



PEACE, PROSPERITY AND
REGIONAL INTEGRATION

REGIONAL STRATEGY

FOR THE DEVELOPMENT OF STATISTICS

2021-2025



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Contents

List of Tables	v
List of Figures	vi
Foreword.....	vii
Acknowledgements.....	viii
Acronyms and Abbreviations.....	ix
Executive Summary	xii
Chapter 1	1
Background.....	1
1.1 Context for the IGAD Regional Strategy for the Development of Statistics.....	1
1.1.1 IGAD as a framework for regional development	1
1.1.2 IGAD as part of the African Integration Agenda.....	1
1.2 Governance.....	2
1.3 Objectives of the regional authority.....	3
1.4 IGAD’s development programme.....	3
1.5 The need for statistics: Rationale for the IRSDS	7
1.5.1 The RSDS Concept and the rationale for the IRSDS.....	7
1.5.2 Provision of data for the African Regional Integration Agenda (ARIA)	8
1.5.3 Supply of data for development of the IGAD region.....	8
1.5.4 Role of the RSDS in the African Statistical System	8
1.6 Methodology for design of the IRSDS.....	9
Chapter 2	12
State of Statistics in IGAD.....	12
2.1 Stakeholder Expectations	12
2.1.1 IGAD Secretariat and affiliates	12
2.1.2 NSIs/NSOs/NSSs in the seven Member States.....	16
2.1.3 Pan-African institutions involved with the African Statistical System.....	18
2.1.4 Development Partners	20
2.2 Capacity Assessment.....	21
2.2.1 Statistical Capacity: Data Gaps in IGAD Secretariat and Specialised Institutions.....	22
2.2.2 Statistical Capacity: Data Gaps in IGAD Member States.....	23
2.2.3 Structural organisation	24
2.2.4 Environmental factors affecting the RSDS.....	27
Chapter 3.....	30
Strategic framework	30

3.1 Strategic Foundations.....	30
3.1.1 The African Regional Integration Agenda	30
3.1.2 Current strategies for statistical capacity building in the AU	32
3.2 Strategic direction.....	34
3.2.1 Vision and Mission of IGAD.....	34
3.2.2 Vision	34
3.2.3 Mission.....	35
3.2.4 Core Values	35
3.2.5 Strategic goals and objectives	35
3.2.6 Brief description of Strategic Goals and Objectives	36
3.3 Action Plans	65
3.3 5 budget proposal for the IRSDS	90
Chapter 4.....	94
Implementation, Monitoring and Evaluation Reporting Plans	94
4.1 Implementing the IRSDS	94
4.1.1 Confirming resources	95
4.1.2 Establishing governance	95
4.1.3 Organising activities	95
4.1.4 Establishing a communication strategy.....	96
4.1.5 Addressing issues	96
4.1.6 Documenting progress and setbacks.....	97
4.2 Monitoring, Evaluation and Reporting	97
4.2.1 Monitoring	97
4.2.2 Evaluation	98
4.2.3 Reporting	100
4.3 Assumptions and Risks	100
References	104
Annexure 1.1: Statistical areas the IRSDS should cover.....	107
Annexure 1.2: What is lacking in the statistics that are currently available in the region	108
Annexure 1.3: Preferred outputs of the RSDS	109
Annexure 1.4: Roles of the AUC in the development, implementation and monitoring and evaluation of the RSDS	110
Annexure 1.5: Roles of Pan-African Organisations in the development, implementation and monitoring and evaluation of the RSDS	110
Annexure 1.6: Roles of Development Partners in the development, implementation and monitoring and evaluation of the RSDS	111

Annexure 1.7: Areas of statistical development in the region that ought to be given priority in the RSDS.....	112
Annexure 1.8: Role of the proposed IGAD Regional Statistics Organisation in the post-RSDS regional statistics system	113
Annexure 1.9: Specific functions that the proposed IGAD Regional Statistics Organisation should perform in the regional statistics system.....	114
Annexure 1.10: Expected outcomes of the products of the IRSDS in the regional statistics system.....	115
Annexure 1.11: Single most important benefits institutions expect to get from the RSDS	116
Annexure 1.12 The kind of changes the IRSDS is expected to introduce in the way statistics are made available to stakeholders in the region.....	116
Annexure 2.1: Data gaps in the IGAD Secretariat.....	117
Annexure 2.2: Data gaps in IGAD Special Institutions and Programmes.....	118
Annexure 3.1: Thematic Area 1: Data Production	119
Annexure 3.2: Thematic Area 2: Methodology Regarding Data Production	119
Annexure 3.3: Thematic Area 3: Strategic and Managerial Issues of Official Statistics....	120
Annexure 4: Proposed Terms of Reference for IGAD Statistics Committee (ISC)	121
Annexure 5: Proposed Terms of Reference for IGAD Regional Statistical Office (IRSO)	122
Annexure 6: Proposed Broad Terms of Reference for Technical Working Groups	124
Annexure 7: Design Team and individuals contributed to the formulation of the RSDS ...	125

List of Tables

Table 1: Pillars and programme areas of IGAD's regional strategy and implementation plan with indicative high-level indicators.....	5
Table 2: Phases, steps and actions in the IRSDS design process.....	9
Table 3: Expectations of the IGAD Secretariat and affiliates from the IRSDS	13
Table 4: Expectations of NSIs/NSOs/NSSs in the seven Member States from the IRSDS....	17
Table 5: Expectations of Pan African institutions from the RSDS.....	19
Table 6: A high-level summary of expectations of Development partners from the IRSDS ...	20
Table 7: Expectations of Development Partners from the IRSDS	21
Table 8: Data gaps in IGAD Member States.....	24
Table 9: SWOT Matrix - Strengths and Weaknesses.....	27
Table 10: SWOT Matrix - Opportunities and Threats	28
Table 11: Integration of regional expectations of SHaSA 2 into the IRSDS.....	33
Table 12: Strategic goals and objectives for the IRSDS.....	35
Table 13: Results Framework of Strategic Goal 1 - Available data and indicators to meet the statistical needs of IGAD	37
Table 14: Results framework of Strategic Goal 2 - Quality and comparable regional statistics	50
Table 15: Results Framework of Strategic Goal 3 - Achieve a well-coordinated regional statistical system.....	56
Table 16: Results framework of Strategic Goal 4 - Statistics have a high profile in the region	60
Table 17; Results Framework of Strategic Goal 5 - Adequate statistical capacity in the including Member States.....	63
Table 18: Strategic Goal 1 - Available data and indicators to meet the needs of IGAD	66
Table 19: Strategic Goal 2 - Quality and comparable regional statistics	79
Table 20: Strategic Goal 3 - Achieve a well-coordinated regional statistical system	85
Table 21: Strategic Goal 4 - Statistics have a high profile in the region.....	88
Table 22: Strategic Goal 5 - Adequate statistical capacity in the region including Member States	89
Table 23: Annual budget estimate for the IRSDS for 5 years.....	90
Table 24: IRSDS administration budget.....	93
Table 25: Total IRSDS budget estimate for 5 years.....	94
Table 26: Assumptions, risks and mitigations against risks by strategic goals and objectives	101

List of Figures

Figure 1: Expectations of IGAD Secretariat, Specialised Institutions and Programmes	12
Figure 2: Expectations of NSOs/NSIs/NSSs from the IRSDS	16
Figure 3: Expectations of Pan-African Institutions from the IRSDS.....	19
Figure 4: Data gaps in the Secretariat Divisions	22
Figure 5: Data gaps in IGAD Specialised Institutions and Programmes.....	23
Figure 6: Relationship between the RSDS and the NSDS.....	34

Foreword



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IGAD Executive Secretary

The Inter-Governmental Authority on Development (IGAD) in Eastern Africa was created in 1996 to supersede the Intergovernmental Authority on Drought and Development (IGADD) which was founded in 1986 to tackle drought effects, ecological degradation and economic hardships in the Eastern Africa region. Although individual countries made substantial efforts to cope with the situation and received support from the international community, the magnitude and extent of the disasters strongly argued for a regional approach to supplement national efforts. In 1983 and 1984, six countries in the Horn of Africa - Djibouti, Ethiopia, Kenya, Somalia, Sudan and Uganda took action through the United Nations to establish an intergovernmental body for development and drought control in their region. The State of Eritrea and South Sudan, respectively, became the seventh and eighth members in 1993 and 2011, respectively. In 1996, the Assembly of Heads of State and Government revitalized IGADD into an Intergovernmental Authority on Development (IGAD) by expanding areas of cooperation among the Member States. Thus, the mandate of IGAD was expanded to

encompass food security and environmental protection; economic co-operation and political and humanitarian affairs. IGAD adopted an integrated, multi-sectoral and multi-disciplinary approach aimed at contributing more effectively to the attainment of resilient economies in the region, particularly in areas where the economic mainstay depends on primary production.

The importance of statistical information for evidence-based public policy preparation, planning, decision-making, monitoring, evaluation and reporting on development progress cannot be emphasized enough. To that effect, provision of reliable data for the region constitutes part of the rationale for the formulation of the IGAD Regional Strategy for the Development of Statistics (IRSDS). The IRSDS arises from the shortage of reliable statistical information to inform policy formulation and development planning at IGAD Secretariat, and its specialized institutions. The IRSDS is aimed to ensuring availability of quality data and indicators to meet IGAD's statistical needs; comparability of regional statistics; effectiveness of regional statistical system in coordinating statistics value chain; raising of statistics profile; and enhancing statistical capacity in the IGAD region.

The IRSDS is informed by expectations of key stakeholders, an assessment of the capacity of Member States to produce the statistical information required for managing for results, and from a SWOT analysis by key stakeholders. It identifies priority actions and importance of statistical services to assist the African Regional Integration Agenda (ARIA) and state of statistics in IGAD. Further, the IRSDS informs the development and implementation of the IGAD Regional Statistical System (IRSS) and provides key milestones for the next five years 2021-2025. It provides a strategic framework for continuous and regular monitoring and evaluation of users' priorities for regional statistics and capacity required to fulfil these legitimate needs in an innovative and efficient manner.

Likewise, the IRSDS will promote a conducive environment to raise the profile of statistics and foster use of evidence to inform strategies, policies, accountability, and decision-making so as to advance IGAD's development agenda for the region.

H.E. Workneh Gebeyehu (PhD)
IGAD Executive Secretary

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Under unprecedented trying conditions imposed by Covid-19 and associated lockdowns in Member States, various individuals and organisations contributed to the development of the RSDS. The Design Team was constituted by individuals from the IGAD Secretariat and its affiliates, African Union Commission (AUC) and the PAS Programme. Coordination was spearheaded by Messrs Ketema Kebebew (Chair and Coordinator) and Charles Ogolla (Deputy Chair and Deputy Coordinator) under the leadership and guidance of Mr Ahmed Habbane (Director- Planning Coordination and Partnerships Division) from the Secretariat. The consultant, Dr John Kahimbaara, led the IGAD RSDS development process and drafted the strategy.

The process of formulating the RSDS was guided by a participatory approach through extensive consultations of IGAD Secretariat and its affiliates, IGAD Member States, Pan-African Institutions, and development partners.

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Much appreciation is accorded to the individuals listed in Annexure 7.

Acronyms and Abbreviations

AEC	African Economic Community
ACBF	African Capacity Building Foundation
ACS	African Charter on Statistics
AfDB	African Development Bank (AfDB)
ARIA	African Regional Integration Agenda
ASAL	Arid and Semi-Arid Land
ASCC	African Statistical Coordination Committee
ASS	African Statistical System
AU	African Union
AUC	African Union Commission
CATI	Computer Assisted Telephone Interviewing
CRVS	Civil Registration and Vital Statistics
CEWARN	Conflict and Early Warning Mechanism
CoDG	Committee of Directors-General
CPI	Consumer Price Index
DATAVIZ	Data Visualisation Training Toolkit
DRM	Disaster Risk Management
EO	Earth Observation (data)
EU	European Union
EUROSTAT	Statistical Office of the European Union
FIES	Food Insecurity Experiences Scale (FIES)
FTA	Free Trade Area
GFS	Government Financial Statistics
GHACOF	Greater Horn of Africa Climate Outlook Forum
HCPI	Harmonised Consumer Price Index
HS	Household Survey
ICEPCVE	IGAD Centre of Excellence for Preventing and Countering Violent Extremism
ICP	International Comparisons Programme
ICPAC	IGAD Climate Predictions and Applications Centre
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development

ICT	Information, Communication and Technology
IDDRSI	IGAD Draught Disaster Resilience and Sustainability Initiative
IDP	Internally Displace Person
IGAD	Intergovernmental Authority on Development
IGADD	Intergovernmental Authority on Drought and Development
IMF	International Monetary Fund
IMTS	International Merchandise Trade Statistics
IRIMP	IGAD Regional Infrastructure Master Plan (IRIMP)
IRSDS	IGAD Regional Strategy for the Development of Statistics
IRSO	IGAD Regional Statistical Organisation
IRSS	IGAD Regional Statistical System
ISC	IGAD Statistics Committee
ISCP	IGAD Statistics Coordination Protocol
ISSP	IGAD Security Sector Programme (ISSP) in Addis Ababa, Ethiopia
ISTVS	IGAD Sheikh Technical Veterinary School
ITSDS	Information Technology Service Delivery System
ISWS	IGAD Statistics Work Stream
MIS	Management Information System
NMHS	National Meteorological and Hydrological Services
NSDS	National Strategy for the Development of Statistics
NSI	National Statistical Institute
NSO	National Statistical Office
NSS	National Statistical System
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation and Development
ONS	Office of National Statistics (UK)
PAS	Pan African Statistics Programme
PCRD	Post-Conflict Reconstruction and Development
PHC	Population and Housing Census
PPI	Producer Price Index
PPP	Purchasing Power Parity
REC	Regional Economic Community

RESGAS	Red Sea, Gulf of Aden and Somalia Office
RS	Remote Sensing
RSDS	Regional Strategy for the Development of Statistics
RSI	Regional Statistical Institute
RSO	Regional Statistical Office
RSS	Regional Statistical System
SCB	Statistics Sweden
SG	Strategic Goal
SQAF	Statistics Quality Assurance Framework
STATAFRIC	Pan-African Institute for Statistics
StatCom	United Nations Statistical Commission
StatCom-Africa	Statistical Commission for Africa
STG	Specialised Technical Group
TFP	(Agricultural) Total Factor Productivity
UK	United Kingdom
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNSD	United Nations Statistics Division

Executive Summary

Chapter 1: Introduction to IGAD and the RSDS

This Regional Strategy for the Development of Statistics (RSDS) is the first ever master plan designed for the Inter-Governmental Authority on Development (IGAD), a regional economic community (REC) which is comprised of eight African countries around the Horn of Africa. The member states are: Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda. The RSDS is an expression of the need for statistical information by the REC in its capacity as a framework for regional development and as a building block of the African Economic Community (AEC) through the African Integration Agenda (AIA).

Governance of IGAD

IGAD has a governance structure consisting of four hierarchical organs – an **Assembly of Heads of State and Government** (highest organ responsible for policy making, objectives, guidelines and programmes); a **Council of Ministers** (responsible for executive decisions); a **Committee of Ambassadors** (to advise and guide the Executive Secretary, head of the Secretariat); and a **Secretariat** (to manage the day-to-day affairs of the REC). The Secretariat consists of six divisions with seven affiliates of specialised institutions and programmes, two offices of Special Envoys and four Liaison Offices resident in Member States.

IGAD's development programme

Its responsibilities are to address

- severe and recurrent drought and other natural disasters;
- food security and environmental protection;
- economic cooperation;
- regional integration; and
- social development, peace and security.

It fulfills its mandate through a programmatic multi-sectoral developmental approach resulting in six priority sectors, namely:

- Agriculture, Livestock, Fisheries and Food Security (ALFS);
- Natural Resources and Environment Protection (NREP);
- Regional Economic Cooperation and Integration (RECI);
- Social Development (SD);
- Peace and Security (PS); and
- Gender Affairs (GA).

Currently under review, IGAD's development programme (core business) is contained in a regional strategy for the period 2016-2020, based on four priority areas out of the twenty areas of cooperation among the Member States in the 1996 Agreement Establishing IGAD. The four priority areas are:

- agriculture and environment;
- peace and security and economic cooperation;
- integration and social development; and
- institutional strengthening and capacity building action plan.

The strategy is defined by four pillars and fourteen programmes which translate the four priority areas into development and implementation programmes. However, from the draft strategy 2021-2025, there are five pillars. The pillars are:

- Pillar 1: Agriculture, Natural Resources and Environment,
- Pillar 2: Economic Co-operation and Integration
- Pillar 3: Social Development;
- Pillar 4: Peace and Security; and
- Pillar 5: Corporate Development Services.

Pillars and programme areas of IGAD's regional strategy and implementation plan are shown below. They form the basis for the IRSDS strategic goals, objectives and action plans.

Pillars	Programme Areas
1. Agriculture, Natural Resources and Environment: <i>To promote attainment of food security and sustainable management of the environment and natural resources as well as building resilience to natural disasters</i>	1. Agriculture, Livestock and Food Security 2. natural Resources Management Immediate Outcomes 3. Environmental Protection 4. Climate Variability and Change 5. Applied Research and Civil Society Organisation Support
2: Economic Cooperation, Integration: <i>To enhance economic cooperation, integration and social development in the region</i>	1. Trade, Industry and Tourism 2. Infrastructure Development
3: Social Development <i>Improve the social wellbeing and human productivity for inclusive development in the region</i>	1. Health 2. Migration and displacement 3. Education, Science, Technology and Innovation (ESTI) 4. Employment 5. Youth, Sports and Culture
4: Peace and Security: <i>To Promote good governance, peace and security</i>	1. Conflict Early Warning and early Response 2. Transnational Security Threats 3. Governance, Democracy, Rule of Law and Human Rights 4. Humanitarian Affairs and Post-Conflict Reconstruction and Development
5: Corporate Development Services: <i>To enhance the corporate capacity of IGAD to effectively deliver its mandate</i>	1. Institutional Strengthening and Capacity Building Programme 2. Gender Affairs 3. Research, Science and Technology

The RSDS concept and the rationale for the IRSDS

The rationale behind the IRSDS consists of: provision of good quality data to the ARIA; supply of good quality data for development of the region; and the role of the RSDS in strengthening the African Statistical System (ASS). As a strategic concept, the RSDS is defined by Paris21 as “a master plan for regional statistical development. It is not a contract but a guide to good practice in regional statistics cooperation. It is linked to national and regional priorities and is consistent with the NSDS of member states. It adopts the NSDS principles and is formulated with the objective of responding to specific regional policy and development objectives” (Paris21, 2020b, p 1).

The role of the RSDS in strengthening the ASS includes facilitation of a Regional Statistical System (IRSS) for IGAD; addressing of data requirements of the regional development agenda for statistical information; harmonisation of methodology and coordination of data

assembled from Member States for the purpose of comparability across all Member States; advancement of cost-effective development at regional level of statistical tools and services rather than at national level for national statistical systems (NSSs); devising of strategies for more effective engagement with development partners and the wider international community in support of Member States; enhancement of south-to-south cooperation and collaboration to strengthen statistical capacity and to share best practices among Member States across the region; and provision of a framework for the implementation and monitoring of Sustainable Development Goals (SDG 2030) and The Africa we want (AU Agenda 2063)

Methodology

The design of the IRSDS development process was influenced by the generic methodology recommended by PARIS21 which presupposes the RSDS to be a harmonised product of NSDSs of the Member States of the region in question. Expectedly, the RSDS process follows the same methodology used in developing an NSDS with variations only in detail and circumstance. For example, unlike in the case of the NSDS and in keeping with PARIS21 recommendations, the IRSDS development process began with the Preparatory Step of the Preliminary Phase because the Acknowledging and Understanding steps were subsumed into the decisions of the Heads of State and Government that gave the mandate to IGAD to set up a regional statistical system. The IRSDS methodology is outlined in the table below.

Phases	Steps	Actions
1. Preliminary	Acknowledging (Recognising)	Restricted to NSDS (for the IRSDS it is subsumed into the decision of the Heads of State and Government)
	Understanding	Ditto
	1. Preparing	<ul style="list-style-type: none"> • Informing key stakeholders of the IRSDS initiative • Design Team • Inception Report (roadmap) • Statistical advocacy – key stakeholders <ul style="list-style-type: none"> ○ Virtual meetings ○ Survey questionnaires ○ Personal contacts ○ Covid-19 constraints
2. Design	2. Assessing	<ul style="list-style-type: none"> • Reviewing IGAD’s development agenda and priorities as given in the regional strategy and implementation plan • Survey questionnaires on capacity assessment (data gaps, NSS) to key stakeholders, especially the Secretariat and affiliates and Member States • Information dispatches to stakeholders on SWOT concepts and processes • Virtual SWOT workshop • Virtual meeting on the structure of the IGAD Regional Statistics System (IRSS); structure and terms of reference of the IGAD Regional Statistical Organisation (IRSO) and Technical Working Groups (TWGs); and terms of reference of the IGAD Regional Statistics Committee (IRSC)
	3. Envisioning	<ul style="list-style-type: none"> • Information dispatches to stakeholders to explain concepts and processes involved in envisioning • Virtual meetings with key stakeholders – IGAD Secretariat and Specialised Institutions Member states

Phases	Steps	Actions
		– to dialogue vision and mission statements and statements on core values
	4. Identifying strategic goals	<ul style="list-style-type: none"> Information dispatches to stakeholders to explain concepts and processes involved in identification of strategic and strategic initiatives Virtual workshop on identification of strategic goals and initiatives Virtual workshop on results framework
	5. Elaborating action plans	Virtual workshop on action plans
3. Implementation	6. Implementing	Virtual meeting on implementation of the RSDS
	7. Monitoring, Evaluation, Reporting	Virtual meeting on Monitoring, Evaluation, and Reporting
	8. Assumptions, risks and mitigations	Virtual meeting on Assumptions, risks and mitigations
	9. IRSD draft document	Incorporating stakeholder comments into the IRSDS draft document
	IRSDS raft document	Virtual Validation Meeting
	11. IRSDS final draft	Incorporating comments from the Validation Meeting into the IRSDS draft document

The IRSDS development process was impacted by the Covid-19 pandemic on the entire IRSDS development process, especially the literature review; interaction among members of the Design Team and with stakeholders; and on surveys. Practically all the interaction was by the internet (emails, phone calls and virtual meetings). Dispatch of survey questionnaires to stakeholders and their retrieval were web-based (online) using Google forms and emails; and all meetings and workshops were virtual, and therefore limiting.

Chapter 2: State of statistics in IGAD

The chapter covers stakeholder expectations and capacity assessment.

Stakeholder Expectations

There are three objectives for collecting information on stakeholder expectations - to get them to take ownership of the IRSDS and its development and implementation processes, improved communication among the stakeholders regarding the workings of the strategy, and an early sense of the direction of the strategy. Taking into consideration their different interests in the RSDS, key stakeholders were divided into four groups - IGAD Secretariat and its affiliates; NSIs/NSOs/NSSs in the seven Member States; Pan-African organisations (PAOs) involved with the ASS; and Development Partners. The expectations are summarised in the table below.

Stakeholders	Expectations
IGAD Secretariat, Specialised Institutions and Programmes	<ul style="list-style-type: none"> • Data availability • Quality data • Infrastructure • Coordination • Statistical areas (wide range of)
National Statistical Offices/Institutes/National Statistical Systems Pan-African Institutions	<ul style="list-style-type: none"> • Adaptation to Covid-19 • Management required • Resource scarcity • Limited management skills • Benefits – data • More role for the African Charter on Statistics
Development Partners	<ul style="list-style-type: none"> • Weak capacity at national level to participate in IRSDS development and implementation processes • Concern with capacity differences between countries • Critical factors <ul style="list-style-type: none"> ○ limited skills: technical, analytical and dissemination ○ Limited experience in sharing data and knowledge

With minor exceptions the expectations are divisible into two broad groups. One group is comprised of the primary beneficiary (the Secretariat and its affiliates) and the primary producer (Member States). The group's expectations hinge on what the IRSDS should deliver. On the other hand, the expectations of the other group (Pan-African Institutions and Development Partners) are cautionary, drawing attention to the constraints which development and implementation of the strategy are going to face.

Capacity assessment

Capacity assessment is comprised of identification of the needs of IGAD and its affiliates (stakeholders that need a IRSDS to enable them to obtain statistical information in order to fulfill their mandates); identification of data gaps in the current setup in Member States that the IRSDS will fill; identification of organisational structures that exists or will be needed to run the IRSS; and an examination of the current environment's Strengths, Weaknesses, Opportunities and Threats (SWOT) that will impact on the development and implementation of the strategy.

Overall shortages of data in the Secretariat and Specialised Institutions are 61 and 63 percent, respectively. Of note the Division of Gender Affairs that has no data at all. Statistical capacity in Member States is low. It was assessed in three areas. Percent of Member States lacking capacity in these areas are as follows: data production (60%); methodology regarding data production (76%); and strategic and managerial issues in official statistics (69%). There is currently no formal statistical system for the region although there are some statistical services in the Secretariat and its affiliates.

The current pre-RSDS state of IGAD's statistical system is that there is no formal statistical system on the ground. The lack of an established statistical system provides part of the rationale for the IRSDS which will necessitate establishment of a statistical structure to drive the strategy. Nevertheless, it is also important to note that the beginnings of such a structure is currently in place in the form of an informal Statistics Work Stream constituted by

statisticians from the Divisions in the Secretariat and Specialised Institutions. The basic elements or components of a generic RSS consists of: demand (users of data/statistics/statistical information¹); supply (sources and producers of data); products/outputs (data); governance (institutional framework); coordination (essential linkages among all the system elements); and capacity building (institutions to enhance skills). The visible element active on the ground and providing the *raison d'être* for the development of the IRSDS is demand for statistics from users in both the public and private sectors.

Chapter 3: Strategic framework

Chapter 3 covers three major topics – strategic foundations, a strategic direction, and action plans. This chapter is the anchor of the RSDS. It consists of strategic foundations and a strategic direction. The strategic foundations include the AIA and envisioning elements (vision, mission and core values) of the strategy. The strategic direction provides the essence of the strategy (strategic goals and objectives).

Strategic foundations

Foundations of the strategy consist of the 'political' context and the envisioning of the IRSDS.

The African Integration Agenda as context for the IRSDS

Context for the IRSDS is provided by the African Integration Agenda (AIA) at continent level, and the African Regional Integration Agenda (ARIA) at regional level. They provide the mechanism for the establishment of the African Economic Community (AEC). Provision of statistical information to the AIA for policy formulation and development is a common thread linking the various integration initiatives of African countries from the formation of the Organisation of African Unity (OAU) in 1963 to its transformation into the African Union in 2001. Statistical development initiatives for advancing the AIA are both internal and external. They include: 1980 Lagos Plan of Action for the Economic Development of Africa 1980-2000; Addis Ababa Plan of Action for Statistical Development in Africa (AAPA) in 1990; 2002 Monterrey Conference on Financing for Development; 2004 Marrakech Action Plan for Statistics (MAPS); 2006 Regional Reference Strategic Framework (RRSF); 2009 African Charter on Statistics (ACS); 2010 Strategy for the Harmonisation of Statistics in Africa (SHaSA); 2011 Busan Action Plan; 2014 Pan-African Statistics Programme (PAS); 2017 update of Strategy for the Harmonisation of Statistics in Africa (SHaSA 2); and 2017 Cape Town Global Action Plan for Sustainable Development Data.

IRSDS and SHaSA 2

SHaSA 2 is a strategy to facilitate production of comparable and comprehensive statistics across all AU Member States through coordination and collaboration of national, regional and international stakeholders. Apart from providing a framework for statistical production for the AIA, other purposes for SHaSA include: defining the ASS; being a mechanism for the implementation and monitoring and evaluation of the Charter. The relationship between the IRSDS and SHaSA 2 is that SHaSA 2 is a framework for the IRSDS while the IRSDS is a mechanism for implementing SHaSA 2. All the five strategic goals in the IRSDS are aligned with the regional level expectations of SHaSA 2. In addition, the IRSDS fulfils the two main objectives of SHaSA 2 – facilitation of comparative statistics across countries, albeit at regional level, through harmonisation processes and strengthening of the institutional capacity of AU member states, again at regional level.

¹ The terms **data**, **statistics** and **statistical information** are used interchangeably in this document

RSDS and the NSDS

The NSDS is the primary source of data for the IRSDS. In return, RSDS facilitates technical support to build sustainable statistical capacity in the NSDS to meet national development requirements of the Member State and to ensure a sustainable data source. As a result, development of the NSDS ought to take into account the data requirements of the RSDS while development of the RSDS ought to take into account the capacity needs of the NSDS. All the objectives and items in the action plans in the RSDS should have counterparts in the NSDSs of Member States. Accordingly, new generations of NSDSs should specifically take into account data requirements in the RSDS.

Strategic direction

Envisioning is aligned with those of the regional strategy of IGAD.

Vision and Mission of IGAD

IGAD's vision is: A resilient, peaceful, prosperous and integrated region where citizens enjoy high quality of life.

IGAD's mission: Promote regional cooperation and integration to add value to Member States' efforts in achieving peace, security, and prosperity.

Vision of the IRSDS

To be a preferred source of reliable, harmonised and timely statistical data for achieving peace and sustainable development in the IGAD region.

Mission of the IRSDS

To facilitate the generation, dissemination and use of high quality, reliable and harmonised statistics required for achieving peace, security and inclusive prosperity in the IGAD region

Core Values of the IRSDS

- **Accountability and Transparency:** To be accountable and transparent in the conduct of all activities at all levels.
- **Professionalism:** To contribute to competently, diligently, efficiently, and effectively to the development of IGAD; and to adopt an upright attitude in which staff unequivocally abide by professional considerations towards work and service.
- **Customer satisfaction:** To consult with and be guided by users to produce quality statistics that are fit-for-purpose.
- **Country driven:** To be guided by needs expressed by Member States.
- **Integrity and Independence:** To produce and disseminate statistics in an objective and independent manner.
- **Quality:** To commit to ensuring a high level of quality in the production and dissemination of official statistics in the IGAD region in conformity with international or peer-agreed standards, guidelines and frameworks.
- **Collaboration and knowledge sharing:** To create collaborative and knowledge exchange platforms among Member States in order to share learnings, good practices and innovations for further development of national and regional statistical systems.
- **Stewardship:** to make responsible and efficient use of time, talent, money, assets, and other resources to achieve goals and plans.

Strategic goals and objectives

Strategic Goals	Objectives
1: Available data and indicators to meet the statistical needs of IGAD	<p>1.1 Statistical needs of the key stakeholders in the IGAD region established</p> <p>1.2 Identify and prioritise indicators for the Secretariat and its affiliates - Specialised Institutions, Programmes and Liaison Offices</p>
2: Quality and comparable regional statistics	2.1 Harmonise standards, methodologies, classifications and frameworks of statistical production in Member States
3: Achieve a well-coordinated regional statistical system	<p>3.1 Develop and implement a legal framework to facilitate coordination of regional statistical operations</p> <p>3.2 Establish a formal regional statistical organisation/institute to initiate and manage the operations of the regional statistical system</p> <p>3.3 Establish a Regional Statistics Committee (RSC) to provide coordination frameworks</p> <p>3.4 Establish regional Technical Working Groups (TWGs) to guide or facilitate harmonisation in selected statistical areas or processes</p>
4: Statistics have a high profile in the region	<p>4.1 Put in place a strategy to advocate for and enhance the use of statistics in the region</p> <p>4.2 Establish mechanisms for efficient delivery of services to users and promote wider and increasing use of regional statistics</p>
5: Adequate statistical capacity in the region including Member States	<p>5.1 Build human resources in variety and numbers commensurate with the demands of the established statistical sectors in the IRSS and Member States</p> <p>5.2 Put in place training programmes to improve skills in statistical analysis and to impart basic statistical literacy to users</p> <p>5.3 Design and implement a capacity building programme to strengthen the national statistical systems of Member States</p> <p>5.4 Put in place ICT infrastructure as a requisite for the advancement of statistical development in the region and within Member States</p> <p>5.5 Put in place an effective Management Information System</p>

Each one of the strategic goals has a results framework indicating statistical areas, their objectives, expected outputs, expected outcomes and performance indicators.

Each strategic goal has an action plan indicating statistical areas, expected outputs, activities, responsibility, and timelines.

Budget proposal for the IRSDS

Total IRSDS budget estimate for five years (in USD)

Statistical Area	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
RSDDS Programmes	4,455,250	4,311,100	4,086,710	4,088,060	4,086,710	21,027,830

Administration and Infrastructure	1,347,200	1,291,700	1,291,700	1,291,700	1,291,700	6,514,000
TOTAL	5,802,450	5,602,800	5,378,410	5,379,760	5,378,410	27,541,830

Chapter 4 Implementation, Monitoring, Evaluation and Reporting Plans

Implementing the RSDS

Action plans are not practically implementable as they simply identify the actions to be implemented on an annual basis for the duration of the strategic plans. To be implemented action plans are translated into business or annual plans. The business plan translates the action plan into real action and workable tasks. Thus, the objective of the implementation plan is to identify and assemble what is to be done during the implementation of the action plan – what has to be in place and what to do. It is a continuous activity with each action merging into the next. Business plans will be developed for each successive year by the IRSO. Implementation of the IRSDS covers the following activities, among others: confirming resources; establishing governance; organising activities; establishing a communication strategy; addressing issues; and documenting progress and setbacks.

Monitoring, Evaluation and Reporting

The objective is to draw attention to the importance of keeping the plan on track as originally intended (monitoring) and to ensure that it is serving the purpose for which it was intended (evaluation). Both practices provide timely advice for corrective action to be taken. Although in practice they are carried out at a specific period of time, they are regarded as a continuous tool in support of the Managing Step throughout the RSDS development cycle. Monitoring and evaluation are inextricably linked processes as monitoring focuses on implementation and output (whether what was planned to be done was actually done) while evaluation focuses on achievement of results, their effects and impacts (an assessment of whether what is done what was originally intended). Reporting provides and publishes comprehensive information on the implementation of the RSDS on a regular basis.

The following is required for monitoring to be done: developing a monitoring plan; allocation of responsibility for monitoring; frequency of monitoring implementation of the action plan; and what needs to be done to set up a monitoring plan. As is the case for monitoring, the following will need to be done for evaluation to happen: development of an evaluation plan; allocation of responsibility for evaluation; frequency of evaluating implementation of the action plan; and what needs to be done to set up an evaluation plan. For reporting to take place the following will need to be done: developing a reporting plan; allocation of responsibility for reporting; frequency of reporting on implementation of the action plan; and what needs to be done to set up a reporting plan

Assumptions and Risks

Assumptions, risks and mitigations against risks by strategic and specific objectives are provided.

INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT (IGAD)
REGIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS 2021-2025

Chapter 1

Background

1.1 Context for the IGAD Regional Strategy for the Development of Statistics

The context of the IGAD Regional Strategy for the Development of Statistics (IRSDS) consists of establishment of IGAD as a framework for regional development for a group of countries around the Horn of Africa and as part of the African Integration Agenda (AIA).

1.1.1 IGAD as a framework for regional development

Inter-Governmental Authority on Drought and Development (IGADD), established in January 1986 to address the 1974-84 severe and recurrent drought, desertification and other natural disasters that were responsible for ecological degradation that caused widespread famine and economic hardship in eastern Africa. Because the generous international support that was bilaterally given to individual countries in the region to deal with the problem could not be sustained, a sustainable solution lay in a regional arrangement that would supplement national efforts.

