistical personnel	a) Improve work environment for staff b) Develop and implement a career path for professional staff
3.3 Special statistical programme	a) The programme should cover post-conflict Partner States of Burundi and South Sudan
<b>Goal 4: Better funded statistical production and development</b>	
4.1 Mainstream statistics into national policy & planning processes at Community and Partner State level	a) Advocate for mainstreaming statistics b) Increase number of statisticians in policy dialogue
4.2 Improve resource mobilization and utilization	a) Advocacy for more and better resources b) Establish Statistics Fund in Partner States c) Build stronger partnerships for statistics d) Improve management of statistical activities
4.3 Harness regional resources	• <del>Compile a list of experts from the region in different areas</del> a) Deploy the experts in different areas b) Utilize regional training centres

### **3.3.1 Goal 1: Increased usage of statistics especially for policy, planning, decision-making, M&E**

Once data have been collected usually at high cost to the taxpayer, it is important that they are well managed, disseminated to users and actually used especially for policy, planning, decision-making, monitoring and evaluation as well as reporting on development progress. Increased use of data is therefore the only way to justify the cost of data production and should also be seen as part of accountability of statistical systems to shareholders who fund their production. To achieve this goal, the following strategic objectives will have to be met:

#### **Strategic objective 1: Increase statistical awareness**

This should be a permanent objective of any statistical development plan anywhere in Africa because levels of awareness about the importance of statistics to society remain patently low. In addition, there are rapid changes among political leadership especially Ministers and Members of Parliament, necessitating continuing awareness creation among them. This objective will be met through the following three initiatives:

- a) **Undertake statistical advocacy:** Statistical advocacy is a strategic issue in statistical development in developing countries. It is about promoting wide use of statistics in society as one of the essential life skills which every citizen should have; making a general case for the importance and role of statistics in the wider context of development and, in particular, in informing the process of governance (e.g. supporting policy development, resource allocation and accountability), and facilitating better decision-making; creating a knowledge-based information society as part of the African Information Society Initiative; demonstrating the statistics-policy and decision-making chain and in particular use of statistical data for policy, planning and decision-making at all levels; emphasizing the role of statistics in supporting private sector investment and in promoting the development of effective and efficient markets; make a case for specific statistical activities e.g. the Population and Housing Census; campaigning for mainstreaming statistics into national policy, planning and development processes; mobilizing and effectively using national and international resources for statistics (Kiregyera Ben, 2015).

This initiative will, among other things, support National Statistical Associations and NSOs in Partner States to influence national education policy to ensure that statistics is taught at all educational levels so that there is across society working knowledge of basic statistics and indicators and an appreciation of how statistics impacts on peoples' daily lives. The starting point may be to advocate for inclusion of statistics into the "Draft Harmonized Curriculum Structures and Framework for the EAC Primary Education" (EAC, 2014).

- b) Promote a culture of evidence-based policy, planning and decision-making:** Evidence-based policy and decision-making requires that, “*wherever possible, public policy decisions should be reached after an open debate which is informed by careful and rigorous analysis using sound and transparent data*”<sup>6</sup>. A culture of evidence-based policy and decision-making will be fostered so that statistics can be extensively used in running the state and society as a whole. This will be done through extensive statistical advocacy at every level; continuing dialogue with and empowerment of policy-makers, planners and decision-makers; demonstration of how statistics can support policy making, planning and decision-making; etc.
- c) Develop and implement communication programmes:** Communication is critical to successful Plan awareness creation. Therefore, an extensive and consistent communication programme will be developed and implemented to create an understanding of the Plan throughout among Partner States. Its overarching objective will be to mobilize support for it, educate statistical personnel about it and provide for feedback about Plan implementation. The communication programme should aim to use different communication media including seminars and workshops, newsletters, brochures and bulletins, electronic media (Internet, Facebook, Twitter, etc.). It may also help if some “champions” can be identified or cultivated for the Plan.

## **Strategic objective 2: Achieve data user satisfaction**

Data users are the clientele of statistical systems and clearly the most important component of the NSSs. Data are produced because they are demanded by users. In addition, some of the data users are responsible for dispensing resources – the case with policy makers in ministries of finance/planning. It is, therefore, important that users are satisfied with the data they are getting in terms of scope, quantity, quality and timeliness. This will be ensured by undertaking the following initiatives:

- a) Greater engagement with data users:** Data users are central to any statistical system. They are so central to statistical systems that they should not just be consulted; they should be engaged and encouraged to play proactive roles in the development of statistical systems. Such engagement which should be ongoing will enable data producers to better assess and track changing data needs of users, monitor user expectations, and get users to appreciate statistical processes and indicators as well as challenges that are faced in data production. It will also enable provision of user support to access, understand and use data.
- b) Improve data analysis and interpretation:** Data analysis will be improved to add value to data by establishing underlying relationships and trends, and by extracting information from a

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<sup>6</sup> Scott Chris (2005), Measuring up to the measurement problem: The role of Statistics in evidence-based policy-making, PARIS21, Paris

maze of data. This initiative aims to enhance the capacity of statistical systems to create more value out of data holdings by going beyond basic data analyses and doing more detailed data analyses and interpretation. This will help to better illuminate development issues, inform policy design and programme development, and form a basis for advocacy. Such analyses will also help to meet specific needs, interests and perspectives of well-targeted users to create impact.

Where this type of capacity is inadequate or lacking, NSOs should collaborate with institutions like Policy Research Centres, Universities and expert analysts to improve the policy content of information that can be distilled from data holdings at NSOs.

- c) **Improve data dissemination and communication:** Data dissemination and communication is a critical stage in the data production cycle. It is not enough to produce and analyze data. They have to be disseminated and communicated to data users in such a way that they can be understood and actually used. It has been argued that data dissemination acts as a vital barometer of the efficiency and effectiveness of any statistical system. So if the data it produces are used and to good purpose, this demonstrates its worth. Partner States are urged to do everything to improve data dissemination and communication through better packaging and ensuring that all data releases are accompanied by metadata. Metadata help data users to understand what the data are measuring and how they have been collected and managed. It should also be ensured that data are disseminated in such a way as to reinforce their importance and objectivity. As much as possible, data visualization should be extensively used including infographics (information graphics), dials and gauges, geographic maps, easy-to-read but detailed bar and pie charts, etc. This should be supported by data dissemination policies that provide for what data should be disseminated (e.g. allowable response rates), how data should be disseminated (e.g. micro data) and provide guidance on issues of data revision.
- d) **Undertake periodic Data User Satisfaction Surveys:** NSOs should be encouraged to undertake user satisfaction to measures how statistical products or services supplied meet or surpass users' expectation. Such satisfaction (or lack of it) is established by undertaking a User Satisfaction Survey that provides a metric that can be an important input into improving data production, management and dissemination to users. Some NSOs are undertaking these surveys periodically.

### **3.3.2 Goal 2: Achieve efficient and effective statistical systems enabled by creativity, innovation and technology**

This goal aims to produce coherent data sets, comparable over time and across institutions, and also ensuring cost-effectiveness of data production processes. It is about improvement of existing processes, investing in new processes and innovating to create value (new value-added products and services) that will meet the emerging needs of current and future data users. This will be achieved through the following objectives:

### **Strategic objective 1: Strengthen institutional framework for the CSS**

It is now widely recognized that improvement in institutional framework (environment in which statistics are produced) is one of the prerequisites for effective statistical system. Institutional strengthening will be achieved by undertaking the following initiatives:

- a) **Fast-track and make EAC Statistics Bureau fully operational:** The urgency to fast track and make the EASB operational is contained in the observations of the 9<sup>th</sup> ordinary meeting of the EAC Sectoral Committee on Statistics held in January 2017. The meeting observed that<sup>7</sup>,
- i. *Sound and comparable statistics is critical for the implementation of the East African Monetary Union (EAMU). In accordance with the EAMU Protocol, Partner States will be assessed on their readiness to join the single currency zone from 2021. The benchmark for joining the single currency zones are statistical targets as laid out in the macroeconomic convergence criteria. This requires that by that time, the EAC should have produced regionally comparable and harmonized statistics for use in the assessment. The EAC Statistics Bureau (EASB) will be responsible for production and dissemination of the required statistics for EAMU. The necessary technical work for production of comparable statistics needs to have been done as spelt out in the roadmap for EAMU Protocol. There is therefore need to fast track the establishment of the EASB so as to kick start the process of producing harmonized and comparable statistics in time.*
  - ii. *There is a continued capacity challenge at the Secretariat in key areas necessary for macroeconomic convergence especially Harmonized Consumer Price Index (HCPI), National Accounts, Balance of Payments and Agriculture Statistics. The NSOs will continue to nominate experts to support the Secretariat as an interim mechanism to support the transition to the EASB. However, the current mechanism does not resolve the critical capacity challenges at the Secretariat hence the need to fast track the establishment of EASB.*

The meeting therefore recommended to the EAC Sectoral Council on Finance and Economic Affairs (SCFEA) to do the following:

- i) *assess the progress made in implementing the previous decisions of the SCFEA on statistics matters;*
- ii) *that in accordance with the EAMU Protocol, Partner states will be assessed on their readiness to join the single currency zone in 2021 based on statistical targets as laid out in the macroeconomic convergence criteria;*
- iii) *that the EAC Statistics Bureau (EASB) will be responsible for production of statistics required for assessment to join the single currency zone in 2021;*

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<sup>7</sup> Minutes of the 9<sup>th</sup> Ordinary Meeting of the Sectoral Committee on Statistics, Arusha, Tanzania, February 2017

- iv) *that the necessary technical work for production of comparable statistics needs to have been done by 2018 as spelt out in the roadmap for EAMU Protocol;*
- v) *That the EAC should have produced regionally comparable and harmonized statistics for use in the assessment before 2021;*
- vi) *Request the council to expedite the establishment of the EASB so as to kick start the process of producing harmonized and comparable statistics on time.*

**b) Review and update national Statistics Acts:** All the Statistics Acts of Partner States pre-date the enactment of the EAC Statistics Act. Given the powers the Act confers on the EASB, it will be necessary to review all national Statistics Acts with a view to aligning them with provisions of the EAC Statistics Act. This should be done as soon as the EAC Statistics Act is passed and becomes operational given the urgency with which the EASB is being put in place and the powers it is being given to coordinate the CSS and harmonize community statistics.

There are other parts of the national Statistics Acts that need to be reviewed. It was observed, for instance, that no Statistics Act of any Partner States provides for the establishment of Statistics Units in MDAs. At a time when there is new focus on improving administrative data, such a provision would be quite enabling. Another area where the Statistics Acts need to be reviewed is in governance of the NSS. Apart from Uganda and Rwanda, the NSOs do not have a Deputy Director. This tends to force the DGs to spend disproportionate time doing operational work. It would help a lot if the Statistics Acts provided for two Deputy DGs. This would free the DG to concentrate on dealing with strategic issues, building networks and sourcing for funds for statistical production and development.

**c) Build organizational performance culture:** Organizational performance will be improved if organizational performance culture is built. The culture is about being creative, innovative, focusing on quality and excellence in all operational areas. The culture should also link everyone and every unit at the Bureau to unique features of the Plan. NSOs will be encouraged to build and mainstream organizational performance culture in their NSDSs.

