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Strategy and road map to assist countries in modernizing their administrative data systems for statistical purposes

I. Introduction

1. Objective 3.2 of the Cape Town Global Action Plan for Sustainable Development Data, which was adopted in 2017, concerns improving the quality of national statistical registers and expanding the use of administrative records, integrating them with data from surveys and other new data sources for the compilation of integrated social, economic and environmental statistics and for the monitoring in relation to the 2030 Agenda for Sustainable Development. The importance of using administrative data has increased globally, owing to the relentless and unsustainable cost of censuses and surveys.

2. Administrative data sources have the potential to provide a broad range of benefits for statistical purposes. In addition to supporting the formulation of sector-specific policies and programmes and the compilation of national accounts, administrative data from service delivery records and registers can have other uses. They can replace surveys, in whole or in part, provide an alternative source for statistics, sampling bases and bases for extrapolating survey results, and can be a source of stratification variables and auxiliary variables. Furthermore, they can be used to improve coverage and timeliness, validate surveys and link domains. The use of administrative data for official statistics in Africa remains very limited, however, and census and survey sources continue to play a central role in statistical systems and the production of statistics. There is a growing need to leverage, transform and modernize administrative data and sources across national statistical systems in order to meet the current and emerging data requirements to measure, monitor and report progress made in achieving development objectives.

3. The present report includes a review of the main obstacles to the use of administrative data sources and statistics, along with a strategy for the modernization of administrative data systems, including a road map for improving the use of administrative data in statistical processes.

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II. Main obstacles to the use of administrative data sources and statistics

4. Policies that are based on outcomes or results are data-intensive and require the demand for relevant statistics to be articulated and the statistics to be used effectively in policy analysis and design. In addition, the capacity is needed at the national level to produce good-quality statistics sustainably and on a scale and in a time frame that is acceptable to political decision makers.

5. To identify the main obstacles to the use of administrative data sources and statistics, as part of the development of the present strategy countries were invited to indicate whether the obstacles in national statistical systems identified in previous studies were applicable to their administrative systems. The obstacles relating to the suppliers of administrative data were identified by government ministries, departments and agencies. The challenges have been categorized into four broad areas, namely:

(a) Managing the national statistical system and the statistical environment, including the organization and governance of the system in relation to data collection, cooperation among entities, technology, financing and human resources;

(b) Accessing and processing data, including the ease of using them for specific purposes and their storage in line with international statistical standards;

(c) Producing and analysing statistics, including the difficulties encountered during the cleaning, transformation and modelling of data to generate relevant and reliable information for users;

(d) Disseminating statistics, including the issues affecting the effective sharing of results with potential users.

6. Figures I and II show the most constraining factors and obstacles that affect the use of administrative data for statistical purposes, as identified in country responses.

Figure I
Obstacles related to the provision of statistics from administrative sources

Managing the national statistical system and the statistical environment	**Accessing and processing data**	**Producing and analysing statistics**	**Disseminating statistics**
▪ Unresponsive legal frameworks that do not articulate administrative data ▪ Reluctance of governments to use administrative sources as the main sources for statistical production ▪ Little sharing of data from administrative sources ▪ Limited cooperation with administrative data owners and holders	▪ Methodological and technical difficulties when managing access to administrative data sources ▪ Inconsistent use of statistical concepts, definitions, classifications and standards ▪ Difficulties linking records and integrating data from multiple administrative data sources ▪ Difficulties in data transmission and integration with data from statistical sources ▪ Unclear statistical concepts in administrative data sources	▪ Lack of documentation on how the data were produced ▪ Absence of coding systems, such as unique identification numbers, for statistical units ▪ Inconsistent use of statistical concepts, definitions, classifications and standards ▪ Difficulties in data transmission and integration with data from statistical sources ▪ Insufficient or excess coverage of the target population ▪ Inability to quantify bias when there are only non-sampling errors	▪ Difficulties linking records and integrating data from multiple administrative data sources ▪ Difficulties in data transmission and integration with data from statistical sources ▪ Inconsistent use of statistical concepts, definitions, classifications and standards ▪ Difficulties in maintaining the security and confidentiality of individual data when disseminating detailed statistics

Source: ECA survey.