IGADD comprised of six countries in the eastern African region – Djibouti, Ethiopia, Kenya, Somalia, Sudan and Uganda – as an intergovernmental body, a regional community, under the aegis of the United Nations (UN). It was established by Heads of State and Government, with its headquarters in Djibouti. Its membership was extended with the admission of Eritrea in 1993 and South Sudan in 2011. On 21 March 1996 the Assembly of Heads of State and Government re-established IGADD as IGAD in order to expand areas of cooperation among Member States to include food security and environmental protection, economic cooperation, regional integration and social development, peace and security.

The rationale behind IGADD - a collective struggle by neighbouring countries to fight drought and contain desertification - still defines the existence of IGAD as an institution, a REC. As a result, IGAD devotes a considerable amount of resources on mitigating drought and desertification and the resulting food insecurity in its Member States. Some of the initiatives undertaken to mitigate drought and desertification include establishment of institutions/programmes such as IGAD Conflict Early Warning and Response Mechanism (CEWARN), IGAD Climate Prediction and Applications Centre (ICPAC), IGAD Drought Disaster Resilience Sustainability Initiative (IDDRSI) and IGAD Centre for Pastoral Area and Livestock Development (ICPALD).

1.1.2 IGAD as part of the African Integration Agenda

In 1998 IGAD signed the Protocol on Relations between the African Economic Community (AEC) and the RECs whereby it became an integral part and building block of the AEC in accordance with the provisions of the Abuja Treaty which established the AEC. Accordingly, like the rest of the RECs, IGAD became part and parcel of the African Regional Integration Agenda (ARIA) which is a subset of the African Integration Agenda (AIA) whose overall objectives are political, economic, and social and cultural integration of Africa.

The AIA has its origins in the Organisation of African Unity (AOU) which was formed in 1963, and on which African countries collectively predicated their development trajectories on an integration agenda. Over time the original rationale behind the formation of the OAU - liberation of the continent from colonialism – has evolved in tandem with challenges of a changing world, as was the passing in 1991 of the Abuja Treaty that established the AEC as the ultimate goal of the African development and integration process. Organisationally, adaptation to a changing world occurred 2002 with the transformation of the OAU into the African Union (AU). Liberation from colonialism was not a justifiable goal anymore; instead, development through integration to meet contemporary socioeconomic challenges was. Accordingly, the AU promoted the Abuja Treaty's AEC as the goal for integration. In addition, the AU also promoted other provisions in the treaty - strengthening of existing RECs, and even creating new ones where there were no RECs, as building blocks for the integration. Thus, integration within RECs is expected to precede actualisation of the AEC. IGAD is the eighth of the RECs recognised by the AU. Because it became a REC, IGAD's overarching objective became regional integration with a focus on regional cooperation (including peace and security) and integration to meet the objectives of the ARIA and ultimately those of the AIA.

1.2 Governance

To organise the implementation of the ARIA, a governance structure was established on 25 November 1996. It consists of four hierarchical organs as indicated below:

1. **Assembly of Heads of State and Government** – IGAD's highest organ responsible for policy making. It determines the objectives, guidelines and programmes for IGAD
2. **Council of Ministers** – an Executive Council composed of ministers from IGAD Member States
3. **Committee of Ambassadors** – ambassadors from Member States to advise and guide the head, the Executive Secretary, of the IGAD Secretariat
4. **Secretariat** – the body that manages the day-to-day affairs of the Authority. In particular, the Secretariat
 - a. Assists Member States in formulating regional projects;
 - b. Facilitates the coordination and harmonisation of development policies;
 - c. Mobilises resources to implement the projects and programmes approved by the Council of Ministers; and
 - d. Reinforces national infrastructures necessary for implementing regional projects and policies

The Secretariat consists of six divisions, namely;

1. Agriculture and Environment;
2. Economic Cooperation and Integration;
3. Health and Social Development;
4. Peace and Security;
5. Planning, Coordination and Partnerships; and
6. Administration and Finance

Additional to the six divisions IGAD has specialised institutions and programmes resident in Member States. They are:

1. Conflict and Early Warning Mechanism (CEWARN) in Addis Ababa, Ethiopia;

2. IGAD Climate Predictions and Applications Centre (ICPAC) in Nairobi, Kenya;
3. IGAD Sheikh Technical Veterinary School (ISTVS) in Sheikh, Sahil, Somaliland, Somalia;
4. IGAD Centre for Pastoral Areas and Livestock Development (ICPALD) in Nairobi, Kenya;
5. IGAD Centre of Excellence for Preventing and Countering Violent Extremism (ICEPCVE) in Djibouti;
6. IGAD Diplomacy Institute in Djibouti; and
7. IGAD Security Sector Programme (ISSP) in Addis Ababa, Ethiopia

Besides the six Divisions and seven institutions and programmes, IGAD has offices for Special Envoys for Somalia and South Sudan and liaison offices in Addis Ababa (at the AUC), Juba, Khartoum and Mogadishu.

1.3 Objectives of the regional authority

IGAD has ten objectives² to achieve which it works with Member States and development partners. They are, verbatim from the Agreement on Establishing the IGAD (Article 7, pp 7-8):

1. Promote joint development strategies and gradually harmonize macro-economic policies and programmes in the social, technological and scientific fields;
2. Harmonise policies with regard to trade, customs, transport, communications, agriculture, and natural resources, and promote free movement of goods, services, and people within the region;
3. Create an enabling environment for foreign, cross-border and domestic trade and investment;
4. Achieve regional food security, as well as encourage and assist efforts to collectively combat drought and other natural and man-made disasters and their natural consequences;
5. Initiate and promote programmes and projects to achieve regional food security and sustainable development of natural resources and environmental protection;
6. Develop and improve a coordinated and complementary infrastructure, in the areas of transport, telecommunications and energy in the region;
7. Promote peace and stability, as well as create mechanisms for the prevention, management and resolution of inter-State and intra-State conflicts in the region through dialogue;
8. Mobilize resources for the implementation of emergency, short-term, medium-term and long-term programmes within the framework of regional cooperation;
9. Facilitate, promote and strengthen cooperation in research development and application in science and technology;
10. Promote and realize the objectives of the Common Market for Eastern and Southern Africa (COMESA) and the African Economic Community; and
11. Develop such other activities as the Member States may decide in furtherance of the objectives of this Agreement

1.4 IGAD's development programme

Drawing from its positioning as a framework for regional development and as an integral part of the AIA, IGAD's responsibilities are to address

² Intergovernmental Authority on Development, 2016, IGAD Regional Strategy, Volume 1: The Framework, Information and Documentation Section, IGAD Secretariat, P. O. Box 2653, Djibouti, p. 3. Available at <https://igad.int/documents/8-igad-rs-framework-final-v11>, accessed 29.04.20

- severe and recurrent drought and other natural disasters;
- food security and environmental protection;
- economic cooperation;
- regional integration; and
- social development, peace and security.

To address environmental challenges and to meet the AIA expectations of regional cooperation and integration, IGAD adopted a programmatic multi-sectoral developmental approach. The programmatic approach resulted in the establishment of six multi-sectoral and multi-disciplinary agendas/sectors which are largely aligned with the structure of the Secretariat and Special Institutions and Programmes. The six priority agendas/sectors are as follows:

- Agriculture, Livestock, Fisheries and Food Security (ALFS);
- Natural Resources and Environment Protection (NREP);
- Regional Economic Cooperation and Integration (RECI);
- Social Development (SD);
- Peace and Security (PS); and
- Gender Affairs (GA)

Currently under review, IGAD's development programme is contained in a regional strategy for the period 2016-2020, founded on the twenty areas of cooperation among the Member States in the 1996 Agreement Establishing IGAD (Article 13A, p. 12). It is however specifically based on four priority areas, namely: endorsed by the IGAD Summit of November 1996. The four priority areas are:

- agriculture and environment;
- peace and security and economic cooperation;
- integration and social development; and
- institutional strengthening and capacity building action plan.

The first three were endorsed by the IGAD Summit of November 1996 while the last one was approved by the IGAD Council of Ministers of December in 2009 to enhance the REC's corporate development services.

The regional strategy, constituting the core business of IGAD, is defined by five pillars which translate the four priority areas into development and implementation programmes. The pillars are:

- Pillar 1: Agriculture, Natural Resources and Environment,
- Pillar 2: Economic Co-operation and Integration
- Pillar 3: Social Development;
- Pillar 4: Peace and Security; and
- Pillar 5: Corporate Development Services.

Table 1 shows the IGAD strategy's 5 pillars and 14 programmes on which the IRSDS is based. (The precision of the business/annual plan indicators in the Results Framework tend to cloud the high-level outlook of the strategy at this stage. Hence, their generalisation into high-level indicators).

Table 1: Pillars and programme areas of IGAD's regional strategy and implementation plan with indicative high-level indicators

Pillar	Programme area	Indicative high-level indicators
<p>1. Agriculture, Natural Resources and Environment: <i>To promote attainment of food security and sustainable management of the environment and natural resources as well as building resilience to natural disasters</i></p>	<p>1. Agriculture, livestock and food security <i>To enhance regional capacity in agriculture and livestock</i></p>	<p>Agricultural statistics (with emphasis on arid and semi-arid lands (ASALs))</p> <ul style="list-style-type: none"> • Total productivity and rate of growth (crop production, livestock production, fishing) • Prevalence of malnutrition • Prevalence of food insecurity • Proportion of land under good management practices • Cross-border agreements by Member States • Financial support to the agricultural sector (crop production, livestock production, fishing)
	<p>2: Natural Resources Management Immediate Outcomes <i>To enhance sustainable management of natural resources in the region</i></p>	<p>Water management indicators</p> <ul style="list-style-type: none"> • Implementation of integrated water resources management • Cross-border area under water cooperation arrangements • Development assistance to Member States on legal and management practices
	<p>3 Environmental Protection <i>To preserve, protect and improve the quality of the environment, manage common trans-boundary environmental concerns and challenges</i></p>	<p>Indicators of the quality of the environment</p> <ul style="list-style-type: none"> • Proportion of land degradation <p>Indicators of biodiversity</p> <ul style="list-style-type: none"> • Protected cross-border biodiversity measures by ecosystem type • Development and implementation of biodiversity strategic plans (Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020)
	<p>4: Climate Variability and Change <i>To promote availability and accessibility of timely climate early warning information and support specific sector applications to enable the region cope with various risks associated with climate variability and change</i></p>	<p>Indicators of early warning information on climate change</p> <ul style="list-style-type: none"> • Member State reports on development and implementation of strategic plans on climate change • Member State strategies on risk reduction strategies (Sendai Framework for Disaster Risk Reduction 2015-203)
	<p>5: Applied Research and Civil Society Organisations Support <i>To promote effective involvement of institutions, researchers, extension agents and entrepreneurs in efforts to contribute to the capacity of the communities in the IGAD region dry-lands to attain food</i></p>	<p>Indicators on initiatives to improve food security in marginal areas</p> <ul style="list-style-type: none"> • Resources to support Applied Research and management ASALs • Good practices/innovations introduced in Member States

Pillar	Programme area	Indicative high-level indicators
	<i>security and build resilience to drought and other shocks</i>	
2: Economic Cooperation, Integration and: <i>To enhance economic cooperation, integration in the region</i>	<p>1. <i>Trade, Industry and Tourism</i> <i>To enhance and promote trade, investment and industry; and tourism development within IGAD region</i></p> <p>2: <i>Infrastructure Development</i> <i>To develop regional infrastructure to support economic cooperation and integration</i></p>	<p>Economic and Financial Statistics</p> <ul style="list-style-type: none"> • GDP – value added (Trade, Industries & Tourism) • Adoption of FTA protocol by Member States • Removals of non-tariff barriers to ease trade • Member States Implementation of the Regional SME Master Plan • Volume of intra-regional trade, by commodity
3. Social Development <i>Improve the social wellbeing and human productivity for inclusive development in the region</i>	<p>1. Health <i>To support the efforts of national health authorities in strengthening health systems in the region.</i></p> <p>2. Migration and displacement <i>To promote durable solutions for forced displacements and facilitate safe, orderly and regular migration</i></p> <p>3. Education, Science, Technology and Innovation (ESTI) <i>Promote equitable access to quality and relevant education and skills in the IGAD region.</i></p> <p>4. Employment Youth, Sports and Culture <i>Promote decent work and employment for IGAD Citizens and expand social protection for vulnerable populations.</i></p>	<ul style="list-style-type: none"> • Health Statistics <ul style="list-style-type: none"> ○ HIV incidence/prevalence ○ TB incidence/prevalence ○ Malaria incidence / Access to treatment facilities • Reproductive health <ul style="list-style-type: none"> ○ Availability of family planning services ○ Access to family planning • Migration statistics <ul style="list-style-type: none"> ○ Implementation of well-managed migration policies • Employment statistics • Youth, culture and sport statistics • Education statistics <ul style="list-style-type: none"> ○ Net enrolment rate in basic education ○ Implementation of the African Charter on the Rights of the Youth by IGAD Member States
4: Peace and Security: <i>To Promote good governance, peace and security</i>	<p>1: Conflict Early Warning and Early Response <i>To promote peaceful means to resolve disputes by empowering countries of the IGAD Region to resolve their differences locally and on their own</i></p>	<p>Civil registration and Vital Statistics (CRVS)</p> <ul style="list-style-type: none"> • Conflict-related death rates • Peace and security statistics • Resolved armed conflicts
	<p>2: Transnational Security Threats <i>To develop and implement a comprehensive approach to address transnational security threats</i></p>	<p>Indicators of peace and security</p> <ul style="list-style-type: none"> • Adoption by Member States of recommendations of IGAD regional meetings on assessments of transnational security threats
	<p>3: Governance, Democracy, Rule of Law, and Human Rights <i>To promote good governance, protection of Human Rights</i></p>	<p>Statistics on governance and human rights</p> <ul style="list-style-type: none"> • Civil society perceptions of accountability in government • Incidence of electoral reforms in Member States

Pillar	Programme area	Indicative high-level indicators
	<i>and ensure participation of the Civil Society in the region</i>	
	4: Humanitarian Affairs and Post-Conflict Reconstruction and Development <i>To contribute to the post conflict peace building processes of countries emerging out of conflict in line with the AU PCRDR Policy</i>	Statistics on peace and security <ul style="list-style-type: none"> • Implementation by Member States of provisions of AU's Policy on Post-Conflict Reconstruction and Development (PCRDR)
5: Corporate Development Services: <i>To enhance the corporate capacity of IGAD to effectively deliver its mandate</i>	1: Institutional Strengthening and Capacity Building Programme <i>To strengthen the capacity of IGAD to effectively deliver its mandate</i>	Monitoring and Evaluation System to track implementation of IGAD's Strategic Plan <ul style="list-style-type: none"> • Implementation levels of programmes and projects • Resource mobilisation for implementing the strategic plan • Absorption rate of resources • Performance reviews conducted
	2: Gender Affairs <i>To support implementation of commitments on gender equality and women's empowerment in IGAD Member States; at all levels</i>	African gender indices (AfDB, UNECA, IRSO) <ul style="list-style-type: none"> • Equality (AfDB) • Economic Opportunity (AfDB) • Social Development (AfDB) • Laws and Institutions (AfDB) • Gender & Development (UNECA) • Other indices (IRSO)
	3: Research, Science and Technology <i>To promote research, science and technology agendas for the benefit of the region</i>	<ul style="list-style-type: none"> • all R&D sectors • Business Enterprise Sector • Government Sector • Higher Education Sector • Private Non-Profit Sector • Rest of the World Sector³

Source: Extracted from the Results Framework in *IGAD Regional Strategy Volume 2: Implementation Plan 2016-2020*, Annex 3, pp 108-112; and draft IGAD Regional Strategy 2021-2025.

1.5 The need for statistics: Rationale for the IRSDS

This section provides a broad definition of the RSDS as a concept and then provides three perspectives to the rationale for development of a RSDS for IGAD. The three perspectives to the rationale for development of the RSDS for IGAD are:

- Provision of data to the African Regional Integration Agenda;
- Supply of data for development of the IGAD region;
- The role of the RSDS in the African Statistical System (ASS).

A definition of a RSDS comes first.

1.5.1 The RSDS Concept and the rationale for the IRSDS

Paris21 defines a RSDS as "a master plan for regional statistical development. It is not a contract but a guide to good practice in regional statistics cooperation. It is linked to national and regional priorities and is consistent with the NSDS of member states. It adopts the

³ All non-resident institutional units that enter into transactions with resident units, or have other economic links with resident units, **Frascati Manual 2015** © OECD 2015, p 106

NSDS principles and is formulated with the objective of responding to specific regional policy and development objectives” (Paris21, 2020b, p 1).

1.5.2 Provision of data for the African Regional Integration Agenda (ARIA)

In order to succeed, development and implementation programmes of the ARIA need statistical information. This need is one of the areas of cooperation stated in Article 13A(b) of the IGAD treaty (Assembly of Heads of State and Government, 1996, p12). Article 13A(b) states:

“Member States agree to develop and expand cooperation and undertake to:
b) improve the handling and analysis of data in agro-meteorology and climatology, nutrition, social and economic indicators and establish a strong food information system”.

Such statistics have to be of good quality and therefore reliable. Technically they have to be harmonised for comparability on methods across AU Member States and RECS where the latter overlap. The organisational output of a RSDS is the establishment of an effective and efficient regional statistical system (RSS). Thus, provision of data for the ARIA constitutes part of the rationale for the development of the RSDS for the IGAD.

1.5.3 Supply of data for development of the IGAD region

IGAD needs statistical information for the development of the region. IGAD’s objectives, when translated into regional development programmes at the level of Member States, the Secretariat, Special institutions and Programmes, and at Envoy and Liaison Offices, they require statistics for their planning, monitoring and evaluation. So, the provision of data for the region is constitutes part of the rationale for the development of the RSDS.

Recognising these needs, the IGAD Secretariat sought the AUC’s assistance under the Pan-African Statistics (PAS) Programme to develop a RSDS. The request was in line with the discussions held between the IGAD Secretariat and the visiting team of statisticians from the AUC and the African Development Bank (AfDB) on 23-27 September 2018. The visit was in response to a request to the AUC to explore the possibility of the AUC assisting the IGAD Secretariat to develop some statistical capabilities. Follow-ups were made with the PAS Programme managers, AUC and EUROSTAT in early 2020. Subsequently, AUC and EUROSTAT agreed that that IGAD’s request was in line with the AUC Programme of work and within its broad TORs. Accordingly, the AUC through PAS Programme agreed to assist in preparing an RSDS for IGAD.

1.5.4 Role of the RSDS in the African Statistical System

As a REC which is to provide statistical information to the ARIA, IGAD is an integral part of the African Statistical System (ASS) whose vision is to become “an efficient statistical system that generates reliable, harmonised and timely statistical information covering all dimensions of political, economic, social, environmental and cultural development and integration of Africa”. The African Charter on Statistics defines the ASS as “a partnership composed of national statistical systems (suppliers, producers and users, statistics researchers and training institutes, as well as coordination organisations, etc.), statistics units of RECs, regional organisations of statistics, regional training centres on statistics, statistics units of continental organisations, and coordination bodies at the continental level”. Against the backdrop of the foregoing the purpose of the RSDS includes:

- Facilitation of a Regional Statistical System (RSS) for IGAD to respond to regional development policy requirements for statistical information as well as to provide guidance to good practice in regional statistical cooperation.

- Addressing of data requirements of the regional development agenda for statistical information including priorities identified and agreed upon by
 - the IGAD Secretariat, its Specialised Institutions and Programmes, Special Envoys and Liaison offices; and
 - Member States especially where challenges of data gaps exist.
- Harmonisation and coordination of data assembled from Member States required for implementation and monitoring of regional policies for the purpose of comparability across all Member States. Harmonisation would be directed at adaptation to local realities of conceptual frameworks (e.g., concepts and definitions), quality assurance and assessment frameworks (e.g., codes of practice), methodology (e.g., sampling), and tools for ensuring comparability of data (e.g., international standards).
- Advancement of cost-effective development at regional level of statistical tools (e.g. PARIS21's Data Visualisation Training Toolkit (DATAVIZ)) and services rather than at national level for Member States' national statistical systems (NSSs). DataViz is a toolkit used for improving data dissemination and communication in order to promote evidence-based policy-making and decisions at the country level. In the process it promotes harmonisation and supports statistical capacity building.
- Devising of strategies for more effective engagement (facilitation, coordination, representation) with development partners and the wider international community in support of Member States. In addition, it consolidates the region's identity by promoting a common in the international statistical community.
- Enhancement of South-to-South cooperation and collaboration to strengthen statistical capacity and to share best practices among Member States across the region.
- Provision of a framework for the implementation and monitoring of Sustainable Development Goals (Agenda 2030) and The Africa we want (Agenda 2063) through harmonisation of statistical processes to enable comparisons of values of statistical indicators produced by Member States.

1.6 Methodology for design of the IRSDS

The design of the IRSDS determined the information and type of data required for development of the strategy. The design was influenced by a generic methodology recommended by PARIS21 (Table 2).

Table 2: Phases, steps and actions in the IRSDS design process

Phases	Steps	Actions
1. Preliminary	Acknowledging (Recognising)	Restricted to NSDS (for the IRSDS it is subsumed into the decision of the Heads of State and Government)
	Understanding	Ditto
	1. Preparing	<ul style="list-style-type: none"> • Informing key stakeholders of the IRSDS initiative • Design Team • Inception Report (roadmap) • Statistical advocacy – key stakeholders <ul style="list-style-type: none"> ○ Virtual meetings ○ Survey questionnaires ○ Personal contacts ○ Covid-19 constraints
2. Design	2. Assessing	<ul style="list-style-type: none"> • Reviewing IGAD's development agenda and priorities as given in the regional strategy and implementation plan

Phases	Steps	Actions
		<ul style="list-style-type: none"> • Survey questionnaires on capacity assessment (data gaps, NSS) to key stakeholders, especially the Secretariat and affiliates and Member States • Information dispatches to stakeholders on SWOT concepts and processes • Virtual SWOT workshop • Virtual meeting on the structure of the IGAD Regional Statistics System (IRSS); structure and terms of reference of the IGAD Regional Statistical Organisation (IRSO) and Technical Working Groups (TWGs); and terms of reference of the IGAD Regional Statistics Committee (IRSC)
	3. Envisioning	<ul style="list-style-type: none"> • Information dispatches to stakeholders to explain concepts and processes involved in envisioning • Virtual meetings with key stakeholders – IGAD Secretariat and Specialised Institutions Member states – to dialogue vision and mission statements and statements on core values
	4. Identifying strategic goals	<ul style="list-style-type: none"> • Information dispatches to stakeholders to explain concepts and processes involved in identification of strategic and strategic initiatives • Virtual workshop on identification of strategic goals and initiatives • Virtual workshop on results framework
	5. Elaborating action plans	Virtual workshop on action plans
	6. Implementing	Virtual meeting on implementation of the RSDS
3. Implementation	7. Monitoring, Evaluation, Reporting	Virtual meeting on Monitoring, Evaluation, and Reporting
	8. Assumptions, risks and mitigations	Virtual meeting on Assumptions, risks and mitigations
	9. IRSD draft document	Incorporating stakeholder comments into the IRSDS draft document
	IRSDS raft document	Virtual Validation Meeting
	11. IRSDS final draft	Incorporating comments from the Validation Meeting into the IRSDS draft document

PARIS21's generic methodology presupposes the RSDS to be a harmonised product of NSDSs of the Member States of a region in question. Accordingly, the RSDS process follows the same methodology used in developing an NSDS with variations only in detail and circumstance. For example, unlike in the case of the NSDS and in keeping with PARIS21 recommendations, the IRSDS development process began with the Preparatory Step of the Preliminary Phase because the Acknowledging and Understanding steps (which precede the Preparatory Step) were subsumed into the decisions of the Heads of State and Government that gave the mandate to IGAD to set up a regional statistical system (IRSS).

Table 2 above provides a relatively detailed outline of the IRSDS development process. In this section supplementary information is provided on the impact of the Covid-19 pandemic on the entire IRSDS development process, especially the literature review; on interaction among

members of the Design Team and with stakeholders in general; and on surveys. The project began with a review of the literature relevant to IGAD in particular and to the IRSDS in general. As expected, the literature review was intermittent throughout the execution of the IRSDS development process. Covid-19 confined the sources of the literature to the internet. Travel to and among Member States was impossible due to lockdowns. As a result, interaction with stakeholders, particularly Member States, was by mostly internet (emails and virtual meetings). All meetings and workshops were virtual and therefore limiting.

Fieldwork was conducted using through the internet whereby surveys for information collection on stakeholder expectations; capacity assessment (that included data gap and SWOT analyses); and envisioning were conducted through the internet. Dispatch of survey questionnaires to stakeholders and their retrieval were web-based (online) using Google forms and emails.

For ease of administration key stakeholders were identified and divided into four groups. The groups consisted of:

- The IGAD Secretariat and its affiliates;
- NSIs/NSOs/NSSs in the seven Member States;
- Pan-African institutions involved with the ASS; and
- Development Partners.

Taking into consideration their different interests in the RSDS, different questionnaires were emailed to different groups.

Apart from the pandemic impacting the scope of interactions with stakeholders and within the Design Team, it also impacted timelines, thereby causing a delay in the completion of the project. With lockdowns being a common occurrence, most people worked from home. Some offices were closed while others were being managed by skeletal staff; and the internet was not always reliable.

Chapter 2

State of Statistics in IGAD

This chapter is on situation analysis and is comprised of two main sections – stakeholder expectations and assessment of capacity. The latter includes a data gaps analysis, a potential structure of the IGAD Regional Statistical System (IRSS), and environmental factors affecting the IRSDS (SWOT analysis).

2.1 Stakeholder Expectations

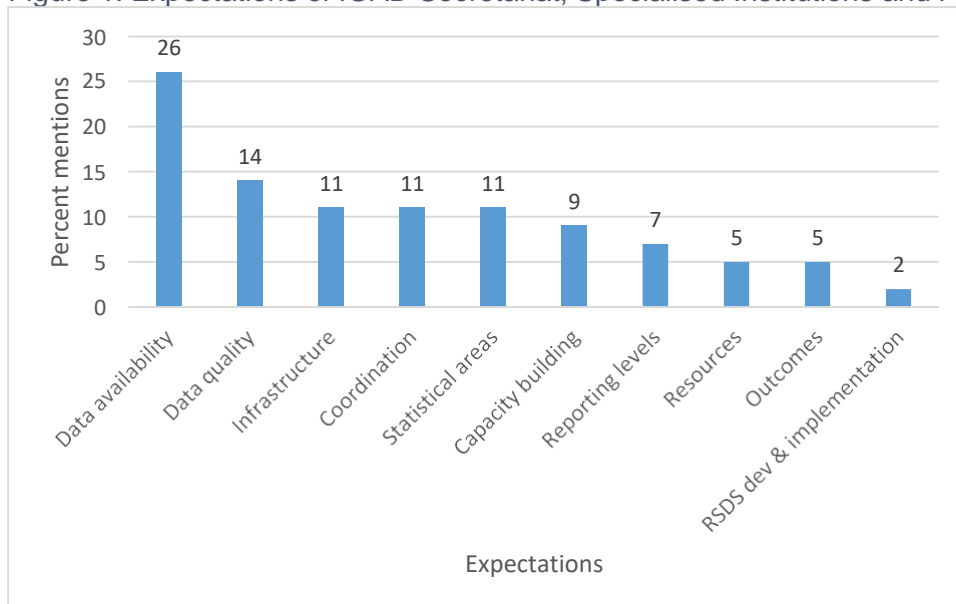
This section provides an outline of what stakeholders, as primary beneficiaries of the RSDS, expect from the strategy. The objective is to get them to take ownership of the product and its development and implementation processes. In line with the objective are three outcomes – ownership of the strategy, improved communication among the stakeholders regarding the workings of the strategy, and an early sense of the direction of the strategy.

The essence of any survey of stakeholder expectations is that the results constitute a wish list. Practical considerations led to the selection of some expectations for the report to the exclusion of others. Where reporting on expectations was in percentages, expectations with single digit scores were excluded. In addition, where reporting was in raw scores, expectations supported by single institutions were excluded. However, in situations where the total number of stakeholders was very small (less than 5), all the expectations were included in the report. Findings from stakeholder expectations are indicated below.

2.1.1 IGAD Secretariat and affiliates

The proposed regional statistical organisation (RSO) for IGAD will form part of the Secretariat and will be the hub of statistical operations for the region. The Secretariat and its affiliates briefly expressed their expectations from the region through responses to the survey. Their expectations from the IRSDS are summarised in Figure 1 and are individually briefly presented in Table 3 that follow.

Figure 1: Expectations of IGAD Secretariat, Specialised Institutions and Programmes



According to Figure 1, most respondents expect the IRSDS to make data of good quality available to stakeholders in the region. They also expect in equal measure the strategy to facilitate development of infrastructure, coordination and provision of data across a range of statistical areas. Then facilitation for statistical capacity building, levels for reporting, availability of resources and outcomes (e.g., informed policies) is progressively less prioritised. Participation in the development and implementation of the strategy is ranked last among the expectations.

Table 3: Expectations of the IGAD Secretariat and affiliates from the IRSDS

Questions	Comments	Highly ranked expectations
1. Statistical areas that the IRSDS should cover	<p>All the 20 statistical areas intended for the IGAD regional strategy were mentioned as being needed, with the most preferred being population, migration and vital statistics and climate change and the environment (Annexure 1.1)</p> <p>The statistical areas are in line with the data needs expressed in IGAD's regional strategy</p>	<ul style="list-style-type: none"> • Population, Migration and Vital Statistics • Climate Change and the Environment
2. Statistical indicator reporting levels	<p>Four levels of administrative geography of the IGAD region were identified. The levels were: regional, national, subnational and cross-border. Indicators were grouped into two categories – strategic and thematic indicators</p>	<ul style="list-style-type: none"> • Strategic indicators were preferred mostly for regional reporting and • (to a much less extent) for cross-border levels of reporting
3. Deficiencies in the current state of statistics in the region	<p>Ten key items were identified as lacking by the majority of the respondents. Three were most preferred</p> <p>In a setup where there is no formal organisation to produce statistics or to coordinate what is produced elsewhere, especially in Member States, what statistics are available can be acquired on only an ad hoc basis. The few statisticians in the public sector are dedicated to the structures that have employed them. There is no system of data sharing as such. Accordingly, concerns about availability of statistics and their expected attributes of quality and trust abound. (Annexure 1.2)</p>	<ul style="list-style-type: none"> • Availability/accessibility of statistics; out-of-date statistics; gaps in Member State data • Quality and trust; shared/harmonised standards (concepts and definitions) • Aggregation and disaggregation of data
Preferred outputs of the RSDS	<p>Twelve outputs were proposed for output by the RSDS. They included statistics, infrastructure, strategic plans, and processes. Four were most preferred. (Annexure 1.3).</p>	<ul style="list-style-type: none"> • Good quality statistics (harmonised, accurate, timely, international standards and frameworks) • A centralised database on thematic areas (web-based) • Statistics to inform strategy policies and decision-making • A standardised process of data acquisition

Questions	Comments	Highly ranked expectations
Role of Member States in the development, implementation and monitoring and evaluation of the RSDS	<p>The Secretariat and its affiliates expected Member States to play four specific roles in the development, implementation and monitoring and evaluation of the RSDS.</p> <p>Member States form the nucleus of the RSS as the main providers of data to the RSO in the Secretariat.</p>	<ul style="list-style-type: none"> • Provision of data • Collaboration with IGAD Secretariat • Strategy (RSDS) review • Coordination arrangements with IGAD Secretariat
Role of the AUC in the development, implementation and monitoring and evaluation of the RSDS	<p>As the custodians of SHaSA, the African Charter on Statistics and formulation of policies and development programmes for the ASS, the AUC will provide standards, guidelines, frameworks, coordination of RECs, mobilisation of resources and advocacy to raise the profile of statistics among policy and other decision makers. (Annexure 1.4)</p>	<ul style="list-style-type: none"> • Guidelines (on priorities, standards, frameworks, etc.) • Resource mobilisation • Harmonisation standards (concepts & definitions) & policy • Coordination with other RECs on statistical policy • Knowledge & data sharing
The role other Pan-African organisations should play in the development, implementation and monitoring and evaluation of the RSDS	<p>The Secretariat and its affiliates proposed eleven key roles, of which four were prominent, for Pan-African Organisations (excluding the AUC)</p> <p>Pan-African institutions are hands-on actors in the areas of capacity building, harmonisation methodology, fund-raising, producing statistics within a continental framework, and coordination in the ASS, among others. (Annexure 1.5)</p>	<ul style="list-style-type: none"> • Knowledge & data sharing with the Secretariat • Harmonisation of standards (concepts & definitions; frameworks) • Fora for & coordination of various statistical matters • Provision of resources (facilitation of RSDS)
The role Development Partners should play in the development, implementation and monitoring and evaluation of the RSDS	<p>The Secretariat and affiliates Development Partners to perform 11 roles in the RSDS. Only two were prominent.</p> <p>Development Partners play a major role in resource mobilisation, technical support to capacity building, and innovation, among others. (Annexure 1.6)</p>	<ul style="list-style-type: none"> • Resource mobilisation (financial, material, technical, etc.) • Capacity building – technical - (Secretariat & Member States)
Areas of statistical development in the region that ought to be given priority in the RSDS	<p>Thirteen areas of statistical development were identified as priorities. Four of them are ranked higher than the rest.</p> <p>IGAD structures in need of statistical information are already established. (Annexure 1.7)</p>	<ul style="list-style-type: none"> • Agriculture / Food security • Quality standards (concepts, definition, methodology) • Peace & security / Transnational security threats & crimes • Capacity building / Institution building
Role of the proposed IGAD Regional Statistics Organisation in the post-IRSDS	<p>Thirteen roles were proposed for the Regional Statistics Organisation. Five of them ranked higher than the rest.</p>	<ul style="list-style-type: none"> • Statistical analysis / Centre of excellence • Custodian of regional statistics (databases) • Dissemination (releases, reports, user requests)

Questions	Comments	Highly ranked expectations
regional statistics system	The RSO is the custodian of regional statistics and statistical operations, bearing the responsibility for the entire statistical value chain. Accordingly, it is the natural home for the RSDS. (Annexure 1.8)	<ul style="list-style-type: none"> • Development & implementation of strategy (RSDS) • Harmonisation skills & tools
Specific functions that the proposed IGAD Regional Statistics Organisation should perform in the regional statistics system	<p>Thirteen functions, of which seven were prioritised, were specified for the RSO.</p> <p>As the custodian of regional statistics and statistical operations, the RSO should be responsible for the entire statistical value chain in the region. (Annexure 1.9)</p>	<ul style="list-style-type: none"> • Database management & maintenance • Coordination (Data user-provider dialogue; NSSs) • Collect/assemble data • Capacity building (IGAD & MS) • Support (technical & professional to all IGAD units; MS) • Sharing data & knowledge • Harmonisation of statistics
The organisational level commensurate with regional demands at which the statistical structure to manage the IRSDS should be pitched	<p>The Secretariat and affiliates identified three levels at which the RSO could be pitched</p> <p>The RSO is the custodian of regional statistics and statistical operations, bearing the responsibility for the entire statistical value chain. It is therefore the natural home for the RSDS. It will be responsible for the daily operations of the regional statistics system. Accordingly, it should be pitched at a level that will enable it have the necessary standing to convene regional meetings ('convening authority'), deal with statistical policy implementation, etc., for effective statistical leadership and to raise the profile of statistics in the region</p>	<ul style="list-style-type: none"> • A statistics unit within the Secretariat • Organisationally independent Institute of Statistics • A Statistics Division within the Secretariat
Expected outcomes of the products of the IRSDS in the regional statistics system	<p>Of the ten expected outcomes, two stand out.</p> <p>Outcomes of the products of the IRSDS hinge on the availability of quality statistics. (Annexure 1.10)</p>	<ul style="list-style-type: none"> • Timeliness /Calendar of statistical releases / access to data • Statistical / indicator releases (regular, abstracts, reports, special issues)
Single most important benefits institutions expect to get from the RSDS	<p>Respondents identified eight institutional benefits they regarded as the most important. However, most attention was given to half of them.</p> <p>The various products of the IRSDS point to better informed policies, development plans, and M&E; availability of and access to statistics and improved decision-making. (Annexure 1.11)</p>	<ul style="list-style-type: none"> • Improved policy, programme & project development planning • Enabling M&E for implementation of plans, programmes & projects • Easy access to data • Improved decision-making

Questions	Comments	Highly ranked expectations
The kind of changes the IRSDS is expected to introduce in the way statistics are made available to stakeholders in the region	<p>Respondents identified five key changes they expect the IRSDS to introduce in the way statistics are made available to stakeholders in the region. Three of them received most of the attention.</p> <p>The various products of the IRSDS point to modern data storage and access. (Annexure 1.12)</p>	<ul style="list-style-type: none"> • Database • Statistical releases and reports • Use of ICT for data sharing, dissemination /access (web-based)
Specific developments (technology, governance, skills, etc.) proposed to enhance availability of data to meet regional needs	<p>Respondents proposed three developments they expect to enhance availability of data to meet regional needs</p> <p>Being the first statistical development strategy for IGAD, the IRSDS may be regarded as an innovation, which may lead to new and more efficient ways of doing things. Accordingly, respondents proposed specific developments that would enhance data availability.</p>	<ul style="list-style-type: none"> • Governance (infrastructure, coordination, networking, capacitating the public & MS, legislation, political support, human resources strategy, etc.) • Information technology (e.g., database, data exchange, web-based online data access) • (Special) skills (e.g., gender statistics, data harmonisation, statistical quality, training, etc.)