## **Strategic objective 2: Enhance coordination and partnerships for statistical development**

Statistical coordination is so important to the functioning of the NSS that it is provided for in all national Statistics Acts as the second function of the NSO after the function of providing official statistics. Statistical coordination is about breaking down “silos” (horizontal coordination), setting standards and promoting them across the NSS (technical coordination). Statistical coordination is critical to achieve mutual reinforcement among weak, under-resourced and under-performing MDAs that produce data; achieve synergy; avoid working at cross-purpose and destructive rivalries; avoid production of conflicting data; and produce higher quality data. It is, therefore, important that statistical coordination is well done. NSOs are expected to institutionalize

coordination in their structures and mainstream it in their strategic plans, programmes and budgets. In particular, there should be a Department/Division or Unit at the NSO dedicated to statistical coordination. For various reasons, the coordination function has not been given the attention the function deserves. As we saw earlier, except for Uganda, the number of NSO staff coordinating the NSS in Partner States is small (averaging about 7) relative to the extent of the coordination function.

Partnerships for statistical development allow partners to exchange information, identify opportunities for cooperation, and address issues that require collective efforts, especially within NSSs but also between NSSs, the CSS, African Statistical System and international statistical system. In Partner States partnerships need to be built between the NSO and actors in national development processes including the in public service, academia, civil society, private sector and development partners.

This strategic objective will be met by undertaking the following initiatives:

**a) Strengthen coordination arrangements and partnerships**

This initiative is about establishing appropriate coordination arrangements and partnerships that include the following:

**Inter-Agency Statistics Committee:** This committee should be established and chaired by the Director General of the NSO as one of the arrangements for institutional coordination of the NSS. This will basically be a data user-producer committee for:

- sharing statistical programmes of the various MDAs annually (at an appropriate period during the annual budget process) in order to achieve greater coordination and avoid unnecessary duplication of efforts, and evolve a national statistical programme; and
- developing strategies which will ensure uniform standards and methodology amongst the various agencies with a view to improving on the quality, comparability and timeliness of their statistical output.

Members of this committee should be high level officials from data producer and user institutions in the Partner States. Each individual States will determine *modus oparendi* for the committee.

**Technical Working Groups (TWGs):** These TWGs should be established in different statistics work streams. For instance, in some Partner States, a Social-Economic Statistics Technical Committee that brings together the NSO, Central Bank and Ministry of Finance/Planning exist to continuously assess the availability and reliability of socio-economic statistics and ensure their consistency. Where it has been established, the committee meets quite regularly on a weekly or monthly basis. This is something that should be emulated in other Partners States.

Related to but slightly different from the TWG is the concept of a *community of practice* that brings together a group of people with similar knowledge needs who share a concern or a passion for something they do, and learn how to do it better as they interact regularly. Partner States will be encouraged to promote communities of practice in their NSSs.

**Development partner statistics forum:** This forum has been established in some Partner States to foster coordination of support to statistics by development partners so that the support can have greater impact. This has been done in the spirit of Paris Declaration on Aid Effectiveness which stresses the need for development partners to harmonize their support and align activities with partner countries' strategies, institutions and procedures. Where it has been established the forum convenes periodically to review progress in implementation of activities being supported and assess need for further support.

#### **b) Develop and promote tools for statistical coordination**

A number of coordination tools have been developed and are under implementation in some Partner States. They include the following:

- **Compendium of common concepts, definitions and classifications:** This should be designed and promoted across the NSS to avoid production of conflicting data from different sources. As mentioned earlier, some Partner States in the Community have already produced and are implementing the compendium. In addition to serving as a coordination tool, the compendium has also been used to develop sectoral databases at MDAs in some of these Partner States.
- **National Data Quality Assurance Framework:** This should be designed as recommended by the UN Statistical Commission (2012) and used as both a coordinating tool and a tool for auditing administrative data produced in MDAs. Some Partner States have already designed this framework and are using it already. Those which have not done so will be encouraged to do so.
- **Comprehensive national socio-economic database:** This should be designed with links to sectoral databases to enable data sharing and exchange to take place. Partner States have developed different databases and these need to be consolidated into one national database (data warehouse).
- **Code of Practice:** This should be established to set professional and ethical standards for developing, producing and disseminating official statistics both at EAC level and in Partner States. It should build on the UN Fundamental Principles of Official Statistics as well as the African Charter on Statistics, laying out common standards that all data



producers need to observe to ensure production and dissemination of coherent and trustworthy official statistics. It should also promote the application of best international statistical principles, methods and practices by all data producers to enhance the quality of their products and services. As such, the Code of Practice should be a good tool for technical coordination and for maintaining quality in official statistics. Some Partner States have already designed and are implementing a Code of Practice. Those which have not done so will be encouraged to do so.

### **Strategic objective 3: Strengthen infrastructure for statistical production**

An enabling infrastructure is essential for effective operations of any statistical system. Indeed, one of the weaknesses of the NSS in a number of Partner States is that the infrastructure for statistical production and management is patently weak, inadequate and vulnerable. This strategic objective is therefore about strengthening infrastructure for statistical production and involves the following initiatives:

- a) **Enhance statistical infrastructure:** Statistical infrastructure includes a number of things. However, this initiative will target the following for improvement: application of international standards and classifications, development and maintenance of the geographic frame, improving business registers and strengthening the field organization.

*International standards and classifications:* The Plan will create greater understanding of and promote compliance with international standards and classifications across the CSS through regular communication and training workshops. Where objective conditions demand it, these will be adapted to local conditions in the region. Where adaptation is not possible, Community and national standards and classifications will be developed within the framework of international standards and classifications.

*Geographic frame:* The Geographical Frame (GF) includes a list of Enumeration Areas (EAs) together with supplementary information about them including number of households and social facilities in each one of them. In Partner States, EAs are mapped out and used in Population and Housing Censuses and as sampling frames for household-based surveys which Partner States undertakes from time to time. In addition, the GF makes it possible to do spatial referencing and analysis through the Geographic Information System (GIS), enabling socio-demographic spatial analyses and trends as well as poverty mapping. Partner States will be encouraged to update their GF on a continuing basis.

*Central business register:* A business register is used as a basis for collecting reliable economic statistics in the country. Several business registers are maintained in Partner States for administrative, regulatory or statistical purposes. These registers should be consolidated into a Central Business Register (CBR) as doing so will guarantee that they are harmonized; the CBR

will enable practical application of standard statistical units and their classification, which is crucial for survey outputs to be integrated; and it is more efficient to maintain the CBR as a source of sampling frame for all business surveys than for each survey team to be independently maintaining its own register<sup>8</sup>. Partner States will be encouraged to design and update their CBR on a continuing basis.

*Field organization:* The NSOs in some Partner States including Kenya and Tanzania have established and are maintaining a permanent field organization (PFO) comprising field offices, staff (enumerators, supervisors, mappers, etc.) and logistics. The main objective of a PFO is to handle field data collection operations which include controlling the flow of information to and from the headquarters; recruitment, training and supervision of enumerators and supervisors; scheduling field work to ensure that data are collected in a timely and orderly manner; actual data collection; editing filled questionnaires; and co-ordination of all other functions associated with field work. A case will be made for better resourcing, training, supervised and equipping the PFOs in these Partner States. Better training will be particularly important as field data collection is progressively migrated from manual (paper and pencil) to automation.

- b) Advocate for building appropriate office structures for NSOs:** As pointed out earlier, NSOs in some Partner States – specifically Burundi, Kenya and South Sudan - do not have conducive work environment. Under this initiative, advocacy will be intensified to build befitting homes for the NSOs. Having such homes is critical for having all NSOs’ staff in one building which helps to improve communication, supervision, team work, etc.
  
- c) Strengthen IT infrastructure:** The objective for using information technology (IT) is to strengthen work processes (e.g. speeding up data collection and processing), facilitate complex data analyses (analytics) and standardize work processes (e.g. publications). IT should therefore not be viewed just as a set of programmes and tools but rather as an enabler that can effectively and efficiently alter the way work is done thus shrinking the effects of time and space. It is important that IT resources are harnessed to improve statistical production and management. IT resources include IT equipment (hardware) and software, networks, Internet, databases, Geographic Information System (GIS) and IT standards and policies.

The following IT infrastructure will be built or enhanced to make statistical production more effective and efficient at both community level and in Partner States:

*IT standards and policies:* IT standards and policies should be developed to provide overall and long-term development needs in IT so that the statistical production becomes IT-intensive

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<sup>8</sup> Guidelines for building statistical business registers in Africa: Laying the foundation for the harmonization of economic statistics program, African Development Bank, Tunis, Tunisia, 2014

and focused. In particular, policies should be put in place that support mainstreaming of ICT into all statistical operations. IT policies will be developed and implemented to standardize and guide IT infrastructure acquisition and maintenance of computer hardware and software, computer replacement given fast changes in IT, use of computers and Internet resources, etc. Also a coherent IT infrastructure with a standardized platform of basic hardware, network and office automation applications will be needed for the NSS and the Community Secretariat. In addition, attention will be paid to issues of data confidentiality and security, including establishing backup mirror servers as disaster recovery measures.

*IT personnel:* It will be ensured that IT personnel are appropriately skilled in using and developing the needed applications and infrastructures. It will also help if a clear career path for IT personnel is developed in order to give them the much-needed motivation and room for innovation.

*IT equipment and networks:* Appropriate IT equipment will be procured and networked. Local Area Networks will be built to improve efficiency, optimize use of IT resources, increase information sharing, improve communication and provide connectivity to other institutions. Wide Area Networks will be built to enable data and information sharing between NSOs and the rest of data producers in the NSS. As much as possible, access to Internet will be enhanced to enable statistical personnel share global resource of information and knowledge as well as facilitate collaboration and cooperation among diverse data communities.

*Databases:* It has now become best practice to create databases to improve the management of data and information resources; promote better collaboration, networking and sharing of data and information; and to facilitate inter-linked analyses for informed advocacy, policy and decision-making. Development of databases across NSSs will be promoted. Partner States will be encouraged to ensure that the databases are serviced and continuously maintained and updated; and that the databases are readily accessible by various data users to meet their individual needs.

*Data dissemination:* The AfDB has assisted all 54 African countries and 16 African sub-regional and regional organizations to establish data portals/ open data systems with common IT platforms as part of the “Africa Information Highway” project. The data portals are user-friendly and powerful platforms for analyzing, visualizing (in tables, charts and maps) and reporting statistical data including time-series data. The Community Secretariat and Partner States should harness these platforms for data exchange and dissemination. In particular, it should be possible for Community Secretariat to automatically receive data from Partner States whenever Partner States make changes in data on their platforms. ~~This will keep Community statistics~~

**d) Promote a conducive organizational culture**

This initiative is about promoting the core corporate values in NSSs. It is crucial that these values are inculcated among staff and lived with leadership providing exemplary behaviour. The values should also be incorporated into contracts for personnel and the performance management system.

#### **Strategic objective 4: Improve data sources**

New data demand especially for measuring progress towards the SDGs has put added pressure on NSSs to perform better, viz. improve data scope, quantity, quality, timeliness and disaggregation. For instance, data are required to be disaggregated by following domains: income, sex, race, ethnicity, migratory status, disability, geographic location, so that in transforming our world, no one is left behind. And yet all NSSs face the challenges of how to improve data sources, how to coordinate them and how to combine them to produce better statistical products. The following initiatives will be used to improve data sources:

- a) **Increase data scope:** In the past, demand for statistics has been in the traditional areas of macroeconomic management and sectoral programmes and so the NSOs and MDAs have been producing data to meet the needs of:
- macroeconomic frameworks including National Development Plans, Poverty Reduction Strategies, Medium Term Expenditure Frameworks, etc.; and
  - sectoral policies and programmes on agriculture, education, health, housing, infrastructure, water, etc.

The 2030 international development agenda covers a broad range of sustainable development issues, including ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests. The indicator framework for SDGs which was endorsed by the UN Statistical Commission contains about 230 indicators requiring broadening the scope of statistical programmes in Partner States to provide data on indicators in these new areas as well. It is now known that a little more than a third of these indicators do not have established methodology and standards, so new methods and standards for data collection will have to be developed.