Figure II
Obstacles related to the demand for statistics from administrative sources

Demand for statistics contrasting with the real needs of users	Weak statistical culture
▪ Low consideration of administrative data for steering public policies ▪ Low interest of decision makers in statistics ▪ Insufficient funding allocated to statistics ▪ Lack of a user needs assessment in the administrative data value chain	▪ Most concepts used in administrative data sources do not reflect the statistical concepts used to measure the phenomena ▪ Inconsistent coverage and scope of sectoral data ▪ A frequent lack of clarity regarding the roles and responsibilities of different stakeholders ▪ Difficulties accessing data and integrating them with data from other statistical sources ▪ Limited cooperation of data owners and holders in sharing their data ▪ Absence of metadata on most administrative data

Source: ECA survey.

III. Strategic choices for the modernization of administrative data systems

A. Guiding principles and strategic vision

7.   The present strategy has been developed to support countries in Africa under the basic principle that no national statistical system should be left behind. The modernization of administrative data is a process that will evolve over time, and, therefore, the following principles should be borne in mind:

(a)   Each country should take ownership of the strategy and tailor it to the national context and any constraints to implementation;

(b)   Countries should adopt a phased sectoral approach to the roll-out of the strategy to allow for learning and innovation;

(c)   Each country should undertake a thorough review of its data sources and prioritize the sources to be developed;

(d)   National statistical offices should ensure that all agencies that produce data adopt the Fundamental Principles of Official Statistics and follow the data value chain.

8.   In addition, countries should ensure that, in the national context, the strategy:

(a)   Is based on international statistical standards and good practices identified by all countries;

(b)   Covers the entire national statistical system and reflects all statistical needs, whether they are the needs of central, decentralized or local administrations;

(c)   Is aligned with political objectives and priorities to respond to national development agendas and policy framework needs and is implemented within national strategies for the development of statistics;

(d)   Is results-oriented and aligned with the theory of change (see the annex to the present report), showing the inputs, activities, outputs, outcomes and impact;

(e)   Provides for engagement with important stakeholders, in order to strengthen coordination mechanisms at all levels of government, define capacity requirements in planning, undertake advocacy, raise awareness and assess data availability.

9.   The vision of the strategy is a virtuous circle for the production and use of administrative data for statistical purposes in Africa. In that virtuous circle, administrative data are produced well with sufficient resources and are used and reused effectively because they are considered reliable and highly valuable in national contexts, owing to their importance in producing high-quality official statistics. That status leads to sustainable investment in administrative data by Governments, which results in improved or higher-quality statistics and related services for statistical users, which further sustains investment.

10.   Efforts to implement that vision support statistical systems in Africa in sustainably generating the good-quality administrative data and statistics that are needed for decision-making. The dialogue between data producers in the national statistical system and individuals involved in the design and implementation of public policy, monitoring and evaluation frameworks at all levels, should enhance the thematic relevance of statistical programmes.

B.   Strategic objectives

11.   The strategy is aimed at ensuring that the administrative data produced by government ministries, departments and agencies serve a statistical purpose. The data should be accurate, regular, timely, comprehensive, accessible and support monitoring of subnational, national, regional and international development. To create and maintain a virtuous circle, the process should be characterized by continuous improvement and the use of administrative data in decision-making. The three strategic objectives that guide the strategy are:

(a)   To increase user trust in administrative data;

(b)   To improve the governance and institutional environment of the statistical system;

(c)   To improve consideration of real statistical demand.