2.1.2 NSIs/NSOs/NSSs in the seven Member States

Expectations of Member States are divided into three groups. As already indicated, where reporting is in raw scores due to the relatively small sizes of participants, expectations supported by single institutions were excluded. The expectations of Member States from the IRSDS are summarised in Figure 2 and are individually briefly presented in Table 4.

Figure 2: Expectations of NSOs/NSIs/NSSs from the IRSDS

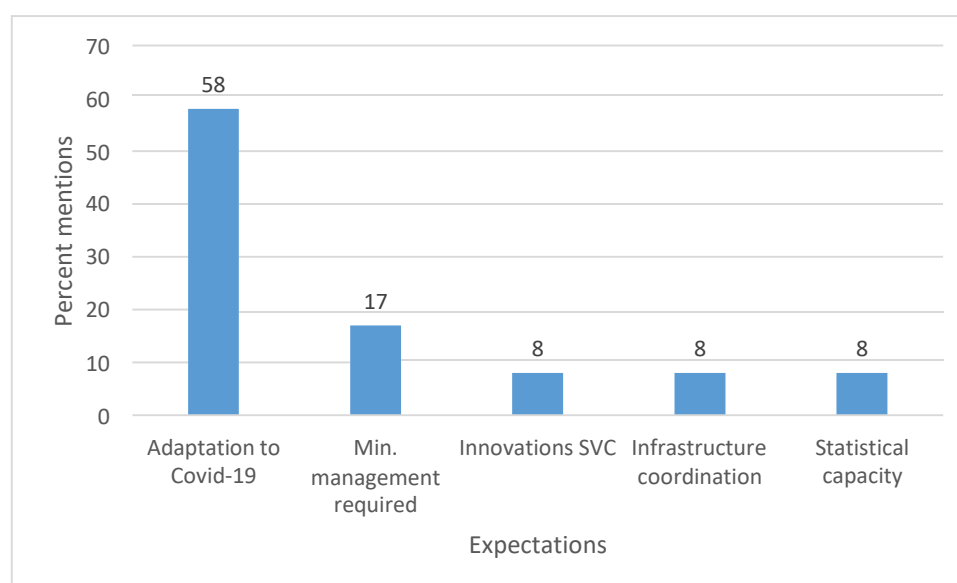


Table 4: Expectations of NSIs/NSOs/NSSs in the seven Member States from the IRSDS

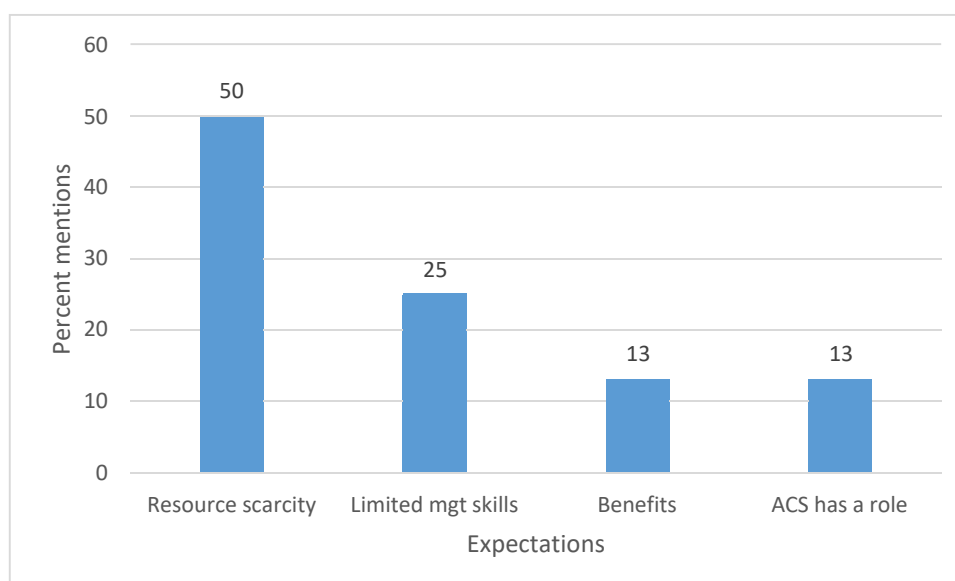
Group-A expectations with five mentions each		
Questions	Comments	Highly ranked expectations
1. Statistical areas where the IRSDS should promote innovation	Expectations in Group A had the highest number of mentions from Member States. They indicated where they felt innovations were required – the various areas of the statistical value chain as well as adaptations to Covid-19 conditions.	<ul style="list-style-type: none"> Methodology of statistical production process, dissemination (publications) and statistical practices (e.g., statistical quality) Adaptations to Covid-19 conditions recommended for business surveys - questionnaire distribution, questionnaire filling
2. Adaptations to Covid-19 conditions recommended for business surveys - questionnaire distribution, questionnaire filling		Using mobile phones for data collection
Group-B expectations with four mentions each		
1. Adaptations to Covid-19 conditions recommended for household field surveys - sample design, counting, questionnaire administration	Group B was also dominated by the wish for innovative adaptations to Covid-19, especially new ways of data collection	Telephone interviews
2. Adaptations to Covid-19 conditions recommended for business surveys - questionnaire distribution, questionnaire filling		<ul style="list-style-type: none"> Online or web-based survey or email Using Online / electronic questionnaires
3. Adaptations to Covid-19 conditions recommended for population and housing census - count		Online surveys / Data collection using Computer Assisted Telephone interviews (CATI)
Group-C expectations with three mentions each		
1. Minimum skills needed to drive the RSDS	Group C was concerned with improvements in technical issues such as statistical skills and developmental issues such as coordination and capacity building. To a lesser extent they were also concerned about adaptations of data collection methodology to the Covid-19 conditions	<ul style="list-style-type: none"> Statistical skills (data harmonisation) Coordination skills/ liaison skills
2. Minimum coordination infrastructure needed to facilitate interaction between the NSO and IGAD Secretariat and Specialised institutions		<ul style="list-style-type: none"> Physical infrastructure - Online platform for interaction of member states and the secretariat and conference/meeting facilities
3. How the IRSDS can contribute to the development of statistical capacity in the IGAD Member States		Training
4. Adaptations to Covid-19 recommended for survey questions - for example, labour statistics: workplaces, hours worked		<ul style="list-style-type: none"> Use of online platform to distribute questionnaire and foster online interaction with respondents - to limit the face-to-face sessions / (CATI) Telephone
Group D expectations with two mentions each		
1. Coordination instruments that will define the relationship between NSOs and the IGAD RSS that the IRSDS is expected to promote	Group D, with two mentions, paid more attention to the IRSDS itself – coordination requirements between	<ul style="list-style-type: none"> Harmonisation methodology Managerial skills or work experience in a NSO

	Member states and the region, sources of data, raising the profile of statistics among policy makers, and relationships between institutions, among others.	<ul style="list-style-type: none"> • NSI/NSO/NSS coordinator / focal person in each Member State
2. Instruments that must be available in the IRSDS action plan for the strategy's products to gain the trust of their users		Coordination mechanism/protocols between users and producers
3. The most critical element in managing change for the IRSDS		<ul style="list-style-type: none"> • Consultations and exchanges between the Secretariat and Member States • Legal framework (protocol) for data sharing and data accessibility between the region and Member States • Use of alternative sources of data such as big data, citizen generated data and enhanced use of administrative data
4. The role of sector statistics at NSS level in the development and operation of the regional development strategy		Source of data for IGAD
5. Activities by the IRSDS that can help raise the profile of statistics in national and regional policy formulation and development planning		Provision of M&E services to policies, programmes and projects of the ARIA
6. Actions that should define a mutually beneficial relationship between the IGAD statistical system and the AU Statistics Institute (STATAFRIC) [The AU Statistics Division (AUSTAT) is to merge with STATAFRIC]		<ul style="list-style-type: none"> • Collaboration on a common statistical agenda • Compliance with protective measures on the ground • Virtual meeting between producers and users and other stakeholders in the processes of planning for surveys of households

2.1.3 Pan-African institutions involved with the African Statistical System

Given their role as members of the African Statistical Coordinating Committee (ASCC) of the African Statistics System, it is safe to say that what Pan-African institutions expect from the IRSDS is grounded in their dealings with the rest of the seven RECs in the ASS. Their experiences include raising funds for statistical development, statistical production, and actual provision of interventionist training in statistics in addition to their coordination roles in the ASS. The leading expectations border on caution; for example, scarcity of resources and limited management skills. Their expectations are summarised in Figure 3 and are individually briefly presented in the table that follows.

Figure 3: Expectations of Pan-African Institutions from the IRSDS



As indicated in Table 5, expectations of the Pan-African institutions are divided into two groups – Group A and Group B. While there is no hard line separating the two groups, expectations in Group A tend to be experiences actually lived, ranging from resource constraints, through management issues, to what they stand to benefit from the IGAD RSDS. On the other hand, responses in Group B tend to show issues that have had a somewhat less impact on their operations.

Table 5: Expectations of Pan African institutions from the RSDS

Group-A expectations with three and four mentions each	
Questions	Highly ranked expectations
1. Factors critical to the success of the strategy's implementation: <ul style="list-style-type: none"> Capacity of NSIs/NSOs to deliver the required statistics 	Basic requirements in the right quantities
<ul style="list-style-type: none"> Resources available to the Secretariat 	<ul style="list-style-type: none"> Human - professional skills and management skills Budgetary - financial resources Infrastructural – in their several different forms
2. What do you see as the challenges facing successful implementation of the RSDS?	Inadequate resources at secretariat level and in Member States - particularly over-dependence on donor supported 'project staff', that limits nurturing of existing staff complement and skills, and tends to be unsustainable / Inconsistent financing
3. What items in each of the following management levels of the IRSDS would you be most vocal about with regard to the strategy's potential to succeed, and why?	<ul style="list-style-type: none"> Organisational level Operational level
4. What benefits (direct or otherwise) does your organisation hope to gain from the IGAD RSDS?	Availability of context-specific data/information for well-targeted capacity development interventions, including data for monitoring and evaluate the SDG and the Agenda 2063
5. How will the African Charter on Statistics fit into the implementation and monitoring of IGAD RSDS?	The African Charter on Statistics shall be the model (code of practice) for the IGAD RSDS
Group-B expectations with two mentions each	

Questions	Highly ranked expectations
1. What do you see as the challenges facing successful implementation of the RSDS?	High turnover of trained staff at Secretariat and RMS level / Institutional weaknesses / Lack of capacity to collect, harmonise, produce and disseminate data
2. What items in each of the following management levels of the IRSDS would you be most vocal about with regard to the strategy's potential to succeed, and why?	Political level – political goodwill and prioritisation of evidence-based decision making by allocating adequate resources for statistics. This will facilitate implementation of IRSDS and enhance future sustainability
3. From the perspective of the African Statistics System what priority activities must be included in the RSDS?	<ul style="list-style-type: none"> • Collection of data specific to the realities of IGAD • Statistical capacity building
4. Which Statistics/indicators do you wish the IRSDS to deliver for IGAD, other stakeholders & your own institution?	<ul style="list-style-type: none"> • Collection of data specific to the realities of IGAD • SDG16 indicators - peace, security and Institutions

2.1.4 Development Partners

As is the case with PAOs, expectations of Development Partners come across with a cautionary perspective to the development and implementation of the IRSDS. Indicated in the high-level summary of their expectations from the IRSDS (Table 6), Development Partners expressed concern about capacity limitations of Member States to participate in development and implementation processes of the IRSDS; differences in capacity between Member states; limited skills; and limited experience in sharing data and knowledge.

Table 6: A high-level summary of expectations of Development partners from the IRSDS

Questions	Expectations
Data currently needed from IGAD	None
Weakest link(s) in the design phase of the IRSDS	<ul style="list-style-type: none"> • Capacity at national level to participate in IRSDS development and implementation processes • Capacity differences between countries
Critical factors to the success of an M&E system for the IRSDS	<ul style="list-style-type: none"> • Limited skills – technical, analytical and dissemination • Limited experience in sharing data and knowledge

Table 7 shows in descending order expectations of Development Partners from the RSDS. Only expectations that were mentioned more than once are reported. Because IGAD has not been producing statistics on a substantive level, it is understandable that there is little that can meet the needs of Development Partner institutions. In addition, concerns ranging across capacity, skills, governance, finance, monitoring and evaluation are also raised.

Table 7: Expectations of Development Partners from the IRSDS

Key expectations of Development Partners from the RSDS	
Questions	Responses
1. Statistics/indicators that are currently available from IGAD and are used by Development	None
2. Weakest link in the design phase of RSDSs	Capacity at national level to participate in the IRSDS development and implementation processes and differences between countries
3. Critical factors to the success of an M&E system for the IRSDS	Technical and statistical analysis and dissemination skills, including experience sharing
4. How harmonisation of relations between Member States and the IGAD Secretariat has been so far	Initiatives have been made by the Secretariat; for instance, harmonisation of migration data
5. Recommended financial method for implementation of the IRSDS	<ul style="list-style-type: none"> • Public finance (national) combined with one of the other formats • Basket funding and gradually national budgets
6. Critical factors to the success of an M&E system for the IRSDS	<ul style="list-style-type: none"> • Clear objectives and assessment criteria (measurable and attainable indicators/milestones, that are measurable and attainable) • Establishment of a sound RSS - institutional development
7. Advice to IGAD Secretariat and its Specialised Institutions on how to obtain sustainable funding for implementation and monitoring of the IRSDS	Advocacy at political level (national budgets) so that at least part of the funding of the IRSDS could be from the regular budget of the institution
Recommended minimum infrastructure for implementation and monitoring of the IRSDS	Organisationally: An adequately staffed and equipped unit for statistics and planning, with a minimum number of experts, for implementation and monitoring of the RSDS

2.2 Capacity Assessment

While the results of the stakeholder expectations survey point to the general direction the development of the strategy should take, assessment of the current situation on the ground provides a foundation for the strategy. It indicates what is or is not available that should be addressed in the strategy. Given that the long-term goal of the leadership and management of the IGAD regional economic community, and indeed of other stakeholders involved with the development work of the REC, is to access reliable statistical information on a sustainable basis to inform policies and decisions necessary for both interventions and development planning, assessment of the situation within which they are currently operating becomes an imperative for a winning strategy.

This section outlines the results of a four-pronged approach to the assessment. First is to identify the needs of key stakeholders, those that need a strategy that will enable effective production of statistical information for them to use to fulfil their mandates. The principal stakeholders are the IGAD Secretariat, Specialised Institutions and Programmes, Offices for Special Envoys and Liaison Offices. Other stakeholders will undoubtedly take advantage of this development. Second is to identify data gaps in the current setup; that is, to identify what statistical information is or is not out there. The strategy will strengthen production and use of the statistics already in existence. It will also make provision for production of what is not available but is needed. Statistics for the REC are expectedly going to be sourced from the REC's building blocks, the seven Member States that constitute IGAD. Data will be sourced from Member States' NSOs/NSIs and NSSs. Each Member State already has, is in the

process of having, or is expected to have a National Strategy for the Development of Statistics (NSDS), a strategic blueprint for the State’s own statistical production. As a matter of fact, NSDSs are expected to closely align with the IRSDS. In essence identification of data gaps translates into an assessment of the capacity of the Secretariat and its affiliates as well as of Member States to provide the required statistics. Third is to identify what ought to have been had there been a formal structure of statistical production. The visualisation is the beginning of recommendations of the formal structure to be developed and implemented during implementation of the IRSDS. As indicated in the relevant section, there already is a kind of pre-RSDS structure taking place. Fourth is an examination of the current environment’s Strengths, Weaknesses, Opportunities and Threats (SWOT) that will impact on the development of the strategy. The four activities will contribute to the identification of Strategic goals which constitute the backbone of the strategy. The approaches are outlined next.

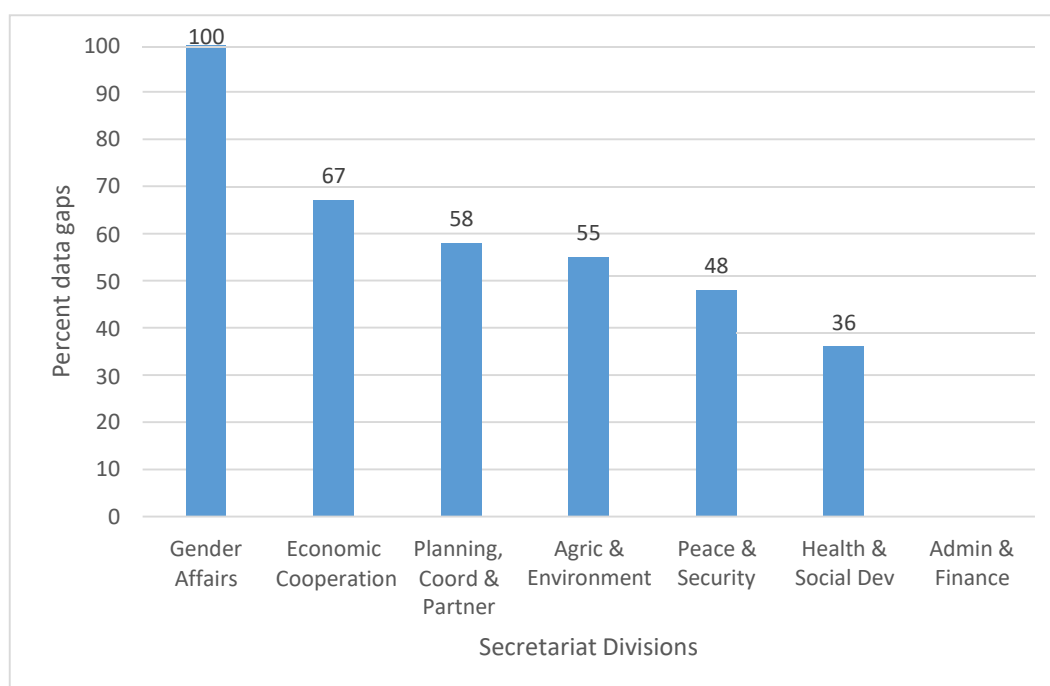
2.2.1 Statistical Capacity: Data Gaps in IGAD Secretariat and Specialised Institutions

As already indicated in the methodology section, identification of data gaps both in the Secretariat and its affiliates and in Member States was done by means of a survey. The survey results from the Secretariat and Specialised Institutions are given in Figures 4 and 5, with details in Annexures 2.1 and 2.2, respectively. There are two things to note in both Figures and annexures – there are high proportions of indicators presented in *categories* and there also are high proportions of indicators needed. Categories of indicators are used where individual indicators are not available. Lack of a comprehensive set of well-defined individual indicators may be due to the absence of a regional statistical system and the fact that IGAD is a young REC still in the process of indicator specification. The high proportions of indicators in need of data are a result of the lack of a formally organised statistical system to reliably provide data.

2.2.1.1 Data gaps in Secretariat Divisions and units

The overall shortage of data in the Secretariat is 61 percent, with the Unit of Gender Affairs having no data at all. There was no information available from one division.

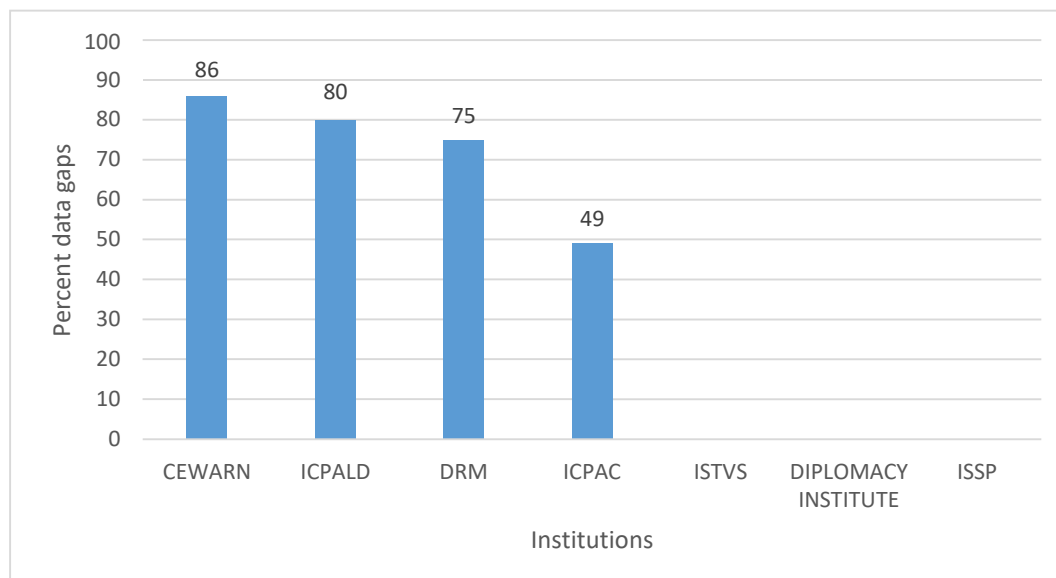
Figure 4: Data gaps in the Secretariat Divisions



2.2.1.2 Data gaps in Special Institutions and Programmes

The overall shortage of data in Institutions is 63 percent. Data gaps in Institutions are generally wider than those in the Divisions of the Secretariat. No information was available from three institutions.

Figure 5: Data gaps in IGAD Specialised Institutions and Programmes



2.2.2 Statistical Capacity: Data Gaps in IGAD Member States

Results from the analysis of data gaps in IGAD Member States are summarised in Table 8. Details are provided in Annexures 3.1, 3.2 and 3.3. The survey was divided into three thematic areas – data production; methodology regarding data production; and strategic and managerial issues of official statistics. Indicators have been grouped into statistical areas which in turn have been grouped into statistical sectors. Data availability, in terms of individual indicators or groups of indicators, is organised into data items and whether they were reported by 50 percent and less or more than 50 percent of Member States. Data items are the number of indicators or groups of indicators reported on in a given statistical area. Where 50 percent or less of Member States reported as producing or not producing them, the Member States are classified as having a serious capacity gap in that statistical area. On the other hand, where more than 50 percent of Member States reported producing them, the Member States are considered as having capacity, albeit insufficient in some instances.

On the basis of the 50 percent or less marking lack of capacity or otherwise for a given statistical sector, the distribution of lack of capacity or otherwise for the three thematic areas is shown Table 8. While there is no scientific basis for selection of 50 percent to mark the divide between having and not having capacity, the selection is considered conservative. Capacity levels are likely to be much worse if the divide were raised above 50 percent. The point to take away is that the issue of statistical capacity among Member States needs to be addressed.

Table 8: Data gaps in IGAD Member States

Statistical Sectors	Percent Member States Lacking Capacity	
Data Production	60	
• Demographic and Social Statistics	32	
• GPS Statistics	100	
• Economic Statistics	76	
Methodology Regarding Data Production	76	
• Metadata	100	
• Data sources	80	
• Data Editing and Linkage	0	
• Data Dissemination	75	
Strategic and Managerial Issues in Official Statistics	69	
• Institutional Frameworks and Principles; Role and Organisation of Official Statistics	69	

2.2.3 Structural organisation

The current pre-RSDS state of IGAD's statistical system is that there is no formal statistical system as such on the ground. The lack of an established statistical system provides part of the rationale for the IRSDS which will necessitate establishment of a statistical structure to drive the strategy. This is one of the recommendations in the strategy.

Notwithstanding the absence of a formal statistical structure, it is important to specify what ought to have been if there had been a structure on the ground. It is also important to note that the beginnings of such a structure is currently in place in the form of an ad hoc Statistics Technical Work Stream constituted by statisticians scattered in the Divisions of the Secretariat and associated Specialised Institutions. In fact, there is one statistician in the PCPD, which consists of IDDRSI PCU and Knowledge Management, who is tasked with both establishing a IGAD Regional Statistical Organisation for the IGAD Secretariat and coordinating with NSOs/NSIs/NSSs in Member States and other stakeholders for the development and implementation of RSDS.

The basic elements or components of a generic RSS consists of

- Demand - consisting of users of data/statistics/statistical information⁴;
- Supply - consisting of sources and producers of data;
- Products or outputs – consisting of data;
- Governance - consisting of an institutional framework;
- Coordination - providing the essential linkages among all the system elements; and
- Capacity building – responsible for enhancement of skills including introduction of new ways of doing things in all the other elements of the system.

2.2.3.1 Demand for statistics

Demand for statistics comes from users in both the public and private sectors. In the case of IGAD this is the only element active on the ground, providing the *raison d'être* for the development of the IRSDS. In actuality users consist of the following categories:

- IGAD Secretariat, Specialised Institutions and Programmes, Offices of Envoys and Liaison Offices;
- Institutions of Member States – NSIs/NSOs/NSSs; Ministries, Departments and Agencies (MDAs);

⁴ The terms **data**, **statistics** and **statistical information** are used interchangeably in this document

- Pan-African institutions – African Capacity Building Foundation (ACBF), AfDB, AUC departments and affiliates, Pan-African Institute for Statistics, UNECA, etc.
- International agencies – UN agencies, IMF, IDA, World Bank, etc.;
- Development Partners – European Union (EU), etc.;
- International Statistics Agencies – United Nations Statistics Division (UNSD), EUROSTAT, etc.;
- Trans-national corporations –
- Institutions of higher learning and research institutions, etc.;
- Non-Profit organisations;
- Media
- Civil Society
- Public

2.2.3.2 Supply of statistics

Statistics are supplied by **producers** from two categories of sources of data. The first category consists of primary sources from which data are purposefully collected to generate official statistics. Primary sources consist of sample surveys and censuses. The second category consists of secondary sources consisting of continuously updated databases, generally called registers, with data collected for purposes other than official statistics, such as public administration or corporate data in the private sector. Data from different registers (e.g., different branches of administration) can be combined to make a statistical register.

On implementation of the IRSDS the Secretariat is expected to perform two main functions. First, the secretariat is to assemble harmonised secondary data to derive indicators relevant to the policy needs of the region from the NSSs of Member States coordinated by their NSOs. In the very likely event that the data are not harmonised, the secretariat should initiate and lead the harmonisation process in collaboration with the NSSs in Member States. Second, the Secretariat has to embark on a medium-to-longterm advocacy and promotion of international or peer-agreed standards and frameworks. This is a harmonisation perspective of improving statistical quality NSSs.

The Secretariat will extend its data assemblage and harmonisation activities as well as promotion of standards and frameworks to individual data-producing institutions such as central banks and ministries or departments in Member States where the NSS is decentralised. Central banks are an important part of the NSS in any given Member State because they are usually responsible for macroeconomic statistics and key economic indicators. Ministries and other state agencies produce sector statistics such as education and health.

Another group of producers consists of international agencies such as the IMF, the World Bank and Pan-African institutions, especially the AfDB, STATAFRIC and UNECA, among others.

2.2.3.3 System Products or Outputs

From a user's standpoint, IGAD's RSS will derive legitimacy from the quality and quantity of its products. Examples of outputs include such publications as a regional statistical yearbook and a facts-and-figures handbook. The actual statistical information releases can be established through the execution of two surveys – a user needs survey and a user satisfaction survey. These should be periodically updated to accommodate changes in user needs.

2.2.3.4 Governance

Governance of the IRSDS refers to the institutional framework within which the IRSS will carry out its operations. Some of the institutions are already established but are as yet to be

formalised to take up responsibilities for statistics. Others, yet to be established, will be formally dedicated to carrying out responsibilities for statistics. The institutions that will define the parameters of the IRSS are:

- Council of Ministers;
- IGAD Statistics Committee;
- IGAD Regional Statistical Organisation in the Secretariat; and
- Focal Points

2.2.3.4.1 Council of Ministers

The **Council of Ministers** whose mandate is to formulate policy for the region and approve the work programme and budget of the Secretariat already exists. It will also include in its mandate approval of policies and the budget of the work programme of the IRSS

2.2.3.4.2 IGAD Statistics Committee

The IGAD Statistics Committee (ISC) for the IRSS, to be approved by the Council of Ministers, is as yet to be established. The ISC will be a body of professionals comprising the heads of NSOs in Member States and the Secretariat. It is to be responsible for formulating policy and strategy and for providing professional guidance for the development and implementation of statistics programmes for the IRSS. Its terms of reference (TOR) are contained in Annexure 4.

2.2.3.4.3 IGAD Regional Statistical Organisation in the Secretariat

Statistical policies, programmes and projects for the IRSS will be organised and implemented by the proposed IGAD Regional Statistical Organisation (IRSO) resident within the Secretariat. The unit, whose terms of reference are contained in Annexure 5, is as yet to be established and approved by the Council of Ministers. Among other activities the unit is to be responsible for:

- designing and implementing priority regional statistical projects;
- being the central point for the development of official statistics regional database systems;
- co-ordinating regional statistical activities;
- providing leadership and technical advice on harmonisation and standardisation issues at regional and national levels; and
- coordinating statistical capacity building in the region.

2.2.3.8 Coordination

Statistical coordination provides the RSDS with the means to have an impact on two main areas – national development of its Member States and regional integration and development. With regard to national development, coordination enables data collection and harmonisation from Member States for the RSDS. And through a feedback coordination process, the RSDS strengthens the statistical capacity of Member States by increasing the effectiveness of their statistical development strategies, the National Strategies for the Development of Statistics (NSDSs). On the other hand, the RSDS provides development institutions and programmes with statistical information to benefit both development policies of the region and the regional integration agenda.

In practice the essential linkages among all the system elements will be effected by institutional structures that have already been indicated in the section on governance. The one addition to the list in the governance section are coordinators from Member States. Depending on the preferences of Member States, NSS coordinators may be the focal points for coordination from Member States.

2.2.3.9 Capacity building

On the basis of the information from capacity assessment, capacity building both in Member States and at regional level needs be particularly attended to. Advantage should be taken of the specialised training institutions within the region and the ASS at large.

2.2.4 Environmental factors affecting the RSIDS

While there is no statistical organisation on the ground for a region yet, it is deemed safe to assume that the environment of the status quo has strengths, weaknesses, opportunities and threats that will affect the development and implementation of the new venture, the RSIDS. An understanding of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the internal and external environmental context of the strategy will assist in its development and implementation. A SWOT matrix for the IRSIDS is provided in Tables 9 and 10.