- b) **Improve administrative data:** It is now well recognized that most of the data for monitoring national and international development comes from administrative data sources. As pointed out earlier, these data sources continue to produce data that are unsatisfactory. Partner States, therefore, will have to put special focus in their NSDSs on improving administrative data sources through:
- scaling up statistical advocacy especially among high level policy and decision-makers in MDAs,
  - ensuring that the NSDSs are designed using a sectoral approach,

- increasing the scope of data and building capacity so that more comprehensive, accurate, consistent and real-time data can be collected/compiled following established standards,
- establishing Statistics Units in MDAs where such Units do not exist with the NSO providing a template architecture and terms of reference for such Units,
- reviewing existing instruments and methodologies for data collection and better training and supervising personnel who compile data,
- undertaking periodic audits of administrative data systems and resulting datasets,
- better managing administrative data including storage, database development, data analysis and reporting.

**c) Strengthen Civil Registration Systems:** There are two important things Partner States can do to improve Civil Registration Systems – embracing and implementing the APAI-CRVS and innovations to improve civil registration systems. Implementation of the APAI-CRVS is being scaled up and Partner States should not lose out when this happens. Already some Partner States are improving their Civil Registration Systems through innovation. For instance, Rwanda has launched an online registration system for new-born babies, deaths, marriages and divorces, among others, as a way of improving civil registration system and production of quality vital statistics in a timely manner. This innovation is being undertaken by the National Institute of Statistics of Rwanda (NISR), working closely with the National Identification Agency. In order to strengthen and accelerate delivery of birth registration services in Uganda, the Uganda Registration Services Bureau (URSB), the government office mandated to oversee implementation of all civil registration activities in the country, with support from UNICEF and Uganda Telecom (UTL), has developed and tested a Mobile Vital Records System (Mobile VRS). The Mobile VRS uses mobile phones in communities and internet-connected computers in hospitals, to relay birth and death notifications via Unstructured Supplementary Service Data (USSD) to the central government server at URSB. The Mobile VRS is already addressing a number of challenges the Civil Registration System has traditionally faced.

**d) Improving censuses and surveys:** Censuses and surveys are the main sources of data produced by the NSOs in Partner States. These sources of data are resource intensive and require a lot of time to plan, execute, process data and make them available to users. There are a number of ways Partner States can improve these data sources including the following:

- **Integrating censuses and surveys:** The UN Guidelines for the 2010 Population and Housing Census recommended that countries include questions on agriculture in the Population and Housing Census to collect some data on the agricultural sector which would then be used in building sampling frames for subsequent Agricultural Census and agricultural surveys. Most Partner States were able to do this and it should also be done for the 2020 census.

- **Undertaking the Agricultural Census and annual surveys:** It was pointed out earlier that apart from Tanzania and Uganda, Partner States do not have a history of undertaking the Agricultural Census. All Partner States should be encouraged to participate in the 2020 round of Agricultural Censuses. It is important to emphasize that the census is the main source of benchmark data and broad indicators which normally do not change much over time such as organization and management of the agricultural sector e.g. irrigation, mechanization, storage, etc. while annual surveys focus on production of data on those indicators that are susceptible to rapid changes such as area planted, area harvested, livestock production, etc. The data from the census is critical for the transformation of the agricultural sector while data from annual agricultural surveys are critical for measuring performance of the agricultural sector.
  
- **Undertaking high frequency surveys:** A number of surveys undertaken in Partner States have had two main challenges – lack of timeliness and periodicity. However, for policy and decision-making at both national and international level, there is a need to know what is happening in society today to enable optimization of policy responses – this has also been called “*the need to know in time*”. Fortunately, the introduction of use of tablets to collect field data has helped a lot with regard to the challenge of timeliness. However, the issue of periodicity persists. Some work done by the NSO in South Sudan points to the possibility of resolving this challenge as well. The NSO in South Sudan is piloting an innovative data collection method using hand-held tablets that will help government to monitor economic and social trends in four of the country’s ten state capitals. Parallel market exchange rates and market price data for a subset of products from the CPI are being collected on a daily basis to track movements in the exchange rate and inflation. A household questionnaire is collecting monthly data on household assets and resources, food consumption, hunger, health, community security, and household perceptions about well-being and government service delivery. The NSO will explore possibilities to upscale this project nationally and using tablets to augment other data collection activities.
  
- **Designing a longer-term integrated census and survey programme:** Partner States should design, share with key stakeholders and implement a longer-term integrated census and survey programmes if they have not yet done so. The programme imparts a number of benefits to the NSS including the following:
  - historical continuity in the indicators investigated and hence facilitating measurement of change over time in these indicators;
  - fewer organizational and human resources problems as then a field organization is put in place on a permanent basis;
  - huge economies, viz. cost reduction owing to availability of basic data from previous censuses and surveys and amortization of developmental and start-up costs over a number of censuses and surveys;

- an opportunity for step-by-step learning by doing especially if there is no past experience to go by;
- conduct of methodological experiments and represents a greater analytical potential;
- collection of more accurate data.

Such a programme needs to be deliberately designed to feed into government policy and planning processes to ensure immediate relevance of data they collect. The programme should also be used as a tool for advocacy and resource mobilization for statistics

- **Harnessing innovative technologies:** Innovative technologies uptake to improve the taking of censuses and surveys and management of data from them has steadily increased to a point where virtually all Partner States are using tablets in field data collection in surveys. At this rate, Partner States should be holding digital censuses in the 2020 round of Population and Housing Censuses. There are also ongoing experiments to use mobile phones to collect field data and/or disseminate statistical information to the wider public. Accumulated experience shows that digitization of data collection leads to cost economies, improves the quality of field data and drastically cuts down on the time it takes to make statistical information available to data users.

**Explore new data sources:** These sources include telecom data, GIS data, e-commerce, web crawling and social media. These sources give rise to what is commonly known as “Big data” – data that are too large and complex for processing by traditional database management systems. These data are characterized by volume (huge), velocity (changing fast) and variety (data coming from multiple sources and in multiple forms). Big data are mined using Artificial Intelligence (AI)/ complex algorithms to gain insights that helps to find answers that enable 1) cost reductions, 2) time savings, 3) new product development and optimized offerings, and 4) smart decision making. To exploit these data sources, there will be a need to build skills in such areas as data science and data analytics, and AI. There will also be a need to build partnership especially with the private sector and academia for these new sources to be exploited. Rwanda has established a data science lab that will offer training in data science and data analytics, and so it presents a model other Partner States can learn from.

## **Objective 5: Improve production of agricultural statistics**

The central and strategic role of agriculture in the Community makes the sector the key to economic growth, increased incomes, raising the standards of living of households, poverty eradication and increased food security. And yet statistics on this sector remain inadequate and a serious challenge. But this is not a challenge for only the region and for Africa. Indeed, the quality of agricultural statistics in developing countries has been of great concern not least to the UN Statistical Commission which, in 2010, endorsed a Global Strategy for Improving Rural and Agricultural Statistics in order to respond to:

- a) the declining quantity and quality of rural and agricultural statistics in developing countries,
- b) new data requirements to inform policy on emerging development issues such as food vs. bio-fuels, global warming, environment, and food security, and
- (c) the requirement for the data systems to be integrated to achieve synergy and cost-effectiveness.

This was followed by the design of The Action Plan for Africa of the Global Strategy by the African Development Bank (AfDB), UN Economic Commission for Africa (UNECA) and the Food and Agriculture Organization of the United Nations (FAO). The Action Plan takes a long term perspective (10 to 15 years), but follows a phased approach with the first phase covering the five-year period 2011-2015. However, the implementation of this Plan has been slow and has therefore not improved the state of agricultural statistics in Africa. This Plan proposes that a Special Project on Agricultural Statistics be designed and implemented at Community level to improve rural and agricultural statistics in EAC.

### **Strategic objective 6: Harmonize Community Statistics**

Production of harmonized quality and comparable Community statistics in priority areas is critical for the implementation of the East African Monetary Union. The statistics will be used to assess Partner States' readiness to join the single currency zone in 2021. While the Community Secretariat has put a lot of effort in harmonizing statistics in areas that will support the Monetary Union, a lot of work remains to be done in various areas of statistics to accomplish this task. It will help a lot if the Secretariat can identify 4-5 key statistical areas related to macroeconomic indicators as well as social indicators and ensure that there is an expert statistician at the Secretariat to handle each of the said areas. Five initiatives will help to achieve this objective.

- a) **Produce Common Statistical Production Architecture (CSPA):** As part of the process of data harmonization, the Community will develop a generic architecture for statistical production which will serve as industry architecture for the NSOs. By adopting this common reference architecture, it will be easier for each NSO to standardize and combine the components of statistical production, regardless of where the statistical services are built. An industry is defined as a set of organizations with similar inputs, processes, outputs and goals (in this case official statistics). The value of the architecture is that it enables collaboration in developing and using services which will allow statistical organizations to create flexible business processes and systems for statistical production more easily. In addition, it will lead to concerted developments of statistical infrastructure, shared investment, reuse/sharing of solutions and services and standardization of processes in a distributed environment (within and across NSOs) and lead NSSs towards a common future state<sup>9</sup>. The CSPA will also involve

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<sup>9</sup> Fostering Interoperability in Official Statistics: Common Statistical Production Architecture (Version 0.1, April 2013), United Nations Economic Commission for Europe.



production and promotion of use of knowledge assets including metadata, frameworks, standards, policies and guidelines<sup>10</sup>. In a sense, this initiative can lead to creation of a model NSO for the community.

- b) Production of guidelines and regulation:** Production of harmonized statistics in the Community requires clear guidelines and regulations so that Partner States can produce official statistics in the same way. In this connection, work is ongoing to produce the guidelines and regulations. Already these have been produced and adopted for use in the production of harmonized CPI (HCPI). The Community Secretariat has developed regulations for compiling Harmonized CPI and GFS by Partner States. The Secretariat should prepare these guidelines in all priority areas. After preparing the guidelines and regulations, it should ensure that Partner States follow them as closely as possible in their compilation of official statistics in different areas.
- c) Periodicity and timing of statistical activities:** It is important that as a Community, statistical activities are undertaken in Partner States with agreed periodicity and timing, both of which will be provided for in the guidelines and regulations. Some of these have already been agreed as follows:
- Population and Housing census to be undertaken every 10 years (as also recommended by international guidelines). Justification is being prepared for Partner States to undertake this activity in 2022 or there around.
  - Agricultural Census to be undertaken every 10 years (as also recommended by international guidelines).
  - Labour Force Survey: The international standard is to undertake this survey every 5 years. The EAC has agreed to undertake the survey every 3 years
  - EAC plans to undertake a common Household Budget Survey during 2018-2020
  - EAC has agreed to use common instruments/timing to rebase GDP and CPI to 2018
  - EAC has agreed to ensure that CPI compilation covers both urban and rural areas.
- d) Improving the work of Technical Working Groups:** Technical Working Groups (TWGs) play a big role in the development of statistics and in particular in the harmonization of statistics on various areas. However, they do not cover all areas of interest to the EAC. So it is important in context of the SDGs to increase the number of TWGs. The following new TWGs are proposed:
- TWG on Statistical Organization and Management. This group will deal with such issues as legal framework, organization structures, statistical coordination, statistical planning e.g. NSDS, etc.
  - TWG on Civil Registration System

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<sup>10</sup> EAC Regional Statistics Development Plan (I), EAC, Arusha, Tanzania, 2013

- TWG on Infrastructure Statistics
- TWG on Agricultural Statistics
- TWG on poverty statistics
- TWG on emerging issues (e.g. data revolution, open data initiative, transformative agenda for official statistics, big data, etc.).