C.   Theory of change

12.   The theory of change, which is depicted in the annex, is a pathway for achieving the strategic objectives targeted by government ministries, departments and agencies following the principles outlined above. Making changes in line with that theory will help to build a national approach to the use of data and statistics in the context of a national strategy for the development of statistics. In that theory, good-quality human resources, sufficient finances, strong engagement, adequate infrastructure and sound governance and coordination are the foundations on which change is achieved. The theory provides a route to overcoming the obstacles affecting the trust and use of administrative data for statistical purposes and decision-making. It covers inputs, activities, outputs, outcomes and impact, and is organized along three pathways:

(a)   Raising awareness among the senior officials of government ministries, departments and agencies of the value of administrative data, developing the administration leader accountability framework and improving the presentation of and access to administrative data will increase

understanding, investment and access to such data for policy and statistical purposes, which in turn, will strengthen evidence-based decisions, plans and strategies;

(b) Strengthening data curation, developing metadata, improving quality control, enhancing technology and developing the skills of government ministries, departments and agencies will increase the quantity and enhance the quality and availability of priority indicators and statistics from administrative sources, which will, in turn, result in improvements to the availability of timely, relevant and good-quality statistics;

(c) Identifying user needs and reviewing the release calendar and legal and financial frameworks will help the national statistical system to develop that calendar, document processes and frameworks and update user databases, which will enable a demand-driven user culture in the data system.

D. Strategic axes and priority actions

13. To escape the vicious circle, in which limited consideration and appreciation of statistics by policymakers are reported as the main obstacles to the use of statistics from administrative sources, priority actions have been classified into three axes:

(a) Administrative data advocacy;

(b) Supply of statistics from administrative sources;

(c) Addressing the real statistical demand.

14. Table 1 is an illustration of the axes, strategic objectives and their components, and associated actions.

Table 1
Strategic axes and priority actions per strategic objective and its components

Axis	Strategic objective	Component	Actions
Administrative data advocacy	Increase user trust in administrative data	Improved advocacy and awareness of the use of administrative data	• Engage potential data users and create awareness of the value of administrative data, including the benefits that they offer and the ways in which they can be provided • Follow strictly the Fundamental Principles of Official Statistics along the data value chain, including scientific principles, professional ethics and the relevant methods and procedures for the collection, processing, storage and presentation of statistical data • Develop collaboratively statistical metadata on all administrative data to increase their use
		Broadened access and use of statistics from administrative data sources	• Promote the provision of metadata for all statistics from administrative sources • Enhance the ability of users to understand and use the data to support their plans and provide required resources • Improve the dissemination of statistical data in line with open data principles • Plan and implement the presentation of statistics from administrative data sources • Use social media for advocacy and dissemination • Segment statistical products and use various platforms to ensure that no target group is left behind in dissemination, including minority groups

Supply of statistics from administrative sources	Improve the governance and institutional environment of the statistical system	Management of the statistical system and the institutional framework	• Strengthen coordination and cooperation among producers and users of administrative data
			• Modernize the institutional and organizational environment and adapt the production process by integrating a quality approach and emphasizing the role of administrative data in the national statistical system
			• Strengthen governance structures for administrative data production and management, bringing together relevant members of the national statistical system and other relevant stakeholders for joint collaborative work to implement the quality assurance framework
			• Establish partnership agreements, memorandums of understanding and technical working arrangements between the national statistical office and data providers for the sharing, analysis and dissemination of data
			• Design a capacity-building programme for the least developed countries in relation to national statistical systems, including the following package of activities:
			  - Acquisition of computer equipment and its distribution to the most disadvantaged government ministries, departments and agencies
			  - Training of officials across the statistical units of government ministries, departments and agencies in basic statistical techniques and processing
			  - Design and implementation of statistical information systems in government ministries, departments and agencies
			  - Supervision of government ministries, departments and agencies in the production of statistics following the data value chain principle