Table 9: SWOT Matrix - Strengths and Weaknesses

Strengths	Weaknesses
1. IGAD Secretariat's convening and coordination ability	1. Lack of a regional statistical strategy and implementation plan to give direction to statistical development
2. Commencement of a process of establishing joint Monitoring & Evaluation, Knowledge Management and a Statistics Technical Working Group	2. Lack of IGAD data-sharing protocols among the Secretariat, Member States and other stakeholders
3. Support from the highest level of management to the importance of Statistics for IGAD	3. A lack of an integrated system of statistical production, analysis and dissemination/access
4. Excellent relations with Member States and their line ministries	4. A lack of access to centralised archived/historical datasets
5. Availability of capacity to generate harmonised programme-generated data collected by different units	5. A lack of a formal statistical entity (such as a Statistical Unit) with sufficient capacity to collect/assemble, harmonise, disseminate and archive data and statistics for the region
6. Existence of a systemic participatory process identification of indicators in the regional results framework	6. A lack of harmonisation of concepts and definitions, methods and standards
7. Having capacity for data analysis of and reporting on baseline projects	7. Low level of access by stakeholders to available, relevant and good quality data and statistics
8. Integrated staff with different skills and networks from Member States	8. A low profile of statistics due to insufficient advocacy, coordination and communication leading to limited use of statistical information by users in decision-making and in the formulation of policies, programmes and projects for research and development
9. Availability of human resources with different capacities in different offices of IGAD to functionally run a regional statistical unit	9. Limited availability of up-to-date disaggregated data on gender
10. Existence of hardware and software that can be integrated into a system of networks	10. A lack of data/datasets on cross-border areas
11. A prioritised digitisation process to support data sharing and management	11. A lack of a funding strategy for financing an official statistical entity (Statistics Unit)
12. Availability of a treaty to share data and statistical information among state institutions to improve cooperation in areas such as security and national statistical systems/offices	12. Limited resources for development of the IGAD Regional Statistical System
	13. A lack of an integrated system for data collection, processing, analysis, dissemination and archiving

Strengths	Weaknesses
	14. A lack of utilisation of international statistical frameworks to produce quality statistics
	15. Unavailability of relevant and timely high quality statistical information to IGAD Priority Areas resulting from limited availability and use of administrative data and statistics
	16. Weak alignment of indicators in the regional strategy and continuous reporting of the indicators
	17. Variations in the capacities of national statistical systems (NSSs) of Member States that are expected to deliver data/statistics required by the regional statistical system
	18. Working in silos and competitively leading to duplication and wastage of resources
	19. Limited online data sharing infrastructure
	20. A lack both of strong linkages to and of collaboration with National Statistical Offices/ Institutions/Systems/Development Partners and Pan-African Institutions
	21. Weak alignment both of the indicators and of their continuous reporting in the IGAD Regional Strategy and Implementation Plan
	22. Shortages of statistical hardware and software (SPSS, STATA, GIS etc.)
	23. A lack of an officer responsible statistical coordination in the regional statistical system

Table 10: SWOT Matrix - Opportunities and Threats

Opportunities	Threats
1. There is huge demand for data/statistics in every sector of IGAD and continental/international agencies	1. High cost of data collection and its sustainability
2. IGAD's strategic position as a REC at the Horn of Africa and the confidence of the community of development partners it has attracted could positively influence fundraising to support establishment of a Statistics Unit	2. Insufficient budget allocation to NSIs/NSOs/ NSSs
3. Renewed efforts to create a one-IGAD technological system is an opportunity to get every staff on board for statistics as well	3. Streamlining statistics roles across MS in order to avoid statistical biases
4. IGAD Member States are a source of high potential for up-to-date statistics for the region	4. High dependence on donor funding
5. Huge amounts of yet required untapped data is available within the region; it should be used by the IGAD Secretariat and associated Specialised Institutions and Programmes	5. Alternative sources of data
6. International best practices to benchmark establishment of a world class Statistical Unit	6. Lack of sustainability of initiatives (e.g., DevInfo)
7. Current initiatives on statistical development at continental level by Pan-African Institutions (AUC, AfDB, ACDF, NEPAD, UNECA), development partners and other stakeholders	7. Uncertainty of data sharing from Member States and other stakeholders
8. The potential to exploit the data revolution	8. Low levels of local investment prioritisation for statistical development and operations
9. Availability of best practices founded on international statistical frameworks, standards and guidelines including statistical harmonisation	9. Competition among different organisation for available finance at continental level due to the many RECs and other Pan-African Organisations
10. Membership of the African Statistical System (ASS) and the adoption of the Strategy for the Harmonisation of Statistics in Africa (SHaSA 2) to give a statistical framework for the region	10. A lack of coordination among development partners thereby increasing duplication of efforts and suboptimal use of resources
11. Existence both of PARIS21 for best practices in statistical development and of SDG Centre for Africa for meeting international obligations regarding Agenda 2030 indicators	11. A lack of coordination of changes of data collection tools at national levels and regional level due to new instruments which need to be harmonised
12. Potential for collaborating with a Network of Statisticians within IGAD Member States	12. Staff Turnover at NSOs/NSIs of MS
13. Technological advancement: Availability of new technologies or platforms for storing and sharing data	13. A data/statistics requests burden on Member States due to lack of coordination and rationalisation of work among stakeholder institutions
14. Availability of the African Charter on Statistics that should provide a framework for a Code of Practice for the regional statistical system	14. Inadequate legal framework
15. Existence of IGAD governance structure and the availability of IGAD Policy organs to facilitate statistical development and operations	15. Insufficient capacity to adapt to rapid technological change
16. The potential for open data to increase the number of sources available to official statistics	16. Potential of political interference leading to compromised organisational and professional independence of statistical institutions within the region
17. Potential for the strengthening of National Statistical Systems (NSSs) for harmonisation of statistical production, analysis, dissemination and archiving	17. Staff reductions and budget cuts at NSOs/NS
18. Availability of expertise in the process elements of the statistical value chain	18. Data insecurity due to inadequate maintenance of infrastructure and the unreliability of the internet in the region,

Opportunities	Threats
	including Member States
19. The potential for data sharing within the IGAD Secretariat's Divisions, Special Institutions and Programmes	19. Insecurity of data
20. Potential for engagement with the national statistical associations of Member States for professional support	
21. Use registers and other sources of administrative data	
22. Availability of Statisticians within IGAD Divisions and Specialised Institutions	
23. Formation of IGAD Statistics Committee	

Chapter 3

Strategic framework

3.1 Strategic Foundations

The strategy arises from the lack of a reliable source of official statistics to inform policy formulation and development planning in the Secretariat, its affiliates, and other stakeholders tasked with the business of managing the affairs of the IGAD. It is informed by the statistical needs of the African Integration Agenda; expectations of key stakeholders in the region; an assessment of the data needs of the IGAD Secretariat and its affiliates; an assessment of the capacity of Member States to produce the statistical information required; a SWOT analysis by key stakeholders; and, most of all, by the IGAD Regional Strategy 2016-2020. They contribute to the general direction of the strategy which is subsequently refined by envisioning (vision, mission and core values), strategic goals and objectives. The next section outlines the context of the strategy within the ASS.

3.1.1 The African Regional Integration Agenda

This section provides a brief context of how the IRSDS relates to or fits in with existing statistical development strategies, especially the current ones, SHaSA 2 and NSDSs, within the ASS; and how it enhances development of the latter. The three strategies are intended to hierarchically contribute to the actualisation of the AIA. The context is outlined by a condensed history of the AIA, and a sketch of relations among current strategies for statistical capacity building in the AU.

The AIA encompasses development of socioeconomic, cultural, and political aspects of African countries. Such development requires statistics or indicators to effectively inform policies, programmes and projects for effectiveness. The need for statistical information for the AIA is indigenous. It was expressed by the OAU in its 1980 *Lagos Plan of Action for the Economic Development of Africa 1980-2000*. Due to capacity constraints (of which resources are a significant factor), statistical development initiatives have always had a partner component with the developed world. The main focus of initiatives for statistical development has been the building of threshold capacity for the production of good quality statistics. A few of these initiatives and their association with the AIA are identified below.

The next continental statistical plan was the *Addis Ababa Plan of Action for Statistical Development in Africa (AAPA)* in 1990. Implementation of the AAPA was expected to result in national statistical development, especially NSSs, with coverage of capacity building, effective statistical organisation, medium term planning, sector and product prioritisation, and so on. Its assessment in 2000 as well as assessments of NSSs shortly afterwards showed little impact on statistical development in the OAU. Most of the current momentum of statistical development in Africa was an offshoot of the 2002 Monterrey Conference on Financing for Development, alternatively known as the First International Roundtable on Managing for Development Results. Out of this conference emerged the theme *managing for development results* (MfDR) which has currently become the organising concept for development planning. Also known as the Monterrey Consensus, the conference's main outcome was an international consensus on measuring implementation, outcomes and impact of development processes as the main objectives of statistical development. In Africa the offshoot of the Monterrey Conference was the 2004 Marrakech Action Plan for Statistics (MAPS), or the Second International Roundtable on MfDR. MAPS identified a limited number of international level actions that were needed to meet the requirements of the results agenda, with the Millennium

Development Goals (MDG) programme in mind. Among the six actions identified, one, “Mainstreaming strategic planning for the development of statistics”, was of immediate direct interest to the development of both NSDSs and RSDSs. Actions recommended by MAPS are:

1. Mainstreaming strategic planning for the development of statistics;
2. Preparing for the 2010 round of population censuses;
3. Increasing financing for statistics;
4. Setting up an International Household Survey Network (IHSN);
5. Improving data for monitoring the MDGs; and
6. Improving the accountability and coordination of the international statistical system.

By way of a mechanism to implement MAPS in Africa the Regional Reference Strategic Framework (RRSF) was developed in 2006. The RRSF was/is not a strategy *per se* but a framework within which to implement MAPS in Africa. The overall objective of the RRSF was the strengthening of NSSs along three dimensions - meeting user needs; improving management of statistical systems; and ensuring the sustainability and irreversibility of statistical development (by mainstreaming statistics in development programmes). The RRSF was the response by African countries meeting the data challenges of the results agenda by 2015.

Establishment of NSSs intensified after publication of the RRSF; so did development of NSDSs as the NSS’ mechanisms for capacity development to meet increasing demand for statistics. Increased statistical development activity led in 2009 to the development of a code of practice, the African Charter on Statistics, as a framework for development of policies and good practices during the production and use of statistics.

Connections between the Monterrey Consensus and MAPS, on the one hand, and the RRSF, on the other, demonstrates the convergence between international statistical developments and statistical developments in Africa. This is further illustrated by the Busan Action Plan for Statistics of 2011 and the Cape Town Global Action Plan for Sustainable Development Data of 2017. The Busan Action Plan builds on MAPS and promotes three main objectives - full integration of statistics in decision making; promotion of open access to statistics; and increasing of resources for statistical systems. The objectives were to be realised through the implementation of five actions:

1. Strengthening and re-focusing national and regional statistical strategies with particular emphasis on improving statistical systems that address country-level development priorities, a key aim being to increase in-country capacity to respond to emerging and unforeseen needs;
2. Implementation of standards for data preservation, documentation, and dissemination that permit full public access to statistics;
3. Development of programs to increase the knowledge and skills needed to use statistics effectively for planning, analysis, monitoring, and evaluation, thus increasing transparency and accountability and improvement of accessibility of statistics at the national and international levels;
4. Building and maintenance of results monitoring instruments to track outcomes of all global summits and high-level forums; and
5. Ensuring that financing for statistical information is robust and that funding instruments and approaches reflect the new modalities and actors in development finance.

The Cape Town Global Action Plan succeeded the Busan Plan of Action calls for enhancement of capacity building of NSSs to meet the data requirements of Agenda 2030 through implementation of six strategic areas, namely:

1. Coordination and strategic leadership on data for sustainable development;
2. Innovation and modernization of national statistical systems
3. Strengthening of basic statistical activities and programmes, with particular focus on addressing the monitoring needs of the 2030 Agenda;
4. Dissemination and use of sustainable development data;
5. Multi-stakeholder partnerships for sustainable development data; and
6. Mobilisation resources and coordinate efforts for statistical capacity building.

The foregoing initiatives have been filtered into the current development strategies and frameworks. In 2010 the first continent-wide statistical development strategy, the Strategy for the Harmonisation of Statistics in Africa (SHaSA), was developed; and was in 2017 updated as SHaSA 2 for the period 2017-2026 to include new developments, especially Agendas 2030 and 2063. The primary objective of SHaSA is to facilitate production of comparable and comprehensive statistics across all AU member states through coordination and collaboration of national, regional and international stakeholders. Apart from providing a framework for statistical production for the AIA, other purposes for SHaSA include: defining the ASS; being a mechanism for implementing the Charter; and being a framework for the monitoring and evaluation of the Charter. The latest initiative is the development and implementation of the Pan-African Statistics Programme (PAS), part of a wider Pan-African Programme resulting from a partnership between the European Union (EU) and the AU. The PAS Programme aims to support the AIA through strengthening institutional capacity building in the ASS

3.1.2 Current strategies for statistical capacity building in the AU

The foregoing shows that the AIA is a thread that has linked practically all the initiatives intended for statistical development in Africa during both the OAU and the AU. Of interest is how the RSDS for the IGAD region relates to SHaSA 2 and the NSDS.

3.1.2.1 RSDS and SHaSA 2

Both the RSDS and SHaSA 2 are strategies, the former embedded in the latter. Because of its continental nature SHaSA 2 can be said to be a macro action plan. On the other hand, at the regional level, the RSDS can be said to be a meso action plan. Accordingly, SHaSA 2 plays the role of a framework for the RSDS in which case the RSDS is a mechanism for implementing SHaSA 2. For example, SHaSA 2 influences the direction of the IRSDS by having its strategic goals integrated into the latter (Table 11). In fact, all the five strategic goals in the IRSDS are aligned with the regional level expectations of SHaSA 2. In addition, the RSDS fulfils the main objective of SHaSA 2 – facilitation of comparative statistics across countries albeit at regional level through harmonisation processes. The RSDS also fulfils the second objective of SHaSA 2 – strengthening the institutional capacity of AU member states, again at regional level. With regard to the AIA, the immediate role of the RSDS for IGAD is to support the African Regional Integration Agenda (ARIA) within the region as integration within RECs is the precursor of the AIA.

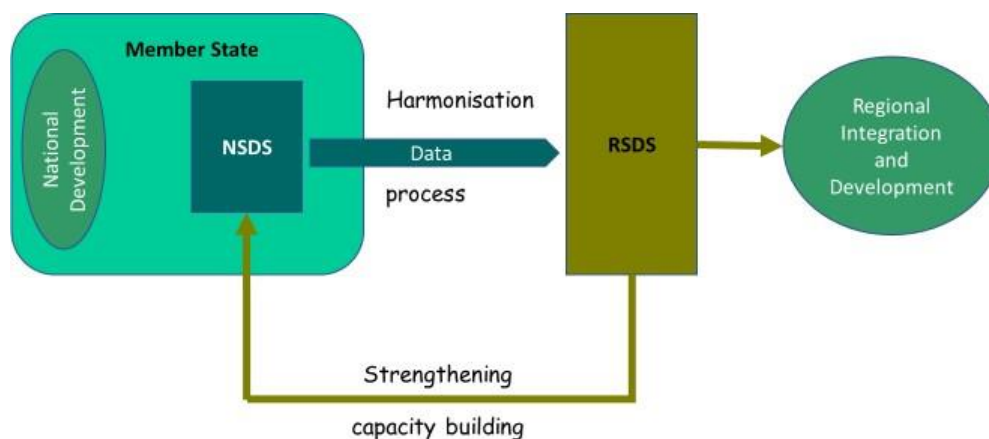
Table 11: Integration of regional expectations of SHaSA 2 into the IRSDS

SHaSA Regional level expectations of SHaSA 2	IRSDS Strategic Goals
1. Meet the statistical needs of the regional development program	1: Available data and indicators to meet the statistical needs of IGAD
2. Serve as a framework to monitor the implementation of Agenda 2063, the 2013-2022 Strategy of the AfDB, and Agenda 2030	
3. Ensure the comparability of data in all Member Countries	2: Quality and comparable regional statistics
4. Strengthen relations and convergence between regional and national levels (RSDS implies a close cooperation and collaboration between Member Countries)	3: Achieve a well-coordinated regional statistical system
5. Facilitate, coordinate, and strengthen representation vis-à-vis external development partners	
	4: Statistics have a high profile in the region
6. Strengthen skills, expertise, and resources in statistics at the regional level	5: Adequate statistical capacity in the region including Member States
7. Enhance the development of statistics tools and services at the regional level	
8. Develop South–South cooperation	

3.1.2.3 The RSDS and the NSDS

There is a mutually beneficial relationship between the RSDS and the NSDS. With the aid of the RSDS a REC receives practically all the data, secondary data development, it needs to inform its policies, programmes and projects from NSDSs in Member States. In return, a Member State receives from the REC's RSDS technical support to build sustainable capacity in the NSDS to meet national development requirements of the Member State. As a result of the complementarity between the two strategies, development of the NSDS ought to take into account the data requirements of the RSDS while development of the RSDS ought to take into account the capacity needs of the NSDS. An illustration of the relationship between the RSDS and the NSDS is illustrated in Figure 6 below.

Figure 6: Relationship between the RSDS and the NSDS



Source: Extracted from Paris21, The RSDS Approach in a Nutshell

All the objectives and items in the action plans in the IGAD RSDS should have counterparts in the NSDSs of Member States. Accordingly, new generations of NSDSs should be specifically take into account data requirements in the RSDS.

Technical support from the RSDS to NSDSs covers harmonisation methodologies and processes; advocating for statistics laws and regulatory frameworks in conformity with the African Charter on Statistics to advance autonomy and professional independence for NSOs/NSIs; promoting regulatory frameworks for statistical activities and products to improve the quality of statistics; advocating for good governance; advocating for increased use of statistics among policy and decision makers; liaising with capacity building institutions to train staff in advanced skills; identification of statistical priorities and selection and definition of statistical indicators; and so on. These relations – roles and responsibilities – between the RSDS and NSDSs are best realised by developing and implementing a protocol between the REC and each of the Member States.

3.2 Strategic direction

This section outlines the vision, mission and core values of the IRSDS. These three indicate the direction of the strategy and in essence sets the agenda of the strategic goals. As expected, they are aligned to those of IGAD.

3.2.1 Vision and Mission of IGAD

IGAD's vision is a resilient, peaceful, prosperous and integrated region where citizens enjoy high quality of life.

IGAD's mission to promote regional cooperation and integration to add value to Member States' efforts in achieving peace, security and prosperity.

The vision, mission and core values for the strategy are given below.

3.2.2 Vision

To be a preferred source of reliable, harmonised and timely statistical data for achieving peace, prosperity and integration in the IGAD region.

3.2.3 Mission

To facilitate the generation, dissemination and use of high quality, reliable and harmonised statistics required for achieving peace, security and inclusive prosperity in the IGAD region

3.2.4 Core Values

- **Accountability and Transparency:** To be accountable and transparent in the conduct of all activities at all levels.
- **Professionalism:** To contribute to competently, diligently, efficiently, and effectively to the development of IGAD; and to adopt an upright attitude in which staff unequivocally abide by professional considerations towards work and service.
- **Customer satisfaction:** To consult with and be guided by users to produce quality statistics that are fit-for-purpose.
- **Country driven:** To be guided by needs expressed by Member States.
- **Integrity and Independence:** To produce and disseminate statistics in an objective and independent manner.
- **Quality:** To commit to ensuring a high level of quality in the production and dissemination of official statistics in the IGAD region in conformity with international or peer-agreed standards, guidelines and frameworks.
- **Collaboration and knowledge sharing:** To create collaborative and knowledge exchange platforms among Member States in order to share learnings, good practices and innovations for further development of national and regional statistical systems.
- **Stewardship:** to make responsible and efficient use of time, talent, money, assets, and other resources to achieve goals and plans.

3.2.5 Strategic goals and objectives

This section begins with a listing of all the Strategic Goals and their associated Objectives in Table 12. It continues with brief descriptions of what they entail; and ends in their being translated into their subject-matter or statistical areas, objectives to be achieved for each statistical area, expected outputs, expected outcomes and performance indicators.

Table 12: Strategic goals and objectives for the IRSDS

Strategic Goals	Objectives
1: Available data and indicators to meet the statistical needs of IGAD	1.1 Statistical needs of the key stakeholders in the IGAD region established 1.2 Identify and prioritise indicators for the Secretariat and its affiliates - Specialised Institutions, Programmes and Liaison Offices – identified and prioritised
2: Quality and comparable regional statistics	2.1 Harmonise standards, methodologies, classifications and frameworks of statistical production in Member States
3: Achieve a well-coordinated regional statistical system	3.1 Develop and implement a legal framework to facilitate coordination of regional statistical operations 3.2 Establish a formal regional statistical organisation/institute to initiate and manage the operations of the regional statistical system 3.3 Establish a Regional Statistics Committee (RSC) to provide coordination frameworks 3.4 Establish regional Technical Working Groups (TWGs) to guide or facilitate harmonisation in selected statistical areas or processes

Strategic Goals	Objectives
4: Statistics have a high profile in the region	4.1 Put in place a strategy to advocate for and enhance the use of statistics in the region 4.2 Establish mechanisms for efficient delivery of services to users and promote wider and increasing use of regional statistics
5: Adequate statistical capacity in the region including Member States	5.1 Build human resources in variety and numbers commensurate with the demands of the established statistical sectors in the IRSS and Member States 5.2 Put in place training programmes to improve skills in statistical analysis and to impart basic statistical literacy to users 5.3 Design and implement a capacity building programme to strengthen the national statistical systems of Member States 5.4 Put in place ICT infrastructure as a requisite for the advancement of statistical development in the region and within Member States 5.5 Put in place an effective Management Information System

3.2.6 Brief description of Strategic Goals and Objectives

Objectives are assembled under the Strategic goals from which they are derived

3.2.6.1 Strategic Goal 1: Available data and indicators to meet the statistical needs of IGAD

Strategic Goal 1 is intended to address the main objective of the IRSDS, namely, to facilitate data collection from IGAD Member States to support regional development policies and development programmes and projects of the Secretariat and its institutional affiliates. Attainment of the IRSDS main objective will be achieved through disaggregating the strategic goal into two objectives identified below.

Objective 1.1: Statistical needs of the key stakeholders in the IGAD region established

Statistical needs of key stakeholders are derived from an assessment of stakeholder expectations, a situational assessment of the availability of statistics or lack thereof in the region and IGAD's Regional Strategy and Implementation Plan. The assessment includes: the current institutional structure; a data gaps analysis in the region and among Member States; an assessment of statistical capacity in the region, and a SWOT) analysis.

Objective 1.2: Indicators for the Secretariat and its affiliates - Specialised Institutions, Programmes and Liaison Offices – identified and prioritised

Identification and prioritisation of indicator sources was based on the same sources as for Strategic Goal 1.1 but with special emphasis on a data gap analysis and the Regional Strategy and Implementation Plan

On the basis of the activities indicated in Specific Objectives 1.1 and 1.2, data for the IGAD RSS can be obtained from the statistical areas indicated in mapping below. The table outlines the statistical areas from which indicators are to be extracted, objectives for the indicators, expected outputs, expected outcomes and performance indicators.

Table 13: Results Framework of Strategic Goal 1 - Available data and indicators to meet the statistical needs of IGAD

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
Population and Vital Statistics	<p>To establish a clear target for policy formulation and development planning in the region</p> <p>To establish or strengthen census and household survey, migration and vital statistics systems</p> <p>Establish, review protocols for cross-border migration</p> <p>To establish or strengthen capacity in Member States</p>	<p>Population and vital statistics data available for operations of the Secretariat and affiliates</p> <p>Published regional statistics</p> <p>Appropriate staff and infrastructure at NSIs/NSOs/NSSs and at the Secretariat and affiliates</p> <p>Capacity in data handling, analysis and dissemination established or strengthened in Member States and the RSO</p>	<p>Availability of data on the population, migration, and vital statistics</p>	<p>Number of Member States with census data and/or current mid-year population estimates and household surveys annually for the next 5 years</p>
Migration Statistics	<p>To improve the quality of international migration statistics and population projections</p>	<p>Migration statistics for Member States and for the region</p>	<p>Significant reduction in illegal migration numbers</p> <p>The role of migration in development promoted</p> <p>Free movement of persons and migrants is facilitated</p>	<p>Number of Member States that have implemented well-managed migration policies</p> <p>Number of Member States having compiled and published migration statistics key indicators on stocks and flows of international migrants by sex</p>
<p>Climate Change</p> <ul style="list-style-type: none"> Data management, geo-spatial and remote sensing 	<p>To acquire geo-spatial and remote sensing data to help manage climate-related risks</p>	<p>Geo-spatial and remote sensing data</p>	<p>Increased climate resilience from using Geo/EO data</p>	<p>Census of all active climate stations and their data records in the national meteorological centres</p> <p>Number of Member States integrating Geo/EO across various sectors</p> <p>Number of Member States that have established National Spatial Data Infrastructure policies or strategies</p>

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
<ul style="list-style-type: none"> Climate monitoring, diagnostics, predictions and early warning 	To provide monitoring, diagnostic, predictive and early warning information to evaluate potential impacts of the seasonal forecast and to co-produce mitigation measures	Climate products and services	Initiatives and actions for resilience and sustainable development	<p>Number of Member States producing and publishing Geo/Earth Observation (EO) products/applications</p> <p>Number of Member States establishing and publishing National Frameworks/Strategies/Plans for climate services</p> <p>Number of Member States producing and publishing objectively consolidated national seasonal climate outlooks</p> <p>Number of Member States reporting on National Meteorological and Hydrological Stations (NMHS) that are training people at national and sub-national levels</p> <p>Number of countries with NMHSs operating ICPAC's High Performance Computing (HPC) Systems to independently develop national and sub-national monthly to seasonal climate forecasts using objective forecasting procedures</p>
<ul style="list-style-type: none"> Climate applications (Climate Change, Hydrology) 	To develop applications to mitigate disastrous impacts or effects of climate change	Applications (tools, advisories, strategies, policies, programmes, fora, plans, services, initiatives) put in place to mitigate disastrous impacts or effects of climate change	Increased capacity for resilience towards natural disasters resulting from climate change	<p>Number of Member States supporting strategies, policies and programmes to address climate change issues</p> <p>Number of successful regional and national fora and initiatives on climate change supported by ICPAC</p>

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
				<p>Number of climate change capacity building services supported by ICPAC for regional and national institutions</p> <p>Number of Member States reporting establishment or operationalisation of an integrated policy/strategy/plan on climate change</p> <p>Number of Member States reporting increased resilient capacity for reducing and managing the impacts of climate and disaster</p>
<ul style="list-style-type: none"> Disaster Risk Management (DRM) 	To mitigate risks resulting from climate change through provision of early warnings	Reduction in losses due to disasters caused by weather and climate changes	Reduced climate related disaster losses	<p>Number of Member States having in place mechanisms (policies and plans) to mitigate risks associated with disasters from climate change</p> <p>Number of Member States having national and local disaster risk reduction strategies in compliance with the Sendai Framework for Disaster Risk Reduction 2015-2030</p> <p>Number of Member States reporting on the number of international, regional and bilateral programmes and initiatives for the transfer and exchange of science, technology and innovation in disaster risk</p>
<ul style="list-style-type: none"> Food security and nutrition 		<p>Food security and nutrition statistics/indicators</p> <p>Statistics on refugees and internally displaced persons (IDPs)</p>	Information on food security and nutrition indicators for better policy- and decision-making	<p>Number of Member States publishing statistics/indicators on food security and nutrition</p> <p>Number of Member States reporting on the number of refugees and asylum</p>

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
		Food Balance Sheets		<p>seekers in need of urgent humanitarian food assistance</p> <p>Number Member States reporting on the number of IDPs that require urgent humanitarian food assistance</p> <p>Number of Member States publishing Food Balance Sheet (in Metric Tonnes)</p>
<ul style="list-style-type: none"> Resilience 	To specify statistical indicators that are to inform facilitation of resilience against negative impacts/effects of climate change	Indicators to inform facilitation of surveillance of resilience against natural disasters	Reduction of vulnerability to impacts/effects of climate change	<p>Number of Member States producing and publishing national development plans that have integrated climate change</p> <p>Number of Member States producing and publishing the Domestic Food Price Volatility Index (VI)</p> <p>Number of Member States producing and publishing proportion of agricultural area under productive and sustainable agriculture</p> <p>Number of Member States reporting the proportionate value (USD) of admissible country humanitarian aid requests during shocks</p> <p>Number of Member States having/developing and publishing functional legal frameworks for disaster risk management and resilience building</p>

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
				Number of Member States publishing the proportion of conflict- and natural disaster-related deaths
Environment Statistics	To enable the effective monitoring of the environment To establish a framework and relevant capacity for the collection and compilation of priority environment statistics	Environment statistics for all Member States Regional data published Capacity for all Member States to compile environment statistics	Better conservation of natural resources Better adaptation to and mitigation of effects of climate change	Number of Member States publishing environment statistics Regional environmental data published
Health Statistics	To improve health by strengthening regional and national health systems towards a sustainable health information system for the region	Health statistics of Member States	A healthy population with increased life expectancy participating in social development	Number of Member States compiling and publishing health statistics annually Regional publication of regional health data
Gender Statistics	To support implementation of commitments on gender equality and women's empowerment and to support monitoring of the progress being made in IGAD Member States; at all levels	Gender statistics for all Member States	Informed gender-responsive policies and programmes for Member States Gender equality in the region	Publication of regional and Member State gender statistics/indicators African Gender Equality Index (AfDB) African Gender & Development Index (UNECA)
Poverty, Living Conditions and Income	To facilitate monitoring poverty programmes and income disparities in Member States To monitor attainment of SDGs and Agenda 2063	Poverty indicators for all Member States and the region	Assessment the effectiveness of national and regional poverty programmes using poverty statistics/indicators	Number of Member States publishing statistics on poverty and income distribution Regional publication of poverty and income distribution statistics/indicators
Production Index/Indices [Business Statistics]	To establish and maintain a Business Register to improve the quality of business statistics	National Business Registers A regional Business Register	Contribution to the GDP estimates of Member States	Number of Member States with established business registers

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
	To facilitate capacity building in business statistics in Member States	To develop core staff in the RSO and NSIs/NSOs	Informed industrial policy for the region	Publication of regional business statistics
Price Index	To measure inflation in the region and in Member States To facilitate capacity building in the production and analysis of price statistics	Regional Harmonised Consumer Price Index (HCPI) Consumer Price Indices and Producer Price Indices for the region and Member States Core staff for price statistics at each NSI/NSO	Informed decision-making in the investment and trade area Informed policies on levels and trends in prices	Monthly publication of CPIs and PPIs by Member States Monthly publication of regional HCPI
International Trade Statistics	To enhance and promote trade, investment and industry within the IGAD region	International Trade Statistics in Member States and for the region Increased trade in goods for the region	Enhanced trade and industry in the region	Number of Member States compiling and publishing International Trade Statistics Number of Member States Implementing Free Trade Area (FTA) protocol in IGAD Region Number of Member States Implementing the Regional SME Master Plan in IGAD Region
Energy Statistics	To provide statistical information for monitoring energy production (electricity, petroleum, solar), distribution and consumption in the IGAD region	Statistics on the energy produced from each Member State Energy imported and exported by each Member State Regional energy statistics from all Member States	Levels of energy consumption in each Member State	Publication of regional energy statistics Number of Member States publishing energy statistics

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
Peace and Security <ul style="list-style-type: none"> Conflict Early Warning & Early Response 	To promote peaceful means to resolve disputes by empowering countries of the IGAD Region to resolve their differences locally and on their own.	Protocol signed and ratified by Member States and the Secretariat defining a process of conflict resolution to forestall potential conflict	Strengthened conflict analysis and prevention by improving the capability in conflict early warning and early response systems at the local, national and regional levels	<p>Number of Member States that have signed and ratified the Protocol on conflict resolution designed to forestall potential conflict</p> <p>Whether the Secretariat has signed and ratified the Protocol on conflict resolution designed to forestall potential conflict</p>
<ul style="list-style-type: none"> Transnational Security Threats 	To develop and implement a comprehensive approach to address transnational security threats	Protocol signed and ratified by Member States and the Secretariat defining a coordination process for addressing transnational threats	IGAD and Member States' capacity to predict, prevent and counter transnational security threats and organised crime is strengthened	<p>Number of Member States that have signed and ratified the Protocol defining a coordination process for addressing transnational threats</p> <p>Whether the Secretariat has signed and ratified the Protocol defining a coordination process for addressing transnational threats</p> <p>Number of Member States implementing recommendations adopted through IGAD Regional meetings on Trans-national security threats</p>
<ul style="list-style-type: none"> Governance, Democracy, Rule of Law, and Human Rights 	To promote good governance, protection of human rights and ensure participation of the Civil Society in the region	<p>Statistics on Electoral Reforms</p> <p>Statistics on Political Parties (e.g., expenditure on elections)</p>	Strengthened processes in Member States in good governance, rule of law, democracy, electoral systems and human rights	<p>Number of Member States that have under-taken electoral reforms through national consultative processes in the last 3 - 5 years</p> <p>Number of Member States that have published statistics on political parties, especially expenditure on elections</p>
<ul style="list-style-type: none"> Humanitarian Affairs and Post-Conflict Reconstruction 	To contribute to the post conflict peace building processes of countries	Agreement with the AU Mediation Support Unit	Strengthened IGAD and Member States capabilities in addressing humanitarian	Number of Member states implementing harmonized IGAD/AU PCRD Policy framework

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
and Development	emerging out of conflict in line with the AU PCRD Policy		crisis and assist in post-conflict issues	
Labour Market Statistics	To measure employment, unemployment and productivity, and facilitate formulation of relevant regional policies and programmes	Statistics on unemployment, employment and productivity, etc. for all Member States and harmonised for the region	Informed policies, strategies, programmes and projects for job creation by Member States and the region	Number of Member States publishing Labour Market statistics/indicators Publication of regional harmonised labour market statistics
Education	To provide statistics/indicators to inform policy formulation and development plans for Member States and the region	Statistics/indicators on the education systems of all Member States Education statistics of the region	Informed educational policies and development plans in Member States and the region Increased skills	Number of Member States publishing education statistics Published regional education statistics
National Accounts	To measure the economic performance of the region To improve coverage of economic activities, including informal economic activities in Member States	National accounts tables for all Member States Harmonised regional accounts	Improvement in the quality of GDP estimates	Number of Member States publishing the agreed set of accounts as the minimum and more depending on the national coverage of the accounts Publication of regional accounts based on the agreed set of accounts from Member States
External Debt and Debt Service Schedule	To measure the debt burdens of Member States and the region in order to monitor their 'solvency'	Gross External Debt (USD)	The debt burdens of Member States and the region Informed debt management practices	External Debt-to-GDP ratios are published by Member States and the Secretariat Debt Service-to-GDP ratios are published by Member States and the Secretariat
Government Finance, Fiscal and Public Sector	To record government spending levels and tax rates To record government revenue and expenditure in a financial year	Statistics on tax rates and changes in government spending levels of Member States Public Sector revenue by source (General	Influence on the economy of the drivers of government spending and tax rates Accountability of government to manage and grow the	Statistics on tax rates and government spending are published for all Member States Accounts of Member State Governments are published

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
		Government, Public Enterprises) and expenditure (General Government)	economy and to provide social services	Accounts of the regional government are published
Reproductive Health	To measure utilisation of contraceptive methods To assess the coverage of contraceptive services	Proportion of women in cross-border and mobile populations satisfied with modern methods of family planning	Assessment of the coverage of contraceptive services in Member States	Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods (cross-border and mobile populations) published by Member States Indicator published at regional level
Balance of Payments	To measure the performance of the external economic sectors of member States and of the region	Balance of payments and their accounts (current and capital) of Member states and the region	Awareness of the influence of the external sector on the economy and requirements for adaptation to externally-induced economic crises Informed policies for the external sector	Number of Member States publishing Balance of Payments Regional Balance of Payments published
Tourism	To provide indicators for the overall contribution of the tourism sector to the economy of the region	Tourism data for all Member States and the region	Awareness of the contribution of tourism to the growth of the economies of Member States and the region Informed policies on promotion and development of tourism	Number of Member States publishing tourism statistics: <ul style="list-style-type: none"> • Tourism GDP as a direct percentage of total GDP • Total tourism employment as a direct percentage of total employment • Tourism Goss Value Added (GVA) as a direct percentage of total GVA Regional tourism statistics published
Infrastructure • Road Transport Statistics	To provide statistics that will inform development policies and plans for to improve road transport in the region	Statistics on road infrastructure, motor vehicle fleet, cargo and passenger	Informed policies and development plans for road transport in Member States and the region	Number of Member States publishing statistics on road transport (e.g. road density, contribution to GDP)

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
		traffic for member States and the Region	Improved interstate connectivity and increased trade and development for the region	Published regional statistics on road transport infrastructure
<ul style="list-style-type: none"> Railway Transport Statistics 	To provide statistics that will inform development policies and plans for to improve railway transport in the region	Statistics on railway infrastructure by type, rolling stock and freight motor vehicle fleet and cargo, for Member States and the region	<p>Informed policies and development plans for railway transport in Member States and the region</p> <p>Improved interstate connectivity and increased trade and development for the region</p>	<p>Number of Member States publishing statistics on railway transport</p> <p>Published regional statistics on railway transport infrastructure</p>
<ul style="list-style-type: none"> Air Transport Statistics 	To provide statistics that will inform development policies and plans for to improve air transport in the region	Data for all Member States on air transport infrastructure, passenger and cargo traffic for Member States and the region	<p>Informed policies and development plans for air transport in Member States and the region;</p> <p>Improved interstate connectivity and increased trade and development for the region</p>	<p>Number of Member States publishing statistics on air transport</p> <p>Published regional statistics on air transport infrastructure</p>
<ul style="list-style-type: none"> Maritime Transport Statistics 	To provide statistics that will inform development policies and plans for to improve marine transport in the region	Data for all Member States on maritime infrastructure, passenger and cargo freight traffic for Member States and the region	<p>Informed policies and development plans for air transport in Member States and the region</p> <p>Improved interstate connectivity and increased trade and development for the region</p>	<p>Number of Member States publishing statistics on maritime transport</p> <p>Published regional statistics on maritime transport infrastructure</p>
Infrastructure Development	To develop regional infrastructure to support economic cooperation and	Improved transport and access to energy	Enhanced intermodal systems	Number of Member States Implementing the IGAD Regional Infrastructure Master Plan (IRIMP)

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
specifically for IGAD	integration by implementing the IGAD Regional Infrastructure Master Plan (IRIMP)			Number of Member States that have completed major transport and energy infrastructure projects planned through IGAD support
			Enhanced safety on transport system	Number of Member States and the Secretariat reporting the percentage of the resources mobilised for transport & energy development through IGAD support
			Enhanced utilisation of energy resources	Increases in the production of energy resources by category reported by Member states and the Secretariat
Research, Science and Technology	To promote research, science and technology agendas for the benefit of the region	<p>Statistics on innovation, research, and development originating from Member States</p> <p>Regional statistics assembled from Member State datasets</p>	<p>Informed policies, programmes and projects in support of innovation; science and technology</p> <p>Increased competitiveness in the industry within the region</p> <p>Increased ability of IGAD to promote research, science and technology agendas for the benefit of the region</p>	<p>Number of Member States publishing indicators on Research, Development & Innovation every 5 years</p> <p>Published regional data</p>
Information and Communication technology (ICT) Statistics	To establish and facilitate analysis of the impact and contribution of ICT to development in Member States and in the region	Statistics on ICT available for all Member States and the region	Information on the status of ICT in Member States and the region	<p>Number of Member States compiling and publishing ICT statistics</p> <p>Published regional statistics on ICT statistics</p>
Justice and Crime	To inform policy development and planning in the criminal justice system	Crime statistics for all Member States	<p>Awareness of the incidence magnitude of crime</p> <p>Informed policies and programmes to combat crime within Member States and for a more secure region.</p>	<p>Number of Member States publishing a minimum set of crime statistics</p> <p>Regional statistics published annually</p>

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
Agriculture Statistics	To enhance regional capacity in agriculture and livestock development and food security	<p>Statistics for all Member States on: the structure and production of the agriculture sector, prices, agricultural products, etc.</p> <p>A regional Agricultural Information Management Systems (AIMS);</p> <p>Livestock Information Management System (<i>LIMS</i>)</p> <p>Food balance sheets for Member States and the region published</p>	<p>Informed agricultural policies and programmes</p> <p>Food security for the region.</p> <p>Food security in the region is improved through development of agriculture, fisheries and livestock development</p>	<p>Number of Member States publishing agriculture statistics</p> <p>Number of Member States publishing food security indicators</p>

3.2.6.2 Strategic Goal 2: Quality and comparable regional statistics

Statistical data for the region have to be assembled from Member States. In their current elemental state such data are not comparable. Comparability is a quality attribute that all regional data must reflect (African Union Commission, 2009). Comparable data constitute a fundamental attribute of the quality of statistics especially at an integrated level, the IGAD region being the focus in this case. In the early stages of data collection for the region, data from Member States will have to be made comparable through reprocessing, adjusting and validation (AUC, et.al, n.d.:68). Data comparability will be effected through a process of harmonisation for the purpose of standardisation. Later stages of data collection involve standardisation through coordination and harmonisation of statistical production, analysis, dissemination and archiving routinely undertaken by NSIs/NSO/NSSs in Member states. Harmonisation specifically applies to concepts and definitions, classifications, methodologies and frameworks. Coordination, standardisation and harmonisation of statistics/indicators will be actualised over time on the basis of a prioritisation schedule of statistical domains. Strategic Goal 2 identifies specific objectives to facilitate data comparability.