Secondly, it was reported that occasionally different officials attend the TWG meetings when they have not been briefed. It will help a lot if:

- there is a culture of information sharing built among subject matter officials in the respective units in Partner States,
- the Community Secretariat can create a platform for information sharing for wide reach at Partner State level. This could be a database for e-filing of all meeting documents.

Thirdly, the TWGs should be able to follow up on decisions of the Sectoral Committee on Statistics and be able to review its own work before starting meetings.

### **Strategic Objective 7: Automate data processes across the entire data value chain**

Although a lot has been done to automate data processes especially at NSOs, many data processes at MDAs in Partner States are still manual. For instance, it was reported in meetings of Sectoral Committee on Statistics and during the mission by the consultant to Partner States that a lot of available information at Immigration Departments in Partner States remains unprocessed due to inadequate funding of the statistics function and/or lack of enough computers to capture the data. This objective, therefore, aims to promote automation of all data related processes in partner States.

### **Strategic objective 8: Update the NSDSs**

It was mentioned earlier that all Partner States except Kenya have a running NSDS. This objective will be met by undertaking the following initiatives:

- Updating the NSDSs to mainstream sectors:** It was mentioned earlier that many NSDSs that Partner States have designed and are implementing are not all sector inclusive, and unfortunately remain first generation statistical plans that over-focus on the NSO. To that extent, these NSDSs are inherently unable to fundamentally change the statistical landscape, improve the NSSs and in particular, administrative data. What Partner States basically need to do going forward is to revise their NSDSs to make them sector-inclusive the way Uganda has successfully designed her NSDS. This was explained earlier. The Plan will, therefore, encourage all Partner States to update their NSDSs to mainstream sector.
- Update the NSDSs to incorporate data requirements for new policy and development agendas:** Some NSDSs pre-date the SDGs, the data revolution for SDGs, open data initiative

and some new trends in the industry. The NSDSs, therefore, need to be updated to take on board these developments. The Plan urges Partner States to undertake necessary NSDS update to provide for new data requirements as well as new ways of meeting the said data requirements.

### **3.3.3 Goal 3: Enhanced human resources for production of harmonized and quality community statistics**

Human resources are the most important resources in any organization. The importance of this resource is underscored by the United Nations as follows, *“Nothing is as important to a statistical agency as its staff. For the difference between a well-organized, strongly motivated and technically competent staff, and one that only displays these attributes to a very modest extent is the difference between a good and credible office and one which is second rate. A decisive factor in the internal capability of a statistical agency is the caliber of its staff. An agency can only function well if good people are available to make it work. Organizational arrangements may contribute to enabling good people to do their work, but is essential to give utmost attention to building up the right kind of staff in organizing and managing a statistical agency”* (UN, 2003). It is, therefore, crucial that human resources are treasured, managed, developed and harnessed for organizational efficiency and effectiveness. These will be achieved through the following strategic objectives.

#### **Strategic objective 1: Strengthen human capacity**

Both the Community Secretariat and Partner States face human capacity challenges for developing and producing statistics in terms of numbers of professional statisticians and skills sets. In some Partner States, a functional review of the NSO has not been undertaken and if it has, requests for more staff positions have not been granted by government. The challenge of skills set arises mainly because highly trained and experienced staff leave for greener pastures especially in the private sector or production of new types of data require new skills which do not exist in the NSO. This strategic objective will be achieved by undertaking the following initiatives:

- a) **Undertake functional reviews of the NSOs:** It is fundamental that NSOs provide quality statistics and statistical services to Partner States. To ensure this, the NSOs should have clearly defined roles and responsibilities, qualified staff with specified responsibilities, appropriate budgets and ability to assess the data and statistical services offered. This is best done through a functional review. Many NSOs have not undertaken a comprehensive functional review to determine the best structure for the organization and optimum staffing level as a rational basis for determining required staff numbers. When such an exercise is well done, it helps to make a stronger case on matters relating to staffing of the NSO.
- b) **Impart new knowledge, strategic skills and competences:** In recent past, the data environment has been changing, increasing complexity of the data ecosystems; there are new

technological changes; and there are new development areas that require development data. There is, therefore, apparent need to escalate in old and new statistics areas. Both “hard skills” e.g. skills in designing surveys, data management, data analytics, etc. and “soft skills” e.g. skills in communication, presentation, etc. will be imparted on statistical personnel in Partner States and at the Community Secretariat. This will be done through:

- on-the-job training that leads to skills, knowledge and technology transfer by supervisors on their subordinates and also international experts who may have been recruited to support processes that experience skills gaps.
- a Statistical Training Centre with associated comprehensive training programme as recommended by the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (2007)<sup>11</sup> should be established and operationalized. This centre and the programme will aim to build minimum competence in statistical work in each MDA as well as promote skills development across the entire statistical value chain across the NSS. The training centre should also identify external facilities for specialized skills training it is unable to provide in the country. An example of such a centre is what Rwanda is now building. A modern building is being constructed in the compound of NSO to house this centre. This will not be another academic institution offering theoretical training but rather a hands-on training centre, teaching practice skills. In Phase I, this centre will be used to train both permanent and field data collection staff. This will be a quick win for NISR. In Phase 2 (from July 2018), the centre will provide training to statisticians, planners, economists, etc. in the statistics system. Focus will be on quick skills that they all need to work with statistics in their daily work (statistical analysis packages like EXCEL, STATA, SPSS, etc. and some basic theory of development indicators in their sectors and how they are related to policy, etc.). Phase 3 (from January 2020), the centre will attract partnerships to undertake broader training in statistical organization and management, including advanced data analysis. There will also be online platforms for use by those that cannot be physically trained at the centre.
- Institutionalized mentoring: In all Partner States, young statisticians are left to learn important career skills by trial-and-error once they join the workforce. This has the problem that it takes a long time to acquire skills and results are uncertain. Mentoring can greatly shorten the learning period and improve the process of acquiring skills that are important for career development. Mentoring is “*the practice of assigning a junior member of staff to the care of a more experienced person who assists him [her] with his [her] career*”. There

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<sup>11</sup> Reference Regional Strategic Framework for Statistical Capacity Building in Africa designed and endorsed by the Conference of African Ministers of Finance, Planning and Economic Development in 2007 aims to provide strategic directions and appropriate mechanisms for guiding and accelerating the development of sustainable statistical capacity in Africa for managing for results.

is mounting evidence in the literature indicating that mentoring is an important element for career development of young scientists. This initiative aims to ensure that the young generation of statisticians entering service are mentored appropriately to help them acquire the skills needed for the responsibilities that await them<sup>12</sup>. Senior staff members who have achieved a high level of specialization will be tasked with mentoring junior colleagues in an institutionalized way.

- **Specialized training in official statistics:** The project will support specialized training in official statistics - short courses and longer-term courses - leading to higher degrees. Such specialized training will produce highly trained professional capable of designing effective statistical systems for the countries and the region.
  
- **Career development:** Career development is about defining a career path for statistical staff. This will be yet another motivating factor for statisticians in the NSSs.
  - Some Partner States do not have such a career path, which acts as a disincentive for statistical personnel.
  - Career development should also aim at fostering Continuing Professional Development (CPD) which is about systematic maintenance, improvement and broadening of knowledge and skills and the development of personal qualities necessary for the execution of professional and technical duties throughout the practitioner's working life. It is a combination of approaches, ideas and techniques for continued learning throughout one's career. The broad aim of CPD is to keep up to date with new developments in one's profession, so that one can continue to grow and develop as a professional (Royal Statistical Society). In this context, professional staff will be encouraged to take up different self-study programmes, become members of and participate actively in national and international professional associations, publish professional papers, conduct seminars, teach some practical courses at a national University, etc. NSOs should show the way by taking up corporate membership of a number of international statistical associations such as the International Statistical Institute and the Royal Statistical Society.
  
- **Peer learning and benchmarking:** Partner States will be encouraged to benefit from peer learning and benchmarking. There are centres of excellence in statistical production and management in different Partner States and through study tours, they can benefit from other Partner States which may be struggling. For instance, Kenya will be the first Partner State in the Community to undertake a digital census. This will be in 2019. Other Partner States should be able to learn from Kenya by observing the preparation and execution of this census as they too will be expected to undertake digital censuses. In addition, Partner States

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<sup>12</sup> Lehana Thabane, Marroon Thabane, MLIS and Charles Harry Goldsmith, Mentoring Young Statisticians: Facilitating the Acquisition of Important Career Skills, African Statistical Newsletter, Vol. 2, 2006

will be encouraged to invite other Partner States in the community to undertake a peer reviews of their NSSs.

Peer learning will also be facilitated by improved communication between and among Partner States. In this context, it will help a lot if in addition to everything else, the Community Secretariat would start an electronic EAC Statistical Newsletter and encourage Partner States to use it as an outlet for sharing information, new practices and new developments. The Community Secretariat would work closely with communications offices in NSOs to solicit articles and also to disseminate the newsletters widely in Partner States.

### **Strategic objective 2: Motivate statistical personnel**

Motivation is a force that makes us do things and results from our individual needs being satisfied so that we are able to complete tasks. This strategic objective will be met by implementing the following initiatives:

- a) **Improve work environment for staff:** This should be done by improving the physical environment and good governance that encourages:
  - upward and downward communication of ideas, suggestions and information
  - periodic communication by DG with all employees
  - participation by employees in decision-making
  - recognition of accomplishments
  - delegated authority as non-pecuniary motivating factors.
  
- b) **Develop and implement a career path for statistical staff:** One issue that has not been adequately handled by the NSOs in the Community and indeed across Africa is the issue of career progression. Mostly, NSOs do not have a well-defined and well understood career paths for professional staff, which could be a demotivating factor. However, even in NSOs where the career path has been defined, no distinction has been made between a career path that focuses on management and one that focuses on technical or research skills. Cases abound where someone who has the technical know-how is a terrible people manager and vice versa. NSOs are encouraged to pick a leaf from other knowledge institutions such Universities which have well defined career paths for professional staff and for administrative cadre.

### **Strategic objective 3: Special statistical programme for Burundi and South Sudan**

The post-conflict Partner States of Burundi and South Sudan need a special statistical programme to bring them up to speed in various areas of statistical development. This should be a Community programme run with assistance from development partners. For Burundi, the focus of the programme should be establishment of a practical-oriented statistical training programme at the

University in Bujumbura to increase the supply of statistical personnel. The World Bank has had such a programme at the University that lasted for four years. Unfortunately, this programme was not absorbed as a University course nor was it extended when it ended. If this programme should be started again, it should address issues of sustainability. The challenge for Southern Sudan relates to general statistical development including infrastructure, staff development and retention, building statistical systems, etc. The World Bank has already supplied some assistance to the NSO in Juba in the area of survey development.

### **3.3.4 Goal 4: Better resourced statistical development and production**

The Community Secretariat and Partner States face two basic challenges with funding for statistics, namely inadequate quantity and lack of funding predictability. Although there is evidence that government funding for statistics has increased over time, it has not reached a level where all core statistical activities are fully funded from the treasury. Core activities in this case include coordination of the NSS, statistical capacity building activities, compilation of monthly CPI and national accounts as well as poverty monitoring. There is, therefore, a need for scaling up funding for statistics by governments of Partner States. It should, however be observed that statistics does not simply need more funding. It needs better funding for instance in terms of predictability of funding. It has been observed that inadequate predictability of funding for statistics from national governments has been a constraint to statistical development. In a number of Partner States, not all budgeted amounts are dispersed or dispersed in time to enable time-bound statistical activities to be undertaken as planned.

