



*Building Sustainable Human and Institutional Capacity
For Poverty Reduction in Africa*

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**Exploration of Best-Practice Schemes in the Financing
of National Statistical Agencies in Regions
from which African Countries can draw beneficial lessons**

A Study Conducted by STATNET for ACBF

Final Report

By

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Introduction

Poverty alleviation is at the forefront of the global development agenda. However, in its quest for sustainable development, Africa is lagging behind the rest of the world, with increasing numbers of poor people, a lack of schools, and inadequate access to water and basic health care.

As a result, there is an increased demand for quality statistics to evaluate and monitor progress towards internationally and nationally agreed development agendas: the Millennium Development Goals (MDGs) the Poverty Reduction Strategies (PRSs) and ongoing programmes, such as NEPAD. Information is the basis of knowledge and therefore enhances wisdom in taking appropriate actions and correct decisions on issues of development and human progress. Sound and transparent statistics are essential for evidence-based policy-making. This implies that decision-makers have the capacity to identify those in need and to direct investments in infrastructure and services where they could have the greatest impact.

It is now recognized internationally that better statistics are an essential part of an enabling environment for development. Better statistics do lead to better policies and development outcomes. However, in many countries in Sub-Saharan Africa, National Statistical Systems (NSSs) are trapped in a vicious cycle of statistical under-development where limited statistical awareness and limited appreciation of statistics by policy and decision-makers at different levels and across society has led to sustained under-funding for statistics. This has in turn led to limited organizational and institutional development, under-performance of statistical agencies, limited statistical outputs and services in terms of quantity, scope, type and quality. This has of course led to less demand for statistics and minimal resource allocation for their production (Kiregyera, 2006).

In a modern democracy, statistics make a crucial contribution to good governance by assisting in the formulation and evaluation of policies; the management of the services for which Government is responsible; encouraging and informing debate. *High quality* statistics are also a key resource for business, academia, and the wider community. With increasing emphasis on *evidence-based* policy making and *effective performance* management, statistics have a greater importance than ever before, and ever increasing scrutiny is placed on them.

Thus, adequate funding of National Statistical Agencies (NSAs) is crucial to informed decision-making in the process of economic development.

1. Problem Statement and Justification

The debate on funding NSAs rings about some of the following tensions that are difficult to resolve:

- Managing investments while consumers and funders are almost always only interested in end results in the form of additional statistics
- Making long term commitments through an annual planning and budgeting process which recognises yearly commitments only
- The main uses to which statistics are put are not those of all the main users

- Developing integrated systems is necessary but funding is often tied to the performance of single projects. This undermines the need to introduce simple broad useful tools, rather than tools that are best for each application
- Meeting business plan commitments while reacting effectively to just-discovered needs that are very important
- Unless there are investment funds, then it is easier to retain current complex processes than to bring in new simple across-office systems
- How to capture the resource savings from maximising the application of infrastructure to spread benefits widely, while providing managers with resources needed to deliver the statistics that they are responsible for
- It is impossible to maximise statistical outputs and get value for money, as long as there is a need to meet wider government goals for employment, regional presence, central government recruiting, and investment preferences. These distort recruitment and investment choices, but may be politically essential.

On a continent where poverty is rampant, and where some African countries have been elaborating a second generation of Poverty Reduction Strategy Papers (PRSPs), the problem is more acute and pressing.

The inability of African countries to finance their NSAs and to have reliable and up-to-date statistical information for the planning, implementation, monitoring and evaluation of development actions has spurred on the need for strengthening NSAs in Sub-Saharan Africa.

In response to the above situation, several initiatives have been taken in the statistical field. These include among others:

- The African development Bank Initiative: as a provider of technical assistance on the continent, ADB has developed a strategic Plan for building capacities;
- The establishment of AFRISAT by 14 Francophone African member states in September 1993, with the objective of strengthening statistical capacity and generating the statistical data needed for ensuring the sustainable management of economic and social development;
- The United Nations Economic Commission for Africa has the mandate to strengthen the statistical capacities of member countries for sustaining the process of economic development on the continent. One of the recent and significant achievements is the joint development of a new regional reference framework for the development of statistics in Africa adopted in 2006 during the second African Forum for Statistical Development (FASDEV in French).
- The Regional Economic Communities initiatives: they are the pillars of the African integration process i.e. the African Union Commission. Statistical development is one of its concerns.
- The Marrakech Action Plan for Statistics (MAPS) of May 2004, aimed at improving statistical systems, and incorporating a number of agreed actions to be taken, including increased financing for statistical capacity building in Africa as well as the regional coordination of the International Comparison Programme (ICP-Africa);

- The establishment of STATNET by ACBF in 2003 as one of its six Technical Advisory Panels and Networks (TAP-NETs), intended to strengthen and monitor national statistics.
- The African Monetary Cooperation Programme of the African Association of the Central Banks: In the areas of statistics, the needs to harmonize macroeconomic concepts and definitions for establishing a convergent macroeconomic framework on a comparable basis led to the organization of a workshop in April 2006
- Various initiatives by other international organizations.

Various external donors provide “ad hoc” external technical and financial assistance to African countries for collecting needed specific statistics.

Statistical data are critical to any development process. Therefore, NSAs should have financing schemes that ensure their continued exposure to the latest developments in the area of statistical development and management.

2. Research Questions

It is widely recognized and accepted nowadays that statistics are public goods, and as such, must be made available to the international communities. However, there remain several fundamental questions to be answered: Who should pay for good quality statistics? Should the NSAs generate their own financial resources for the continued funding of their institutions or should they be funded by national governments or by external institutions/international organizations, or both, given the fact that statistics as public goods must be made available to the international communities?

What are the current practices in financing NSAs in sub-Saharan Africa? How relevant, effective and efficient are they? What are the lessons and best practices in other regions of the world from which Africa can learn? These are some the issues to which this study will attempt to provide some answers

3. Aims and Objectives

The aim of the study is to explore the best-practice schemes in financing NSAs in order to draw lessons for Africa.

The specific objectives are:

- to undertake an inventory of financing practices of some NSAs in Africa;
- to study the relevancy of current schemes of financing these NSAs;
- to study the effectiveness and efficiency of these financing schemes;
- to see what lessons can be drawn from financing schemes used by some NSAs in other regions of the world;
- to draw lessons for best practices for the sustainable funding of NSAs in Africa.

4. State of Knowledge on Statistical Funding Schemes: Principles and Practices

4.1. Principles of Statistical System

Key Principles

The key principles underpinning a good and strong statistical system must be guided by the following:

- Statistics should be of **high quality**, that is, produced to the highest professional standards and fit for purpose;
- Statistics should have **high integrity**, that is, be free from political interference;
- Roles and responsibilities should be clearly defined, and mechanisms should be in place to hold the system **to account**;
- The laws, regulations, codes and practices under which the system operates should be **transparent**;
- The system should have the **flexibility** to respond to changing needs, without harming the trust of users; and
- The system should carry out its functions in the most **efficient** way possible, ensuring value for money, and seeking to minimise the burden on business.

UN Fundamental Principles

The United Nations (UN) adopted in 1994 a set of Fundamental Principles for Official Statistics, intended to guide the production and dissemination of statistics in its member countries reflected in the following preamble to the UN Principles:

“Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens’ entitlement to public information.”

The UN Fundamental Principles do not recommend any single model of statistical production, but are widely perceived as encapsulating best practice to underpin statistical systems. Many National Statistics Codes of Practice such as that of UK are drawn on the UN Principles.

The EU Code of Practice

The European Union (EU), too, has sought to agree underlying principles for good practice in its members’ statistical systems. The voluntary Code of Practice on European Statistics states the importance of protecting “the professional independence of statistical authorities from other policy, regulatory or administrative departments and bodies”

Characteristics of Effective Statistical Systems

An effective statistical system is characterized by:

- Its ability to illuminate issues, not just to monitor them;

- Its ability to evolve in response to needs; indeed;
- Its great ability to be aware of priority information needs and
- Its capability to set priorities.

Such a system must have a high level of *public credibility*, since few in society can verify national statistics and therefore most have to rely on the *public reputation of the agency providing the statistics*. As part of that credibility, the system must be *free from undue political interference*.