Objective 2.1: Standards, methodologies, classifications and frameworks of statistical production in Member States harmonised

- To achieve this objective, the following need to be done:
- Establish a regional standardisation and harmonisation programme for prioritised statistical domains;
- Together with Member States agree on and implement international (or peer-agreed) statistical standards by sharing concepts and definitions, classifications, methodologies and frameworks and other good practices adapted to circumstances prevalent in the region in order to facilitate harmonisation of statistical data;
- Develop manuals and guidelines for production, dissemination and archiving of standardised and harmonised statistics;
- Transform existing statistics from Member States into comparable statistics by reprocessing and adjusting methodology to harmonise existing data; and
- Produce and validate the comparable data.

Table 14: Results framework of Strategic Goal 2 - Quality and comparable regional statistics

Statistical Area	Objectives	Expected Outputs	Expected Outcomes
Harmonisation of Censuses of Population and Housing and Household Surveys	To develop and implement common regional approaches for harmonising censuses of population and housing and household surveys with the 2020 round of censuses in mind, taking into account the approaches of countries which already have or are in the process of holding a census	<p>A harmonisation instrument (questionnaire) for censuses of population and housing</p> <p>A harmonisation programme for household surveys</p> <p>A harmonisation programme and methodologies for reprocessing available census and survey data in Member States</p> <p>Manuals on harmonisation procedures and methodologies for censuses and surveys</p> <p>Member state and regional census and survey data</p>	<p>Comparable statistics for policy formulation and development planning in support of the ARIA</p> <p>Adopted international or peer-agreed standards, frameworks and methods adapted to the realities of member States</p>
Harmonisation of Civil and Vital Registration Systems/ Statistics	To adopt a regional approach for harmonisation and strengthening civil and vital registration systems in Member States	<p>Harmonisation programmes for civil registration, vital statistics and reprocessing of available data</p> <p>Manuals on harmonisation procedures and methods</p> <p>National population registers</p> <p>Vital statistics</p>	<p>Comparable statistics for policy formulation and development planning in support of the ARIA</p> <p>Adopted international or peer-agreed standards, frameworks and methods adapted to the realities of member States</p>
Harmonisation of Migration Statistics	To adopt/adapt a regional/international approach with regard to classifications of migrants	Harmonised migration statistics for Member States and for the region	Informed policies on migration

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
	(long-term, short-term); nature of migration flows (work, family, humanitarian); and impact on labour market composition (sector domination) in order to inform policy formulation and development programmes		Understanding role of migration in development	Regional harmonised migration statistics published
Harmonisation of Gender Statistics	To adopt a regional approach for harmonisation of indicators for monitoring progress being made in gender equality in Member States	A comparable set of indicators on gender equality across all Member States Harmonised Gender Statistics for all Member States and the region	Comparable statistics for informed gender-responsive policies for development planning and interventions and monitoring progress on gender equality	Number of Member States that have published harmonised gender statistics (based on an agreed set of indicators) Publication of regional and Member State harmonised gender statistics/indicators
Harmonisation of Poverty and Income Distribution Statistics	To harmonise the concept, definition and measurement of poverty and income distribution as well as the methodology for data collection among Member States and in the region	Availability of an agreement to a harmonised (common) definition of poverty Availability of manuals on common standards, data sources, and data collection methods	Comparable statistics to inform policy- and decision-making in Member States and the region Adaptation of international standards and methods to IGAD realities	Number of Member States generating and publishing poverty indicators and income distribution based on the agreed definitions Regional poverty and income distribution statistics published
Harmonisation of Production Index/Indices [Business Statistics]	To establish and maintain Member States and regional Business Registers to improve the quality of business statistics	A regional Business Register national Business Registers	Improved quality contribution to GDP estimates of Member States Informed policy on industrial development in the	Number of Member States with established business registers Publication of regional business statistics by Member States and the region
Harmonisation of Price Indices	To harmonise Consumer Price Indices in IGAD Member States To conduct International Comparisons Programme	A Regional Harmonised Consumer Price Index (HCPI)	Purchasing Power Parities (PPP) for Member States Informed policies and decisions for investment and trade	Number of Member States conducting ICP surveys Publications of harmonised CPIs and PPIs by Member States

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
	(ICP) surveys in Member States	International Comparison Program (ICP) data for all Member States		Publication of regional HCPI
Harmonisation of International Merchandise Trade Statistics	To harmonise International Merchandise Trade Statistics (IMTS) in Member States and the IGAD region by aligning with the United Nations manual, International Merchandise Trade Statistics 2010	A harmonisation programme for IMTS for member States Availability of manuals on common standards, data sources, and methods Harmonised IMTS for all Member States	Comparable statistics among Member States Informed policy formulation and decision-making in the region in support of the ARIA International standards and methods adapted to reflect IGAD realities	Number of Member States publishing harmonised International Trade Statistics Publication of trade statistics in the region
Harmonisation of Labour Market Statistics	To harmonise the concepts, definitions and measurement of terms, especially employment and unemployment, among Member States	Harmonised concepts, definitions and measurement of terms, especially unemployment in the region Agreement on common classifications Manuals on labour market statistics Harmonised labour statistics	Harmonised concept, definition and measurement of unemployment among Member States	Number of Member States with an effective Labour Market Information System based on agreed concepts, definitions, classifications, and procedures Number of Member States publishing harmonised labour market statistics Publication of harmonised labour market statistics in the region
Harmonising National Accounts	To adopt a regional approach and migrate to SNA 2008 in order to harmonise national accounts	A regional programme for national accounts of Member States to migrate to SNA 2008 Manual of common standards, sources and methods based on SNA 2008	Comparable statistics among Member States Informed policy formulation and decision-making in the region in support of the ARIA International standards and methods adapted to reflect IGAD realities	A National Accounts Manual based on SNA 2008 for IGAD Number of Member States publishing harmonised national accounts Publication of regional national accounts based on SNA 2008

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
		Harmonised national accounts data of Member States based on SNA 2008		

3.2.6.3 Strategic Goal 3: Achieve a well-coordinated regional statistical system

Coordination is a critical factor in the cohesion and coherence of the regional statistical system as it determines the strength of relationships between system elements. Lack of coordination encourages the silo mode of operation by the constituent parts of the system. In addition, lack of coordination leads to wastage of resources through duplication of activities such as interventions among the constituent parts of the system. Strategic Goal 3 seeks to establish effective coordination and collaboration mechanisms through the establishment of effective coordination and collaboration structures and mechanisms for the production, dissemination and archiving of quality and harmonised statistics across the regional statistics system indicated in the Specific Objectives identified below.

Objective 3.1: Develop and implement a legal framework to facilitate coordination of regional statistical operations

The Secretariat jointly with Member States will have to make reliable arrangements with relevant institutions, especially Member States, to effect data collection, processing, dissemination and archiving. For the institutional arrangements to be reliable they should be formal and legal. This will normalise both requests for data by the Secretariat and compliance by Member States, in particular. It will also enable the Secretariat to inform users on when to expect the release of specific statistical products through periodic publications of a release calendar. The legal instrument should be in the form of a protocol with precepts founded on the Principles of the African Charter on Statistics. The Protocol should also require of Member States compliance of minimum international (or peer-agreed) standards of statistical quality.

Objective 3.2: Establish a formal regional statistical organisation/institute (IRSO) to initiate and manage the operations of the regional statistical system.

There is need for a statistical organisation or institute to form the core of statistical operations in the IGAD region. To be effective the organisation will need to be established at a level with sufficient leverage and capacity to coordinate (1) collection/assemblage, harmonisation, analysis, dissemination and archiving of data and statistics for the region; (2) statistical activities in the region; (3) to collaborate with all national, regional, Pan-African and international stakeholders on statistical matters pertaining to the region; (4) to initiate and implement advocacy programmes for increased use of statistical evidence in the formulation of policies, interventions and decision-making in the region; and (5) to propose to political principals policies, programmes and projects to further the development of statistics in the region. Terms of reference for the statistical organisation are available in Annexure 5

Objective 3.3: Establish a regional IGAD Statistics Committee (ISC) to provide coordination frameworks

There will also be a need for an organisation to manage the IRSS. The management in question will be in the provision of policies, development of strategy, oversight and guidance of the implementation and performance (monitoring and evaluation) of the regional statistics programme. Other responsibilities will include facilitation of coordination and collaboration with stakeholders within and outside the region and especially with the ASS as well as development and implementation of protocols defining the roles and responsibilities of the various entities in the IRSS. Furthermore, it will mobilise resources for the regional statistics programme. Terms of reference for the ISC are available in Annexure 4.

Objective 3.4: Establish regional Technical Working Groups (TWGs) to guide or facilitate harmonisation in selected statistical areas or processes.

On the understanding that the IRSDS is the first substantive initiative at establishing a statistical system for the IGAD region, there will be statistical and/or process areas in the system whose establishment or alignment will benefit from technical support. The areas of frameworks and reprocessing existing statistics are examples. Member States will be substantially involved in TWGs. Coordination will form part of the mandate of the ISC. Terms of reference for the TWGs are available in Annexure 6.

Table 15: Results Framework of Strategic Goal 3 - Achieve a well-coordinated regional statistical system

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
Establishing and strengthening the IGAD Regional Statistical System (IRSS)	To develop and implement a legal framework in the form of a Statistics Coordination Protocol to facilitate effective coordination of regional statistical operations	An IGAD Statistics Coordination Protocol (ISCP) co-produced, ratified and implemented by Member States	IGAD Regional Statistical System established	Number of Member States that have signed and ratified the ISCP
	To facilitate data exchange between the Secretariat and Member States	A protocol for the exchange of data between Member States and the Secretariat Templates with standardised formats for collecting data from Member States and for their release, dissemination/access	Acquisition of data by the region Feedback to improve statistical processes and data quality in Member States	Number of Member States that have signed and ratified the Data Exchange Protocol Availability of templates for data collection and dissemination/access
	To establish a formal regional statistical organisation/institute to initiate, manage and execute primary operations of the regional statistical system	A regional statistical organisation/institute	Production of regional statistics	An established regional statistical organisation/institute publicly announced Work programme of statistical production and dissemination
	To establish an IGAD (regional) Statistics Committee (ISC) to define and establish coordination frameworks	A regional Statistics Committee	Coordination of the IGAD Regional Statistical System	An established regional statistics committee Work programme of coordination activities for the region Meetings and records of the ISC
	To establish regional Technical Working Groups (TWGs) to guide or facilitate harmonisation in selected statistical areas or processes	Technical Working Groups	Exchange of data between Member States and the Regional Statistical Organisation/Institute	Established technical working groups for selected statistical areas Work programme for harmonising various statistical processes and activities

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
			Comparability of statistics from Member States Improved statistical processes	Meetings and records
Strengthening links between the Secretariat, Specialised Institutions and Programmes, Offices of Special Envoys and Liaison Offices	To have in place Memoranda of Understanding (MOUs) and/or Memoranda of Agreement (MOAs) between the regional statistical organisation and users of statistics, defining and specifying each other's obligations Alternatively, the links can be catered for by the Statistics Coordination Protocol	Memoranda of Understanding (MOUs) and/or Memoranda of Agreement (MOAs) between the regional statistical organisation and users of statistics, defining and specifying each other's obligations Statistics Coordination Protocol	Strong coordination between producers and users of statistics	Memoranda of Understanding (MOUs) and/or Memoranda of Agreement (MOAs) between the regional statistical organisation and users of statistics published A Statistics Coordination Protocol
	To put in place a Data Access Protocol or other mechanism defining methods of data access by users, including the Secretariat and its affiliates	A data Access Protocol	Formally established relations between statistics producers and users	Data Access Protocol published
Strengthening National Statistical Systems (NSSs) in Member States	To encourage Member States to align their statistical legislations and associated regulations to the recommendations of the African Charter on Statistics, and to strive especially for professional independence	Updated national statistics laws	Professional independence of national statistical organisations/institutes	Number of Member States that have amended statistical laws in line with the African Charter on Statistics Amended statistical laws are published
	To encourage Member States to mainstream statistics in national policy and planning frameworks	Statistical plans incorporated into national development plans	Better informed policies Evidence based decision-making	Number of Member States that have incorporated statistical policies and plans in their national development plans

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
	To encourage Member States to update and align their National Strategies for the Development of Statistics (NSDSs) to IGAD's RSDS	Harmonised NSDSs	A strengthened regional statistical system	Number of Member States that have aligned their NSDSs with IGAD's RSDS
	For IGAD to create a statistics fund for statistical activities in the region on a sustainable basis	IGAD Statistics Fund	Strong statistical systems of Member States	Existence of IGAD Statistics Fund publicly announced
	To conduct peer reviews	Peer review reports	South-to-South cooperation among Member States Stronger coordination among Member States	Peer review reports published
Participation in the structures of the African Statistics System (ASS) and other continental and global organisations	To participate in all activities and events of Specialised Technical Groups (STGs) of SHaSA 2	Participation of IGAD Secretariat in all the activities of the 18 Specialised Technical Group of SHaSA 2	Strengthening of capacity for harmonising statistical production processes and methodologies and dissemination of statistics	A programme and calendar for IGAD participation in SHaSA 2 STGs published by the Secretariat
	To participate in high level meetings of the Executive Committee of SHaSA 2	Participation in meetings of the Executive Committee of SHaSA 2	Implementation of SHaSA 2 programmes through alignment of IGAD's (regional) and the continent's policies and programmes	A programme and calendar for IGAD participation in meetings of the Executive Committee of SHaSA 2 published by the Secretariat
	To prepare an annual report on the implementation of SHaSA 2 for the IGAD Region	Report on the implementation of SHaSA 2 in the IGAD region	Implementation of SHaSA 2 in the IGAD region	An implementation report on SHaSA 2 for the region is produced and published.
	To participate in meetings of the ASCC, CoDG, StatCom-Africa and STATCOM	Collaboration with ASCC and other continental and global organisations	Networking with the structures of the ASS and other continental and global organisations	Proceedings of meetings of the ASCC, CoDG, StatCom-Africa and STATCOM published

3.2.6.4 Strategic Goal 4: Statistics have a high profile in the region

It is well established that the use of statistical information to promote good governance in the public sector is oftentimes given low priority in development strategies and programmes in Africa. As a result, management for results, for which statistical information is an essential enabler, is not adequately reflected in the outputs, outcomes and impacts of interventions, development programmes and projects for intended beneficiaries. The outcome is inadequate accountability in the use of public resources due to insufficient application of monitoring and evaluation to operations. Strategic Goal 4 addresses the matter of the need for greater visibility of statistics in the region.

Objective 4.1: Put in place a strategy to advocate for and enhance the use of statistics in the region.

A conscious effort is required to internalise the practice of managing for results, which requires a wider appreciation and use of statistics in policy formulation, development programmes and projects, and routine decision-making in the region. Accordingly, an advocacy strategy is needed for statistics needs to be developed and implemented in the region. The strategy will include segmentation of the stakeholder community according to their needs for statistics, followed by development of specific messages directed at their interests, and mounting advocacy campaigns using the said messages. The campaign should be on-going. The outcome will be a culture of evidence-based decision-making instilled in management structures in the region.

Objective 4.2: Establish mechanisms for efficient delivery of services to users and promote wider and increasing use of regional statistics

Ownership of the IRSDS in terms of its development and implementation will determine the degree of success of the statistical programme of the IRSS. This entails promoting a culture sharing statistical information through a reliable networking system resulting in a wider and increasing use of regional statistics. Networking will enhance user access to the region's statistical services. The first mechanism for the promotion of efficient delivery of services to users is the establishment of an Information Technology Service Delivery System (ITSDS). The ITSDS will underscore networking which will be facilitated by a regional database that is web-based, covering a variety of subject areas and accessible to key stakeholders especially Member States. The second mechanism for the promoting wider and increasing use of statistics is the setting up a regional database for easy access to users. The third mechanism is building of archives of relevant datasets for use by interested stakeholders, including those interested in data mining and research. The fourth (and very important) mechanism is the establishment of user-producer fora to promote participation of stakeholders in the statistical activities of the region.

Table 16: Results framework of Strategic Goal 4 - Statistics have a high profile in the region

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
Advocacy for statistics in the IGAD region	To establish and enhance collaboration between users, producers and suppliers of statistics aiming to expand usage and to improve statistical quality	<p>Advocacy strategy</p> <p>A list of key stakeholder groups on the basis of their interests in statistics</p> <p>Advocacy programme with different messages directed at key stakeholder groups</p>	<p>A culture of evidence-based decision-making instilled in management structures in the region</p> <p>Enhanced profile of statistics in the region</p> <p>Increased demand and use of statistics in the region</p>	<p>Number of Member States in which an advocacy strategy is implemented</p> <p>Reports on implementation of the strategy among key stakeholders (interactions with users, providers and suppliers of statistics)</p> <p>Reports on the extent of use of statistics in decision-making in each Member State and the IGAD Secretariat</p>
Delivery of statistical services to users	To establish and maintain effective and efficient stakeholder/user access to statistics available at the Regional Statistical Organisation/Institute	<p>An Information Technology Service Delivery System (ITSDS)</p> <p>A regional database - web-based, covering a variety of subject areas and accessible to key stakeholders especially Member States</p> <p>A regional database for easy access to users</p> <p>Data archives of relevant datasets for use by interested stakeholders, including those interested in data mining and research</p> <p>User-producer fora to promote participation of stakeholders in the statistical activities of the region</p> <p>Publications – IGAD Statistical Yearbook, Facts and Figures, etc.</p>	<p>A culture of sharing statistical information</p> <p>A reliable networking system</p> <p>Enhanced user access to the region's statistical services (timely dissemination of statistics for all stakeholders)</p>	<p>Statistical release calendar for the region and Member States published</p> <p>A programme of statistical events in the region and in Member States published</p>

3.2.6.5 Strategic Goal 5: Adequate statistical capacity in the region including Member States

Production of statistical data in the quantities, variety and frequency required to meet the needs of stakeholders has been shown to be insufficient through capacity assessment of the status quo arrangements in Member States. Capacity assessment included a scan of data availability, human and infrastructural resources, and cohesion and collaboration within NSSs. Given the indispensable role that capacity plays in the effectiveness of NSSs, capacity building has to be seen as a critical factor in the effective and efficient production of statistical data and information to meet the development needs of the region. Special attention should therefore be given to building capacity in Member States given that they are the main sources of data for regional statistics. In addition, attention should equally be given to the Secretariat and its affiliates in the areas of analysis and infrastructure for the storage and sharing of data. Furthermore, key users at regional level should also be empowered with skills to effectively and efficiently use statistical information for results-based management. Strategic Goal 4 addresses the capacity issue through the specific objectives identified below.

Objective 5.1: Build human resources in variety and numbers commensurate with the demands of the established statistical sectors in the IRSS and Member States.

With regard to the IRSS there already are a few professional statisticians and statistically relatively competent individuals in related fields in the Divisions of the Secretariat as well as Specialised Institutions and Programmes. They should be made use of to establish the prospective statistical organisation preferably on a transfer basis or on a secondment basis. Centralisation of the statistics function in the region should be considered as a better alternative to decentralisation when quality matters and flexibility of resource use by the various agencies in the region. With regard to Member States, there should be a boost of professional statisticians to the constituent parts of the NSSs to augment the short supply of statistical products in almost half of the Member States in the region. Budgetary implications of the human resource factor will need serious commitment.

Objective 5.2: Put in place training programmes to improve skills in statistical analysis and to impart basic statistical literacy to users

In order to effectively and efficiently attend to user needs, the regional statistical system and the statistical systems of Member States need competent statisticians. A two-pronged approach is necessary to adequately meet user needs. On the one hand, there is need to equip a pool of professional statisticians with efficient data handling and advanced statistical analysis. This training will be held in-service and will be tailored to different branches of official statistics. Human resource development should be continuous and topical with respect to emerging issues especially in Member States. On the other hand, it is important that a training programme is also in place to assist users, such as the media, with basic statistical literacy skills to enable them to effectively analyse and use the information correctly

The means to improve skills through training is to establish partnerships between the prospective statistical organisation at the Secretariat and NSIs/NSOs/NSS, on the one hand, and training institutions within and outside the region, on the other. Sustainable capacity building can be promoted through: training institutions offering relevant or dedicated official statistics programmes; and the implementation of an appropriate qualification accreditation framework for statisticians, both at national and regional level. Effective use should be made of training facilities available in the region, such as Makerere University in Uganda; and in the neighbourhood, such as the Eastern African Statistical Training Centre (EASTC) in Tanzania. Arrangements should also be made for training at the Pan-African Training Centre for Statistics in Côte d'Ivoire. Advantage should also be taken of international training programmes.

Objective 5.3: Design and implement a capacity building programme to strengthen the national statistical systems of Member States.

One of the benefits of Member States from the IGAD RSS is the strengthening of their NSSs. The relation between the RSDS and the NSDS is characterised by a positive mutual causal relationship in which production of data transferred from a Member State is reinforced by a feedback loop of capacity building from the region to the Member State (Maruyama 1963:1; PARIS21, n.d.:9). The Secretariat can assist Member States with strengthening cohesion among data-producing institutions within a given Member State under the leadership of the NSI/NSO. Limited cohesion in the NSS is one of the outstanding challenges affecting both the effectiveness of the NSS and the quality of its data. It also acts as a deterrent to consolidation of the statistics budget.

One way to strengthen national statistics systems is for the Secretariat to raise funds for specific statistical programmes, NSS coordination challenges, development of standards, and adoption/adaptation of international frameworks, among others. The Secretariat should organise technical meetings to which development partners and Pan-African institutions are invited to address challenges of data availability, harmonisation issues, and strengthening of statistical capacity.

Objective 5.4: Put in place ICT infrastructure as a requisite for the advancement of statistical development in the region and within Member States

In the recent past advances in technology have revolutionised the way statistics are collected, processed, analysed, disseminated or accessed, and archived. Accordingly, establishment of “an effective technological environment” (African Union Commission, et al, n.d.:71) for statistical operations in the region and in Member States ought to be regarded as an imperative for efficient data sharing between Member States and the region, institutions within the region, and within Member States. The harnessing of the latest advances in ICT will promote efficiency in data storage, backup, protection, retrieval, archiving and sharing within the structures of the Secretariat and its affiliates as well as between Member States and the region. Protocols for data access should be developed and published so users are informed on what to expect.

Objective 5.5: Put in place an effective Management Information System

A Management Information System (MIS) should be established to inculcate in the management of institutions a culture of making timely decisions on implementation and monitoring of statistical activities so as to promote efficiency in the delivery of statistical services. Notwithstanding what may be considered a relatively costly investment, a MIS will render the operations of the prospective statistics organisation in the Secretariat efficient within a regional context. Other institutions – affiliates of the Secretariat and NSIs/NSOs – could also consider establishing their own MSIs (if they do not currently have them) in the long term. Various channels for data sharing – standardised electronic templates for data collection and publication, intranets and the Internet – should be established.

Table 17: Results Framework of Strategic Goal 5 - Adequate statistical capacity in the RSS, including Member States

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
Statistical management capacity	To provide sufficient administrative capacity in variety and numbers commensurate with the demands of the established statistical sectors in the IRSS	Detailed management staff establishment by sector	A well-managed RSS	Establishment of the IRSO and its organisation published
	To increase management capacity in NSSs of Member States in priority sectors in need of extra capacity	List of extra staff needed by priority sector	Strong NSSs	Number of Member States reporting increases in management staff in their NSSs
Statistical professional capacity	To provide statistical skills, especially statistical process and data harmonisation methodologies, to the IRSS in line with the entire statistical value chain – needs identification, data collection, processing, analysis, dissemination and archiving	Detailed professional staff establishment by sector Programme of statistical process and data harmonisation Programme of harmonising existing data in Member States by reprocessing	Wider use of available statistics by stakeholders in the RSS and elsewhere due to their comparability Revisions and corrections policies for official statistics in Member States Better informed policy - and decision-making arising from availability of harmonised and reprocessed data available for	Establishment of the IRSO and its organisation published Programme of statistical process and data harmonisation by the IRSO available to the public Statistical policy statements on revisions and corrections published by Member States
	To train core staff on standardisation and harmonisation methodologies	Core staff with expertise in standardisation and harmonisation skills	Increased stakeholder expectations towards the IRSS	Establishment of the IRSO and its organisation published
	To increase professional skills in NSSs of Member States in priority sectors in need of extra capacity	A skills' needs assessment A skills recruitment programme	Improved statistical services to stakeholders	Number of Member States that have undertaken a skills assessment and have developed a skills recruitment programme

Statistical Area	Objectives	Expected Outputs	Expected Outcomes	Performance Indicators
	To promote statistical training through partnerships between IRSO and NSIs/NSOs, on the one hand, and training institutions within and outside the region, on the other	Partnership agreements between IRSO and NSOs/NSIs, on the one hand, and training institutions, on the other	Increased trust in IRSO and NSOs/NSIs due to improved skills	Partnership agreement between IRSO and training institutions announced/published Number of Member States having partnership agreements between IRSO and training institutions announced/published
	To promote in-service training programmes for NSOs/NSIs of Member States	In-service training programme at each NSO/NSI Training materials available	Increased trust in IRSO and NSOs/NSIs due to improved skills	Number of Member States that have undergone in-service training published
Statistical skills for users in the public sector	To impart statistical literacy to users in the public sector	Programme of training workshops or other arrangements for members of the media, etc.	Better interpretation of statistics to the public	Number of institutions/agencies that have attended statistical literacy training workshops
Information and Communication Technologies (ICT) infrastructure	Put in place ICT infrastructure as a requisite for the advancement of statistical development in the region and within Member States	ICT system implemented at the IRSO and in Member States	Quick turnaround time for results and decision-making	Number of Member States with ICT infrastructure in place published Existence of ICT infrastructure at the IRSO published
	Put in place at IRSO a Management Information System (MIS)	MIS in place	Management decisions made faster	Existence of MIS at IRSO published

3.3 Action Plans

Each one of the Strategic Goals has an Action Plan for the five-year period 2021-2025. As was the case with the mappings of the Strategic Goals, Specific Objectives are catered for in the Action Plan but not individually isolated. For each statistical area each Action Plan indicates expected outputs, activities for achieving the outputs, institutions responsible for implementing the activity and timeframes.

In essence the tables of Action Plans represent interventions required to be undertaken to achieve the intent of a particular strategic goal.

Table 18: **Strategic Goal 1** - Available data and indicators to meet the needs of IGAD

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
Population and Vital Statistics	Population and vital statistics data available in all Member States for operations of the Secretariat and affiliates	Support Member States with the execution of the Population and Housing Census (PHC) and/or large survey including census results	NSOs/NSIs of Member States / IGAD Secretariat (IRSO)	2021-2025
	Published regional statistics	Assemble data from Member States and publish regional population and related statistics	IGAD Secretariat (IRSO)	2021-2025
	Appropriate staff and infrastructure at NSIs/NSOs/NSSs and at the Secretariat and affiliates	Put in place measures to strengthen analytical capacity, dissemination, data archiving, and usage in Member States and the region	IGAD Secretariat (IRSO)	2021-2025
	Capacity in data handling, analysis and dissemination established or strengthened in Member States and the RSO			
Vital Statistics	Civil and vital registration systems (CRVS) in all Member States;	Produce and publish basic Member States annual vital statistics	NSOs/NSIs of Member States	2021-2025 Annually
	Annual vital statistics for all Member States	Compile and publish regional annual vital statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
	Regional CRVS data published			
Migration Statistics Refugee, IDPs and Human trafficking statistics	Migration statistics for Member States and for the region <ul style="list-style-type: none"> Immigrants and emigrants Cross-border migration data Refugees Asylum seekers 	Collect and publish migration data from Member States	Member States / IGAD Secretariat (IRSO)	2021-2025 Monthly
	<ul style="list-style-type: none"> Internally displaced persons (IDPs) 	Collect and publish data on IDPs from Member States	IGAD Secretariat (IRSO)	2021-2025 Monthly
	Regional datasets	Compile and publish regional migration and IDP statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
Climate Change and Environment Statistics	Geo-spatial and remote sensing data published	Prepare standardised templates for collecting and publishing geo-spatial and remote sensing data by Member States	Member States, ICPAC, IGAD Secretariat (IRSO)	2021-2025 Annually
		Publish Member State geo-spatial and remote sensing data from Member States	Member States and ICPAC	2021-2025 Monthly

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
<ul style="list-style-type: none"> Data management, geo-spatial and remote sensing 	Census of all active climate stations and their data records in the national meteorological centres	Assemble and publish for the region geo-spatial and remote sensing data from Member States	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Quarterly
	Member State integration of Geo/EO across various sectors	Provide technical support to Member States to integrate Geo/EO across their various sectors	Member States, ICPAC	2021-2025 Quarterly
	Established National Spatial Data Infrastructure policies or strategies by Member States	Provide technical support to Member States to establish/strengthen National Spatial Data Infrastructure policies or strategies	Member States, ICPAC, IGAD Secretariat (IRSO)	2021-2025 Biannually
	Capacity for all Member States to compile environment statistics to collect and process geo-spatial and remote sensing data	Provide support to Member States for training to build capacity	Member States, ICPAC, IGAD Secretariat (IRSO)	2021-2025 Annually
<ul style="list-style-type: none"> Climate monitoring, diagnostics, predictions and early warning 	Climate products and services published	Put in place standardised registers for Member States to record and publish climate products and services	Member States and ICPAC	2021-2025 Quarterly
		Assemble into a regional register and publish climate products and services	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Quarterly
	Geo/Earth Observation (EO) products/applications published by Member States	Prepare/review standardised templates for collecting and publishing Geo/EO products/applications	ICPAC, Member States, IGAD Secretariat (IRSO)	2021-2025 Annually
		Publish Member State Geo/EO products/applications	Member States and ICPAC	2021-2025 Monthly
		Assemble for the region Geo/EO products/applications from Member States and publish them	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Quarterly
	Capacity for all Member States to produce and publish Geo/EO products/applications	Support to Member States to train core staff for producing and publishing Geo/EO products/applications	Member States, ICPAC, IGAD Secretariat (IRSO)	2021-2025 Annually
	National Frameworks/Strategies/Plans for climate services published by Member States	Develop/review standardised content of desired climate services for National Frameworks/Strategies/Plans	ICPAC, Member States, IGAD Secretariat (IRSO)	2021-2025 Annually
	Publish National Frameworks/Strategies/Plans for each Member State	ICPAC, Member States, IGAD Secretariat (IRSO)	2021-2025 Annually	

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
		Compile publish a compendium of all National Frameworks/Strategies/Plans for the region	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
	Objectively consolidated national seasonal climate outlooks produced and published by Member States	Develop/review standardised content and format for consolidated national seasonal climate outlooks	ICPAC and Member States	2021-2025 Annually
		Publish consolidated seasonal climate outlook for each Member State	Member States and ICPAC	2021-2025 Quarterly
		Integrate consolidated seasonal climate outlook for each Member State into a regional outlook	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Biannually
	Reports by Member on National Meteorological and Hydrological Stations (NMHS) that are training people at national and sub-national levels	Develop/review standardised registers for Member States to record and report on NMHSs that are training people and the content of the training at national and sub-national levels	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Annually
		Consolidate Member State registers into a regional on NMHS training	ICPAC and Member States	2021-2025 Annually
		Support to Member States to train core staff on capacity building for NMHS training	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Biannually
	Operation by Member States of ICPAC's High Performance Computing (HPC) Systems to independently develop national and sub-national monthly-to-seasonal climate forecasts using objective forecasting procedures	Develop/review a programme to monitor national capacity actively operating ICPAC's HPCs to independently develop national and sub-national monthly to seasonal climate forecasts using objective forecasting procedures	ICPAC, Member States, IGAD Secretariat (IRSO)	2021-2025 Quarterly
		Support to Member States to train core staff on the use of ICPAC's HPCs to independently develop national and sub-national monthly to seasonal climate forecasts using objective forecasting procedures	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Annually
• Climate applications	Applications (tools, advisories, strategies, policies, programmes, fora, plans, services, initiatives) put in place to mitigate	Put in place an inventory of applications to be used to mitigate disastrous impacts or	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Annually