The other funding challenge is that much of the funding for statistics by both Partner States and development partners has been for statistical production to meet immediate data needs rather than build sustainable statistical capacity to provide data now and in the future. As a result, this funding has not had as much impact as it could in terms of statistical infrastructure and capacity. To attain this goal, the following strategic objectives will have to be met:

#### **Strategic objective 1: Mainstream statistics into national policy and planning processes at Community and Partner State level**

The RSDPII has been designed at the same time as the Community Secretariat was designing the 5<sup>th</sup> EAC Development Strategy. It was, therefore, possible to create synergy between the two processes. So in addition to recognizing statistics as a sector, the RSDPII will be pitched at development priority level with attendant strategic interventions. At Partner State level, advocacy was made during the missions by the consultant to mainstream statistics into national policy and planning processes by treating statistics as a cross-cutting and enabling sector to be identified and targeted for development – institutional, infrastructure and capacity development – to be able to provide quality statistics now and in future. This will be done through extensive advocacy for the

said mainstreaming of statistics and increased involvement of statisticians in policy dialogue. This objective will be met by undertaking the following initiatives.

- a) **Advocate for mainstreaming statistics:** An advocacy programme will be developed and implemented at both the Community Secretariat level and at the level of the Partner States. A stronger case will be made about the need to mainstream statistics into policy and development processes and programmes. This will raise the profile of statistics and also identify statistics as an important development area that deserves to be targeted with various interventions and resources for development. The advocacy will use live examples which will be presented to demonstrate the positive impact of good quality statistics.
- b) **Increase involvement of statisticians in policy dialogue:** The SDGs set the pace for engagement of statisticians with policy makers to be able to understand policy dynamics and the measurement of progress in implementation of national, regional and international policy agendas. This initiative, therefore, is about establishing mechanisms for statisticians to engage more with policy makers.

## **Strategic objective 2: Improve resource mobilization and utilization**

There has been less investments in statistics than are required to turn NSSs around and effect a data revolution in Partner States. The following initiatives will be undertaken to improve resource mobilization and utilization for statistics:

- a) **Advocate for more and better resources:** More and better statistics are being demanded by national governments and other data users. There is demand for more disaggregated data by subnational jurisdictions (e.g. regions) and by sector, data on emerging economic and social trends, etc. There is also more pressure to provide data in a timely manner. Meeting the demand for data is neither easy nor cheap. While the importance of data is generally well recognized, this has not translated into sufficient resource envelopes from governments of Partner States for statistical production. This puts the NSOs under pressure to produce more and better data with less resources. But if the cost of data production is high, the cost of having no data can be higher. This point should not be lost on statisticians as they advocate for more resources from their governments.

It is, however, important to be clear on what the advocacy for resources is about. It should be about:

- clarification for the purpose for resources, which should not focus on meeting immediate data needs but rather on building sustainable statistical capacity to provide data now and in the future;
- increasing the quantity of resources to a level where all core statistical activities in the Partner State are fully funded by government; and



- securing better funding in terms of predictability – having all approved budgets released and in a timely manner.

To foster effective statistical advocacy, a statistical advocacy programme will be developed and implemented. Its hallmarks will be identification of key advocacy targets, development of specific advocacy materials and means of delivery, and development of messages for key audiences.

**b) Establish a National Statistics Fund in Partner States:** EAC may learn from the novel idea adopted in the ECOWAS region about funding statistics in Partner States. The idea is to put aside 1% of all custom duties for statistical development. The collections from this tax should go into a National Statistics Fund to support building statistical institutions, infrastructure and capacity; and also undertaking statistical operations including censuses and surveys. While this great idea has not worked well in West Africa, it has a chance of succeeding in the Community given the heightened demand for statistics in Partner States for various purposes including monitoring attainment of national and global development goals, mainly the SDGs.

It is also important to point out that establishing a National Statistics Fund is recommended by the Strategy for the harmonization of Statistics in Africa (SHaSA). SHaSA is a general framework for providing harmonized and quality statistics for the design and implementation as well as monitoring and evaluation of integration and development policies in Africa. It was endorsed by the Conference of African Ministers for Finance, Planning and Development in 2010.

**c) Build stronger partnerships for statistics:** It is recognized that partnerships will play a significant role in producing the data needed for SDGs. Building the partnerships should be guided by the UN Guidelines on Technical Cooperation and the Paris Declaration on Aid Effectiveness. It should be accompanied by improving project preparation, management and accountability. It is, therefore, important that both Community Secretariat and the Partner States should foster partnerships with various development partners aiming to:

- strengthen statistical capacity by providing needed financial resources and know-how.
- improve the effectiveness and efficiency of statistical systems by making them “open,” embracing new data sources and introducing innovations.
- harness the lessons learned from evaluations of past data partnerships.

In context of the NSDSs, Partner States may need to organize “donors’ conferences” to increase the participation of various development partners in statistical work in Partner States.

**d) Improve management of statistical activities:** This will involve, among other things, better process mapping for the entire data value chains and rationalization of statistical programmes and activities at both Community Secretariat and Partner State level. The design and

implementation of a longer-term integrated survey programme in which any investment and start-up costs are amortized over a longer period of time will help.

In addition, data producers will be encouraged to do better budgeting for statistical activities and exercise cost control. This will involve, among other things, undertaking a functional review of the institution to iron out redundancies and duplication of functions, combining functions, etc.

### **Strategic objective 3: Harnessing regional resources**

- a) **Efficient use of Regional experts:** Human resource endowment in the Community is uneven. While some Partner States are severely resource constrained in terms of availability of professional statisticians and skills, there are some Partner States which have ample professional statisticians and skills. Increasingly, the Community is harnessing these resources to improve Community statistics. For example, an expert from Uganda has been used to assist Burundi and Zanzibar with development of their CPI. However, for these resources to be better harnessed, there will be a need to take stock of these resources. While the Sectoral Committee on Statistics has called for the development of a database of regional agricultural statistics experts, the database should be expanded to include experts in all areas of statistics of interest to the Community.
- b) **Use of Regional statistical training centres:** There are two well recognized regional statistical training centres that teach official statistics in the region, namely the School of Statistics and Planning (SSP) at Makerere University in Kampala, Uganda and the Eastern Africa Statistical Training Centre (EASTC) in Dar-es-Salaam, Tanzania.

- i.) School of Statistics and Planning at Makerere University

The School of Statistics and Planning (SSP) at Makerere University in Uganda was established in 1967 as the Institute of Statistics and Applied Economics to provide facilities for high level professional training in statistics (official statistics) and applied economics to meet the human resource needs of Uganda and other English speaking African countries to support the formulation and implementation of national plans for economic and social development. The school offers training at undergraduate and post-graduate levels in its three departments, namely the Department of Statistical Methods and Actuarial Sciences, the Department of Planning and Applied Statistics, and the Department of Population Studies. The School has influenced statistical training across much of Anglophone Africa and management of NSOs in the region. Its graduates have played leadership roles in NSOs in the region and in continental and international organizations.

ii.) Eastern Africa Statistical Training Centre

The Eastern Africa Statistical Training Centre (EASTC) based in Dar-es-Salaam, Tanzania was established in 1965 as an inter-governmental professional statistical training institution with the objective of organizing training of middle level personnel for NSOs of the East African countries. In 1980, it was designated a regional training institution and currently serves 18 countries in eastern and southern Africa. In 2012, EASTC was accredited according to UNESCO standards as a higher learning institution which prompted EASTC to upgrade its programmes. It now offers training programmes in official statistics at bachelors, masters and Ph.D. levels, and was given observe status of the UN Statistical Commission in 2014.

As much as possible, Partner States should optimize use of the facilities and other resources in these centres to, *inter alia*, train professional statisticians at very high level; provide specialized training in some statistics areas; give technical advice and support to NSOs in various areas; and support more detailed analysis of datasets held by NSOs. These centres will need to be strengthened so that they can play the said roles effectively.

### 3.4 Risks, mitigation measures and critical success factors

#### 3.4.1 Risks and mitigation measures

Risks that could stand in the way of effective implementation of the Plan have been identified and described. These together with mitigation measures are presented in the Table 3.3.

**Table 3.3: Risks and mitigating measures**

Risk	Description/Discussion	Level	Mitigation measures
Unwillingness of NSSs to be coordinated	Fear that efforts to coordinate them could result in taking over their roles	Moderate	<ul style="list-style-type: none"> <li>• Create effective awareness on the importance of statistical coordination</li> <li>• Explaining the EASB coordination role as per the EAC Statistics Act</li> <li>• Strengthening coordination mechanisms</li> </ul>

Risk	Description/Discussion	Level	Mitigation measures
Inadequate funding for statistical activities	<ul style="list-style-type: none"> <li>Limited appreciation of importance of statistics by Community Secretariat and Partner State governments</li> <li>Limited commitment to the Plan implementation by Partner States</li> </ul>	Moderate	<ul style="list-style-type: none"> <li>Undertake extensive awareness creation about the Plan.</li> <li>Mainstream statistics in policy and development plans at the Community Secretariat and in Partner States</li> <li>Create partnerships with various relevant organizations (national and international)</li> </ul>
Data insecurity, inadequate data back-up and recovery.	<ul style="list-style-type: none"> <li>Inadequate data archiving and back-up</li> </ul>	Moderate	Promote archiving, back-up and recovery programmes in NSSs including off site data recovery centres
Political interference	Political leaders interfering in data production and release which affects the credibility and integrity of official statistics.	Moderate (High for administrative data)	Wide promotion of the Statistics Acts in Partner States More statistical advocacy about importance of data integrity
Production of poor quality data especially in sectors in Partner States	Inadequate, inaccurate, and incomplete data produced by sectors	High	<ul style="list-style-type: none"> <li>Design and promote standards for data collection and management in Partner States</li> <li>Promote the standards across sectors</li> <li>Build capacity in statistical production across sectors</li> </ul>

### 3.4.2 Critical success factors

The following were identified as critical success factors for the RSDPII:

- effective leadership of the CSS provided by the EASB and the NSOs in Partner States;
- sufficient awareness creation about the Plan especially in Partner States;
- encouraging stakeholder to participate in the implementation of the Plan;
- leveraging on strategic success drivers – people (*empower, develop, skill and reskill and motivate*), processes (*improve existing processes, invest in new processes*) and innovate to create value – *produce new value-added products and services*) and technology (*harness innovative technologies*);
- mindset change among statistical personnel to be creative, innovative and be able to produce more with fewer resources – avoid business as usual;
- mainstream statistics into policy and planning processes at every level;

- (g) undertake periodic monitoring, evaluation and reporting on Plan outcomes, outputs and activities;
- (h) commitment of Community leadership, Partner State governments and support of development partners.

## CHAPTER 4. IMPLEMENTATION, MONITORING AND EVALUATION

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It is important that once a plan is designed, it is properly implemented and the implementation should be periodically monitored. When the plan ends, it should be evaluated for impact and lesson learning. This chapter presents arrangements for undertaking the Plan implementation, monitoring and evaluation.

### 4.1 RSDPII implementation

#### 4.1.1 Need for better Plan implementation

Plan implementation is perhaps the most critical aspect of the strategic planning process as this is the stage when plan benefits are delivered. All other stages are, therefore, essentially supportive of the implementation stage. While plan design focuses on effectiveness (*doing the right things*) requiring good intuitive and analytical skills and coordination among a few people, implementation is primarily an operational process that focuses on efficiency (*doing right things well*) and considerable funds, special motivation and leadership skills, and involves co-ordination among many people. This makes plan implementation harder than plan design<sup>13</sup>. Indeed, it has been observed that many effectively formulated plans fail because they are not successfully implemented. Robert S. Kaplan and David P. Norton (2001) have undertaken studies which show that “*the ability to execute a plan is more important than the quality of the plan itself*”.<sup>14</sup> Everything will, therefore, be done to ensure that this Plan is fully implemented.