4.2. Practices of Statistical System

International comparison suggests that some elements of statistical architecture are fairly common. According to Mather (2004), more than 90 per cent of the 112 respondent countries to a United Nations report in March 2004 possessed a general statistics law that provides the authority and rules under which the national statistical office operates. Maclean and Spencer (2002) argue that statistics “need the protection of a law which enshrines the independence of the service and defines key roles and responsibilities”. International comparison shows, however, that general statistics laws vary greatly in scope and nature: some describe the functions of the statistical agency in great detail; many establish an obligation to provide information; and some place the national statistical agency directly under ministerial control.

The National Practices

The desk review and surveys carried out for this Working Paper enable the identification of practices in national statistical system in some African and non African countries. The African countries are: Morocco, Mali, Democratic Republic of Congo (DRC), Gabon, Benin, Niger, Togo, Uganda, Eritrea, Tanzania, Zambia, Ghana, Zimbabwe and Ethiopia. The non African countries are: The United Kingdom, Australia, Canada, France, Germany, Italy, New Zealand and United States of America. The main elements of these national systems are summarized below:

– Statistical Frameworks in Selected Countries

Australia

The Australian Bureau of Statistics Act (1975) establishes the Australian Bureau of Statistics (ABS) as a statutory authority and vests in the Australian Statistician control of its operations. The Act requires that the Governor General (as the Queen’s representative), appoint the Australian Statistician for a fixed period (usually seven years). The Australian Statistician can be removed from office only by the Governor General on the advice of both houses of Parliament and only on the grounds of either misbehaviour or incapacity. The Act requires the Australian Statistician to report to Parliament annually on matters connected with the operation of the Act.

Canada

Canada has a centralized statistical system in which Statistics Canada, the national office, has responsibility for serving the statistical needs of the country. Statistics Canada was established by the Statistics Act (1970) as separate government entity that reports to a minister with designated responsibility for the agency. The Government authorizes the contents of the population census and agriculture statistics, but the Chief Statistician makes all other program

decisions. Statistics Canada's budget is authorized by Parliament, based on a recommendation from the Treasury Board.

France

In the French system, statistical services exist in most government ministries, and also in a large number of public or semi-public agencies, including the central bank. The central statistical agency – the National Institute of Statistics and Economic Studies (INSEE), a Directorate-general within the Ministry of Economic Affairs and Finance – has a mandate, defined by law, of coordination across the statistical system. Its budget is part of the Ministry's budget and is thus submitted to the normal parliamentary approval procedures. INSEE is independent in technical and scientific matters, including the publication of statistical results. Work programmes are decided within INSEE, taking into account budgetary restrictions (there are special budgets for large surveys, such as the population census).

Germany

The system of federal statistics in Germany is largely decentralised. Federation-wide official statistics are produced in cooperation between the Federal Statistical Office (FSO) and the statistical offices of the sixteen Länder (regional governments). The FSO has a coordinating function, ensuring that federal statistics are uniformly produced, without overlaps. The FSO is supported by an Advisory Committee, chaired by the FSO President and made up of representatives of the Federal Ministries, the Federal Audit Office, communal associations, commerce, industry, trade unions and institutes of economic research. Representatives of the Länder's statistical offices also attend meetings of the Advisory Committee. The main principles underpinning official statistical work, the tasks of the FSO and provisions regarding statistical confidentiality are laid down in the 1987 Federal Statistics Law.

Italy

The Italian National Institute of Statistics (ISTAT) is legally and administratively autonomous, with its budget approved by the Italian Cabinet. The institute's President is appointed by decree of the President of the Republic, on the recommendation of the Prime Minister. ISTAT plays a coordinating role, responsible for establishing uniform technical methodologies and a national statistical program for regional agencies and other statistical agencies in so far as they contribute to the 'National Statistical System'. ISTAT is supported by the Commission for the Protection of Statistics, whose remit is to monitor the impartiality and comprehensiveness of national statistical work.

New Zealand

Statistics New Zealand is a government department and New Zealand's national statistical office. It administers the 1975 Statistics Act, and is the country's major source of official statistics. The legislation ensures the Government Statistician's independence in deciding the procedures and methods employed in the provision of statistics, and the extent, form, and timing of publication of those statistics. Statistics New Zealand produces the majority of official statistics, although any government department may produce official statistics; a primary role of Statistics New Zealand is to coordinate the production of official statistics across government departments. Statistical protocols have been formulated to help ensure government departments produce statistics that meet expected standards. In late 2005, the Government announced their intention to establish a Statistics Commission.

The United States

The United States' statistical system is decentralized. Several departments in the federal government have agencies within them, responsible solely for compiling and publishing statistics for government and public use. Often, these agencies have cooperative arrangements with state agencies for the collection and publication of statistics. Some 60 other federal agencies collect and publish statistics for general use or conduct statistical surveys and studies to support their research, program evaluation, or administrative functions. The Office of Management and Budget, in the Executive Office of the President, is responsible for statistical policy and coordination across the federal government. Statistical agencies are integral parts of their parent departments with statistics agency heads reporting to their departmental heads.

Table 1a: Profile of NSA in non African countries

Country	Centralized	Decentralized	Parastatal	Autonomous
Australia	X		X	X
Canada	X		X	X
France	X	X	X	X
Germany		X	X	X
Italy	X			X
New Zealand	X			X
United States of America (USA)		X	X	X

Source: Compiled by the authors, 2007

Conclusion

It emerged from the desk review that statistical systems in most of the selected non African countries are highly centralized, Australia, Canada, Italy and New Zealand, whereas the systems in Germany and in the United States are decentralized. Moreover, the system in France is centralized but also decentralized as well as since statistical services exist in most of government ministries and also in a large number of public or semi-public agencies, including the central bank, with both a parastatal and autonomous nature. Nevertheless, it is noted that all these countries have autonomous agencies, which is a highly desirable in order to guarantee the professional independence of statistical authorities.

- Insights from Some Selected Countries

a) Insights from the United Kingdom and New Zealand.

1. It is important to examine all ways that resources are provided to the office, whether it be money through grants or annual spending appropriation, goods in kind, equipment, systems and tools, or expertise.
2. Each of these forms of resources involves differing claims on the resources of the office both in the year that they are provided, and in later years. They also contribute in quite different ways to the reusable infrastructure of the office. For example, projects funded by donors often involve the donor or their agent selecting the statistical and technological methods and systems from those familiar to the consultant or donor,

not from the tools and methods that the office, or the African region, has capacity in, through existing investments.

3. It is also helpful to see the total mix of resources that are applied from all sources, and see whether if the NAS had full oversight of the resources, the same systems and tools would have been adopted. This situation is most unlikely.

In general, publicly funded offices that have few expectations of self funding are the most successful at planning long term statistical programmes. Where some costs are expected to be recovered from users, arrangements in the form of sponsorship are less distorting of priorities than those based on selling services. The more that revenue from services is expected to fund statistical activity, the less the statistical priorities of the government will determine day to day activity.

One key way that Statistics New Zealand increased its resource base was to use just a few standards tools and apply them to all applications. Not only were information technology and development costs reduced, but people could apply experiences and skills to other work areas quite readily. Sometimes the systems developed by Statistics New Zealand were adopted in other places, and on other occasions Statistics New Zealand adopted tools that had been used elsewhere.

Some countries allocate their statistical funds to user groups, and they can negotiate with either the NSA or other qualified bodies to produce the statistics. However; some statistical expert believe it reduces the capacity of the NSA to plan ahead with infrastructure projects..

b) Insights from Africa

Given the very limited financial resources available to most African States; it would be worthwhile for countries to adopt a common low-budget set of development tools and systems; which could also become a standard for donors and consultants. The tools and systems should reflect the long run capacity of African states to sustain their integrity and relevance, rather than the periodic contributions of donors, and the more eclectic practices of consultants. This generally would mean open shareware products. Development aid could be used to advance the quality of these products, which would be available for ever for the countries. As regards methodological and technological expertise, larger countries should use development funds to build up a critical mass of experts who could support projects done elsewhere.

The funding of statistical activity in Africa appears to be carried out in a more fragmented manner than in any other part of the world. The NSAs of Africa will never build a strong infrastructure so long as project funding enables individual projects to develop their own systems and methods that are not reusable in the rest of the office and which reinforce the corporate management.

c) Insights and Lessons from Uganda

In the 1970s and early 1980s, Uganda, like many other countries in Sub-Saharan Africa, experienced precipitous decline in statistical production caused mainly by political turmoil and mismanagement. The capacity for data production got so badly degraded that it became extremely difficult to meet the basic needs of key data users.

In 1986, the new government that came to power embarked on a major economic and institutional reform agenda and process. It realized that good statistics would be needed to support the reforms and policies as well as their implementation and to monitor and measure progress. Starting from 1987, the government took several measures to rehabilitate the national statistical infrastructure, revive statistical production and build confidence in official statistics again.