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
(Climate Change, Hydrology)	disastrous impacts or effects of climate change	effects of climate change agreed among Member States and ICPAC		
	Strategies, policies and programmes supported by Member States to address climate change issues	Develop/review standardised content of desired climate services for national strategies, policies and programmes for addressing climate change issues	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Annually
		Put in place an inventory of national strategies, policies and programmes for addressing climate change issues	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
		Provide support to Member States to train core staff on development of strategies, policies and programmes for addressing climate change issues	ICPAC and Member States	2021-2025 Annually
	Number of successful regional and national fora and initiatives on climate change supported by ICPAC	Develop a programme of dialogue through fora and other initiatives among Member States and the region	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2020 Biannually
		Schedule and monitor regional and national fora and initiatives on climate change	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Biannually
	Number of climate change capacity building services supported by ICPAC for regional and national institutions	Put in place/update an inventory of climate change capacity building services supported by ICPAC for regional and national institutions	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Quarterly
		Develop and implement a plan for monitoring and evaluating the performance of the capacity building services	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Biannually
		Support to Member States to train core staff to run the capacity building services	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Annually
	Reporting by Member States on establishment or operationalisation of an integrated policy/strategy/plan on climate change	Publish Member State integrated policies/strategies/plans on climate change	Member States ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
		Publish for the region consolidated Member State integrated policies/strategies/plans on climate change	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
	Reporting by Member States on increased resilient capacity for reducing and managing the impacts of climate and disasters	Develop/review a format for Member States to report increased resilient capacity for reducing and managing the impacts of climate and disaster	ICPAC, Member States and IGAD Secretariat (IRSO)	2021-2025 Annually
<ul style="list-style-type: none"> Disaster Risk Management (DRM) Statistics 	Reduction in losses due to disasters caused by weather and climate changes	Collect and publish data on disasters from meteorological stations and environmental agencies in Member States	Member States, ICPAC, IDDRSI, IGAD Secretariat (IRSO)	2021-2025 Monthly
		Assemble and publish regional data	ICPAC, IDDRSI	2021-2025 Biannually
	Mechanisms (policies and plans) in place to mitigate risks associated with disasters from climate change in Member States	Put in place/update and publish an inventory of mechanisms (policies and plans) to mitigate risks associated with disasters from climate change	ICPAC, IDDRSI	2021-2025 Biannually
		Publish mechanisms (policies and plans) in Member States to mitigate risks associated with disasters from climate change	Member States, ICPAC, IDDRSI, IGAD Secretariat (IRSO)	2021-2025 Biannually
		Consolidate and publish at regional level mechanisms (policies and plans) in Member States to mitigate risks associated with disasters from climate change	ICPAC	2021-2025 Biannually
	National and local disaster risk reduction strategies in Member States in compliance with the Sendai Framework for Disaster Risk Reduction 2015-2030	Publish Member States' national and local disaster risk reduction strategies in compliance with the Sendai Framework for Disaster Risk Reduction 2015-2030	Member States, ICPAC, IGAD Secretariat (IRSO)	2021-2025 Annually
		Consolidate and publish at regional level Member States' national and local disaster risk reduction strategies in compliance with the Sendai Framework for Disaster Risk Reduction 2015-2030	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
	The number in Member States of international, regional and bilateral programmes and initiatives for the transfer and exchange of science, technology and innovation in disaster risk reduction for developing countries	Register and publish Member States' reports on the number of international, regional and bilateral programmes and initiatives for the transfer and exchange of science, technology and innovation in disaster risk reduction for developing Countries	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually

		Consolidate and publish at regional level Member States' reports on the number of international, regional and bilateral programmes and initiatives for the transfer and exchange of science, technology and innovation in disaster risk reduction for developing countries	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
	Number of national staff trained per year in DRM	Develop/adapt training programmes in DRM in Member States and at regional level	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
• Food security and nutrition	Food security and nutrition statistics/indicators	Publish at Member State level food security and nutrition statistics/indicators	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Quarterly
		Assemble and publish at regional level food security and nutrition statistics/indicators from Member States	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Monthly
	Statistics on refugees and internally displaced persons (IDPs)	Collect and publish data on IDPs from Member States [See <i>Migration Statistical Area</i>]	Member States and IGAD Secretariat (IRSO)	2021-2025 Monthly
		Assemble and publish regional data on IDPs from Member States [See <i>Migration Statistical Area</i>]	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
	The number of refugees and asylum seekers in need of urgent humanitarian food assistance in Member States	Publish Member State reports of the number of refugees and asylum seekers in need of urgent humanitarian food assistance	Member States and ICPAC	2021-2025 Monthly
	The number of IDPs that require urgent humanitarian food assistance in Member States	Collect and publish data on IDPs from Member States [See <i>Migration Statistical Area</i>]	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Monthly
		Assemble from Member States and publish at regional level the number of IDPs that require urgent humanitarian food assistance from Member States	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
	Food Balance Sheets (in Metric Tonnes) published by Member States	Collect in Member States and publish Food Balance Sheets (in Metric Tonnes)	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Quarterly
Assemble from Member State Food Balance Sheets (in Metric Tonnes), integrate them into a Food Balance Sheet (in Metric Tonnes) and publish it at regional level		ICPAC and IGAD Secretariat (IRSO)	2021-2025 Biannually	

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
• Resilience	Indicators to inform facilitation of surveillance of resilience against natural disasters	Produce and publish indicators in Member States to inform facilitation of surveillance of resilience against natural disasters	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Quarterly
		Assemble from Member States indicators to inform facilitation of surveillance of resilience against natural disasters and publish them at regional level	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Biannually
	National development plans that have integrated climate change produced and published by Member States	Publish Member State national development plans that have integrated climate change	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Biannually
		Compile and publish at regional level Member State national development plans that have integrated climate change	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
	The Domestic Food Price Volatility Index (VI) produced and published by Member States	Publish Member State Domestic Food Price Volatility Index (VI) together with indicators for informing facilitation of surveillance of resilience against natural disasters	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Quarterly
		Publish at regional level Member State Domestic Food Price Volatility Indices (VIs) together with indicators for informing facilitation of surveillance of resilience against natural disasters	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Biannually
	The proportion of agricultural area under productive and sustainable agriculture produced and published by Member States	Publish proportions of agricultural area under productive and sustainable agriculture in Member States	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
		Publish at regional level proportion(s) of agricultural area under productive and sustainable agriculture in Member States	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Every 1.5 - 2 years
	The proportionate value (USD) of admissible country humanitarian aid	Publish Member State reports on the proportionate value (USD) of admissible	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Quarterly

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
	requests during shocks reported by Member States	country humanitarian aid requests during shocks		
		Integrate and publish at regional level Member State reports on the proportionate value (USD) of admissible country humanitarian aid requests during shocks	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Biannually
	Functional legal frameworks for disaster risk management and resilience building having been or are being developed by Member States	Publish Member State functional legal frameworks for disaster risk management and resilience building	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Biannually
		Assemble and publish at regional level Member State functional legal frameworks for disaster risk management and resilience building	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Annually
	The proportion of conflict- and natural disaster-related deaths published by Member States	For each Member State publish the proportion of conflict- and natural disaster-related deaths	Member States, ICPAC and IGAD Secretariat (IRSO)	2021-2025 Monthly
		For each Member State assemble and publish the proportion of conflict- and natural disaster-related deaths	ICPAC and IGAD Secretariat (IRSO)	2021-2025 Quarterly
Health Statistics	Health information systems in all Member States	Produce and publish basic Member States health statistics	NSOs of Member States	2021-2025 Annually
	Health statistics for all Member States			
	Regional data published by Secretariat	Produce and publish regional health data	IGAD Secretariat (IRSO)	2021-2025 Annually
Gender Statistics	Gender statistics for all Member States	Produce and publish basic Member States gender statistics	NSOs of Member States	2021-2025 Annually
	Regional data	Produce and publish regional gender statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
Poverty, Living Conditions and Income	Poverty data and indicators for all Member States and the region	Produce and publish poverty data and indicators for Member States	NSOs of Member States	2021-2025 Annually
	Poverty indicators incorporated in regular surveys for all Member States	Provide technical support to Member States during incorporation of poverty indicators in regular surveys	NSOs of Member States / IGAD Secretariat (IRSO)	2021-2025 Annually
	Regional data	Produce and publish regional poverty statistics	IGAD Secretariat (IRSO)	2021-2025 Annual

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
Production Index/Indices [Business Statistics]	Automated National Business Registers Business data for all Member States Core staff competent in business surveys and business registers at each NSO and at IRSO	Produce and publish Member States business statistics	NSOs of Member States	2021-2025 Annually
	Regional data A Regional Business Register	Compile a Regional Business Register and publish regional business statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
Price Indices	Consumer Price Indices and Producer Price Indices published monthly basis by all Member States Consumer Price Indices and Producer Price Indices for the region and Member States Core staff for price statistics at each NSI/NSO	Produce and publish price statistics of Member States Put in place core staff for CPI and PPI	NSO of Member States NSO of Member States	2021-2025 Monthly
	Regional Harmonised Consumer Price Index (HCPI)	Compile and publish regional harmonised regional price statistics	IGAD Secretariat (IRSO)	2021-2025 Monthly
	International Merchandise Trade Statistics (IMTS)	Produce and publish IMTS for Member States	NSOs of Member States	2021-2025 Monthly
International Merchandise Trade Statistics (IMTS)	Design/implement uniform format for Member States data submission for ITSD	IGAD Secretariat (IRSO)	2021-2025	
	An IGAD Integrated Trade Statistics Database (IITSD).	Establish and update IGAD (IITSD)	IGAD Secretariat (IRSO)	2021-2025
Energy Statistics	Statistics on the energy produced (generated, imported, exported) from each Member State	Produce and publish basic Member State statistics on energy	NSOs of Member States	2021-2025 Annually
	Energy imported and exported by each Member State			

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
	Regional energy statistics from all Member States	Compile and publish regional statistics on energy	IGAD Secretariat (IRSO)	2021-2025 Annual
Peace and Security • Conflict Early Warning & Early Response	Report on statistics on conflict-related deaths in Member States	Compile and publish statistics on conflicts and conflict-related deaths for Member States	NSOs of Member States / Security Structures	2021-2025 Monthly
		Compile and publish statistics on resolved conflicts for Member States	NSOs of Member States / Security Structures	2021-2025 Monthly
	Report on statistics on resolved armed conflicts through IGAD Support Mechanisms	Compile and publish statistics on resolved armed conflicts through IGAD Support Mechanisms	IGAD Secretariat (IRSO)	2021-2025 Monthly
• Transnational Security Threats	Report on the number of Member States implementing recommendations adopted through IGAD Regional meetings on Trans-national security threats	Compile and publish reports on the number of Member States implementing recommendations adopted through IGAD Regional meetings on Trans-national security threats	IGAD Secretariat (IRSO)	2021-2025 Monthly
• Compile and publish regional governance, democracy, human rights, peace and security statistics	Report on statistics on the populations of Member States that believe that there exist effective mechanisms and oversight institutions to hold their leaders accountable	Compile and publish reports on statistics on the populations of Member States that believe that there exist effective mechanisms and oversight institutions to hold their leaders accountable	Member States / IGAD Secretariat (IRSO)	2021-2025 Annual
	Report on the number of Member States that have undertaken electoral reforms through national consultative processes in the last 3 - 5 years	Compile and publish reports on the number of Member States that have undertaken electoral reforms through national consultative processes in the last 3-5 years	IGAD Secretariat (IRSO)	2021-2025 Annually
	Crime statistics for all Member States	Produce and publish Member State basic crime statistics	NSOs of Member States	2021-2025 Every 2-3 years
	Regional crime data published	Compile and publish regional crime statistics	IGAD Secretariat (IRSO)	2021-2025 Every 2-3 years
• Humanitarian Affairs and Post-Conflict Reconstruction	Number of Member states implementing harmonised IGAD/AU PCRDR Policy framework	Compile and publish reports on the number of Member states implementing harmonised IGAD/AU PCRDR Policy framework	IGAD Secretariat (IRSO)	2021-2025 Annually

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
and Development				
Labour Market Statistics	Statistics on unemployment, employment and productivity, etc. for all Member States and harmonised for the region	Produce and publish basic Member States labour market statistics	NSOs of Member States	2021-2025 Monthly
	Regional data published	Compile and publish regional labour market statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
Education Statistics	Statistics/indicators on the education systems (outputs, processes, and resources) of all Member States	Produce and publish Member State basic education statistics	NSOs of Member States	2021-2025 Annually
	Regional data derived from Member States datasets	Compile and publish regional education statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
National Accounts	National Accounts tables for all Member States	Produce and publish Member State basic National Accounts tables	NSOs of Member States	2021-2025 Annually
	Harmonised regional accounts	Compile and publish harmonised regional National Accounts tables	IGAD Secretariat (IRSO)	2021-2025 Annual
External Debt and Debt Service Schedule	Gross External Debt (USD)	Produce and publish Member State basic External Debt statistics	NSOs of Member States	2021-2025 Annually
	Regional data derived from Member States datasets	Compile and publish External Debt statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
Government Finance, Fiscal and Public Sector	Statistics on tax rates and changes in government spending levels of Member States	Produce and publish Member State Government Finance and Public Sector Statistics coverage in line with IMF's GFS Manual	NSOs of Member States	2021-2025 Annually
	Public Sector revenue by source (General Government, Public Enterprises) and expenditure (General Government)			
	Regional data published	Compile and publish regional GFS	IGAD Secretariat (IRSO)	2021-2025 Annually
Reproductive Health	Proportion of women in cross-border and mobile populations satisfied with modern methods of family planning	Produce and publish Member State statistics on the proportion of women in cross-border and mobile populations satisfied with modern methods of family planning	NSOs of Member States	2021-2025 Monthly

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
	Regional cross-border and mobile populations data derived from Member States	Compile and publish regional cross-border and mobile populations data	IGAD Secretariat (IRSO)	2021-2025 Annually
Balance of payments	Balance of payments (BOP) and their accounts (current and capital) of Member States and the region	Produce and publish Member State BOP statistics	NSOs of Member States	2021-2025 Quarterly
	Regional BOP published	Compile and publish regional BOP statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
Tourism	Tourism data for all Member States	Produce and publish Member States tourism data	NSOs of Member States	2021-2025 Annually
		Implement a collaborative process between stakeholder agencies in Member States to produce comprehensive tourism data	NSOs of Member States / IGAD Secretariat (IRSO)	2021-2025 Annually
	Regional tourism data	Compile and publish regional tourism data	IGAD Secretariat (IRSO)	2021-2025 Annually
Infrastructure • Road Transport Statistics	Statistics on road infrastructure (motor vehicle fleet, cargo and passenger traffic) for member States and the Region	Produce and publish Member State basic statistics on road transport	NSOs of Member States	2021-2025 Annually
	Regional road transport statistics	Publish regional road transport statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
• Railway Transport Statistics	Statistics on railway infrastructure by type, rolling stock and freight motor vehicle fleet and cargo, for Member States and the Region	Produce and publish Member State basic statistics on railway transport	NSOs of Member States	2021-2025 Annually
		Publish regional railway transport statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
• Air Transport Statistics	Data for all Member States on air transport infrastructure, passenger and cargo traffic for Member States and the region	Produce and publish Member State basic statistics on air transport	NSOs of Member States	2021-2025 Annually
		Publish regional air transport statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
• Maritime Transport Statistics	Data for all Member States on maritime infrastructure, passenger and cargo freight traffic for Member States and the region	Produce and publish Member State basic statistics on maritime transport	NSOs of Member States	2021-2025 Annually
		Publish regional maritime transport statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
Infrastructure Development specifically for IGAD	Outputs in the IGAD Regional Infrastructure Master Plan (IRIMP) – transport, energy, ICT and transboundary waters	Collect and publish basic statistics on outputs of IRIMP at a regional level	IGAD Secretariat (IRSO)	2021-2025 Annually

Statistical Area	Expected Outputs	Activities	Responsibility	Timelines
Research, Science and Technology	Statistics on innovation, research, and development originating from Member States	Produce and publish Member State basic research, science and technology statistics	NSOs of Member States	2021-2025 Every 2-3 years
	Regional statistics assembled from Member State datasets	Compile and publish regional research, science and technology statistics	IGAD Secretariat (IRSO)	2021-2025 Every 2-3 years
Information and Communication technology (ICT) Statistics	Statistics on ICT available for all Member States	Produce and publish Member State basic statistics on ICT	NSOs of Member States	2021-2025 Annual
	Regional statistics assembled from Member State datasets	Compile and publish regional ICT statistics	IGAD Secretariat (IRSO)	2021-2025 Annually
		Design/implement a training programme in ICT statistics for Member States	IGAD Secretariat (IRSO)	2021-2025 (2021-2022)
Agriculture Statistics Blue Economy Statistics Livestock statistics	Statistics for all Member States on: the structure and production of the agriculture sector, prices of agricultural products, blue economy, livestock, etc.	Member States publish annual agricultural data	NSOs of Member States	2021-2025 Annually
		Compile and publish regional agricultural data	IGAD Secretariat (IRSO)	2021-2025 Annually
	An IGAD Agricultural Information Management Systems (IAIMS)	Implement steps to strengthen the collaboration among stakeholder agencies in Member States	IGAD Secretariat (IRSO)	2021-2025
	A Livestock Information Management System (ILIMS);	Implement a collaborative process between stakeholder agencies in Member States in order to produce comprehensive agriculture statistics	IGAD Secretariat (IRSO)	
Food balance sheets for Member States and the region published, annually		IGAD Secretariat (IRSO)		

Table 19: **Strategic Goal 2** - Quality and comparable regional statistics

Statistical Area	Expected Outputs	Activities	Responsibility	Timeframes		
Harmonisation of Censuses of Population and Housing and Household Surveys	Technical Working Group	Set up a Technical Working Group (TWG1) with a Focal Point to be responsible for the harmonisation of PHC and Household Surveys. TWG1 must be competent with harmonisation processes and methodology in respect censuses and surveys. The group will be responsible for the coordination of and oversight over development of the PHC and Household Surveys in the region.	ISC / IGAD Secretariat (IRSO)	2021-2025		
	A harmonisation programme					
	A harmonisation instrument (questionnaire) for user satisfaction and user needs surveys	Develop programmes for harmonisation of PHC and HHS for Member States including regional and national workplans, customised guidelines, monitoring and reporting plans and a stakeholder validation plan (which cover the items that follow)	TWG1	2021-2025		
	Manuals on harmonisation procedures and methodologies for censuses and surveys					
	Training programme					
	M&E plans					
	Harmonised census and survey data for Member States and for the region					
	Undertake rapid User Satisfaction and Needs Assessment Surveys to establish a baseline for comparability of data				TWG1	2021-2025
	Define the level or precision of comparability to be targeted (e.g., scope of the subject matter, concepts and definitions, methodology, classifications, key quality dimensions, etc.), implementation plan, roles for stakeholders, etc.				TWG1	2021-2025
	Develop a programme for continuous training of NSO implementing staff				TWG1 / ISC	2021-2025
Implement actual harmonisation (regional and national work plans and customised guidelines)	TWG1 / ISC				2021-2025	
Implement monitoring and reporting plans for the harmonisation process (data quality, comparability, dissemination of outputs)	TWG1 / ISC	2021-2025				
Implement a harmonisation validation plan	TWG1 / ISC	2021-2025				
Harmonisation of Civil and Vital Registration Systems/ Statistics	Technical Working Group	Set up a Technical Working Group (TWG2), with a Focal Point, to be responsible for the harmonisation of Civil and Vital Registration Systems/Statistics. TWG2 must be competent with harmonisation processes and methodology in respect of Civil Registration and Vital Statistics (CRVS). The group will be responsible for the	ISC / IGAD Secretariat (IRSO)	2021-2025		
Harmonisation programmes for civil registration, vital statistics and reprocessing of available data						

Statistical Area	Expected Outputs	Activities	Responsibility	Timeframes
	Manuals on harmonisation procedures and methods	coordination of and oversight over development of the CRVS in the region		
	Training programme	The rest of the activities follow the same pattern as those PHC and HHS	TWG2 / ISC	2021-2025
	National population registers			
	M&E plans			
	Harmonised vital statistics for Member States and for the region			
Harmonisation of Migration Statistics	Technical Working Group	Set up a Technical Working Group (TWG3), with a Focal Point, to be responsible for the harmonisation of Migration Statistics. TWG3 must be competent with harmonisation processes and methodology in respect of Migration Statistics. The group will be responsible for the coordination of and oversight over development of the Migration Statistics in the region	ISC / IGAD Secretariat (IRSO)	2021-2025
	Harmonisation programmes on migration statistics and reprocessing of available data			
	Manuals on harmonisation procedures and methods	Develop programmes for harmonisation of Migration Statistics for Member States including regional and national workplans, customised guidelines, monitoring and reporting plans and a stakeholder validation plan (which cover the items that follow) <i>[Pay particular attention to standardisation in line with international (or regionally-agreed) practices regarding concepts and definitions; classifications of migrants (long-term, short-term (cross-border)), nature of migration flows (work, family, humanitarian); impact on labour market composition (sector domination); etc.]</i>	TWG3 / ISC	2021-2025
	Training programme			
	Migration registers			
	M&E plans			
	Harmonised migration statistics for Member States and for the region			
		The rest of the activities follow the same pattern as those PHC and HHS	TWG3 / ISC	2021-2025
Harmonisation of Gender Statistics	Technical Working Group	Set up a Technical Working Group (TWG4), with a Focal Point, to be responsible for the harmonisation of Gender Statistics. TWG4 must be competent with harmonisation processes and methodology in respect of Gender Statistics. The group will be responsible the coordination	ISC / IGAD Secretariat (IRSO)	2021-2025
	Harmonisation programme for Gender Statistics and reprocessing of available data			

Statistical Area	Expected Outputs	Activities	Responsibility	Timeframes
	Manuals on harmonisation procedures and methods	of and oversight over development of Gender Statistics in the region		
	Training programme	The rest of the activities follow the same pattern as those PHC and HHS	TWG4 / ISC	2021-2025
	M&E plans			
	Harmonised Gender Statistics for all Member States and for the region			
Harmonisation of Poverty and Income Distribution Statistics	Technical Working Group	Set up a Technical Working Group (TWG5), with a Focal Point, to be responsible for the harmonisation of Poverty Statistics. TWG5 must be competent with harmonisation processes and methodology in respect of Poverty Statistics. The group will be responsible for the coordination of and oversight over development of Poverty Statistics in the region	ISC / IGAD Secretariat (IRSO)	2021-2025
	Harmonisation programme for Poverty Statistics and reprocessing of available data			
	Manuals on harmonisation procedures and methods			
	Training programme	Develop programmes for harmonisation of Poverty Statistics for Member States including regional and national workplans, customised guidelines, monitoring and reporting plans and a stakeholder validation plan [Pay particular attention to standardisation in line with international (or regionally-agreed) practices regarding concepts and definition and classifications of poverty]	TWG5 / ISC	2021-2025
	M&E plans			
	Harmonised Poverty Statistics for all Member States and for the region			
		The rest of the activities follow the same pattern as those PHC and HHS	TWG5 / ISC	2021-2025
Harmonisation of Production Index/Indices [Business Statistics]	Technical Working Group	Set up a Technical Working Group (TWG6), with a Focal Point, to be responsible for the harmonisation of Business Statistics. TWG6 must be competent with harmonisation processes and methodology in respect of Business Statistics. The group will be responsible for the coordination of and oversight over development of the Business Statistics in the region	ISC / IGAD Secretariat (IRSO)	2021-2025
	Harmonisation programme for Business Statistics and reprocessing of available data			
	Manuals on harmonisation procedures and methods			
	Training programme	The rest of the activities follow the same pattern as those PHC and HHS	TWG6 / ISC	2021-2025

Statistical Area	Expected Outputs	Activities	Responsibility	Timeframes
	<p>M&E plans</p> <p>Harmonised Business Statistics for all Member States and for the region</p> <p>A regional Business Register from national Business Registers</p>			
Harmonisation of Price Indices	<p>Technical Working Group</p> <p>Harmonisation programme for Price Indices and reprocessing of available data</p> <p>Manuals on harmonisation procedures and methods</p>	<p>Set up a Technical Working Group (TWG7), with a Focal Point, to be responsible for the harmonisation of Price Indices. TWG7 must be competent with harmonisation processes and methodology in respect of Price Indices. The group will be responsible for the coordination of and oversight over development of the Price Indices in the region</p>	ISC / IGAD Secretariat (IRSO)	2021-2025
	<p>Training programme</p> <p>M&E plans</p> <p>Harmonised Price Indices for all Member States and for the region</p> <p>A Regional Harmonised Consumer Price Index (HCPI)</p> <p>International Comparison Program (ICP) data for all Member States</p>	<p>The rest of the activities follow the same pattern as those PHC and HHS</p>	TWG7 / ISC	2021-2025
Harmonisation of International Merchandise Trade Statistics	<p>Technical Working Group</p> <p>Harmonisation programme for IMTS and reprocessing of available data</p> <p>Manuals on harmonisation procedures and methods</p>	<p>Set up a Technical Working Group (TWG8), with a Focal Point, to be responsible for the harmonisation of International Merchandise Trade Statistics. TWG8 must be competent with harmonisation processes and methodology in respect of IMTS. The group will be responsible for the coordination of and oversight over development of the IMTS in the region</p>	ISC / IGAD Secretariat (IRSO)	2021-2025

Statistical Area	Expected Outputs	Activities	Responsibility	Timeframes
	<p>Training programme</p> <p>M&E plans</p> <p>Harmonised IMTS for all Member States and for the region</p>	The rest of the activities follow the same pattern as those PHC and HHS	TWG8 / ISC	2021-2025
Harmonisation of Labour Market Statistics	<p>Technical Working Group</p> <p>Harmonisation programme for Labour Market Statistics and reprocessing of available data</p> <p>Manuals on harmonisation procedures and methods</p> <p>Training programme</p> <p>M&E plans</p> <p>Harmonised Labour Market Statistics for all Member States and for the region</p>	<p>Set up a Technical Working Group (TWG9), with a Focal Point, to be responsible for the harmonisation of Labour Market Statistics. TWG9 must be competent with harmonisation processes and methodology in respect of Labour Market Statistics. The group will be responsible for the coordination of and oversight over development of the Labour Market Statistics in the region</p>	ISC / IGAD Secretariat (IRSO)	2021-2025
		The rest of the activities follow the same pattern as those PHC and HHS	TWG9 / ISC	2021-2025
Harmonising National Accounts	<p>Technical Working Group</p> <p>A regional programme for national accounts of Member States to migrate to SNA 2008</p> <p>Manuals on harmonisation procedures and methods based on SNA 2008</p> <p>Training programme</p> <p>M&E plans</p> <p>Harmonised IMTS for all Member States and for the region</p>	<p>Set up a Technical Working Group (TWG10), with a Focal Point, to be responsible for the harmonisation of National Accounts. TWG10 must be competent with harmonisation processes and methodology in respect of National Accounts. The group will be responsible for the coordination of and oversight over development of the National Accounts in the region</p>	ISC / IGAD Secretariat (IRSO)	2021-2025
		The rest of the activities follow the same pattern as those PHC and HHS	TWG10 / ISC	2021-2025

Statistical Area	Expected Outputs	Activities	Responsibility	Timeframes
	Harmonised national accounts data of Member States and the region based on SNA 2008			
Harmonisation of statistics and geospatial information	Maps of selected statistical products	Provide support to Member States for training to build capacity	ICPAC, IGAD Secretariat (IRSO)	2021-2025 Annually

Table 20: **Strategic Goal 3** - Achieve a well-coordinated regional statistical system

Statistical Area	Outputs	Activities	Responsibility	Timeframes	
Establishing and strengthening the IGAD Regional Statistical System (IRSS)	Implementation of the IGAD Statistics Coordination Protocol (ISCP)	Put in place a process for the signing and ratification of ISCP by Member States	IGAD Secretariat	2021-2025 Year 1	
		Implement the Protocol	IGAD Secretariat / Member States	2021-2025 Year 2	
	Protocol for the exchange of data between Member States and the Secretariat	Draw up a protocol for data exchange between Member States and the Secretariat	IGAD Secretariat (IRSO) / Member States / ISC / IRSO	2021-2025 Year 1	
	Templates for data transfer, release and dissemination between NSOs and IRSO	Prepare templates for data transfer, release and dissemination/access between NSOs and IRSO	IRSO / NSOs /ISC	2021-2025 Year 1	
	A regional statistical organisation/institute	Establish the role and functions of the IRSO in the IRSS and its positioning in the institutional hierarchy of the Secretariat	Design an organisational structure of the IRSO and establish its size	IGAD Secretariat / Member States (NSOs) /ISC	2021-2025 Year1 Review: Year 4
			Define and implement a legal framework for establishing the IRSO	IGAD Secretariat / Member States (NSOs) / ISC / Council of Ministers	2021-2025
			Provide infrastructure for the IRSO	IGAD Secretariat / ISC	2021-2025
			Establish the IRSO	IGAD Secretariat	2021-2025 Year 1
			Establish the IRSO	IGAD Secretariat	2021-2025 Year 1
	A regional Statistics Committee	Establish the role and functions of the ISC in the IRSS	Establish the ISC	IGAD Secretariat	2021-2025 Year 1
			Establish the ISC	IGAD Secretariat	2021-2025 Year 1
	Technical Working Groups	Establish the role and functions of TWGs	Establish TWGs on the basis of need	IGAD Secretariat	2021-2025
			Establish TWGs on the basis of need	IGAD Secretariat	2021-2025
	Strengthening links between the IRSO, and IGAD Secretariat Divisions, Specialised	Memoranda of Understanding (MOUs) and/or Memoranda of Agreement (MOAs) between the regional statistical organisation and	Draw up MOUs/MOAs defining statistical coordination within the Secretariat and its affiliates	IRSO / IGAD Secretariat and affiliates	2021-2022 Year 1

Statistical Area	Outputs	Activities	Responsibility	Timeframes
Institutions and Programmes, Offices of Special Envoys and Liaison Offices	users of statistics, defining specifying each other's obligations			
	Statistics Coordination Protocol	Draw up and implement a protocol detailing a statistical coordination process for the IRSS	ISC / IRSO / IGAD Secretariat / Member States	2021-2022 Years 1 & 2
	A data Access Protocol	Draw up and implement a protocol detailing principles and procedures for data access by stakeholders	IRSO / Member States / ISC / IGAD Secretariat	2021-2022 Year 1
Strengthening National Statistical Systems (NSSs) in Member States	Updated national statistics laws	Draw up and implement an advocacy programme to update and orientate NSOs/NSIs to unequivocally become organisationally and professionally independent	IGAD Secretariat / ISC / AUC	2021-2023
		Implement the advocacy programme to gain support of policy makers in Member states for legal updates	IGAD Secretariat / ISC / Committee of Ambassadors/ Council of Ministers / AUC	2021-2024
	Incorporating statistical plans into national development plans	Draw up and implement an advocacy programme to promote wider use of statistical evidence in policy making, planning and decision making	IGAD Secretariat / NSOs/NSIs / ISC / AUC	2021-2025
	Harmonised NSDSs	Align NSDSs to the IRSDS	IGAD Secretariat / Member States / ISC / TWG / Development Partners	2021-2025
	IGAD Statistics Fund	Establish a fund for regional statistical activities	IGAD Secretariat / Member States / Development Partners	2021-2025
	Peer review reports	Design and implement a Peer Review Programme	IGAD Secretariat / Member States / Development Partners	2021-2025
Participation in the structures of the African Statistics System (ASS) and other continental and global organisations	Participation of IGAD Secretariat in all the activities of the 18 Specialised Technical Group of SHaSA 2	Develop/update a programme for participating in all activities and events of the 18 Specialised Technical Groups of SHaSA 2	IGAD Secretariat and AUC	2021-2025 Annually
	Participation in meetings of the Executive Committee of SHaSA 2	Include participation in the meeting of Executive Committee of SHaSA 2	IGAD Secretariat and AUC	2021-2025 Annually

Statistical Area	Outputs	Activities	Responsibility	Timeframes
	Implementation Report of SHaSA 2	Prepare an annual report on the implementation of SHaSA 2 for the IGAD Region	IGAD Secretariat and AUC	2021-2025 Annually
	Collaboration with ASCC and other continental and global organisations	Develop/update a programme for participating in meetings of the ASCC, CoDG, StatCom-Africa and STATCOM	IGAD Secretariat and AUC	2021-2025 Annually

Table 21: **Strategic Goal 4** - Statistics have a high profile in the region

Statistical Area	Outputs	Activities	Responsibility	Timeframes
Advocacy for statistics in the IGAD region	Advocacy strategy	Identify and compile and/or update a list of key stakeholder groups on the basis of their interests in statistics	IRSO	2021-2025 Quarterly
		Draw up an advocacy programme with messages directed at key stakeholder groups according to their interests	IRSO	2021-2025 Biannually
		Make statistical advocacy a regular activity tied to data dissemination/access	IRSO	2021-2025 Continuously
		Initiate engagements with potential stakeholders by getting familiar with what they do. Suggest to them the type of statistical information they can use to be more effective	IRSO	2021-2025 Quarterly
		Make use of the media through both responding to their requests and offering them courses on basic statistical literacy	IRSO	2021-2025 [Requests: Continuously] [Courses: Annually]
Delivery of statistical services to users	Networking to enhance user access to the region's statistical services	Put in place an Information Technology Service Delivery System (ITSDS) as a mechanism for the promotion of efficient delivery of services to users. It is an aspect of networking	IRSO / IGAD Secretariat	2021-2025 Review: Annually
		Install a regional web-based database to facilitate networking by the ITSDS. It covers a variety of subject areas and is accessible to key stakeholders especially Member States	IRSO / IGAD Secretariat	2021-2025 Year 1
		Set up a regional database for easy access to users to promote wider and increasing use of statistics	IRSO / IGAD Secretariat	2021-2025 Year 1
		Build data archives of relevant datasets for use by interested stakeholders, including those interested in data mining and research	IRSO / IGAD Secretariat	2021-2025 Update: Quarterly
		Set up user-producer fora to promote participation of stakeholders in the statistical activities of the region	IRSO / IGAD Secretariat	2021-2025
		Use publications to enhance networking (e.g. IGAD Statistical Yearbook, Facts and Figures, etc.)	IRSO / IGAD Secretariat	2021-2025 Annually

Table 22: **Strategic Goal 5** - Adequate statistical capacity in the region including Member States

Statistical Area	Outputs	Activities	Responsibility	Timeframes
Statistical management capacity	Management staff	<i>["Design an organisational structure of the IRSO and establish its size" See Strategic Goal 3]</i>	IGAD Secretariat / Member States (NSOs)	2021-2025 (2021-2022)
		Prepare a detailed management staff establishment by sector		
Statistical professional capacity	Professional staff	Undertake a skills needs assessment	IRSO / Member States	2021-2025
		Put in place a skills recruitment programme	IGAD Secretariat	2021-2025
		Prepare a detailed professional staff establishment by sector	IGAD Secretariat	2021-2025
	Programme of work	Compile a work programme of statistical activities and data harmonisation	IRSO / IGAD Secretariat	2021-2025 (2021-2023)
		Compile a programme of harmonising (reprocessing) existing data in Member States	IRSO / ISC	2021-2025 (2021-2023)
		Identify core staff with expertise in standardisation and harmonisation skills	IRSO / Member States	2021-2025 (2021-2023)
	Statistical training	Put in place partnership agreements between IRSO and NSOs/NSIs, on the one hand, and training institutions, on the other	ISC / IRSO / IGAD Secretariat / Member States	2021-2025
		Put in place an in-service training programme at each NSOs/NSIs	IRSO / IGAD Secretariat / ISC / Member States	2021-2025
		Put in place training materials for in-service training	IRSO	2021-2025
Statistical skills for users in the public sector	Training in basic statistical literacy	Establish a programme of training workshops or other arrangements for members of the media, etc.	IRSO / ISC	2021-2025
Information and Communication Technologies (ICT)	ICT infrastructure	Implement an ICT system at the IRSO and in Member States	IGAD Secretariat	2021-2025
		Put in place a MIS at the IRSO and in Member States	IGAD Secretariat	2021-2025

3.3 5 budget proposal for the IRSDS

This section contains a proposed annual budget estimate (in USD) both for the IRSDS programme activities and for administrative responsibilities. The programme budget proposal covers all statistical areas in the action plans. The structure of the programme budget is generally according to the strategic goals where there is no overlap of activities among statistical areas. Most of the overlap occurs between Strategic Goals 1 and 2 where an activity in Strategic Goal 1 (SG1) includes harmonisation in SO2. In such a case the team handling the activity in question will be a TWG, where the only resource required is staff time. This is indicated in the budget.