The purpose of plan implementation is to:

- deliver results, achieve purpose and contribute effectively to the overall plan goals;
- manage the available resources efficiently; and
- monitor and report on progress to support performance management.

To ensure effective implementation of this Plan, an Action Plan covering the entire Plan period has been prepared and is presented in the Annex II. The Action Plan gives expected outputs, activities to be undertaken, when they will be undertaken (time frame) and by whom (responsibility centres). The activities aim to cover the entire statistical value chain, leverage levers of strategic success – people, processes and technology - and make statistics the force for changing the welfare of the people of the region.

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<sup>13</sup> Ben Kiregyera, *opt. cit*

<sup>14</sup> Kaplan Robert S. and David P. Norton. (2001), *The Strategy-focused Organization*, Harvard Business School Press, Massachusetts, 2001

#### **4.1.2 Creation of Plan awareness**

Often plans are designed but not communicated to the workforce and other stakeholders. It is important that as much as possible, Plan awareness is created across the Community Secretariat, among stakeholders in the NSS of Partner States and internationally. In particular, stakeholders including policy and decision-makers should get educated about and understand and share the vision and mission for Community Statistical System, the strategies for turning it around and how their individual actions and those of others will contribute to the success of RSDPII.

Communication being key to successful Plan awareness, an extensive and consistent communication programme will be mounted to develop an understanding of the Plan strategies among stakeholders and mobilize them to participate in Plan implementation. Accordingly, the RSDPII document will be printed and distributed widely; it will also be uploaded on the Community website and websites of NSOs of Partner States as well as websites of partner institutions such as the World Bank, Pan-African institutions, PARIS21, etc. Other materials for Plan awareness creation will be produced including a booklet, brochures and a standard Power Point Presentation on RSDPII. The communication programme will aim to use different communication media including seminars, workshops and meetings organized by the Community and Partner States; newsletters, brochures and bulletins; and electronically through Intranets and Internets as already mentioned.

#### **4.1.3 RSDPII implementation structure**

The strategy implementation will be undertaken by:

- the EAC Statistics Department
- Partner States
- EAC Statistics Development and Harmonization Regional Project (StatDHRP) supported by the World Bank

##### **(a) EAC Statistics Department**

There is a Statistics Department in the Directorate of Planning at EAC Secretariat. This Department is responsible for:

- Coordination and rationalization of Community statistical activities
- Design and implementation of regional projects on prioritized statistical subject matter
- Provision of leadership, professional and technical advice to harmonization and standardization issues
- Being the central point for community statistics.

This Department will play a lead role in the implementation of the RSDPII until the EASB is established and operational. As was mentioned earlier, the EASB Bill has already been sent to the East African Legislative Assembly (EALA) for enactment.

**(b) Partner States**

Two of the Community Operational Principles in the Treaty establishing the EAC will be used, namely the *Principle of Complementarity* and the *Principle of Subsidiarity*. The former defines the extent to which economic variables support each other in economic activity while the latter refers to multilevel participation of a wide range of participants in the process of economic integration. Accordingly, some of the activities in the RSDPII will be integrated and implemented in context of the NSDSs of Partner States. Others will be implemented at Community level. Each Partner State will, therefore, be required to integrate activities that have been identified at community level into their NSDS. This should be possible given that most Partner States are now updating their NSDS or planning to do so in the near future. At Partner State level, the NSOs will take responsibility for implementation of the Plan.

**(c) EAC Statistics Development and Harmonization Regional Project**

To support implementation of RSDPII, the Secretariat is seeking a grant from the World Bank to implement a statistics development and harmonization project. The development objective of the proposed project will be to strengthen the capacity of the National Statistics Bureaus of the EAC Partner States and the EAC Secretariat to produce harmonized and quality statistics. In particular, the project is expected to fast-track the establishment the EASB. The project activities will focus on improving the quality and comparability of statistics produced by Partner States especially in the priority areas of National Accounts, CPI, External Sector, and Poverty statistics.

**~~Project Components~~**

~~The proposed project will be structured into the following components:~~

~~***Component 1: Human Resources and Institutional Developments***~~

- ~~● Sub-Component 1.1: Capacity Building of the Statistics Department and its Institutional Development~~
- ~~● Sub-Component 1.2: Human Resources Development in Partner States~~

~~***Component 2: Improved Data Quality, Comparability, Dissemination, and Use***~~

- ~~● Sub-Component 2.1: Improved data quality and comparability~~
- ~~● Sub-Component 2.2: Improved data dissemination and use~~



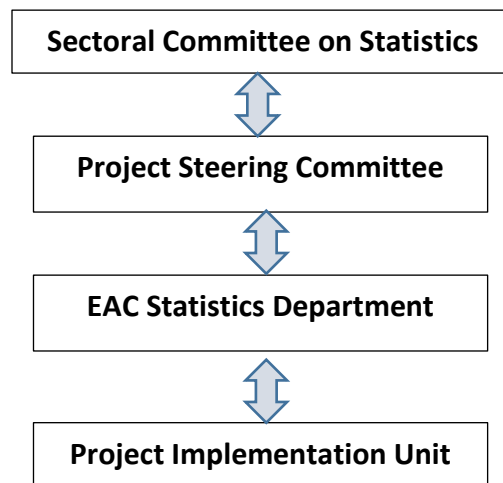
**Component 3: Project Management**

- Project Implementation Unit
- Project Steering Committee

**Project Implementation Unit (PIU)**

Project Implementation Unit (PIU) will be integrated in the Secretariat of the EAC until the EAC Statistics Bureau is operational; then it will be transferred to the Bureau. It will be responsible for program management, including procurement, financial management (FM), monitoring and evaluation (M&E), and safeguards support. The PIU will also be responsible for coordination between NBSs organizing training events, and monitoring progress. It will as well be responsible for quality control and preparing in-house analysis. The PIU will comprise a dedicated project team recruited and wholly funded by the project. The dedicated project team will comprise at least a Project Coordinator, a Procurement Specialist, a Financial Specialist and an Accountant. Funding from this subcomponent will therefore be used to finance the PIU activities. The Unit reports to the Head of the EAC Statistics Department.

**Figure 4.1: Structure of project implementation**



## **Project Steering Committee**

A Project Steering Committee will be established to offer advice to the Project Coordinator and facilitate project monitoring and evaluation of progress. The Steering Committee will comprise 11 members, namely:

- 1 representative of the Community Secretariat,
- 6 representatives of NBSs (members are Directors of Departments responsible for Macroeconomic/Economic Statistics at NBSs of Statistics of Partner States),
- 2 representatives of Statistical Training Centres, and
- 2 representatives of National Statistical Associations.

The project will support holding of two meetings of this Committee every year. The Community will be the EAC Secretariat of the Committee.

The Project Steering Committee will report to the Sectoral Committee on Statistics (members are Heads of National Bureaus of Statistics) which in turn reports to the Sectoral Council on Finance and Economic Affairs that reports to the Council of Ministers—the decision making body of the Community.

### **4.1.4 Leveraging levers of strategic success**

In addition to the above, levers of strategic success will be leveraged, viz institutional issues, people, processes and technology.

#### **(a) Address institutional issues**

Institutional issues will need to be addressed including:

- undertaking statistical advocacy across the board - identifying targets, development and production of advocacy materials and developing appropriate advocacy messages,
- aligning national Statistics Act to the EAC Statistics Act when it is passed by the East African Legislative Assembly
- creating awareness about the new EAC Statistics Act
- putting in place coordination arrangements, and
- building partnerships for development of Community statistics.

#### **(b) Harness the human factor**

Personnel will be developed, empowered and motivated by:

- improving their participation, communication, recognition and given space to realize their full potential;

- building capacity including training, skilling and reskilling personnel to make more productive. This will include training in new knowledge and areas such as data science and data analytics, Artificial Intelligence, etc.
- as building requisite capacity and skills will take some time, stop-gap measure will be undertaken including engaging appropriate technical assistance from development partners.

**(c) Process**

Existing processes will be improved and investments will be made in new processes. Much of the process improvement will be driven by innovation and technology. In particular, innovation will be done to create greater value – produce new value-added products and services; and innovative technologies will be harnessed to cut down on cost of data collection, improve data quality and achieve timeliness in data availability.

**(d) Resource mobilization**

Resources for statistical production and development will be mobilized from government of Partner States. The case will be made for “ring fencing” resources for priority statistical activities such as compilation of CPI, GDP, poverty statistics, etc. Resources from development partners will be mobilized not to replace but to supplement national resources for statistics. In this connection, “Statistics Donors Conferences” will be organized for this purpose. As much as possible, funding from development partners will be coordinated to enhance its impact. NSOs will have to hire services of relevant experts to help with resource mobilization.

## **4.2 Plan monitoring, evaluation and reporting**

### **4.2.1 Implementation monitoring**

It is critical that plan implementation is closely monitored on a continuing basis to:

- ensure that stated objectives are being achieved,
- track inputs, activities and outputs,
- determine if implementation is on course or not,
- alert management to problems or potential problems before the situation becomes critical, and
- take corrective actions to ensure that performance conforms to the Plan or that the Plan is revised in light of new experience

There will be many factors such as ineffectual policies, unexpected turns in the economy, ineffective initiatives, which can result in unsatisfactory progress towards meeting Plan objectives. Also problems can result from ineffectiveness (not doing the right things) or inefficiency (doing

the right things poorly). Monitoring will keep track of these factors and changes, and enhance the ability to adapt successfully to these changes. This is why monitoring will be done on a continuing basis.

#### **4.2.2 Plan evaluation**

At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally, to assess how well the Plan will have met the set objectives. Evaluation involves comparing expected results with actual results, investigating deviations from plans and measuring individual and organizational performance. Plan evaluation will, therefore, put emphasis on learning for the future.

#### **4.2.3 ~~Project development objective – level results indicators~~**

~~The key areas identified by the project for support are:~~

- ~~▪ establishing the EASB;~~
- ~~▪ the human resources development; and~~
- ~~▪ improvement of quality, comparability, dissemination and use of National accounts, Prices, External Sector and Poverty statistics.~~

~~This support will complement the ongoing technical support to EAC from the IMF on Monetary and Financial statistics, and Government Finance statistics. Indeed, although not among the priority areas of this project, Monetary and Financial statistics, and Government Finance statistics are necessary for the completeness of data for EAMU. The project will also complement current World Bank efforts at the Partner State level.~~

~~Progress toward the project development objective will be measured and monitored through the following indicators:~~

- ~~(a) Number of Partner States following regional guidelines in compiling national accounts, CPI, external trade and poverty statistics;~~
- ~~(b) Use of Community statistics for compilation of annual macroeconomic convergence reports;~~
- ~~(c) Increased data access from the regional data dissemination portal.~~

~~The following key outputs of the project will be monitored:~~

- ~~(i) The East African Statistics Bureau is established and functional;~~
- ~~(ii) Number of statistics experts at the EAC Secretariat hired by the project to work full time at the East African Statistics Bureau;~~

- ~~(iii) Number of guidelines prepared to improve the comparability of national accounts, price, poverty, and external trade statistics in Partner States;~~
- ~~(iv) Number of Partner States professional statisticians trained;~~
- ~~(v) Number of countries using common software used for price and external trade statistics;~~
- ~~(vi) Data dissemination portal developed;~~
- ~~(vii) Number of updated sectoral databases in the data dissemination portal;~~
- ~~(viii) Number of Partner States with Statistics Acts aligned to regional Statistics Act.~~

### **4.2.3 Monitoring and evaluation reports**

Internal and external monitoring and reviews/ evaluation will produce the following reports:

#### **Quarterly progress report**

A Quarterly Progress Report will be prepared and presented to the Project Steering Committee every quarter. The report will cover statistical and non-statistical activities undertaken during the quarter, constraints and successes, and highlight plans for the next quarter(s). This report will be prepared by the Statistics Department/EASB.