In spite of these measures and efforts, national statistics remained weak. In order to accelerate statistical development in the country, government undertook in mid- 1990s far-reaching and cutting-edge statistical reforms by transforming the then Department of Statistics into a semi-autonomous, lean and highly professional government statistical agency, the Uganda Bureau of Statistics, to oversee and improve the management of the NSS to provide reliable, consistent, accurate and timely data for policy formulation and planning. The Bureau has a small, technocratic, highly-focused and hands-on Board of Directors as its governing body. The membership of the Board includes high-level professionals that include a Chairperson and five other members representing key stakeholder constituencies - the parent ministry (Ministry of Finance, Planning and Economic Development), private sector, civil society sector and the Institute of Statistics and Applied Economics (Makerere University). The Board is appointed by the Minister of the parent ministry and endorsed by the Cabinet. The Chief Executive Officer of the Bureau, the Executive Director, is appointed by the Minister on the recommendation of the Board.

The aforementioned statistical reforms aimed to enhance the credibility and probity of official statistics by keeping at arms length political or other forms of external interference in the running of the Bureau and to make provision of official statistics more effective and efficient (Kiregyera, 2006).

In the last seven years of its existence, the Bureau has developed mutually-supportive strategies and taken a number of actions to promote the development of statistics and their use especially for evidence-based policy and decision-making in the country. Some of these strategies and actions hold lessons for other countries in the African region. These strategies and actions include:

- ensuring credibility and transparency of official statistics,
- designing and implementing a consistent statistical advocacy programme,
- staying relevant to national policy-making processes,
- broadening and deepening coordination, collaboration, networking, and information sharing
- improved data analysis and production of more innovative information products,
- data timeliness and release.
- developing a Plan for National Statistical Development, and
- creating a conducive work environment for the Bureau staff.

d) Insights from Ethiopia

In the move of the Addis Ababa resolution of the conference of the African Statisticians from the UNECA member countries in 1960, Statistics in Ethiopia was put in place as regular government activity within the then Ministry of Commerce, Industry and Tourism.

But in 1963, the regular statistical activities became the mandate of a newly structured and **autonomous** organization called Central Statistical Office (CSO). At the beginning, CSO was responsible to the Ministry of Planning and Development and thereafter to the Planning

Commission up until 1964. The statistical law governing the collection, analysis and publication of statistical data was first passed in 1970, which was further amended in 1972 (order No. 79/1972 and proclamation No. 303/72). According to this amendment the CSA was given the legal provision for the development and organization of statistical work (census and surveys) in the country. The act also charges the CSA to advise government bodies (except Defense and Public Security) on statistical work with the particular specialization. Furthermore, the launching of the Economic Reform Program in 1992 which has laid the foundation for a market-oriented economy coupled with decentralization of economic management has called for a breakthrough in the transformation of information dissemination mechanisms that is compatible with the current socio-economic set up of the country. This in turn requires among other things, a workable and transparent statistics act with detailed regulations and procedures to reorganize information generation system. The purpose of instituting legal and regulatory system, inter-alia, helps avoid duplication of efforts and ensure efficient utilization of resources, improve quality and guarantee uninterrupted flow of information as well as in-built mechanisms for data management with clear delineation of responsibility and accountability of the various actors involved as data producers and users. Thus, a new legislation, which is in accordance with the country's existing stage of development of the statistical system, was issued by the parliament in March 2005 under proclamation No. 442/2005. According to this new proclamation, the CSA is responsible for all economic, social and demographic data collection, compilation and dissemination of statistical activities. This proclamation further empowers the CSA to be the country's statistical information center and no person or organization may conduct surveys or censuses on a national level without getting authorization from the agency. On the other hand, the population commission office which was established under proclamation No. 180/1999 was found to be creating duplication of efforts with that of CSA. Thus, the commission office becomes part of the CSA under the census commission reestablishment proclamation No.449/2005 starting from 26th May 2005.

The current structure is headed by a Director General and three Deputy General Director as follows:

- the deputy general Director for Economic Statistics;
- the Deputy General Director for social and Demographic Statistics;-
- the Deputy General Director for Operation, Methodology and Data Processing

The CSA is now considered as one of the most performing in Africa as corroborated by the findings of this investigation.

The International Practices

There is no single 'best practice' model for statistical governance internationally. Statistical systems – as with institutional structures more generally – tend to reflect Individual country circumstances and historical and cultural developments. International comparison suggests that some elements of statistical architecture are fairly common. Mather (2004); Maclean and Spencer (2002)

4.3. Funding Schemes

Key Criteria

Key criteria needed to underpin funding for the new arrangements:

- Sufficient **independence** in relation to government spending controls to avoid a perception that statistical independence could be compromised;
- Sufficient **transparency** in the funding mechanism to build public confidence in independence; and
- Sufficiently **flexibility** to meet changing needs; combined with
- Adequate safeguards to **encourage efficiency, secure value for money, and control public spending.**

5. Methodology

The methodology for the preparation of this Working Paper involved the following six stages:

1. Identification of key professional experts and authorities in the field of statistics in Africa and in the world
2. E-mail correspondence with the identified key resource persons
3. A Desk review of available studies and reports at the national, regional and international levels in Sub-Saharan Africa and other parts of the world was undertaken. Based on the findings of this review, a questionnaire was prepared for distribution within Africa and to international resources persons.
4. Questionnaire design and worldwide survey:
5. An interim report was prepared , based on the preliminary data collected in the survey;
6. Preparation of final report: The processing and the analysis of data collected through the survey and the feedbacks received from the interim report enabled the preparation of a draft final report, for review by STANET members and the ACBF secretariat. The final report was then prepared by the team leader, taking into account any comments received.

6. Main Findings

In most of the African countries the first national statistics institutions have been established in the 40s and 50s. The pressing needs for a good statistical base for planning and decision making were strongly felt by political leaders after their countries' independence. As a result, statistical surveys and censuses were undertaken. The needs for increased statisticians were also felt and led to the creation of national and regional schools and institutes of statistics on the continent.

The increased workload resulting from the continued and complex development concerns spurred the need for disaggregated statistics, and for the production of sectorial statistics. Moreover the necessity to regionalise the production and the dissemination of statistical information resulted in the establishment of localised information for the different regions or provinces of each country.

Nowadays, with the recent improvements in technology and with the improved statistical tools, many NSAs have been restructured or are in the process of being restructured, in an attempt to ensure that the statistical function is independent from the political process.

In the public administration, many ministerial departments have a statistical unit and the whole statistical structure forms the national statistical system encompassing the following sectors: health, education, industry, tourism, justice, transport, finance, etc.

6.1. Profile and Objectives of the National Statistical Agencies (NSAs) in Africa

The NSAs in Africa are globally state-owned institutions with the mandate of gathering and analysing for the government the statistical information required for the design, implementation and assessment of development policies and programmes in various countries.

The mission of the NSAs is to:

- design a scientific methodology for collecting and processing statistics from censuses and surveys ;
- elaborate statistical standards and implement national population censuses and surveys;
- collect and analyse recurrent statistics on the operation of the public administration;
- coordinate the national statistical system and approve any initiative of official data collection in the country;
- elaborate national accounts, analyse and ensure the monitoring of economic and financial systems ;
- participate in the training of staff in charge of the production and the processing of the statistical information;
- promote cooperation with the all the national and international statistical services;
- ensure the periodic publication of statistical information.

Longevity and Statute of National Statistical Agencies in Africa and the Rest of the World

It emerged from the findings that the NSAs in Africa in general are quite young institutions: seven Francophone countries (Mali, Gabon, Democratic Republic of Congo (DRC), Morocco, Benin, Niger and Togo) have an average age of 39 years, while five Anglophone countries (Zambia, Ghana, Zimbabwe, Tanzania and Ethiopia) have an average age of **54** years. In contrast, the NSA in Eritrea has been in existence for only 14 years. Eritrea as a former Italian colony and part of Ethiopia in 1952 underwent a civil war for 30 years before getting independence from Ethiopia in 1993. As for Uganda and Tanzania, when both countries were members of the East African Community, they relied on the East African Service Organisation in the area of statistics. After the political crises and the civil war that Uganda underwent in the 1970's and 1980's, the national statistics service was restructured and has today become one of the most autonomous and the best-performing agencies in Sub-Saharan Africa. Similarly, Tanzania has now a semi-autonomous system quite close to that in Uganda. As for Ethiopia, the move from Central Statistical Office (CSO) to Central Statistical Agency witnesses the determination of the country to build a sustainable statistical system.