Axis	Strategic objective	Component	Actions
		Establishment of statistical information systems and better data-sharing	• Install and manage optimally modern information and communications technology infrastructure
			• Promote collaboration between the national statistical office and relevant institutions in the design of administrative systems and databases in order to harmonize metadata, including concepts, definitions, standards and classifications, with the aim of integrating statistical requirements into administrative systems
			• Integrate data owners into the statistical value chain
			• Support the migration in government ministries, departments and agencies from paper to digital data collection to make administrative data easily accessible
			• Maintain a repository of appropriate metadata and all other relevant documentation of statistical processes
			• Strengthen the adoption of and compliance with international standards and classifications
			• Establish and continuously update a central database at the national statistical office for all major data sets of government ministries, departments and agencies
		Strengthening the quality of statistical products and their dissemination	• Support government ministries, departments and agencies in the production and dissemination of statistical products, including directories, analysis reports, policy briefs, summary notes, dashboards for monitoring indicators and leaflets
			• Develop and implement a national quality assurance framework
			• Evaluate regularly the quality approach in the performance of statistical operations
			• Harmonize the tools, concepts, instruments and approaches used to generate administrative data
			• Strengthen coordination, collaboration and partnerships among users, in particular to avoid duplication of efforts through a reduction in the number of tools used and reporting centres
			• Share good practices and strengthen partnerships among the national statistical office and other members of the national statistical system
			• Diversify dissemination formats for the various statistical products
			• Improve communication about the statistics that are produced
			• Train data producers in the dissemination of microdata
			• Strengthen the evaluation of data quality, considering the implications for privacy and confidentiality
			• Undertake user satisfaction surveys and consider recommendations for statistical activities
			• Build the capacity in data quality approaches of statistics producers in the national statistical system
Addressing real statistical demand	Improve consideration of real statistical demand	Alignment of administrative data with policies and development agendas	• Identify the statistical requirements of data users, develop a catalogue of indicators that are needed to inform pro-growth and other policies, and report on commitments made by the State at regional and international levels
			• Develop or adjust the statistical programme to reflect and address the needs of decision makers, in order to facilitate its use in the formulation, monitoring and evaluation of public policies

Axis	Strategic objective	Component	Actions
		Strengthening of data user statistical culture	• Develop local statistics to foster better support for local action through the establishment of a master plan for local statistics, in accordance with a demand-driven approach
			• Build the capacity of analysts and raise awareness among users
			• Produce an advance release schedule for major publications by the national statistical services and disseminate it to all current and potential users
			• Improve access and use of microdata produced by stakeholders in the national statistical system
			• Develop data literacy skills of users to enhance their understanding and use of official statistics
			• Carry out activities to promote official statistics, including for such events as African Statistics Day and World Population Day

Source: ECA.

IV. Road map for improving the use of administrative data in statistical processes

15. The road map for improving the use of administrative data in statistical processes is a tool to guide the work of statistical systems on statistics from administrative sources and statistical registers. It describes the approach that heads of statistical units must follow to implement the strategy for modernizing administrative data systems. It is a living document that will be continuously updated in response to the evolution of the requirements, compilation and use of data.

### A. Steps to modernize administrative data systems

16. The modernization of administrative data sources presents several challenges that affect the production of good-quality official statistics. It requires the five main elements shown in figure III to be preceded and sustained by factors that include: building capacity and raising awareness regarding the importance of building resilient administrative data systems; knowledge about existing and evolving user needs to guide the compilation of valuable statistical products; an enabling environment for the generation of such products; and the existence of a unique identification number for every individual.

17. The modernization of administrative data systems should result in the following:

    (a)   Base registers;

    (b)   Infrastructure for the storage, archiving and sharing of data;

    (c)   Unique identification of records used for statistical production;

    (d)   Harmonized use of quality standards;

    (e)   Effective coordination and management of the national statistical system by the national statistical office.