#### **Annual progress report**

In addition to the quarterly progress reports, a consolidated Annual Progress Report will be prepared with recommendations for changing activities and targets, if this should prove to be necessary. The report will be prepared for the Project Steering Committee by the Statistics Department/EASB.

#### **Mid-term review report**

A mid-term review is a more formal process that will be undertaken to ensure that the Plan is still relevant and for agreeing on changes in both the initiatives and work programmes, where these are needed and justified. In addition, the mid-term review will recommend, where necessary, re-allocation of resources according to performance and needs. This review will be undertaken by an independent body and the report will be given serious attention by the Sectoral Committee on Statistics.

#### **End-term evaluation report**

At the end of the Plan period, there will be an external evaluation, which will be carried out again by an independent body and/or development partners supporting statistical development in the Community. This report will again be presented to the Sectoral Committee on Statistics.

### 4.3 Budget and financing plan

#### 4.3.1 Budget

This section provides indicative costs of the Plan implementation at regional level as well as those activities with regional character to be implemented at national level. The section also proposes funding arrangements. The costs are required to give an indication of the required level of investment for effective implementation of the Plan at the regional level. It is expected that a lot of activities in this Plan will be incorporated into the NSDSs of Partner States and therefore funded at that level accordingly. Table 4.1 provides the Community Secretariat based budget for the implementation of the RSDPII by goals.

**Table 4.1: Community Secretariat based budget for the implementation of the RSDPII by goals (USD)**

STRATEGIC GOAL		FY					TOTAL
		2017/18	2018/19	2019/20	2020/21	2021/22	
<b>Goal 1:</b>	Increased usage of statistics especially for policy, planning, decision-making, M&E	226,200	296,100	132,100	120,300	367,600	<b>1,142,300</b>
<b>Goal 2:</b>	Achieve efficient and effective statistical systems enabled by creativity, innovation and technology	1,306,828	3,002,025	3,361,445	3,516,534	3,201,220	<b>14,388,052</b>
<b>Goal 3:</b>	Enhanced human resources for production of harmonized and quality community statistics	20,350	1,474,300	1,180,850	980,300	1,160,500	<b>4,816,300</b>
<b>Goal 4:</b>	Better funded statistical development and production	303,000	522,625	432,550	372,475	402,475	<b>2,033,125</b>
<b>TOTAL</b>		<b>1,856,378</b>	<b>5,295,050</b>	<b>5,106,945</b>	<b>4,989,609</b>	<b>5,131,795</b>	<b>22,379,777</b>

It can be seen from the table that the indicative cost over 5 years for activities to be undertaken by the Community Secretariat is USD 22.4 million. Of this, USD 14.4 or about 63 per cent will be spent on strategic goal 2 of “Achieve efficient and effective statistical systems enabled by creativity, innovation and technology” which involves the setting up and operationalizing the EASB (hiring offices, recruitment of upwards of six experts and consultants, etc.).

### **4.3.2 Funding arrangements**

Statistics cuts across all sectors of regional integration – social, economic, political and cultural - and is indeed an essential part of the integration process. In particular, it is crucial for monitoring observance of macroeconomic convergence criteria, the bedrock of the Customs Union, Common Market and Monetary Union which are key milestones of the integration process. It is also crucial for informing key policy and decision-making processes as well as development of socio-economic and cultural programmes of the community. Funding for statistics should, therefore, be seen as a matter of priority for the integration process and regional development. In this context, it is proposed that:

#### **Regional level**

At regional level, funding for the Plan should come from:

- Community resources: - the EASB will be expected to present to the Council a proposal for funding the Bureau.
- Development partners:- development partners will be approached to provide support to fill funding gaps in the implementation of the Plan.

#### **Partner State level**

At Partner State level, funding will come from:

- National budget
- Development partners.

Already governments of Partner States and development partners are providing more resources for statistics. However, given that a lot more resources are required, proposals have been made on how support to statistics can be scaled up in Partner States.

## **ANNEX I: DOCUMENTS ACCESSED**

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## ANNEX II: ACTION PLAN

Output	Activities	Time frame	Responsibility
<b>STRATEGIC GOAL 1: INCREASED USAGE OF STATISTICS ESPECIALLY FOR POLICY, PLANNING, DECISION-MAKING, M&amp;E</b>			
<b>Strategic objective 1: Increase statistical awareness</b>			
<b>Initiative 1: Undertake statistical advocacy</b>			
RSDPII awareness reports	Undertake RSDPII awareness activities – workshops, informational briefs, brochures, etc.	2017- 2018	Community Secretariat/ EASB/ National Bureau of Statistics
<ul style="list-style-type: none"> <li>• Annual reports on stakeholder consultations</li> <li>• Statistics curriculum in schools</li> <li>• Annual reports of data User-Producer Committees</li> <li>• Advocacy strategies, tools &amp; materials</li> </ul>	Undertake statistical advocacy at regional level & in Partner States	Ongoing	Community Secretariat/ EASB/ National Bureau of Statistics
	Promote teaching of statistics at all levels of education	2020-2022	National Bureau of Statistics
	Standardize data dissemination tools and platforms	2018-2022	Community Secretariat/ EASB/ National Bureau of Statistics
	Conduct regular interactive workshops/seminars for stakeholders	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
	Institutionalize and strengthen data User-Producer Committees	2017-2022	National Bureau of Statistics
<b>Initiative 2: Promote a culture of evidence-based policy, planning and decision-making</b>			
Advocacy strategies, tools & materials	Undertake statistical advocacy especially among policy & decision-makers, politicians, private sector and civil society sector	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Initiative 3: Develop and implement communication programmes</b>			
Expertise in communication built	<ul style="list-style-type: none"> <li>• Design &amp; implement advocacy strategies, tools and materials (PARIS21)</li> </ul>	2017- 2018	Community Secretariat/ EASB /National Bureau of Statistics

Output	Activities	Time frame	Responsibility
	<ul style="list-style-type: none"> <li>Develop communication expertise &amp; recruit communications expert(s)</li> </ul>	2017- 2018	Community Secretariat/ EASB/ National Bureau of Statistics
Communication plan in place	<ul style="list-style-type: none"> <li>Develop and implement an extensive and consistent communication programmes to:                             <ul style="list-style-type: none"> <li>develop an understanding of the Plan,</li> <li>mobilize staff to support them,</li> <li>educate staff about management systems, and</li> <li>provide for feedback about the plan.</li> </ul> </li> </ul>	2017-2019	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Strategic objective 2: Achieve data user satisfaction</b>			
<b>Initiative 1: Greater engagement with data users</b>			
<ul style="list-style-type: none"> <li>Periodic reports on engagement with stakeholders</li> </ul>	Engage stakeholders especially in sectors	2017-2022	National Bureau of Statistics
<b>Initiative 2: Improve data analysis and interpretation</b>			
<ul style="list-style-type: none"> <li>Easy to understand and use statistical reports</li> </ul>	Improve data analysis and interpretation	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Initiative 3: Improve data dissemination and communication</b>			
<ul style="list-style-type: none"> <li>Data dissemination policies</li> <li>Open data platforms</li> </ul>	Improve data dissemination and communication ensuring data accessibility to all	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Initiative 4: Undertake periodic data user satisfaction surveys</b>			
<ul style="list-style-type: none"> <li>User satisfaction survey reports</li> </ul>	Undertake a data user satisfaction survey every two years	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>STRATEGIC GOAL 2: ACHIEVE EFFICIENT AND EFFECTIVE STATISTICAL SYSTEMS ENABLED BY CREATIVITY, INNOVATION AND TECHNOLOGY</b>			
<b>Strategic objective 1: Strengthen institutional frameworks for CSS</b>			

Output	Activities	Time frame	Responsibility
<b>Initiative 1: Fast track and make EASB fully operational</b>			
Functional EAC Statistics Bureau	Fast track and make the EASB fully functional	2018-2019	Community Secretariat/ EASB
<b>Initiative 2: Review and update national Statistics Acts</b>			
Up-to-date Statistics Acts aligned to EAC Statistics Act	Review and update national Statistics Acts	2018-2021	Community Secretariat/ EASB/ National Bureau of Statistics
Reports of awareness about the Statistics Acts	Create awareness about Statistics Acts	2018-2022	National Bureau of Statistics
<b>Initiative 3: Build organizational performance-culture</b>			
Governance structures of the NSS in place	Establish governance structures for the NSS	2019-2021	National Bureau of Statistics
A Statistics Units in each MDAs	Ensure that there is provision in national Statistics Acts on establishing a Statistics Unit in every MDA	2018-2019	National Bureau of Statistics
<b>Strategic objective 2: Enhance the coordination and partnerships for statistical development</b>			
<b>Initiative 1: Strengthen coordination arrangements</b>			
Annual reports of functional coordination structures	Strengthen coordination structures between Community Secretariat and Partner States	2018-2022	Community Secretariat/ EASB/ National Bureau of Statistics
Annual reports of the Sectoral Committee on Statistics	Hold at least one meeting of the Sectoral Committee on Statistics in each year	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
Reports of Data Producer-Producer Committee meetings	Data Producer-Producer Committees meet at least once a year	2017-2022	National Bureau of Statistics
	Establish or consolidation of a Coordination Division/Departments at each National Bureau of Statistics	2019-2022	National Bureau of Statistics

Output	Activities	Time frame	Responsibility
Enabling of structures at NBSs	Promote establishment of Research and Methods Divisions at the Bureaus	2019-2022	Community Secretariat/ EASB/ National Bureau of Statistics
	Promote establishment of field organizations for the National Bureau of Statistics	2019-2022	Community Secretariat/ EASB/ National Bureau of Statistics
	Promote development, maintenance and use of resource centres (libraries) at National Bureau of Statistics	2019-2022	Community Secretariat/ EASB/ National Bureau of Statistics
	Establish in-house training centres at the Bureaus	2019-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Initiative 2: Develop and promote tools for statistical coordination</b>			
<ul style="list-style-type: none"> <li>• Compendium of main definitions, concepts, classifications, methodologies, etc.</li> <li>• Statistical standards</li> <li>• Metadata dictionaries</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake technical coordination:                             <ul style="list-style-type: none"> <li>✓ Design and implement a Compendium of main definitions, concepts, classifications, methodologies, etc.</li> <li>✓ Create and integrate metadata dictionaries</li> <li>✓ Support establishment of national classifications</li> <li>✓ Design and implement a Code of Practice</li> </ul> </li> <li>• Adapt international standards, classifications and methods to the circumstances of the region</li> </ul>	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Strategic objective 3: Build infrastructure for statistics</b>			
<b>Initiative 1: Enhance statistical infrastructure</b>			
Conducive work environment	Campaign for building a befitting home for the National Bureau of Statistics	2017-2019	Burundi, Kenya, South Sudan
<b>Initiative 2: Promote a conducive organizational culture</b>			