Moreover, the NSAs in Africa are generally state-owned institutions except that of Uganda which is a parastatal structure and of DRC which is aspiring to have a similar structure (Table

1b). This change in the statute is desirable to safeguard some key principles of statistics: its **high integrity**, that is, to be free from political interference and its **accountability** i.e. its roles and responsibilities should be clearly defined, and mechanisms should be in place to hold the system **to account** and its continuous quest for **efficiency** i.e. ensuring value for money, and seeking to minimise the burden on business.

It is important to point out here that Statistics New Zealand, as a non-African statistical institution with a longevity of over 150 years, is a government statistical institution. Though vested in this statute, the legislation ensures the Government Statistician's independence in deciding the procedures and methods employed in the provision of statistics, and the extent, form, and timing of publication of those statistics. Statistics New Zealand produces the majority of official statistics, although any government department may produce official statistics; a primary role of Statistics New Zealand is to coordinate the production of official statistics across government departments. Statistical protocols have been formulated to help ensure government departments produce statistics that meet expected standards. In late 2005, the Government announced their intention to establish a Statistics Commission.

Table 1b: Profile of NSAs in Africa

Country		Longevity (years)	Type of institution	Organised Structure
French speaking African Countries	Morocco	65	Statal	Yes
	Mali	30	Statal	Yes
	Congo DRC	29	Para-statal	Not yet
	Gabon	31	Statal	Yes
	Benin	51	Statal	Yes
	Niger	48	Statal	Yes
	Togo	46	Statal	Yes
English speaking African Countries	Uganda	9	<i>Other (Semi-autonomous)</i>	Yes
	Eritrea	14	Statal	Yes
	Tanzania	42	Statal (<i>Semi-autonomous</i>)	Yes
	Zambia	43	Statal	Yes
	Ghana	59	Statal	Yes
	Zimbabwe	80	Statal	Yes
	Ethiopia	44	Statal (<i>autonomous</i>)	Yes
Non African Country	New Zealand	153	Statal	Yes

Source: Calculated by the authors, 2007

Conclusion:

Most of the NSAs in Africa are quite young and state-owned institutions with the exception of that of Uganda, Ethiopia, Tanzania and Congo DRC which are semi-autonomous or autonomous. In the African context, this change in the statute is desirable to safeguard some key principles of statistics: its **high integrity**, its **accountability** and its **efficiency**.

Statistics New Zealand as a non African statistical institution, with a longevity of over 150 years, is a government statistical institution. Though vested in this statute, the legislation ensures the Government Statistician's independence in deciding the procedures and methods employed in the provision of statistics, and the extent, form, and timing of publication of those statistics.

6.2. Structure of financing of National Statistical Agencies

In Africa, the capital, operating costs, the office supplies, salary and the routine duties are financed by the state budget whereas the non annual or specific surveys, censuses, population censuses are mostly financed by external donors.

6.2.1. Financing of capital and operating costs by NSA

Out of the NSAs investigated, Gabon, Togo and Zimbabwe are the only countries that finance entirely their capital costs internally (100%). Zambia supports 95%, Mali, Benin and Ghana 90% and Ethiopia 80%. Tanzania finances 60% of its capital costs, whereas Uganda and Eritrea contribute only 10%. Niger is unique among the NSA as its internal contribution to capital costs is 25%.

Given the increased importance of statistics in the planning of development process in these countries, external donors contributed significantly to the restructuring of the statistical services affected by political crises and wars (Table2a).

Table 2a: Source of financing of capital costs by NSAs in Africa

Country		Capital costs				International Contribution (%)
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	90			90	10
	Congo DRC					
	Gabon	100			100	0
	Benin	90			90	10
	Niger		25		25	75
	Togo	100			100	0
English speaking African Countries	Uganda	10			10	90
	Eritrea	10			10	90
	Tanzania	60			60	40
	Zambia	95			95	5
	Ghana	90			90	10
	Zimbabwe	100			100	0
	Ethiopia	80			80	20
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

On the other hand, the operating costs of NSAs in Mali, Congo DRC, Togo, Ghana and Zimbabwe are entirely financed by the government (100%). In Tanzania, the national contribution is also 100%, but 74% of this comes from the private sector and 26% from the State. Like Niger, Tanzania constitutes a particular case. Gabon, Ethiopia and Uganda contribute respectively 98% , 90% and 70% of the operating costs internally. In Niger, the national contribution is about 66% with 50% financed by the NSA itself and 16% by the State. Eritrea is the only country where the major contribution (80%) comes from external donors (Table 2b). This dependency is certainly not a desirable situation and is a loss of sovereignty and control over the production of statistics of the country.

Table 2b: Source of financing of operating costs by NSAs in Africa

Country		Operating costs				International Contribution (%)
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	100			100	0
	Congo DRC	100			100	0
	Gabon	98			98	2
	Benin					
	Niger	16	50		66	34
	Togo	100			100	0
English speaking African Countries	Uganda	70			70	30
	Eritrea	20			20	80
	Tanzania	26		74	100	0
	Zambia					
	Ghana	100			100	0
	Zimbabwe	100			100	0
	Ethiopia	90			90	10
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

Conclusion:

Almost all the NSAs in Africa finance entirely their capital and operating costs through national contribution provided by the government except Uganda, Eritrea, and Niger (where external contribution is very high ranging from 90% to 75% in the case of capital costs). In the case of operating costs, Eritrea is the only country that finances 80% of the costs through international contributions. It is also noted that the NSA in Uganda as a semi – autonomous institution and that of Niger as a Statal institution self-finances 50% of its operating costs. In Tanzania, the private sector support 74% of these costs. By so doing the African NSAs demonstrate some kind of independence which is highly desirable in the production of statistics.

6.2.2. Salary and Office supplies

Salary of the NSAs in Africa is entirely financed through national contribution at the level of 100%, except in Uganda, Gabon, Benin, Niger and Zimbabwe where the external donors provide 5%, 2%, 2%, 2% and 1% respectively of the salary costs. In Niger however, the State finances 32% and the NSA 66% internally while in Tanzania, the State contributes 90% and the private sector 10%. As such, the structure of financing in Niger and Tanzania exhibits some peculiar differences from the other NSAs (Table 3a).

Table 3a: Source of financing of salary by NSAs in Africa

Country		Salary				International Contribution (%)
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	100			100	0
	Congo DRC	100			100	0
	Gabon	98			98	2
	Benin	98			98	2
	Niger	32	66		98	2
	Togo	100			100	0
English speaking African Countries	Uganda	95			95	5
	Eritrea	100			100	0
	Tanzania	90		10	100	0
	Zambia	100			100	0
	Ghana	100			100	0
	Zimbabwe	99			99	1
	Ethiopia	100			100	0
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

In contrast, a significant part of the cost of office supplies is often met by external donors. Togo, Zambia and Zimbabwe are the only three listed countries that finance entirely their office supplies internally. Gabon, Ghana, Ethiopia, Mali and Benin contribute 97%, 90%, 85%, 80% and 75% respectively, whereas Uganda, Niger and Eritrea assure 55%, 51% and 20% of the office supplies costs respectively. Again Eritrea is heavily dependent on external donors for financing office supplies (80%), whereas in Niger, 51% is supported by the NSA itself (Table 3b).

Table 3b: Source of financing of office supplies by NSAs in Africa

Country		Office supplies				International Contribution
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	80			80	20
	Congo DRC					
	Gabon	97			97	3
	Benin	75			75	25
	Niger		51		51	49
	Togo	100			100	0
English speaking African Countries	Uganda	55			55	45
	Eritrea	20			20	80
	Tanzania					
	Zambia	100			100	0
	Ghana	90			90	10
	Zimbabwe	100			100	0
	Ethiopia	85			85	15
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

Conclusion:

Almost all the NSAs in Africa pay entirely the salary of their staff through national contribution. Moreover, Niger and Tanzania are two cases where, in addition to the state, part of this contribution comes from the NSA itself (66% in Niger) and from the private sector (10% in Tanzania).

Only office supplies costs are substantially financed by the external donors in the case of Eritrea, Niger, and Uganda. This heavy dependency on external donors does not contribute to safeguard the effectiveness of these agencies.