The administrative portion of the budget reflects a costing of the structure of the IRSO. It covers staff salaries, general office equipment, and infrastructure/equipment for ICT. The structure of the IRSO is shown in Annexure 5.

Table 23: Annual budget estimate for the IRSDS for five years

Statistical Area	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
SG1: Available data and indicators to meet the statistical needs of IGAD						
Population Statistics	463,860	318,360	239,170	239,170	239,170	1,499,730
Vital Statistics	110,320	110,320	110,320	110,320	110,320	551,600
Migration Statistics	182,540	182,540	182,540	182,540	182,540	912,700
Refugee, IDPs and Human trafficking statistics	182,540	182,540	182,540	182,540	182,540	912,700
Climate Change and Environment	332,730	332,730	332,730	332,730	332,730	1,663,650
Disaster risk management statistics	174,190	174,190	174,190	174,190	174,190	870,950
Health Statistics	113,260	113,260	113,260	113,260	113,260	566,300
Gender Statistics	107,180	107,180	107,180	107,180	107,180	535,900
Poverty, Living Conditions and Income Statistics	151,860	151,860	151,860	151,860	151,860	759,300
Production Indices [Business Statistics]	132,170	132,170	132,170	132,170	132,170	660,850
Price Indices	132,370	132,370	132,370	132,370	132,370	661,850
International Merchandise Trade Statistics	217,130	217,130	217,130	217,130	217,130	1,085,650
Energy Statistics	13,500	13,500	13,500	13,500	13,500	67,500
Peace and Security Statistics: Governance, Democracy, Rule	198,630	198,630	198,630	198,630	198,630	993,150

of Law, and Human Rights						
Labour Market Statistics	127,940	127,940	127,940	127,940	127,940	639,700
Education Statistics (Included in Population Statistics- TWG1)	-	-	-	-	-	-
National Accounts	188,630	188,630	188,630	188,630	188,630	943,150
External Debt Statistics and Debt Service Schedule (Included in Business Statistics-TWG6)	-	-	-	-	-	-
Government Finance, Fiscal and Public Sector Statistics	92,800	92,800	92,800	92,800	92,800	464,000
Reproductive Health	77,440	77,440	77,440	77,440	77,440	387,200
Balance of Payments (Included in Business Statistics-TWG6)	-	-	-	-	-	-
Tourism	77,440	77,440	77,440	77,440	77,440	387,200
Infrastructure Statistics (Included in Business Statistics- TWG6)	-	-	-	-	-	-
Infrastructure Development specifically for IGAD (Included in consultancy or IGAD Staff time)	-	-	-	-	-	-
Research, Science and Technology (Included in National Account-TWG 10)	-	-	-	-	-	-
Information and Communication technology (ICT) Statistics	68,650	68,650	68,650	68,650	68,650	343,250
Blue Economy Statistics	188,630	188,630	188,630	188,630	188,630	943,150
Livestock statistics	182,630	182,630	182,630	182,630	182,630	913,150
Agriculture Statistics	79,970	79,970	79,970	79,970	79,970	399,850

SG2: Quality and comparable regional statistics						
Harmonisation of statistics and geospatial information (Online statistical atlas, integration of statistics and geospatial information)	10,000	10,000	10,000	10,000	10,000	50,000
SG3: Achieve a well-coordinated regional statistical system						
Establishing and strengthening the IGAD Regional Statistical System (IRSS)	141,506	141,506	141,506	141,506	141,506	707,530
Strengthening links between the IRSO, and IGAD Secretariat Divisions, Specialised Institutions and Programmes, Offices	137,340	137,340	137,340	137,340	137,340	686,700
Participation of IGAD Secretariat in all the activities of the 18 Specialized technical Group of SHaSA 2	23,250	23,250	23,250	23,250	23,250	116,250
Participation in the meeting of Executive Committee of SHaSA 2	1,350	1,350	1,350	1,350	1,350	6,750
Prepare an annual report on the implementation of SHaSA 2 for IGAD Region	1,350	1,350	1,350	1,350	1,350	6,750
Participation in the meeting of ASCC, CoDGs, StatCom-Africa and UNSTATACOM	-	1,350	-	1,350	-	2,700
SG4: Statistics have a high profile in the region						
Advocacy	288,134	288,134	288,134	288,134	288,134	1,440,670
Publications (e.g. IGAD Statistical Yearbook, Facts and Figures, etc.)	112,060	112,060	112,060	112,060	112,060	560,300
SG5: Adequate statistical capacity in the region including Member States						

Statistical capacity	143,850	143,850				287,700
TOTAL	4,455,250	4,311,100	4,086,710	4,088,060	4,086,710	21,027,830

Table 24: IRSDS administration budget

Item	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Staff salaries						
Director (Head of the Unit)	120,000	120,000	120,000	120,000	120,000	600,000
Administrator	60,000	60,000	60,000	60,000	60,000	300,000
Professionals (13)	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	5,460,000
SUB-TOTAL	1,272,000	1,272,000	1,272,000	1,272,000	1,272,000	6,360,000
General office equipment						
Furniture (1 set)	3,000	-	-	-	-	3,000
Printer/copier/scanner (2)1000 first year	2000 (1000 each)	-	-	-	-	2,000
Office, computer supplies, services (e.g., stationery) (5)	3,500	3,500	3,500	3,500	3,500	17,500
Equipment maintenance and repairs	1,200	1,200	1,200	1,200	1,200	6,000
SUB-TOTAL	9700	4700	4700	4700	4700	28,500
ICT infrastructure /equipment						
Desktop computers (workstation) (3)	4500 (1,500 each)	-	-	-	-	4,500
Laptops (15)	30000 (2,000 each)	-	-	-	-	30,000
Cloud hosting (1)	2,000	-	-	-	-	2,000
Local server (1)	10,000	-	-	-	-	10,000
Software (SPSS, STATA, SAS, ArcGIS) (5)	10,000	10,000	10,000	10,000	10,000	50,000
Internet (5)	5,000	5,000	5,000	5,000	5,000	25,000
Smart TV (1)	4,000	-	-	-	-	4,000
SUB-TOTAL	65500	15,000	15,000	15,000	15,000	125,500
GRAND-TOTAL	1,347,200	1,291,700	1,291,700	1,291,700	1,291,700	6,514,000

Table 25: Total IRSDS budget estimate for five years

Statistical Area	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
RSDS Programmes	4,455,250	4,311,100	4,086,710	4,088,060	4,086,710	21,027,830
Administration and Infrastructure	1,347,200	1,291,700	1,291,700	1,291,700	1,291,700	6,514,000
TOTAL	5,802,450	5,602,800	5,378,410	5,379,760	5,378,410	27,541,830

Chapter 4

Implementation, Monitoring and Evaluation Reporting Plans

This chapter is in two parts – the actual implementing of the IRSDS and carrying out Monitoring and Evaluation of the IRSDS

4.1 Implementing the IRSDS

For given statistical areas the following mappings of specific objectives (belonging to particular strategic goals):

- objectives to be achieved;
- expected outputs from the objectives;
- expected outcomes from the outputs; and
- indicators to measure progress

have been translated into the following action plan mappings:

- activities implementable over a five-year period indicating
- who (individual or institution) will be responsible for their implementation; on
- an annual basis for the five-year duration of the plan.

At this stage action plans are not practically implementable – they simply identify the actions that should be implemented by an individual/institution on an annual basis for the duration of strategic plans. In order for action plans to be implemented they have to be translated into business plans that operate on an annual basis. The business plan enables execution or translation of the action plan into real action and workable tasks. Thus, the objective of the implantation plan is to identify and assemble what is to be done during the implementation of the action plan – what has to be in place and what to do. It is a continuous activity with each action merging into the next. It is during implementation that the action plan actually materialises. Business plans (or annual action plans) will be developed for each successive year by the IRSO.

Implementation of the IRSDS covers the following activities, among others:

- Confirming resources;
- Establishing governance;
- Organising activities;
- Establishing a communication strategy;
- Addressing issues; and

- Documenting progress and setbacks.

4.1.1 Confirming resources

- Human resources necessary for executing the activities should be identified.
- The availability of employees with requisite skills needs to be confirmed.
- The necessary financial resources, both salary and non-salary, also need to be confirmed by senior management to ensure sufficient funds to see the project to completion

4.1.2 Establishing governance

- A governance structure should be established to oversee the progress throughout the duration of the project; for example, the IGAD Statistics Committee, which has the responsibility to oversee all the RSDS-related projects and provide strategic direction.
- The scope of the action plan will also dictate what other levels of governance may be necessary. Active involvement of senior management is likely to provide leverage for successful implementation.
- Engage the services of a high-profile professional, the IRSDS implementation leader, or implement the IGAD Statistics Committee to lead the implementation process.
- Small “projects” managers may be linked to the IRSDS implementation leader or to a small team involving the entities concerned
 - All committees and teams should have a precise mandate with the roles of its members clearly defined.
 - The frequency of the meetings for each committee should also be established at this point.
- It is through governance that relationships between the IRSDS and the NSDSs of Member States ought to be strengthened. The two governance bodies – IGAD Statistics Committee on which heads of NSOs are represented and the National Committees in Member States – must get together on a continual basis to facilitate
 - Availability of data/statistics in NSSs in Member States for the RSDS;
 - Identification of data/statistics gaps in the various NSSs;
 - Comparability of the data/statistics across the entire range of NSSs in Member States;
 - Harmonisation of available data/statistics for use at regional level; and
 - Assessment of capacity – statistical, technical, managerial, and infrastructural in NSSs – to establish capacity needs.
- IGAD Statistics Committee has to go further and facilitate building/strengthening capacity both at the Secretariat and in the NSSs of MSs. Facilitation of capacity building involves sourcing resources for training, recruitment of skills, setting up and/or maintaining infrastructure, etc.

4.1.3 Organising activities

- Examine the action plan for consistency and feasibility as the efficacy of implementation depends on a well laid-out plan sufficiently flexible to allow adaptations in unexpected or emerging situations. The action plan for the first year should be detailed and complete as action plans for subsequent years are variations shaped by

adaptations to changes in the strategy (corrective actions arising from reviews of interventions).

- Divide the action plan into relatively small projects with a leader and professionals on the basis of outputs identified in the plan for effectiveness, efficiency and accountability of work per se and human and financial resources.
- Prepare a list of all activities for each output or “project” and tasks required to attain the final result.
- Explore the possibility of any activity borrowing from processes already in place in other departments of the IRSS or in other partner agencies.
- Based on financial and human resources limitations as well as the post-SWOT prioritisation, activities may need to be prioritised, resulting in downsizing or postponing the activities less essential to the project’s achievements.
- The responsibility for execution of each activity listed in the schedule of activities should be assigned to a particular team or team member.
- Identify dependencies between activities should be identified so that different activities can be ordered sequentially and put into a schedule.
 - Some activities will need to be executed in sequential order as the output of one activity becomes an input into the next.
 - Activities with no dependencies may be conducted in parallel, subject to availability of enough resources.

41.4 Establishing a communication strategy

- Good communication will ensure that the action plan is implemented smoothly as a project’s success also depends on good communication
 - Reports summarising progress can be distributed to senior management, whereas decisions on more technical aspects can be available electronically for consultation by team members
 - Regular briefs on the project’s progress and setbacks should be done for senior management, governance committees and team members
- A communication strategy should be prepared to keep all team members abreast of the progress, changes and arising issues concerning the activities. This can include distribution of progress reports, meeting minutes, information about major milestones reached, etc.

4.1.5 Addressing issues

- Issues should be addressed as soon as they arise because they may impact more than one activity and affect the schedule of the project.
- More important issues may be brought to governance committees for strategic advice.
- Key players should provide feedback (debriefings) on the different components once the outputs have been completed
 - This exercise could take the form of an informal group discussion or individual questionnaires, and should occur shortly after completion of the activities
 - Feedback should touch on what went well, what did not work well, and suggestions for improvements. It should cover all implementation dimensions (including planning, communication, management, etc.)

- Shortly after the project has come to an end, key players should be consulted to gain insight on what went well and what could have been done differently. These lessons learned should be documented as they will provide useful input for future projects

4.1.6 Documenting progress and setbacks

- A short document (report) summarising the results of the feedback exercise should be prepared.
- Lessons learned are always useful information for managers and provide good input to the next version of the RSDS.
- Documentation of the implementation processes ought to become a culture in the statistical system.

4.2 Monitoring, Evaluation and Reporting

The objective is to draw attention to the importance of keeping the plan on track as originally intended (monitoring) and to ensure that it is serving the purpose for which it was intended (evaluation). Both practices provide timely advice for corrective action to be taken.

Monitoring and Evaluation (M&E) Reporting are an integral part of the RSDS development cycle. Although in practice they are carried out at a specific period of time, they are regarded as a continuous tool in support of the Managing Step throughout the RSDS development cycle.

Monitoring and evaluation are two inextricably linked processes in the sense that monitoring focuses on implementation and output (whether what was planned to be done was actually done) while evaluation focuses on achievement of results, their effects and impacts.

For practical considerations, M&E Reporting is limited to only the implementation plan. For ease of presentation the three items are listed separately as follows:

- Monitoring;
- Evaluation; and
- Reporting

4.2.1 Monitoring

The objective of monitoring is to keep the action plan on track during implementation and to indicate corrective action when the plan moves off course.

Simply stated, “monitoring” is a process of regularly collecting data and analysing information to determine whether implementation of the IRSDS will be on or off course so as to implement timely corrective action if necessary.

It informs on progress made and the difficulties that are slowing down achieving results. It compares findings with those expected from the outset, and Enables parties to take any necessary corrective measures.

For monitoring the following will need to be done:

- Allocation of responsibility for monitoring;
- Frequency of monitoring implementation of the action plan
- What needs to be done to set up a monitoring plan

4.2.1.1 Allocation of responsibility for monitoring

- Responsibility for monitoring should be given to managers at different levels of the IRSS – those managing activities and those managing resources (human, material and financial)
- There should be an oversight structure, such as the IGAD Statistics Committee, to review findings from monitoring activities to recommend and scale up corrective action to decision-making authorities. The review should include the managers responsible for monitoring
- Using proper documentation and regular monitoring, managers will be able to make adjustments to the projects when required (i.e. in terms of finance, time, approach, etc.) and stay on track with the goal

4.2.1.2 Frequency of monitoring

Frequency of monitoring will depend on the preference of the oversight structure, the IGAD Statistics Committee as well as Statistics Division/STATAFRIC of AUC. The norm is annual (before preparation of annual programmes) or bi-annual. However, more frequent periods (e.g., monthly, weekly) are also possible

4.2.1.3 What needs to be done to set up a monitoring plan

Effective monitoring requires designing a plan laid out as follows:

- Defining the main goals to be achieved by monitoring;
- Carefully selecting measurable indicators that will be used to monitor progress or lack thereof, indicators that are internationally recognised or peer-agreed, with each indicator having
 - a baseline;
 - a unit of measure (e.g. time, percentage);
 - a target (duration);
 - clearly defined means, frequency, and person responsible for compiling the indicator; and
 - using the services of a recognised regional organisation/consultant, the IGAD Statistics Committee, that would report to MSs for the regular monitoring of the implementation of the IRSDS
- The indicators must be SMART
- There must be evaluation of the compiled indicators and preparation of reports to sketch out trends and arrive at a consensus on the necessary changes to be implemented regarding inputs and activities, results and goals.
- Means for reporting on these indicators should be established and scheduled; for example, through hardcopy or electronic reports
A regular review of budget expenses to ensure that the budget remains within its financial limits should be included.
- The schedule of activities should also be monitored regularly to confirm that activities are completed within their allotted time or if there are any delays that may hinder the results.

4.2.2 Evaluation

The objective of evaluating implementation of the action plan is to ensure that the plan is serving the purpose for which it was intended.

Evaluation is an assessment of what has been done in the IRSDS for relevance to what was originally intended (vision) in the IRSDS. It concerns the achievement of results, the effects, and impacts on the global goal of the IRSDS. The aim is to draw lessons from experience for the benefit of a future IRSDS. In short, it will judge the relevance, performance and success of the IRSDS. Two attributes of evaluation to note are the following:

- The evaluation system must be sufficiently flexible to take account of the inevitable changes that will occur during the strategy's implementation period.
The changes may result in significant adjustments to the strategic goals selected and/or the result (outcome) obtained, which will also introduce changes to the schedule of activities and the activities themselves.
- Evaluation must identify which expected results are not achieved and why, in order to re-direct the strategy.

For evaluation the following will need to be done:

- Allocation of responsibility for evaluation;
- Frequency of evaluating implementation of the action plan; and
- What needs to be done to set up a evaluation plan

4.2.2.1 Allocation of responsibility for evaluation

- Responsibility for evaluation should be given to managers at different levels of the statistical system – those managing activities of the action plan and those managing resources (human, material and financial)
- There should be an oversight structure, such as the IGAD Statistics Committee, to review findings from evaluation activities to recommend and scale up corrective action to decision-making authorities. The evaluation should include the managers responsible for evaluation

4.2.2.2 Frequency of evaluating implementation of the action plan

- Gather feedback shortly after the project has come to an end: Key players should provide feedback (debriefings) on the different components once the outputs have been completed. The point of the feedback is to gain insight on what went well and what could have been done differently. The lessons learnt should be documented as they will provide useful input for future projects
 - This exercise could take the form of an informal group discussion or individual questionnaires, and should occur shortly after completion of the activities
 - Feedback should touch on what went well, what did not work well, and suggestions for improvements. It should cover all implementation dimensions (including planning, communication, management, etc.)
- As is the norm, evaluation should include two key meetings: mid-point evaluation and final evaluation
- Mid-point evaluation enables an analysis of the differences between recorded results and expected results in order to enable the necessary changes to be made, including to the schedule of activities for the second half of the strategy period
- The final evaluation allows lessons to be learnt and progress to be built on for a future RSDS

4.2.2.3 What needs to be done to set up a plan for evaluation

As is the case with the monitoring framework, the evaluation framework should be based on internationally recognised standards and practices which recommends:

- Use of carefully selected measurable indicators (e.g. PARIS21, World Bank, UNECA's indicators for measuring statistical capacity), each indicator having
 - a baseline;
 - unit of measure (e.g. time, percentage); and
 - a target (duration); and
- Use of an outsider, preferably a consultant, to do the technical work.

4.2.3 Reporting

Reporting is an integral part of the M&E framework. It is intended to provide and publish comprehensive information on the implementation of the IRSDS on a regular basis.

For reporting the following will need to be done:

- Allocation of responsibility for reporting;
- Frequency of reporting on implementation of the action plan; and
- What needs to be done to set up a reporting plan

4.2.3.1 Allocation of responsibility for reporting

- Establish a formal statistical body at the Secretariat (a central statistical body of IGAD) to produce (or supervise/co-ordinate) the production of
 - annual reports at the regional level to provide an update on progress in IRSDS implementation;
 - a summary of difficulties encountered in implementing the RSDS; and
 - proposed solutions
- In the absence of a formal statistical body for the regional community, the IGAD Statistics Committee should be responsible for the reports

4.2.3.2 Frequency of reporting on implementation of the action plan

The timing of releases will depend on the capacity available in the regional community in general and the statistics body at the Secretariat in particular, as well as the subject matter. Again, in the absence of a formal statistics body at the Secretariat the IGAD Statistics Committee will be responsible for release times for reports

4.2.3.3 What needs to be done to set up a reporting plan

- Annual reports are produced from integrating reports produced by the various services and agencies that produce regional statistics
 - Such reports should be standardised to facilitate their combination
 - The reports should then be examined by a formal statistical body at the Secretariat
- Subject to the legislation governing the RSDS, the full reports or their conclusions should be submitted to the administrative hierarchy up to the Assembly of Heads of State and Government
- Regular reviews of budget expenses are undertaken to ensure that the budget remains within its financial limit

4.3 Assumptions and Risks

Assumptions, risks and mitigations against risks by strategic and specific objectives are provided below.

Table 26: Assumptions, risks and mitigations against risks by strategic goals and objectives

Strategic Goals	Objectives	Assumptions	Risks	Mitigation
1. Provide data and indicators to meet the statistical needs of development policies, programmes, projects and interventions of the IGAD region	1.1: Statistical needs of the key stakeholders in the IGAD region established	None (because they have been established)	None	Not applicable
	1.2: Indicators for the Secretariat and its affiliates - Specialised Institutions, Programmes and Liaison Offices – identified and prioritised	Cooperation among Divisions of the Secretariat and Special Institutions	Institutions working in silos	Sensitisation of senior management including Member States
2. Ensure the comparability of data assembled from Member States	2.1: Standards, methodologies, classifications and frameworks of statistical production in Member States harmonised	Resources for TWGs are available Availability of capacity in NSOs/NSIs	Limited financial resources Weak Member State capacity to produce the subject matter (content) for harmonisation	Sensitisation of policy makers in Member States Country specific capacity building programme
3. Establish effective coordination and collaboration structures to enable statistical production, dissemination of and/or access to data and archiving of data across the regional statistical system including Member States	3.1: Develop and implement a legal framework to facilitate coordination of regional statistical operations	Cooperation from Member States	Red tape and unwillingness to change state structures	Advocacy at IGAD Secretariat by RSO
		Cooperation from overlapping RECs	Limited cooperation from Member States due to multiple membership in RECs Response burden of Member States belonging to multiple RECs	Advocacy at political level in Member State by IGAD Secretariat Coordination channels to facilitate cooperation Protocol for reducing the response burden on Member States
	3.2: Establish a formal regional statistical organisation/institute (RSO/RSI) to initiate and manage the operations of the regional statistical system	Commitment of IGAD Secretariat and Member States to establish a Regional Statistical Organisation Resources are available	Limited priority given to statistics Resource constraints and red tape delays	Advocacy at IGAD, Member State and key stakeholders Resource mobilisation strategy for statistics
3.3: Establish a regional IGAD Statistics Committee (ISC) to provide	Political willingness at Member State and IGAD Secretariat levels	Qualified independence of NSO and leadership of NSS	Advocacy at IGAD Secretariat, Member States and key stakeholders	

Strategic Goals	Objectives	Assumptions	Risks	Mitigation
	coordination frameworks			Support from the leadership of African Statistical System
	3.4: Establish regional Technical Working Groups (TWGs) to guide or facilitate harmonisation in selected statistical areas or processes	<p>Commitment of high-level leadership</p> <p>Availability of technical capacity at Member State and IGAD levels</p> <p>Financial resources are available</p>	<p>Limited priority given to statistics</p> <p>Difficulty with staff retention</p> <p>Multiple membership of members of TWGs</p> <p>Insufficient financial resources for TWGs</p>	<p>Advocacy at IGAD Secretariat, Member States and key stakeholders</p> <p>Succession plans to avoid loss of institutional memories</p> <p>Sourcing members of the TWGs to avoid a multiple membership.</p> <p>Resource mobilisation strategy for statistics</p>
4. Put in place a programme aimed at raising the profile of statistics in the IGAD region	4.1: Put in place a strategy to advocate for and enhance the use of statistics in the region.	<p>Technical capacity available to develop strategy for advocacy</p> <p>Financial resources are available</p>	<p>Limited technical capacity to develop the strategy</p> <p>Insufficient financial resources</p>	<p>Support from the leadership of African Statistical System</p> <p>Resource mobilisation strategy for statistics</p>
	4.2: Establish mechanisms for efficient delivery of services to users and promote wider and increasing use of regional statistics	Availability of infrastructure to establish a centralised statistical database	Insufficient financial resources	<p>Commitment of leadership at IGAD and Member State levels</p> <p>Resource mobilisation strategy for statistics</p>
5. Promote and support the building of statistical capacity in the region including Member States	5.1: Build human resources in variety and numbers commensurate with the demands of the established statistical sectors in the IRSS and Member States	Sufficient staff (in number, qualifications and skills)	<p>Uncertain commitment of leadership at IGAD and Member State levels</p> <p>Insufficient financial resources</p>	<p>Advocacy at IGAD secretariat, among Member States and key stakeholders</p> <p>Resource mobilisation strategy for statistics</p>
	5.2: Put in place training programmes to improve skills in statistical analysis and to impart basic statistical literacy to users	<p>Availability of training institutions</p> <p>Existence of capacity building initiatives</p>	<p>Low rate of staff retention</p> <p>Insufficient financial resources</p>	<p>Succession plans to avoid loss of institutional memories</p> <p>Resource mobilisation</p>

Strategic Goals	Objectives	Assumptions	Risks	Mitigation
		Availability of sufficient financial resources Availability of ICT infrastructure	Outdated technological infrastructure and equipment Resistance to adopting new technological developments	strategy for statistics Coordination with innovation leaders to support continuous training programme
	5.3: Design and implement a capacity building programme to strengthen the national statistical systems of Member States	Availability of training institutions Commitment at IGAD and Member State levels Availability of sufficient financial resources	Limited priority given to statistics Insufficient financial resources Training constraints arising from pandemic (e.g., COVID-19)	Advocacy at IGAD Secretariat, among Member States and key stakeholders Resource mobilisation strategy for statistics Online training programme
	5.4: Put in place ICT infrastructure as a requisite for the advancement of statistical development in the region and within Member States	Availability of appropriate skills Availability of SDMX Availability of ICT appropriate infrastructure in the region Availability of sufficient financial resources	Limited skills Insufficient financial resources	Continuous training programmes Resource mobilisation strategy for statistics
	5.5: Put in place an effective Management Information System (MIS)	Availability of appropriate skills Availability of ICT appropriate infrastructure in the region Availability of sufficient financial resources	Unwillingness to change behaviour Limited skills Insufficient financial resources Outdated technological infrastructure and equipment	Advocacy programme for managing change Continuous training programme Resource mobilisation strategy for statistics Appropriate change management programme regarding ICT infrastructure

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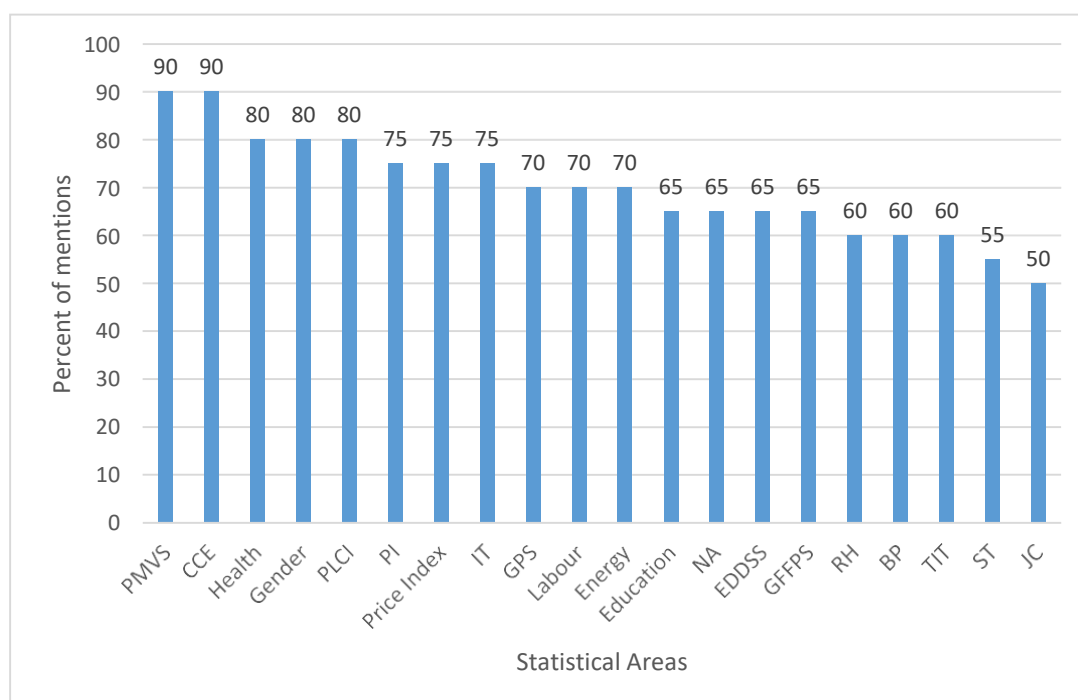
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Annexure 1.1: Statistical areas the IRSDS should cover



List of statistical areas

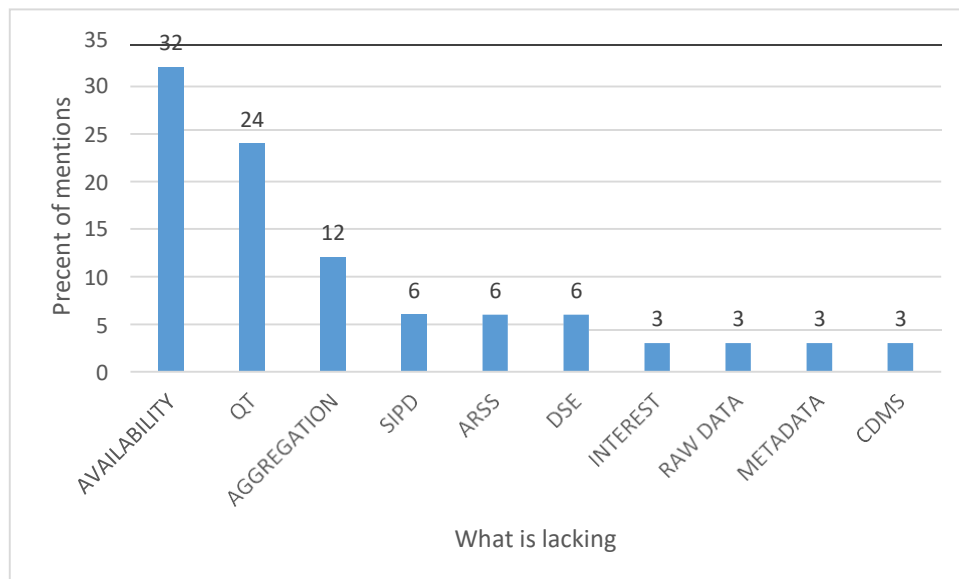
PMVS	Population, Migration and Vital Statistics
CCE	Climate Change and the Environment
Health	Health
Gender	Gender
PLCI	Poverty, Living Conditions and Income
PI	Production Index/Indices
Price Index	Price Index
IT	International Trade
GPS	Governance, Peace and Security
Labour	Labour
Energy	Energy
Education	Education
NA	National Accounts
EDDSS	External Debt and Debt Service Schedule
GFFPS	Government Finance, Fiscal and Public Sector
RH	Reproductive Health
BP	Balance of Payments
TIT	Tourism Infrastructure, Transport
ST	Science and Technology
JC	Justice and Crime

Other statistical areas mentioned included

- Agricultural Production Statistics
 - Crops
 - Livestock
 - Fish
 - Food Security
 - Land Governance

- Water availability
- Animal disease surveillance
- Animal health
- Biomass index
- Free movement of capital goods & population
- Inland waterways
- Investments
 - Investment Code
- Mobile population
 - Refugees
 - Internally Displaced Persons (IDPs)
 - Migrants
- Telecommunication and ICTs
- Transhumance Statistics
 - Cross-border Transhumance Tracking
 - Displacement
- Transnational:
 - Threats
 - Crimes

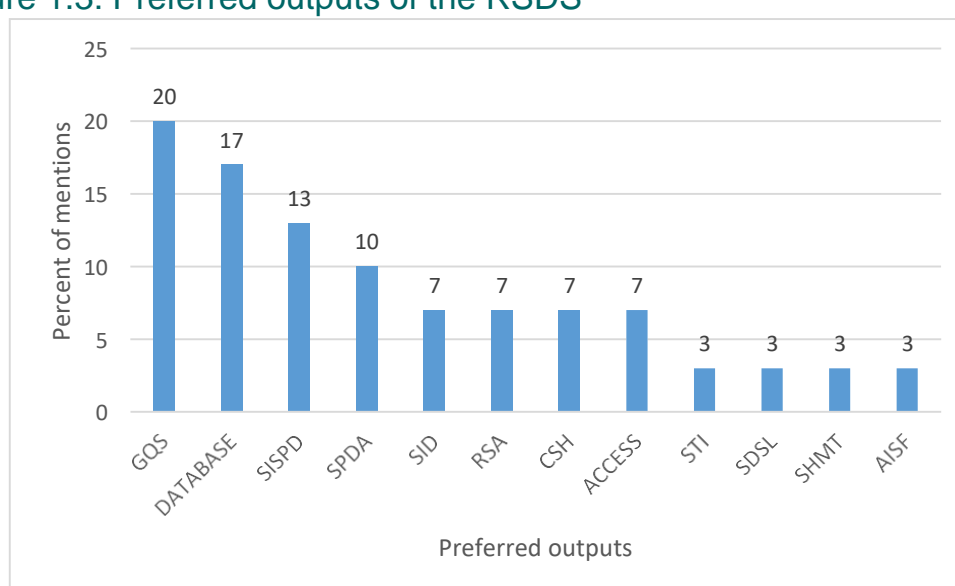
Annexure 1.2: What is lacking in the statistics that are currently available in the region



List of what is lacking in the statistics that are currently available in the region

AVAILABILITY	Availability/accessibility of statistics; out-of-date statistics; gaps in Member State data
QT	Quality and trust; shared/harmonised standards (concepts and definitions)
AGGREGATION	Aggregation/disaggregation of data
SIPD	Statistical information for planning and decision-making
RSS	A regional statistical service
DSE	Data sharing and exchange
INTEREST	Interest in statistics
RAW DATA	Raw data not processed
METADATA	Metadata not available
CDMS	Comparable data across Member States

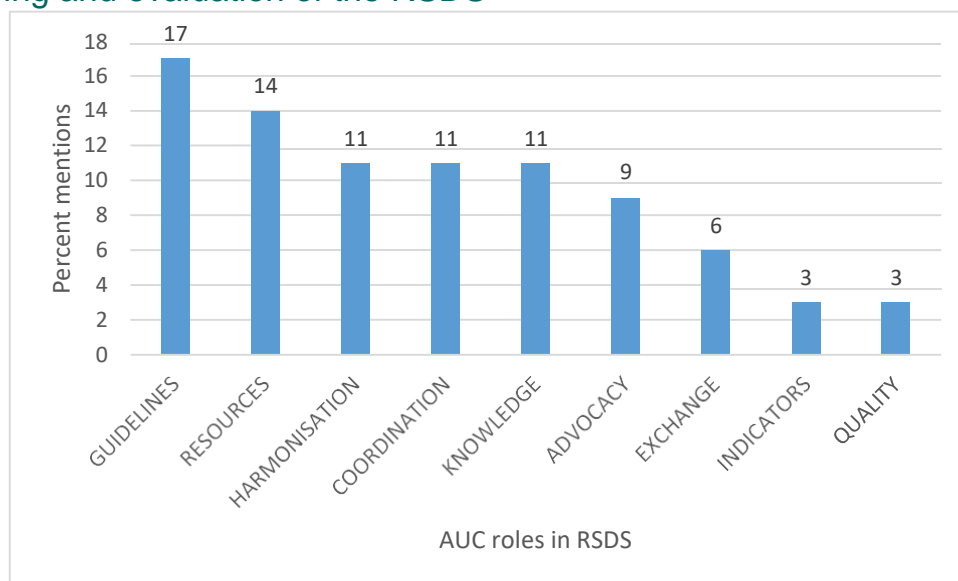
Annexure 1.3: Preferred outputs of the RSDS