Output	Activities	Time frame	Responsibility
Conducive organizational culture	Promote core corporate values	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
	Promote equipment maintenance culture	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
Well-maintained registers	Maintain the following registers: <ul style="list-style-type: none"> <li>• Population Register</li> <li>• Business Register</li> <li>• Geographical Frame</li> </ul>	2017-2022	National Bureau of Statistics
<b>Initiative 3: Strengthen IT infrastructure</b>			
<ul style="list-style-type: none"> <li>• IT standards, policies and systems in place</li> <li>• IT-enabled statistical operations</li> </ul>	Establish IT standards, policies and systems including: <ul style="list-style-type: none"> <li>• use of IT to strengthen and standardize the work processes,</li> <li>• Internet and Intra-net connectivity</li> <li>• development of standardized hardware platforms and software,</li> <li>• training in IT as part of human resource development,</li> <li>• development of databases</li> </ul>	2017-2022	National Bureau of Statistics
	Integrate IT into statistical operations including: <ul style="list-style-type: none"> <li>• hand-held IT equipment to collect field data</li> <li>• scanning technology for data capture</li> <li>• data archiving and databases</li> <li>• electronic data dissemination (discs, Internet, etc.)</li> </ul>	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
	Build common platforms for statistical data and metadata exchange	2017-2022	Community Secretariat/ National Bureau of Statistics
IT-enabled management systems	Design and implement IT-driven Management Information Systems	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Strategic objective 4: Improve data sources</b>			

Output	Activities	Time frame	Responsibility
<b>Initiative 1: Increase data coverage</b>			
Data with increased scope	Align data production programmes to new policy agendas e.g. EAC Development Strategy, NDPs and SDGs	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Initiative 2: Improve administrative data</b>			
Better administrative data	<ul style="list-style-type: none"> <li>• Scale up statistical advocacy in MDAs</li> <li>• Establish statistics units in all MDAs</li> <li>• Build capacity and infrastructure for administrative data</li> <li>• Review and improve existing formats and methodologies for data collection</li> <li>• Undertake periodic audits of administrative data systems and databases</li> </ul>	2017-2022	National Bureau of Statistics
<b>Initiative 3: Strengthen Civil Registration System</b>			
Complete Civil Registration System	<ul style="list-style-type: none"> <li>• Embrace and implement the African programme on CRVS</li> <li>• Innovate to improve civil registration and vital statistics</li> </ul>	2017-2022	Community Secretariat/EASB/ National Bureau of Statistics
<b>Initiative 4: Improve censuses and surveys</b>			
<b>Better census and survey data</b>	<ul style="list-style-type: none"> <li>• Integrate censuses and surveys</li> <li>• Commit to undertaking the Agricultural Census and annual agricultural surveys</li> <li>• Designing longer-term integrated census and survey programmes</li> <li>• Undertaking high frequency surveys</li> <li>• Harnessing innovative technologies for data collection, management and dissemination</li> </ul>	2017-2022	Community Secretariat/EASB/ National Bureau of Statistics

Output	Activities	Time frame	Responsibility
<b>Strategic objective 5: Improve production of agricultural statistics</b>			
<ul style="list-style-type: none"> <li>Regional programme on agricultural statistics</li> <li>Better agricultural data</li> </ul>	<ul style="list-style-type: none"> <li>Design and implement a regional programme on agricultural statistics</li> <li>Participate in the implementation of the Action Plan for Africa of the Global Strategy to Improve Rural and Agricultural statistics</li> <li>Build expertise in agricultural statistics</li> </ul>	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Strategic objective 6: Harmonize community statistics</b>			
Priority areas for Community statistics	<ul style="list-style-type: none"> <li>Update priority areas on which to collect regional statistics</li> </ul>	2017-2018	Community Secretariat/ EASB/ National Bureau of Statistics
Community statistical indicators	<ul style="list-style-type: none"> <li>Select and define statistical indicators</li> </ul>	2017-2019	Community Secretariat/ EASB/ National Bureau of Statistics
Harmonized statistical processes and products	<ul style="list-style-type: none"> <li>Produce Common Statistical Production Architecture</li> <li>Production of guidelines and regulations</li> <li>Increase number of TWGs and improve their work</li> <li>Harmonize the timing of key surveys and censuses</li> <li>Harmonize content of key surveys and censuses</li> <li>Harmonize methodologies for data collection and management</li> <li>Harmonize data collection tools</li> <li>Harmonize software for Customs Authorities</li> <li>Harmonize statistical products</li> </ul>	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
Periodic reports of data harmonization meetings	Plan and hold periodic data harmonization meetings	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
Reports of independent evaluation	Each Partner State to undertake an independent evaluation of the NSS during the plan period.	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics

Output	Activities	Time frame	Responsibility
<b>Strategic objective 7: Automate data processes</b>			
Digitized data	Ensure that all data processes are automated from data collection through to data dissemination	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Strategic objective 8: Update the NSDSs</b>			
<ul style="list-style-type: none"> <li>• Sector-inclusive NSDSs</li> <li>• NSDSs aligned with development processes – national, regional and international</li> <li>• Changes in NSS brought about by NSDS</li> </ul>	<ul style="list-style-type: none"> <li>• Update NSDSs to include sectors</li> <li>• Update NSDSs to take on new demands for data</li> <li>• Update NSDS to take on new trends and emerging issues in statistical organization and management</li> <li>• Implement the updated NSDS</li> <li>• Monitor implementation of the NSDS</li> </ul>	2017-2019	Community Secretariat/ EASB/ National Bureau of Statistics
Periodic M&E reports	<ul style="list-style-type: none"> <li>• Measure progress in implementation of the Plan</li> <li>• Produce periodic M&amp;E Report</li> </ul>	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>STRATEGIC GOAL 3: ENHANCED HUMAN RESOURCES FOR PRODUCTION OF HARMONIZED AND QUALITY COMMUNITY STATISTICS</b>			
<b>Strategic objective 1: Strengthen human capacity</b>			
<b>Initiative 1: Undertake functional reviews of the NBSs</b>			
Functional review reports	Undertake functional reviews of the NBSs	2017-2019	National Bureau of Statistics
<b>Initiative 2: Impart new knowledge, strategic skills and competences</b>			
Critical mass of skills	<ul style="list-style-type: none"> <li>• Institutionalize on-the-job training</li> <li>• Establish a Statistical Training Centre at NBSs</li> <li>• Establish a statistical training programmes at NBSs</li> <li>• Institutionalize mentioning as part of the training</li> <li>• Undertake career development</li> </ul>	2019-2022	National Bureau of Statistics

Output	Activities	Time frame	Responsibility
	<ul style="list-style-type: none"> <li>Promote peer learning and benchmarking tours</li> </ul>		
Schemes for Continuing Professional Development established at NBSs	Start schemes for Continuing Professional Development at National Bureau of Statistics <sup>15</sup>	2019-2022	Community Secretariat/ EASB/ National Bureau of Statistics
Number of trained professional statisticians	Promote teaching of statistics in tertiary institutions	2019-2022	Community Secretariat/ EASB/ National Bureau of Statistics
Number of staff participating in international training programmes	Participation in international training programmes	2018-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<ul style="list-style-type: none"> <li>Number of seminars held each year</li> <li>Number of participants attending seminars in each year</li> </ul>	Hold regular professional seminars at National Bureau of Statistics	2017-2022	National Bureau of Statistics
National Statistical Associations established/strengthened	Promote establishment/strengthening of National Statistical Associations	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
Number of staff who are registered members of national and international professional associations	Participation in national and international professional associations	2017-2022	National Bureau of Statistics
Special training on leadership & management	Develop and implement a programme on leadership and governance	2017-2019	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Strategic objective 2: Staff motivation</b>			
<b>Initiative 1: Improve work environment for staff</b>			
Motivated and effective work force	<ul style="list-style-type: none"> <li>Improving the working environment</li> <li>Improved communication channels</li> <li>Staff participating in decision-making</li> </ul>	2019-2022	National Bureau of Statistics

<sup>15</sup> Along the lines of the Continuous Professional Development programme of the Royal Statistical Society in U.K

Output	Activities	Time frame	Responsibility
	<ul style="list-style-type: none"> <li>• Recognition of accomplishments</li> <li>• Delegation of authority</li> </ul>		
<b>Initiative 2: Develop and implement a career path for professional staff</b>			
Career path in place	<ul style="list-style-type: none"> <li>• Develop and implement a career path for various professional staff of the NBS</li> </ul>	2019-2022	National Bureau of Statistics
<b>Strategic objective 3: Special regional statistical programmes for Burundi and South Sudan</b>			
<ul style="list-style-type: none"> <li>• Training programme operational</li> <li>• Number of trainees by level of training</li> </ul>	<ul style="list-style-type: none"> <li>• Support a statistical training programme in official statistics at the University in Bujumbura (bachelor's degree) for Burundi</li> <li>• Support a statistical training programme for South Sudan</li> <li>• Support specialized training in official statistics (short courses) and longer-term courses</li> </ul>	2017-2022	Community Secretariat/EASB/ National Bureau of Statistics
<b>STRATEGIC GOAL 4: BETTER FUNDED STATISTICAL DEVELOPMENT AND PRODUCTION</b>			
<b>Strategic objective 1: Mainstream statistics into policy and development plans at Community and Partner State level</b>			
<b>Initiative 1: Advocate for mainstreaming statistics</b>			
Statistics mainstreamed in policy and development plans	Advocate for mainstreaming statistics into the 5 <sup>th</sup> EAC Development Strategy	2017	Community Secretariat/EASB
	Campaign for inclusion of a chapter on statistics in National Development Plan	2017-2019	National Bureau of Statistics
<b>Initiative 2: Increase number of statisticians in policy dialogue</b>			
Number of policy related meetings attended by statisticians	Take opportunities for policy dialogue especially with government leaders	2017-2019	National Bureau of Statistics
<b>Strategic objective 2: Increase investment in Statistics</b>			
<b>Initiative 1: More funding for statistics (quantity &amp; quality)</b>			

Output	Activities	Time frame	Responsibility
<ul style="list-style-type: none"> <li>• Resource mobilization strategies in place</li> <li>• Meetings with development partners</li> <li>• Number of partnerships built</li> <li>• Statistics Development Fund established and functional</li> <li>• More funding for statistics (government &amp; donors)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop resource mobilization strategies</li> <li>• Hold meetings and interface with development partners and lobby for assistance</li> <li>• Build strong partnerships for statistics</li> <li>• Establish a Statistics Development Fund</li> </ul>	2017-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Initiative 2: Improve resource mobilization and utilization</b>			
Resource mobilization	<ul style="list-style-type: none"> <li>• Advocate for resources</li> <li>• Develop partnerships for statistics</li> <li>• Organize “donors conferences”</li> </ul>	2017-2022	Community Secretariat/EASB/ National Bureau of Statistics
Better budgets	Improve budgeting for statistics	2017-2022	Community Secretariat/EASB/ National Bureau of Statistics
	Exercise cost controls	2017-2022	Community Secretariat/EASB/ National Bureau of Statistics
<b>Strategic objective 3: Harness regional resources</b>			
<b>Initiative 1: Deploy the experts in different areas</b>			
<ul style="list-style-type: none"> <li>• Register of experts in various statistics areas</li> <li>• Number of experts in various statistics areas</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a register of experts in various areas of interest</li> <li>• Deploy experts from the region undertaking various activities</li> <li>• NBSs encouraged to send their experts to EAC headquarters to fill capacity gaps</li> </ul>	2019-2022	Community Secretariat/ EASB/ National Bureau of Statistics
<b>Initiative 2: Utilize regional training centres</b>			

<b>Output</b>	<b>Activities</b>	<b>Time frame</b>	<b>Responsibility</b>
<ul style="list-style-type: none"><li>• Enhanced capacity of the Regional Statistical Training Centres</li></ul>	<ul style="list-style-type: none"><li>• Equip the Regional Statistical Training Centres</li></ul>	2019-2022	Community Secretariat/ EASB/ National Bureau of Statistics/ Regional Statistical Training Centres