6.2.3 Financing of routine duties, regular annual, less frequent, and special “one off” surveys

Among the countries under investigation, Mali, Benin, Niger, Togo, Zambia, Ghana, Zimbabwe and Ethiopia score high (100%) by providing the entire financial resources requirements to undertake the routine duties. In Gabon and Uganda, the state’s contribution is 95% and 90% whereas Eritrea contributes 50% of its routine duties costs. The contribution of Niger comes entirely from the NSA itself. This again differentiates Niger from the other African NSAs (Table 4a)

Table 4a: Source of financing of routines duties by NSAs in Africa

Country		Routines duties				International Contribution (%)
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	100			100	0
	Congo DRC					
	Gabon	95			95	5
	Benin	100			100	0
	Niger		100		100	0
	Togo	100			100	0
English speaking African Countries	Uganda	90			90	10
	Eritrea	50			50	50
	Tanzania					
	Zambia	100			100	0
	Ghana	100			100	0
	Zimbabwe	100			100	0
	Ethiopia	100			100	0
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

Implementing regular annual surveys enables the NSA to have up-to-date and reliable data. Only Gabon, Togo, Ghana, Zimbabwe and Ethiopia provide the entire financial resources required for producing these statistics. Niger, Zambia and Mali contribute 93%, 92% and 80% of these costs respectively. Moreover, the NSAs, in Mali, Zambia and Niger contribute 5%, 2% and 1% to these costs respectively. Conversely, Eritrea (100%) and Uganda (80%) depend largely on external donors’ contributions (Table 4b)

Table 4b: Source of financing of Regular annual surveys by NSAs in Africa

Country		Regular annual surveys				International Contribution (%)
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	75	5	80		20
	Congo DRC					
	Gabon	100			100	0
	Benin					
	Niger	92	1		93	7
	Togo	100			100	0
English speaking African Countries	Uganda	20			20	80
	Eritrea				0	100
	Tanzania					
	Zambia	90	2		92	8
	Ghana	100			100	0
	Zimbabwe	100			100	0
	Ethiopia	100			100	0
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

On the other hand, the regular less frequent surveys, special “one off” surveys are mostly financed by external donors in most of the Sub-Saharan African countries except Zimbabwe which finances these surveys entirely from the State’s budget (100%), Gabon (85%) and Ethiopia (80%). The external donors’ contribution for specific and ad hoc surveys varies from 100% in Niger, Eritrea and Ghana to 15% in Gabon (Tables 5a and 5b)

Table 5a: Source of financing of regular less frequent surveys by NSAs in Africa

Country		Regular less frequent surveys				International Contribution (%)
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	10			10	90
	Congo DRC					
	Gabon	85			85	15
	Benin	7,5	11,5		19	81
	Niger				0	100
	Togo	30			30	70
English speaking African Countries	Uganda	5			5	95
	Eritrea				0	100
	Tanzania					
	Zambia					
	Ghana	20			20	80
	Zimbabwe	100			100	0
	Ethiopia	80			80	20
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

Table 5b: Source of financing of Specific and adhoc surveys by NSAs in Africa

Country		Specific and adhoc surveys				International Contribution (%)
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	10			10	90
	Congo DRC					
	Gabon	85			85	15
	Benin					
	Niger				0	100
	Togo	20			20	80
English speaking African Countries	Uganda	5			5	95
	Eritrea				0	100
	Tanzania					
	Zambia	50			50	50
	Ghana				0	100
	Zimbabwe	100			100	0
	Ethiopia	20			20	80
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

Conclusion:

Most of the African NSAs finance the costs of the routine duties and regular annual surveys entirely internally except Eritrea and Uganda. On the contrary, regular less frequent and special "one off" surveys, are mostly financed through international contribution except for Gabon and Zimbabwe. The costs of these routine duties and regular annual surveys are not generally high and therefore are affordable by the NSAs. This is a good sign, for it demonstrates the determination of the agencies to respond to these frequent needs in statistics. This must be encouraged.

6.2.4 Financing of population and business censuses in Africa

Population censuses are a very costly undertaking requiring important funds mobilisation that most of the Sub-Saharan countries do not have. Amongst the countries covered in this survey, Zimbabwe (100%), Gabon (90%), Ethiopia (80%), Zambia (70%) and Uganda (60%), are the only countries that contribute significantly to the costs of their population censuses, while the other countries in the survey contributed only between 10% and 37% to these costs internally. The supplemental costs are supported through external sources as in the case of Niger (100%), Eritrea (90%), Togo (82%), Mali (80%), Ghana (75%), and to a lesser extent Benin (63%) (Table 6a).

Table 6a: Distribution of source of financing of Population census by NSAs in Africa

Country		Population census				International Contribution (%)
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	20			20	80
	Congo DRC					
	Gabon	90			90	10
	Benin	37			37	63
	Niger				0	100
	Togo	18			18	82
English speaking African Countries	Uganda	60			60	40
	Eritrea	10			10	90
	Tanzania					
	Zambia	70			70	30
	Ghana	25			25	75
	Zimbabwe	100			100	0
	Ethiopia	80			80	20
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

With respect to business censuses, only Zimbabwe and Ethiopia support the entire costs (100%) and Mali 50% internally, whereas, in the majority of the other countries, these costs are supported through external sources ranging from 100% in Niger and Eritrea to 90% in Togo and Uganda. In Ghana, the external sources contribute about 75% (Table 6b).

Table 6b: Distribution of source of financing of Business census by NSAs in Africa

Country		Business census				International Contribution (%)
		National Contribution (%)				
		State	NSA	Private	Total	
French speaking African Countries	Morocco					
	Mali	50			50	50
	Congo DRC					
	Gabon					
	Benin					
	Niger				0	100
	Togo	10			10	90
English speaking African Countries	Uganda	10			10	90
	Eritrea				0	100
	Tanzania					
	Zambia					
	Ghana	25			25	75
	Zimbabwe	100			100	0
	Ethiopia	100			100	0
Non African Country	New Zealand	100			100	0

Source: Calculated by the authors, 2007

Conclusion:

Only 5 countries contribute to their population census costs substantially. They are Zimbabwe (100%), Gabon (90%), Ethiopia (80%), Zambia (70%) and Uganda (60%). In the case of business censuses only Zimbabwe and Ethiopia finance 100% of these costs and Mali 50%. Given the high burden of these costs on government budget, most of the SSA countries are not yet able to meet these costs internally. The financing of business censuses in Zimbabwe and Mali by the state witnesses their willingness to promote the private sector.

6.3. Statistical Information, mode of acquisition, potential customers

The clientele of statistics produced by the NSAs in Africa is diversified. It is composed of government departments, research institutions, training institutes and universities, the private sector, NGOs, civil society, development partners etc.

The following key points emerge from the data in Table 7;

- In Mali, Morocco, Togo, Eritrea and Zimbabwe, statistics are not sold by the NSAs for these managing agencies are not yet autonomous. In Mali, outputs and publications are distributed free of charge to development partners and the private sector. The reports may only be consulted in the documentation center of the NSA;
- In Gabon, all the statistical information produced by the NSAs are freely distributed to all users except for the data on consumer price index that are sold to the private sector;
- In Uganda, Zambia and Ghana, some statistics are sold to the private sector and NGOs while they are made available free of charge to the public administration and development partners users. The statistics sold in Uganda are related to national accounts, population, and business censuses, and social statistics, while in Zambia and Ghana, data on consumer price index, national accounts and social statistics are sold.
- In Togo and Zimbabwe all the statistics are free of charge but clients may be sometimes asked to pay a nominal fee to cover the costs of bond paper for those who are requiring hard copies.
- In Niger, statistics related to national accounts, population censuses, and social statistics are sold to the private sector and NGOs, but they are made available free of charge to the other users.
- In Congo DR, all the statistics are sold to the private sector, NGOs and, even, to development partners. Only the public administration users are not charged.
- Finally, in Ethiopia, all the statistics are free of charge to the public administration and development partners users, but sold to the private sector and NGOs.

Conclusion:

The statistical data often produced by the African NSA concern Consumer Price Index, National Accounts, Population Census, and Social Statistics.

Most of these data are not sold. Few that are sold are:

- Consumer price index, sold to private sector and NGOs (DRC, Gabon, Benin, Zambia, Ghana and Ethiopia)
- National accounts, sold to private sector and development partners (DRC, Niger, Uganda, Zambia, Ghana)
- Population census data, sold to private sector and development partners (DRC, Benin, Niger, Uganda)
- Social statistics, sold to private sector NGOs and development partners (DRC, Benin, Niger, Uganda)

It is noted that the Democratic Republic of Congo (DRC) is the only African NSA which sell its data to development partners.