List of preferred outputs of the RSDS

GQS	Good quality statistics (harmonised, accurate, timely, international standards and frameworks)
DATABASE	A centralised database on thematic areas (web-based)
SISPD	Statistics to inform strategy policies and decision-making
SPDA	A standardised process of data acquisition
SID	Statistics that inform on the developmental status of the region and Member States
RSA	Regional statistical abstracts (online)
CSH	A centre for statistical harmonisation
ACCESS	Accessible statistics (owned by the region and Member States)
STI	Statistics on topical issues
SDSL	Statistics disaggregated to sector level
SHMT	Harmonised statistical material for training
AISF	Application/adoption of international standards and frameworks

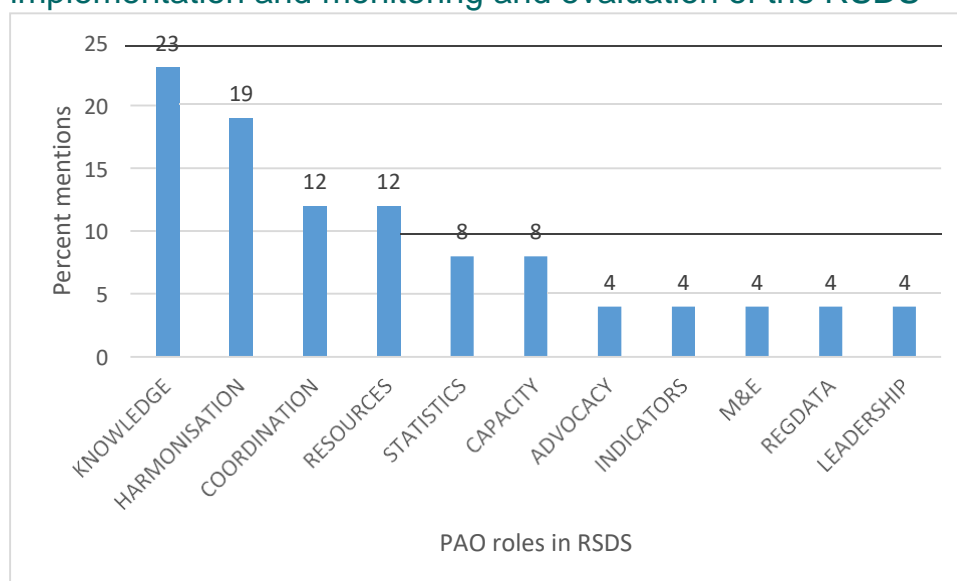
Annexure 1.4: Roles of the AUC in the development, implementation and monitoring and evaluation of the RSDS



List of roles of the AUC in the development, implementation and monitoring and evaluation of the RSDS

GUIDELINES	Guidelines (on priorities, standards, frameworks, etc.)
RESOURCES	Resource mobilisation
HARMONISATION	Harmonisation standards (concepts & definitions) and policy
COORDINATION	Coordination with other RECs on statistical policy
KNOWLEDGE	Knowledge & data sharing
ADVOCACY	Advocacy for use of statistics
EXCHANGE	Exchange of data with IGAD
INDICATORS	Identification of indicators for AUC institutions
QUALITY	Quality assurance frameworks

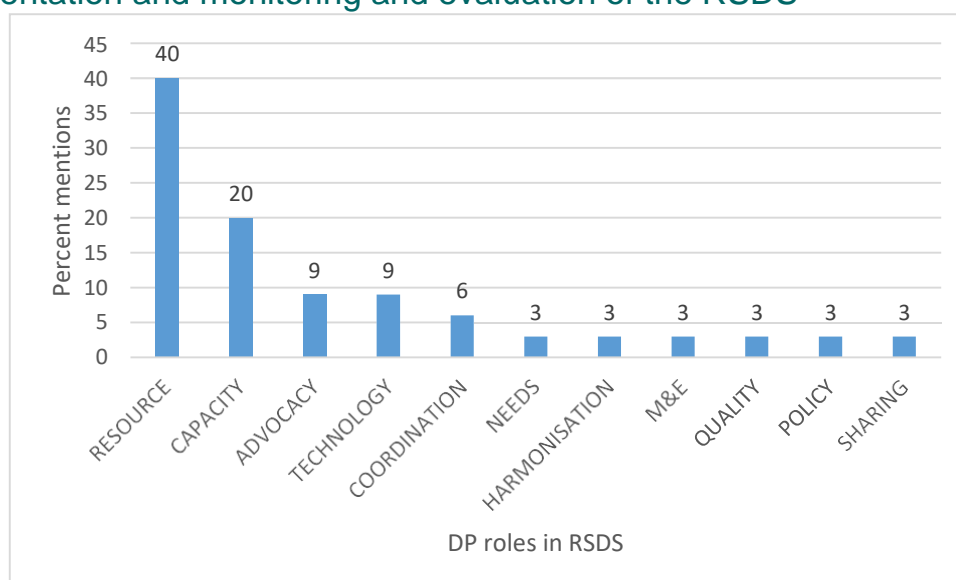
Annexure 1.5: Roles of Pan-African Organisations in the development, implementation and monitoring and evaluation of the RSDS



List of roles Development Partners should play in the development, implementation and monitoring and evaluation of the RSDS

KNOWLEDGE	Knowledge & data sharing with the Secretariat
HARMONISATION ²	Harmonisation of standards (concepts & definitions; frameworks)
COORDINATION	Fora for & coordination of various statistical matters
RESOURCES	Provision of resources (facilitation of RSDS)
STATISTICS	Production of statistics to supplement regional statistics that are available
CAPACITY	Capacity development
ADVOCACY	Advocacy for use of statistics (sensitisation & awareness creation)
INDICATORS	Identification of indicators that fall outside the remit of the NSSs
M&E	Monitoring & Evaluation of IGAD statistical programmes
REGDATA	Supplementation of Coordination of regional data
LEADERSHIP	Statistical leadership

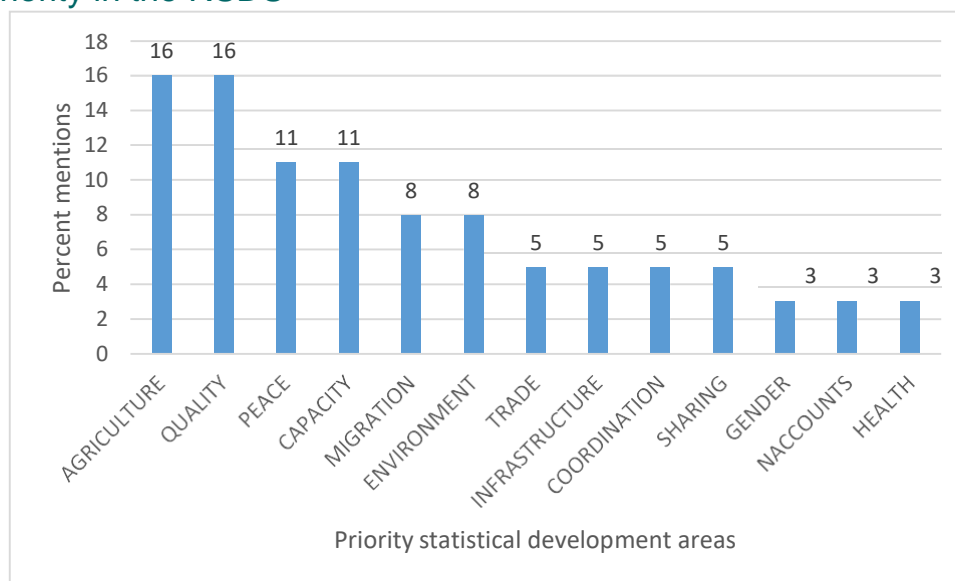
Annexure 1.6: Roles of Development Partners in the development, implementation and monitoring and evaluation of the RSDS



List of roles Development Partners should play in the development, implementation and monitoring and evaluation of the RSDS

RESOURCE	Resource mobilisation (financial, material, technical, etc.)
CAPACITY	Capacity building – technical - (Secretariat & Member States)
ADVOCACY	Advocacy for statistics development and use
TECHNOLOGY ³	Technology – support, transfer & innovation
COORDINATION	Coordination of development partners
NEEDS	Responsiveness to development needs
HARMONISATION	Harmonisation of standards (concepts & definitions)
M&E	Indicators of project Monitoring & Evaluation
QUALITY	Quality assurance (frameworks)
POLICY	Policy development
SHARING	Data sharing

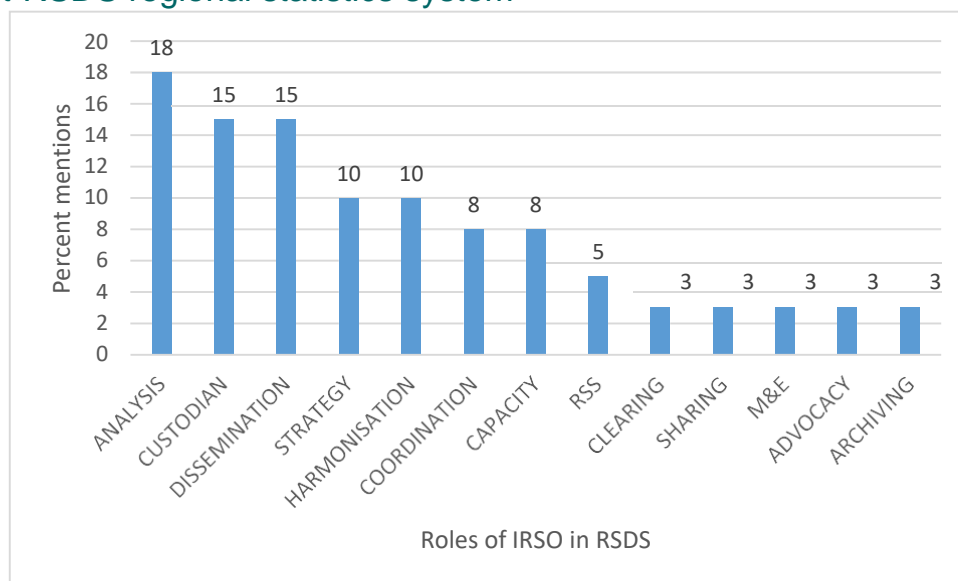
Annexure 1.7: Areas of statistical development in the region that ought to be given priority in the RSDS



List of areas of statistical development in the region that ought to be given priority in the RSDS

AGRICULTURE	Agriculture / Food security
QUALITY	Quality standards (concepts, definition, methodology)
PEACE	Peace & security / Transnational security threats & crimes
CAPACITY	Capacity building / Institution building
MIGRATION	Migration
ENVIRONMENT	Environment / Biodiversity
TRADE	Trade
INFRASTRUCTURE	Infrastructure (databases)
COORDINATION	Coordination
SHARING	Data sharing policies & protocols
GENDER	Gender statistics
NACCOUNTS	National Accounts
HEALTH	Health

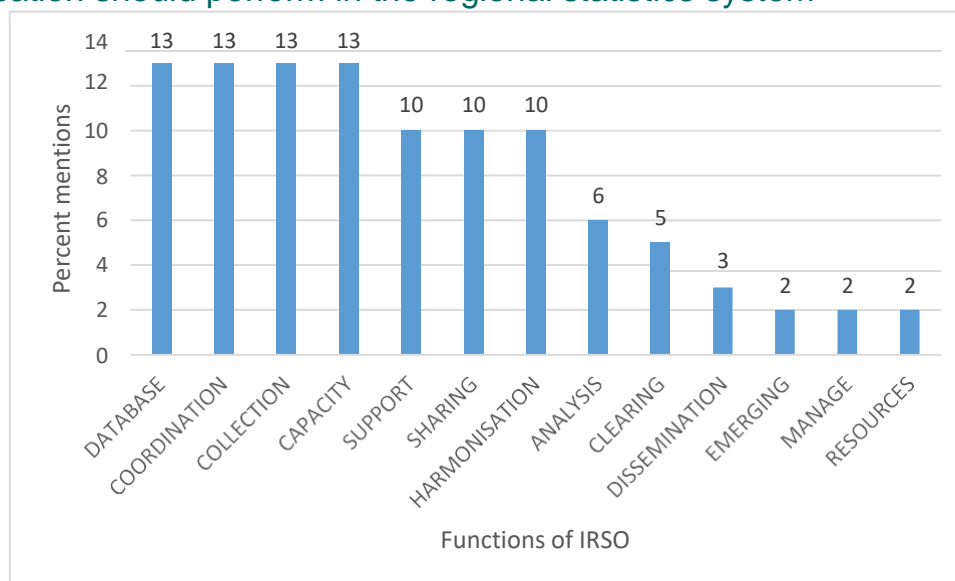
Annexure 1.8: Role of the proposed IGAD Regional Statistics Organisation in the post-RSDS regional statistics system



List of roles of the proposed IGAD Regional Statistics Organisation in the post-RSDS regional statistics system

ANALYSIS1	Statistical analysis / Centre of excellence
CUSTODIAN	Custodian of regional statistics (databases)
DISSEMINATION	Dissemination (releases, reports, user requests)
STRATEGY	Development & implementation of strategy (RSDS)
HARMONISATION	Harmonisation skills & tools
COORDINATION	Coordination (with & among Member States & other stakeholders)
CAPACITY	Capacity building (training, statistical support)
RSS	Management of RSS
CLEARING	Clearing house (data access)
SHARING	Sharing knowledge
M&E	Provision of M&E services
ADVOCACY	Advocacy (use of statistics in policy & decision-making)
ARCHIVING	Archiving

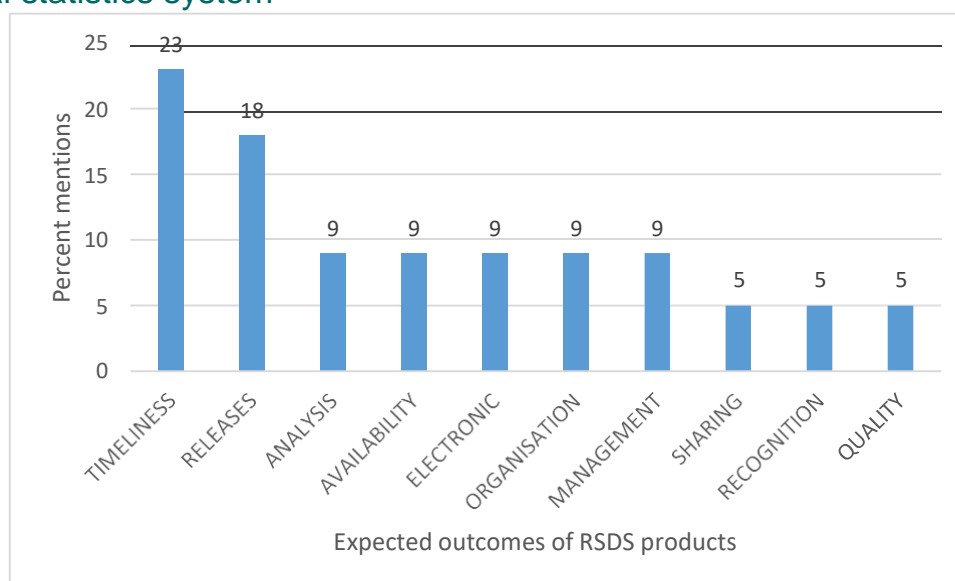
Annexure 1.9: Specific functions that the proposed IGAD Regional Statistics Organisation should perform in the regional statistics system



List of specific functions of the proposed IRSO

DATABASE	Database management & maintenance
COORDINATION	Coordination (Data user-provider dialogue; NSSs)
COLLECTION	Collect/assemble data
CAPACITY	Capacity building (IGAD & MS)
SUPPORT	Support (technical & professional to all IGAD units; MS)
SHARING	Sharing data & knowledge
HARMONISATION	Harmonisation of statistics
ANALYSIS	Analysis of data
CLEARING	Clearing house
DISSEMINATION	Dissemination (of statistics/indicators, reports)
EMERGING	Emerging issues in statistical development
MANAGE	Manage the RSS
RESOURCE	Resource mobilisation

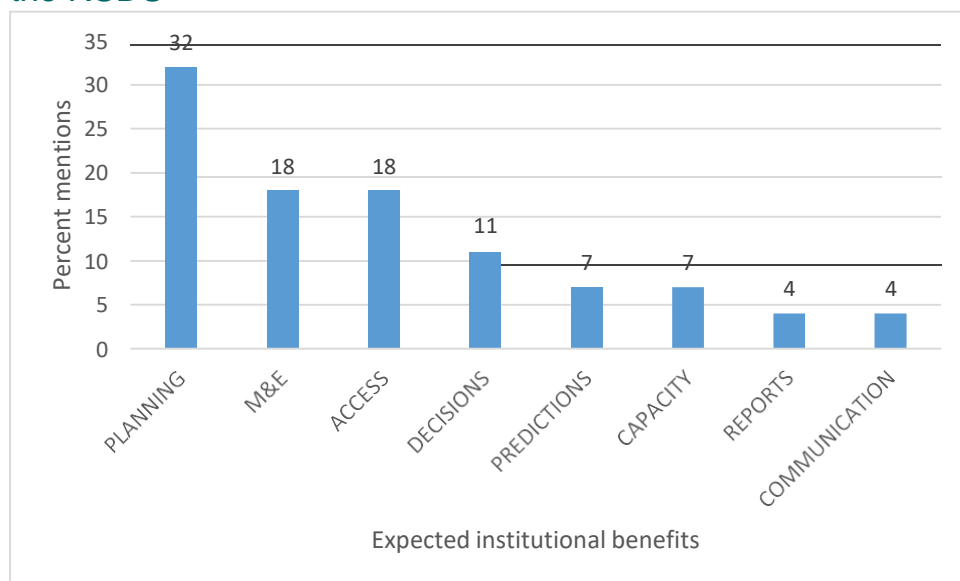
Annexure 1.10: Expected outcomes of the products of the IRSDS in the regional statistics system



List of expected outcomes of the products of the IRSDS in the regional statistics system

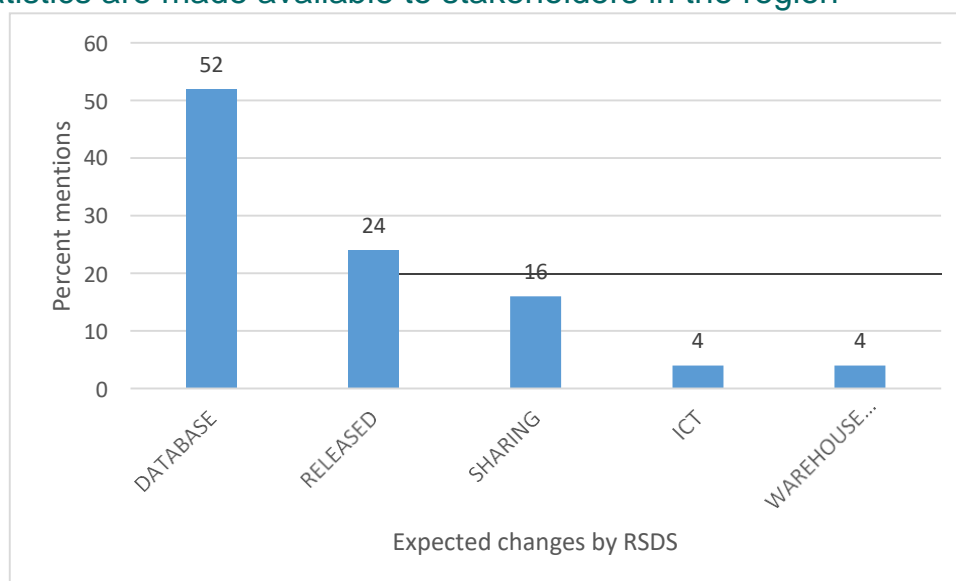
TIMELINESS	Timeliness / Calendar of statistical releases / access to data
RELEASES	Statistical / indicator releases (regular, abstracts, reports, special issues)
ANALYSIS	Statistical analysis (trends, etc.)
AVAILABILITY	Availability of statistics (databases)
ELECTRONIC	Electronic management of data
ORGANISATION	Regional statistics organisation
MANAGEMENT	Better (informed) management (Capacity to inform policy (implementation)
SHARING	Data sharing formalisation
RECOGNITION	Official recognition of IRSDS (Council of Ministers)
QUALITY	Quality statistics (standards) for planning & decision-making

Annexure 1.11: Single most important benefits institutions expect to get from the RSDS



PLANNING	Improved policy, programme & project development planning
M&E	Enabling M&E for implementation of plans, programmes & projects
ACCESS	Easy access to data
DECISIONS	Improved decision-making
PREDICTIONS	Making predictions or forecasts of events
CAPACITY	Enabling capacity building (Statistics Unit)
REPORTS	Compiling reports
COMMUNICATION	Facilitation of communication

Annexure 1.12 The kind of changes the IRSDS is expected to introduce in the way statistics are made available to stakeholders in the region



List of changes of the IRSDS is expected to introduce in the way statistics are made available to stakeholders

DATABASE	Database
RELEASES	Statistical releases and reports
ICT	Use of ICT for data sharing, dissemination /access (web-based)
WAREHOUSE	Data warehousing
COMMUNICATION	Mass communication (use of social media)

Annexure 2.1: Data gaps in the IGAD Secretariat

Division	Sub-Division	Total indicators available & needed (individual indicators & categories of indicators)	Percent of individual indicators & categories of indicators required
Agriculture & Environment	Agriculture Production and Food Security/Implementation of CAADP	(Categories) 9	56
	Fisheries Development and Blue Economy	(Including categories) 53	49
	Land governance	(Categories) 3	100
	Natural Resource Management and Renewable Energy	(Including categories) 13	62
	Environmental Protection	(Including categories) 15	60
Health & Social Development	Health HIV	71	24
	Health	24	21
	Migration	(Including categories) 15	73
	Labour Affairs	5	100
	Education	6	100
Economic Cooperation	Trade and Industry promotion	(Including categories) 3	100
	Tourism Development	(Categories) 1	100
	Infrastructure Development	(Categories) 11	55
Peace & Security	IGAD Offices for Special Envoys (Somalia and South Sudan)	Category 1	100
	IGAD Liaison offices (Juba, Khartoum and Mogadishu)	No indication	100
	Red Sea, Gulf of Aden and Somalia Office (RESGAS)	(Including categories) 22	45
Planning, Coordination & Partnerships	IGAD Drought Disaster Resilience and Sustainable Initiative (IDDRSI PCU)	(Categories) 15	47
	Knowledge Management	(Categories) 4 (Indicator identification in progress)	100

Division	Sub-Division	Total indicators available & needed (individual indicators & categories of indicators)	Percent of individual indicators & categories of indicators required
Gender Affairs		100	99
Administration & Finance		No information	
Communication		No information	
ICT		No information	
Documentation		No information	

Annexure 2.2: Data gaps in IGAD Special Institutions and Programmes

Specialised Institutions	Programme Areas	Total indicators available & needed (individual indicators & categories of indicators)	Percent of individual indicators & categories of indicators required
Conflict & Early Warning Mechanism		Category 7	86
IGAD Sheikh Technical Veterinary School (ISTVS) in Sheikh, Sahil, Somaliland, Somalia		No information	
IGAD Centre for Pastoral Areas & Livestock Development (ICPALD) in Nairobi, Kenya		(Including categories) 46	80
IGAD Diplomacy Institute in Djibouti		No information	-
IGAD Security Sector Programme (ISSP) in Addis Ababa, Ethiopia		Not stated	Unidentified
IGAD Climate Predictions & Applications Centre (ICPAC) in Nairobi, Kenya	Data Management, Geo-spatial & Remote Sensing	(Including categories) 15	40
	Climate Monitoring, Diagnostics, Predictions & Early Warning	(Including categories) 11	45
	Climate applications (Climate Change, Hydrology)	(Including categories) 19	53
Disaster Risk Management (DRM)		12	75

Annexure 3.1: Thematic Area 1: Data Production

Statistical Sectors	Statistical Areas	Data availability [Number of individual or indicator clusters]		
		Data items	<= 50%	>50%
Demographic and Social Statistics	Population, Migration and Vital Statistics	7	4	3
	Education Statistics	8	2	6
	Health Statistics	16	7	9
	Reproductive Health Statistics	2	0	2
	Gender	5	1	4
	Poverty, Living Conditions & Income Indicators	13	1	12
	Justice & Crime	2	2	0
Governance, Peace & Security Statistics (GPS)	GPS Indicators	6	6	0
Economic & Financial Statistics	National Accounts	11	7	4
	Labour Statistics	6	6	6
	Production Indices	4	4	0
	Price Indices	2	1	1
	External debt & Debt Service Schedule	3	3	0
	Balance of Payments	5	3	2
	International Trade	4	2	2
	Agriculture, Forestry & Fisheries	5	5	0
	Energy Statistics	2	2	0
	Tourism, Infrastructure & Transport	7	5	2
	Banking, Insurance, financial statistics	2	0	2
	Government finance, fiscal and public sector	3	2	1
	Science, technology & innovation	4	0	4
	Climate Change & Environment	15	15	0

Annexure 3.2: Thematic Area 2: Methodology Regarding Data Production

Statistical Sectors	Statistical Areas	Data availability [Number of individual or indicator clusters]		
		Data items	<= 50%	>50%
Metadata	Metadata standards being employed	5	5	0
Data Sources	Population and housing censuses; registers of population, dwellings and buildings	6	6	0
	Regular & irregular migration	6	6	0
	Business and agricultural censuses and registers	4	2	2

Statistical Sectors	Statistical Areas	Data availability [Number of individual or indicator clusters]		
		Data items	<= 50%	>50%
	Household surveys and their frequency	8	6	2
	Business and agricultural surveys (less ten years)	2	0	2
	Other administrative data sources (censuses, registers and surveys)	4	4	0
Data Editing and Data Linkage	Infrastructure (IT)	3	0	3
Data Dissemination	Data warehousing	5	5	0
	Types of media being used for data dissemination/access	5	4	1
	Statistical Confidentiality & Disclosure Protection	3	0	3
	Data Analysis	3	3	0

Annexure 3.3: Thematic Area 3: Strategic and Managerial Issues of Official Statistics

Statistical Sectors	Statistical Areas	Data availability [Number of individual or indicator clusters]		
		Data items	<= 50%	>50%
Institutional Frameworks & Principles; Role & Organisation of Official Statistics	Institutional Framework - NSS	5	2	3
	Statistical Coordination within Statistical Systems	3	0	3
	Quality Frameworks & Measurement of Statistical Performance of Statistical Systems and Offices	5	5	0
	Instruments for Governance and System Performance Management	4	2	2
	Management & Development of Human Resources	5	5	0
	Management & Development of Technological Resources	4	4	0
	Coordination of International Statistical Work (SHaSA)	1	1	0
	Technical Cooperation & Capacity Building	2	1	1

Annexure 4: Proposed Terms of Reference for IGAD Statistics Committee (ISC)

The ISC is a professional body central to the coordination function of the IGAD RSS in terms of provision of policy, strategy, and professional guidance regarding the development and execution regional statistics programmes.

Appointment:	Establishment and appointments are approved by the Council of Ministers
Composition:	ISC is a body of professionals comprising the heads of NSOs in Member States and the IRSO
Functions:	<p>To provide coordination frameworks in the IRSS</p> <p>To set priorities and provide policies for development of strategy, oversight and guidance of the implementation and performance (monitoring and evaluation) of the regional statistics programme</p> <p>To mobilise resources for and oversee the implementation of the IGAD Statistical Programme</p> <p>Assessment of capacity – statistical, technical, managerial, and infrastructural in NSSs – to establish capacity needs</p> <p>To develop a legal framework (protocols or legal instruments) providing for uniform approaches by interested parties to the implementation of the IGAD RSS</p> <p>To oversee the harmonisation process, comparability of statistics, and to develop a programme for improving the quality of statistics in the region, including Member States</p> <p>To assess the availability of data/statistics in NSSs in Member States for the RSDS</p> <p>To facilitate coordination and collaboration with stakeholders within and outside the region and especially with the ASS</p> <p>To facilitate building and strengthening of capacity in the IRSS and Member States by sourcing resources for training; overseeing recruitment of skills, monitoring and evaluation; and setting up and maintaining infrastructure</p> <p>To stand in for the IRSDS coordinator and lead the IRSDS implementation process when necessary</p> <p>to review findings from monitoring activities to recommend and scale up corrective action to decision-making authorities</p>

Annexure 5: Proposed Terms of Reference for IGAD Regional Statistical Office (IRSO) (Commonly known as the Statistics Unit)

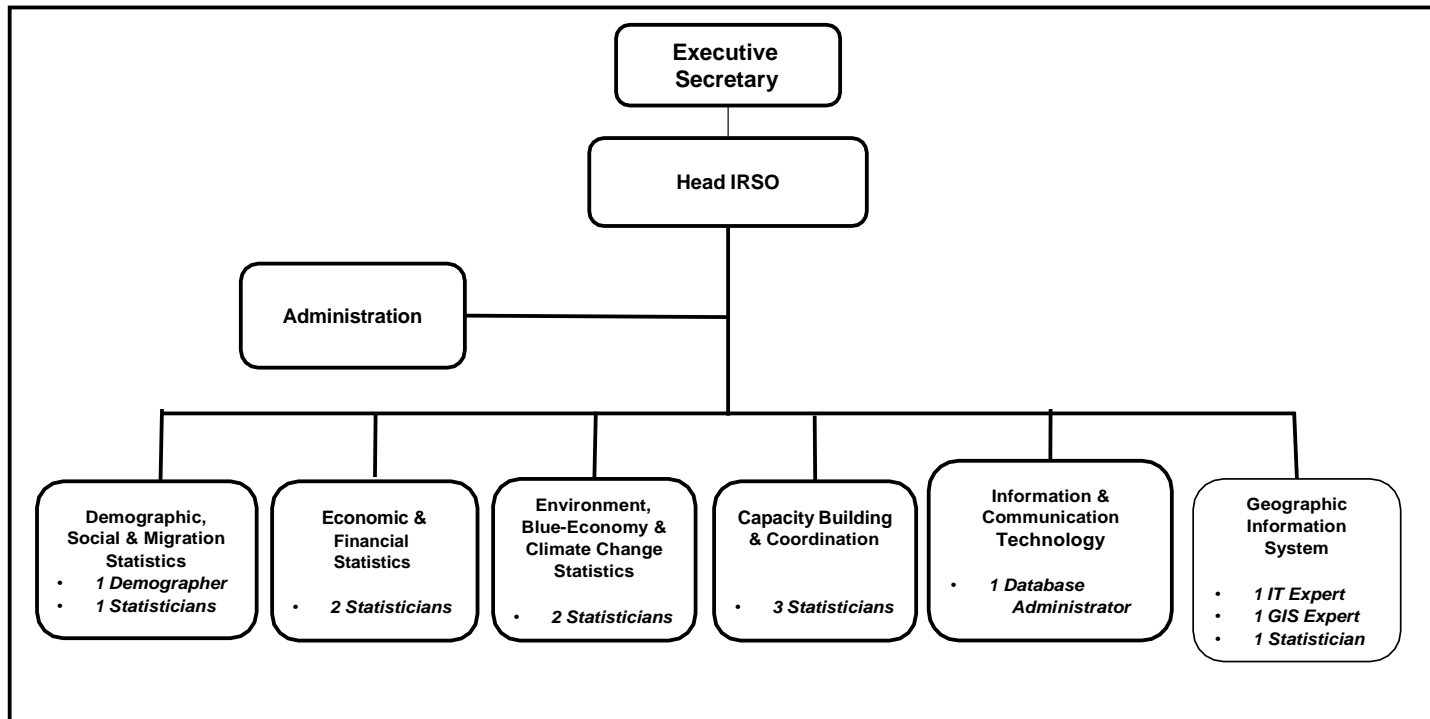
IGAD Regional Statistical Office (IRSO) is the nucleus of the IGAD Regional Statistical System (IRSS). It is the hub of statistical activity in the region.

Status	Reporting to the Executive Secretary. Needs 'convening authority' for effective statistical leadership and to raise the profile of statistics in the region
Appointments:	Establishment and appointments are approved by the Council of Ministers
Composition:	IRSS is a statistical organisation constituted by professional statisticians, experts in related fields, and seasoned administrators. Appoints are made on merit through a competitive process.
Functions	<p>Production of official statistics relevant to the needs of stakeholders</p> <p>Provision of statistical services to stakeholders through data dissemination and advice of a technical nature</p> <p>Implementation of the RSDS</p> <p>Setting of priorities and compilation of the regional statistics programme and work programme</p> <p>Co-ordination of regional statistical activities</p> <p>Coordination of the IRSS</p> <p>Provision of leadership and technical advice on harmonisation, standardisation and quality issues at regional and national levels</p> <p>Management of regional databases</p> <p>Coordination and building of statistical capacity in the region and in Member States</p> <p>Publication of statistical products such as the yearbook</p> <p>Being a centre of innovation</p> <p>Adaptation to the unique circumstances of Africa, international and other regional statistical standards, concepts and definitions, classifications, and definitions and standards to IGAD</p>

Establishment of the regional statistics office is presently given impetus by the existence of an IGAD Statistics Work Stream (ISWS) which currently informally plays the role of a statistics unit for the Secretariat and its affiliates. Its objectives are tailored to meet the statistical needs of the priority areas articulated in the IGAD's strategic plan. ISWS's TOR anticipate the RSDS. Membership of the ISWS spans all the structures of the Secretariat and Specialised Institutions and Programmes. It would be advisable to kick-start establishment of the IRSDS by transforming the ISWS or part thereof into core staff of the IRSDS given the expertise currently available – statisticians, a planning expert, a database manager, ICT focal point, etc.

The proposed structure is what has been considered the minimum and feasible. There is room to enrich it when resources allow.

Proposed structure of IGAD Regional Statistics Organisation



Annexure 6: Proposed Broad Terms of Reference for Technical Working Groups

Technical Working Groups are brought together to work on short-term specific projects.

Appointment:	Establishment and appointments are approved by the IGAD Statistics Committee (ISC).
Composition:	They should be gainfully employed within the IRSS in order to avoid people leaving a project because of interruptions. Accordingly, the group should consist of professionally competent individuals seconded from IGAD and Member States. The advantage is that there is no money involved.
Functions	To assist with work for which they are requested. Such work should form part of their performance appraisal. They can be assigned work from prioritised statistical areas such harmonisation of data. Terms of reference are job-specific.

A list of the TWGs is as follows:

TWG	Area of responsibility
1	Censuses of Population and Housing; Household Surveys
2	Civil Registration and Vital Statistics
3	Migration Statistics
4	Gender Statistics
5	Poverty and Income Distribution Statistics
6	Production Index/Indices [Business Statistics]
7	Price Indices
8	International Merchandise Trade Statistics
9	Labour Market Statistics
10	National Accounts
11	Agriculture, Climate Change & Environment Statistics
12	Refugee, IDPs and Human trafficking Statistics
13	Governance, peace and security Statistics
14	Blue Economy Statistics
15	Livestock Statistics
16	Disaster risk management Statistics

Annexure 7: Design Team and individuals contributed to the formulation of the RSDS

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