On the whole, the African NSAs do not sell the statistical data produced.

Table 7: Mode of acquisition of statistical information by potential customers, by type of statistics

Country	Consumer Price Index				National Accounts				Population census data				Social Statistics				Other statistics			
	Public Sector	Private Sector	NGOs	Dev. Part.	Public Sector	Private Sector	NGOs	Dev. Part.	Public Sector	Private Sector	NGOs	Dev. Part.	Public Sector	Private Sector	NGOs	Dev. Part.	Public Sector	Private Sector	NGOs	Dev. Part.
Morocco	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free
Mali	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free
Congo DR	Free	Sale	Sale	Sale	Free	Sale	Sale	Sale	Free	Sale	Sale	Sale	Free	Sale	Sale	Sale	Free	Sale	Sale	Sale
Gabon	Free	Sale	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free
Benin	Free	Sale	Sale	Free	Free	Free	Free	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free
Niger	Free	Free	Free	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free
Togo	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free
Uganda	Free	Free	Free	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Free	Free	Free
Eritrea	Free	Free	Free	Free	-	-	-	-	-	-	-	-	Free	Free	Free	Free	Free	Free	Free	Free
Tanzania	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Zambia	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Free	Free	Free	Free	Sale	Free	Free	-	-	-	-
Ghana	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Free	Free	Free	Free	Sale	Sale	Free	Free	Free	Free	Free
Zimbabwe	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free
Ethiopia	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free	Free	Sale	Sale	Free
New Zealand	Free	Free	Free	Free	Sale	Sale	Sale	Sale	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free

Source: Calculated by the authors, 2007

6.4. Relevancy of the system of financing

- 6.4.1. Adapted system of financing

Except Gabon, Congo DR, Benin and Togo where the financing system is not adapted to the mandate of the institution as set out in the laws and regulations of the institution; the system of financing in the other countries under investigation is fairly satisfactory, and more specifically in Niger the system is highly satisfactory (Table 8).

- 6.4.2. Operational system of financing

Having an adapted system of financing is necessary but not sufficient. The most important thing is to make it operational in order to meet the assigned objectives. With the exception of Niger where the system of financing is considered to be highly satisfactory, in most of the countries under investigation, the system is not operational as it should be (Table 8). This may be attributed, among other things, to poor funding and lack of qualified personnel.

The system of financing in New Zealand is considered to be fairly satisfactory, reflecting in part a desire of a well-developed institution to do even better.

Table 8: Relevancy of the system of financing

Country		Relevancy of the system of financing	
		How well does your financing system match up with the mandate of your institution, as set out in the laws and regulations	How easy to apply are the arrangements for applying your system of financing?
French speaking African Countries	Morocco		
	Mali		
	Congo DR	--	--
	Gabon	-	--
	Benin	-	-
	Niger	++	++
	Togo	-	-
English speaking African Countries	Uganda	+	+
	Eritrea	+	+
	Tanzania	+	+
	Zambia	+	+
	Ghana	+	+
	Zimbabwe	+	-
	Ethiopia	+	+
Non African Country	New Zealand	+	+

Source: Calculated by the authors, 2007

Legend:

++ : Highly satisfactory
 + : Fairly satisfactory
 - : Not satisfactory
 -- : Highly unsatisfactory

Conclusion:

The system of financing of the African NSAs is fairly satisfactory and adapted to the mandate of the institutions except for Gabon, Congo, Benin and Togo. However the system is not

operational, except in Niger. This situation may be attributed to poor funding and lack of qualified staff.

6.5. Effectiveness of the system of financing

The effectiveness of a statistical system is determined by its performance measured by its outputs. But it also depends on its operational and organizational structure.

- 6.5.1 Effectiveness in relation to the objectives of the mandate of the NSA

Overall, except for Niger where it is considered to be highly satisfactory, the effectiveness of the financing system is not satisfactory in the light of the objectives of the institutions. These affect the production of available and reliable statistical outputs (Table 9).

- 6.5.2 Effectiveness in relation to the timeliness in the production of data

With the exception of DRC, Gabon, Benin, Togo, and Zimbabwe where the production of regular statistics is considered poor, the system of financing is fairly satisfactory in the other countries (Table 9)

- 6.5.3 Effectiveness in relation to the availability of the data produced

Except for Benin, Niger, Ghana, Zimbabwe and Ethiopia where statistics is fairly available, the other countries score low in terms of the availability of statistical data (Table 9). It implies that the NSAs need funds to enable them to make the data produced available to the users. In the case of New Zealand these data are freely made available to the users.

- 6.5.4 Effectiveness in relation to the reliability of the data produced

The data produced are not readily accessible to the users; one must acquire them at costs. It also noted that, except for Congo (DRC), Uganda, Eritrea and Ghana where statistics is considered to be quite satisfactory, the data produced by most of the NSAs are not reliable ((Table 9). Lack of qualified professional and technical staff, inadequate material and financial resources may explain these weaknesses.

It emerges from the above that the African countries must put more effort in financing their statistical systems. This will confer on them credibility from their development partners. It implies that governments must be prepared to bear most of the operating costs of their NSAs.

Table 9: Effectiveness of the financing system

Country		Effectiveness of the financing system			
		Does the system of financing your institution enable you to meet the objectives of your institution?	How satisfied are you with the timeliness in the production of your statistical series?	How satisfied are you with the range of statistical data that is currently available ?	How satisfied are you with the reliability of your statistical data?
French speaking African Countries	Morocco				
	Mali	-	+	-	+
	Congo DR	--	--	--	++
	Gabon	-	-	-	+
	Benin	-	-	+	+
	Niger	++	+	+	-
	Togo	-	-	-	+
English speaking African Countries	Uganda	+	+	-	++
	Eritrea	-	+	-	++
	Tanzania	+			
	Zambia	+	+	-	-
	Ghana	+	+	+	++
	Zimbabwe	+	-	+	+
	Ethiopia	-	+	+	+
Non African Country	New Zealand	++	++	+	++

Source: Calculated by the authors, 2007

Legend:

- ++ : Highly satisfactory
- + : Fairly satisfactory
- : Not satisfactory
- : Highly unsatisfactory

Conclusion:

The effectiveness of a statistical system is determined by its performance measured by its outputs. But it also depends on its operational and organizational structure. This effectiveness is measured in relation to the mandate of the NSAs, to the timeliness of the production of the data, and to the availability and reliability of the data produced.

Overall, the effectiveness of the financing system is not satisfactory in the light of the objectives of the institutions. These affect the production of available and reliable statistical outputs.

The system of financing of the African NSAs in relation to the timely production of regular statistics is fairly satisfactory in most of the countries under investigation with the exception of Democratic Republic of Congo, Gabon, Benin, Togo and Zimbabwe where the system is rather poor. Moreover, apart from Benin, Niger, Ghana and Zimbabwe where statistics are fairly available, the system of financing in other countries is rather unsatisfactory due to lack of funds. In addition, the data produced by most of the countries are not reliable. This of course is the result of insufficient qualified professional and technical staff as well as inadequate material and financial resources.

6.6. Efficiency of the financing system

- 6.6.1 Efficiency in relation to the human resources mobilized

Except for Niger, Uganda and Ethiopia, the system of financing of the African NSAs does not fully facilitate the mobilization of human resources to meet works' requirements and the production of high quality products for the users (Table 10)

- 6.6.2 Efficiency in relation to the material resources mobilized

The observations made in relation to the human resources hold true even more in the case of material resources. In fact, the material resources mobilized for carrying out the works of the African NSAs are not adequate to enable the institutions to meet the expected objectives (Table 10)

- 6.6.3 Efficiency in relation to the financial resources mobilized

Having adapted human resources and adequate and necessary material resources to carry out a given mission implies that important financial means are available. The weaknesses observed at both levels i.e. human and material resources are due to inadequate financial resources that affect heavily the quality as well as the accessibility of the statistics produced (Table 10).

In fact, a statistical agency will not be efficient unless it succeeds in developing and maintaining a good public image. The data it publishes must be perceived as objective, reliable and useful, and its resources must be utilized in an efficient way. In most of the African countries, the situation is altogether contrary to expectations. The statistical outputs produced by the statistical agencies are not only considered as unreliable, but also untimely, inaccurate and sometimes even subject to political manipulations.

These weaknesses identified in the process of financing NSAs raise some questions:

- Are the shares of budgets allocated to the financing of the NSAs in the African States often related to long-term planning considerations?
- Is there an obvious will to have within the States credible and reliable statistical institutions?

In the process of building an efficient financing system on a sustainable basis, it is therefore important to consider a long-term planning framework and the level of commitment of the NSAs in building the institutional capacity.

Table10: Efficiency of the financing system

Country		Efficiency of the financing system		
		Do the produced outputs of this institution justify the human resources mobilised for carrying out the works under the current system of financing within the institution?	Do the produced outputs of this institution justify the material resources mobilised for carrying out the works under the current system of financing within the institution?	Do the outputs produced by this institution justify the financial resources mobilised for carrying out the works under the current system of financing within the institution?
French speaking African Countries	Morocco			
	Mali	+	-	--
	Congo DR	-	-	-
	Gabon	-	-	-
	Benin	+	+	+
	Niger	++	++	++
	Togo	+	+	+
English speaking African Countries	Uganda	++	++	++
	Eritrea	+	+	+
	Tanzania	+	+	+
	Zambia	-	-	+
	Ghana	+	+	++
	Zimbabwe	+	+	+
	Ethiopia	++	++	++
Non African Country	New Zealand	++	++	++

Source: Calculated by the authors, 2007

Legend:

- ++ : Highly satisfactory
- + : Fairly satisfactory
- : Not satisfactory
- : Highly unsatisfactory

Conclusion:

The efficiency of the financing of the NSAs is measured in term of human, material and financial resources mobilized.

The current system of financing of most of the African NSAs does not attract the mobilization of sufficient human and material resources and the production of high quality products for the users. Only NSAs in three countries(Niger, Uganda and Ethiopia) met all the required efficiency criteria and therefore scored high in the efficiency ladder.

Furthermore, the financial resources mobilized by most of the NSAs do not respond to the current needs, except for four countries (Niger, Uganda, Ghana and Ethiopia), where the outputs produced are compatible with the human, material and financial resources mobilized. Long term planning and strong commitment in the financing process are necessary for building the institutional capacity on a sustainable basis.

6.7. Deployment of the staff of the national statistical agencies

The human resources of the statistical system, namely, the professional and technical staff of any statistical institution, are key and precious resources necessary to build its institutional capacity.

Unfortunately, in most of the NSAs in Africa, there is an acute lack of qualified **professional staff (high level)** (Economic Statisticians, Demographers, Other Statistical graduates and other Graduate-level Staff), and **technical staff** (Associate statisticians, Statistical assistants and other support staff).

6.7.1. Professional staff (High level)

6.7.1.1. Economic Statisticians

Preliminary findings in relation to the deployment of the staff of the national statistical agency reveal some serious weaknesses in the African NSAs. For instance, after more than 40 years of independence, the nine African NSAs reporting their numbers of economics statisticians had in total 184 professional staff against 173 in New Zealand alone. Among these nine African countries reporting their numbers of economics statisticians, Ghana registers the largest number (48).

The findings reveal:

- 173 Permanent Economic Statisticians in New Zealand against 48 (Ghana), 43 (Uganda), 27 (Zambia), 26 (Ethiopia) 17 (Zimbabwe), 8 (Benin), 7 (Niger), 5 (Eritrea) and 3 (Togo). It is noteworthy to observe that the Francophone countries' statistical agencies have less high level statisticians than those of Anglophone countries: 8 in Benin, 7 in Niger and 3 in Togo against 48 in Ghana, 43 Uganda, 27 in Zambia, 26 in Ethiopia, 17 in Zimbabwe and 5 in Eritrea. In addition, Niger and Eritrea have also respectively 6 Economic Statisticians on contract, and 6 temporary, compared to 11 on contract in New Zealand (Table 11)

Table 11: Professional staff (High level): Economic statistician.

Country		Permanent		Temporary		On contract		Total	
		Nb.	%	Nb.	%	Nb.	%	Nb.	%
French speaking African Countries	Morocco								
	Mali								
	Congo DRC								
	Gabon								
	Benin	8	100%					8	100%
	Niger	7	54%			6	46%	13	100%
	Togo	3	100%					3	100%
English speaking African Countries	Uganda	43	100%					43	100%
	Eritrea	5	45%	6	55%			11	100%
	Tanzania								
	Zambia	27	100%					27	100%
	Ghana	48	100%					48	100%
	Zimbabwe	17	100%					17	100%
	Ethiopia	26	100%					26	100%
Non African Country	New Zealand	173	94%			11	6%	184	100%

Source: Calculated by the authors, 2007

6.7.1.2 Demographers / social statisticians

With respect to demographers / social statisticians, the survey reveals the following:

- 78 Permanent demographers / social statisticians in New Zealand against 49 (Ethiopia) 45 (Ghana), 15 (Zimbabwe), 14 (Gabon), 13 (Zambia), 7 (Uganda), 4 (Benin and Niger), 2 (Eritrea) and 1 (Mali and Togo). It is noted that Eritrea, Uganda, Gabon, and Togo have respectively 5, 4 and 1 temporary demographers / social statisticians. Benin, Niger and Zimbabwe have each 3 demographers / social statisticians on contract, as against 7 in New Zealand (Table 12)

Table12: Professional staff (High level): Demographer / social statistician.

Country		Permanent		Temporary		On contract		Total	
		Nb.	%	Nb.	%	Nb.	%	Nb.	%
French speaking African Countries	Morocco								
	Mali	1	100%					1	100%
	Congo DRC								
	Gabon	14	93%	1	7%			15	100%
	Benin	4	57%			3	43%	7	100%
	Niger	4	57%			3	43%	7	100%
	Togo	1	50%	1	50%			2	100%
English speaking African Countries	Uganda	7	64%	4	36%			11	100%
	Eritrea	2	29%	5	71%			7	100%
	Tanzania								
	Zambia	13	100%					13	100%
	Ghana	45	100%					45	100%
	Zimbabwe	15	83%			3	17%	18	100%
	Ethiopia	49	100%					49	100%
Non African Country	New Zealand	78	92%			7	8%	85	100%

Source: Calculated by the authors, 2007

6.7.1.3. Other statistical graduates

Other findings are:

- 53 other statistical graduates employed on a permanent basis in New Zealand against 94 (Ethiopia), 20 (Zambia), 12 (Uganda), 10 (Mali), 9 (Gabon, Niger and Ghana), 6 (Tanzania), 4 (Benin), 3 (Togo and Eritrea) and 2 (Zimbabwe). In addition, Eritrea has 25 other statistical graduates employed on a temporary basis, while Benin and Gabon have 8 and 3 respectively. There are also a few other statistical graduates employed on a contract basis: Ethiopia, Niger and Gabon have 17, 8 and 3 respectively while New Zealand has 5 (Table 13).

Table13: Other statistical graduates.

Country		Permanent		Temporary		On contract		Total	
		Nb.	%	Nb.	%	Nb.	%	Nb.	%
French speaking African Countries	Morocco								
	Mali	10	100%					10	100%
	Congo DRC								
	Gabon	9	75%	3	25%			12	100%
	Benin	4	27%	8	53%	3	20%	15	100%
	Niger	9	53%			8	47%	17	100%
	Togo	3	100%					3	100%
English speaking African Countries	Uganda	12	100%					12	100%
	Eritrea	3	11%	25	89%			28	100%
	Tanzania	6	100%					6	100%
	Zambia	20	100%					20	100%
	Ghana	9	100%					9	100%
	Zimbabwe	2	100%					2	100%
	Ethiopia	94	85%			17	15%	111	100%
Non African Country	New Zealand	53	91%		0%	5	9%	58	100%

Source: Calculated by the authors, 2007

6.7.1.4. Other Graduate-level Staff

- The African NSAs employed few other graduate-level staff on a permanent basis: 36 (Ethiopia), 35 (Uganda), 30 (Ghana), 28 (Zambia and Gabon), 23 (Mali), 12 (Eritrea), 11 (Niger), 10 (Zimbabwe), 7 (Benin), 2 (Tanzania), and 1 (Togo) In addition, Gabon and Togo have each 3 other graduate-level staff employed on a temporary basis, while Mali, Niger, Benin and Zimbabwe have respectively 10, 6, 4 and 2 employed on a contract basis (Table 14).

Table14: Other graduate-level staff.

Country		Permanent		Temporary		On contract		Total	
		Nb.	%	Nb.	%	Nb.	%	Nb.	%
French speaking African Countries	Morocco								
	Mali	23	70%			10	30%	33	100%
	Congo DRC								
	Gabon	28	90%	3	10%				100%
	Benin	7	64%			4	36%	11	100%
	Niger	11	65%			6	35%	17	100%
	Togo	1	25%	3	75%			4	100%
English speaking African Countries	Uganda	35	100%					35	100%
	Eritrea	12	100%					12	100%
	Tanzania	2	100%					2	100%
	Zambia	28	100%					28	100%
	Ghana	30	100%					30	100%
	Zimbabwe	10	83%			2	17%	12	100%
	Ethiopia	36	100%					36	100%
Non African Country	New Zealand	-	-	-	-	-	-	-	-

Source: Calculated by the authors, 2007

6.7.2. Technical staff

6.7.2.1. Associate statisticians

The associate statisticians employed on a permanent basis in the African NSAs are: 576 (Ethiopia) 101 (Zimbabwe), 61 (Ghana), 41 (Gabon), 29 (Niger), 21 (Mali), 4 (Togo), 3 (Benin) and 1 (Eritrea) against 56 in New Zealand. In addition, only Niger has 5 technicians employed on a contract basis against 4 in New Zealand.

Table15: Technical staff: Associate statistician.

Country		Permanent		Temporary		On contract		Total	
		Nb.	%	Nb.	%	Nb.	%	Nb.	%
French speaking African Countries	Morocco								
	Mali	21	100%					21	100%
	Congo DRC								
	Gabon	41	100%					41	100%
	Benin	3	100%					3	100%
	Niger	29	85%			5	15%	34	100%
	Togo	4	100%					4	100%
English speaking African Countries	Uganda								
	Eritrea	1	100%					1	100%
	Tanzania								
	Zambia								
	Ghana	61	100%					61	100%
	Zimbabwe	101	100%					101	100%
	Ethiopia	576	100%					576	100%
Non African Country	New Zealand	56	93%		0%	4	7%	60	100%

Source: Calculated by the authors, 2007

6.7.2.2. Statistical Assistants

- Regarding statistical Assistants, they are in greater number in African NSAs: 9 are employed on a permanent basis in New Zealand against 192 (Ethiopia), 183 (Ghana), 144 (Zimbabwe) 93 (Zambia), 28 (Mali) and 22 (Uganda). However, there are only 8 in Benin, 6 in Niger, 5 in Gabon, 2 in Eritrea and 1 in Togo. Among the African NSAs, Zimbabwe has a much greater number of additional Statistical Assistants employed on a contract basis against 1 in New Zealand (Table 15).

Table16: Technical staff: Statistical assistant.

Country		Permanent		Temporary		On contract		Total	
		Nb.	%	Nb.	%	Nb.	%	Nb.	%
French speaking African Countries	Morocco								
	Mali	28	100%					28	100%
	Congo DRC								
	Gabon	5	100%					5	100%
	Benin	8	100%					8	100%
	Niger	6	100%					6	100%
	Togo	1	50%	1	50%			2	100%
English speaking African Countries	Uganda	22	100%					22	100%
	Eritrea	2	100%					2	100%
	Tanzania								
	Zambia	93	100%					93	100%
	Ghana	183	100%					183	100%
	Zimbabwe	144	17%			722	83%	866	100%
	Ethiopia	192	100%					192	100%
Non African Country	New Zealand	9	90%		0%	1	10%	10	100%

Source: Calculated by the authors, 2007

Conclusion: This wide discrepancy observed across countries may be striking for instance in the case of Ethiopia and Uganda. In fact, Ethiopia has permanent field offices with permanent field staff whereas Uganda has none. The latter hires new staff each time it undertakes surveys. In any case, countries with a large non professional staff complement those with permanent field staff in permanent field offices.

6.7.2.3. Other support staff

There are 422 other support staff employed on a permanent basis in New Zealand against 654 (Ethiopia), 475 (Zambia), 240 (Ghana), 55 (Uganda), and 50 (Zimbabwe) The other countries under investigation have fewer staff of this category: Benin and Niger (18 each), Gabon (17), Tanzania (16), Eritrea (13) and Mali (4). In addition, Gabon, Uganda and Tanzania have respectively 20, 19 and 11 other support staff employed on a temporary basis. Also Niger, Benin and Uganda have respectively 27, 20 and 9 other support staff “on contract” against 53 in New Zealand, while Ethiopia have 2077 staff employed in this category. As for Togo, there are on the whole 4 other support staff employed on a contract basis. From the data, it appears clearly that the Anglophone countries’ NSAs have more qualified technical staff than the Francophone NSAs (Table 17)

Table17: Technical staff: Other support staff.

Country		Permanent		Temporary		On contract		Total	
		Nb.	%	Nb.	%	Nb.	%	Nb.	%
French speaking African Countries	Morocco								
	Mali	4	100%					4	100%
	Congo DR								
	Gabon	17	46%	20	54%			37	100%
	Benin	18	47%			20	53%	38	100%
	Niger	18	40%			27	60%	45	100%
	Togo					4	100%	4	100%
English speaking African Countries	Uganda	55	66%	19	23%	9	11%	83	100%
	Eritrea	13	100%					13	100%
	Tanzania	16	59%	11	41%			27	100%

	Zambia	475	100%					475	100%
	Ghana	240	100%					240	100%
	Zimbabwe	50	100%					50	100%
	Ethiopia	654	24%			2077	76%	2731	100%
Non African Country	New Zealand	422	89%			53	11%	475	100%

Source: Calculated by the authors, 2007

Conclusion:

Most of the African NSAs do not have sufficient professional staff. In part, this is no doubt due to the loss of staff to other non-government institutions such as the United Nations, NGOs, etc. The French speaking countries NSAs have less permanent higher level statisticians than those of the English speaking countries. There is equally not enough technical staff in most of the NSAs and the number in the Anglophone countries NSAs is higher than that in the Francophone countries.

7. Lessons of best practices for NSAs in Africa

The following lessons can be drawn from the findings above:

Lesson 1

Independence in deciding the procedure and methods employed in the provision of statistics is crucial for any statistical agency wherever it is located (in government, or in a autonomous or semi-autonomous institutions or agency). Though most of the NSAs have not yet met these standards, some NSAs express a wish to move in this direction. This trend should be encouraged and supported.

Lesson 2

Most of the NSAs in Africa make a significant contribution to financing their property and operating costs in producing statistics. This witnesses their commitment and determination for ownership of these institutions.

Lesson 3

Despite their demonstrated efforts to cover the salary costs of their staff, the NSAs are still vulnerable in meeting the costs of office supplies which weakens their effectiveness. This situation should be avoided.

Lesson 4

The attempt of these NSAs to meeting the cost of the routine duties and regular annual surveys entirely from internal sources is necessary to ensure the credibility and the visibility of the NSAs. They must be therefore supported. However efforts must also be made to support internally the regular, less frequent and special “one off” surveys.

Lesson 5

The production of statistics from population censuses is continuously dependent on external donors. This weakens government’s sovereignty. In the cases of Zimbabwe and Mali, the

financing of business censuses by the state witnesses their commitment to respond also to the private sector's needs. This trend must be encouraged.

Lesson 6

The poor funding and the lack of qualified staff are the major bottlenecks for ensuring the relevancy of the financing system. In the francophone countries, the level of funding is very low in relation to expected statistics. For example most of the routine duties continue to be supported by external donors as in the case of CPI to enable these countries to produce statistics that are harmonized for inter-country comparison.

Lesson 7

The effectiveness of the financing system is poor in the light of the objectives, timeliness, availability and reliability in the production of statistics. This situation is more attributed to the lack of financial resources and qualified technical staff. As long as these two bottlenecks are not addressed properly, most of the NSAs will remain ineffective.

Lesson 8

The current cost of producing statistics is still very high in the light of the outputs produced in SSA. Countries which invest in the human and physical resources record a good reward by generating quality statistics. The cases of Uganda, Ethiopia and Ghana are encouraging and deserve to be educative for all.

Lesson 9

African countries must not only invest in the training of qualified professional staff but provide adequate incentives to retain these qualified staff in the agencies. NSAs with good salary structures retain more qualified staff than those with poor salary structures, as demonstrated in the case of Ghana and Togo.

Lesson 10

Finally there two main challenges to address:

- a) Mobilise and capitalize adequate internal financial resources on the continent for supporting the production of quality statistics given that good quality statistics is foremost a question of continental sovereignty
- b) Coordinate more effectively and efficiently external financial resources in order to maximise the production of relevant and good quality statistics for the continuous identification, monitoring and assessment of developments programmes with high impact on reducing poverty on the continent.

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