Figure III
Main elements of a modernized administrative statistics environment
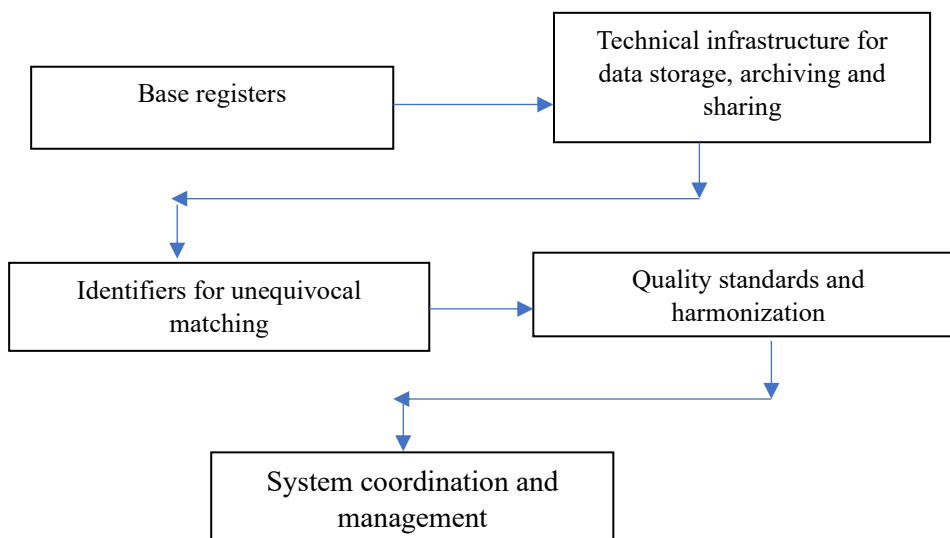
Source: Adapted from Arno Bens and Stefan Schukraft, "Modernisation des registres administratifs en Allemagne: développements actuels et enjeux pour la statistique publique", Courrier des statistiques, No.2 (Paris, National Institute of Statistics and Economic Studies, 2019).

B. Implementation roles

18. In each country, the road map should first be customized by the main members of the national statistical system, under the stewardship of the national statistical office, prior to being developed into a national action plan for strengthening the national statistical system and the production of official statistics from administrative sources.

19. The customization of the road map, which will be supported by ECA, will be preceded by ownership of the vision and the proposed objectives and actions.

20. The data steward role of the national statistical office in the execution of the road map is essential. The office shall continuously provide technical support and advice to data providers and producers of official statistics, including in setting up and implementing standards and classifications. In addition, the office will need to support the development of information systems in the government ministries, departments and agencies holding the data sources and ensure adherence to statistical standards.

21. The office should establish and maintain good relationships with all the main stakeholders in the national statistical system and at the international, regional, national and subnational levels. The stakeholders include data users and providers, funding agencies, senior government officials, relevant civil society organizations, the academic community and the media. The various stakeholders will be identified and consulted on the basis of their interests, needs and obligations.

22. As the coordinator of the national statistical system, the national statistical office will endeavour to explore the development of open data initiatives in government ministries, departments and agencies to increase access to crucial data in an effective and efficient manner.

23. The ministries, department and agencies must be steered internally through effective leadership and the good governance of the administrative data sources.

C. Implementation approach

24. The implementation approach will be inspired by good practices in the Nordic countries, where priority is given to establishing a digital population register. Such an approach covers the factors that data producers who are aiming to transform and modernize their administrative data must consider, namely awareness-raising, data-source prioritization and capacity-building. Given that a unique identifier is assigned to each person at birth in the population register, tracking the events linked to that person during his or her life is easier and helps to ensure the reliability of the statistics in such areas as education, migration, health and professional training. In that regard, the following step-by-step approach will be implemented. An example of an action plan is given in table 2.

1. Strengthening leadership by the national statistical office

25. The successful implementation of the road map will depend on the leadership from the national statistical office. As a coordinating body, the office will be responsible for:

(a) Programming the activities of the national statistical system and producing the annual action plan;

(b) Supporting government ministries, departments and agencies with budgets and resource mobilization;

(c)   Monitoring and evaluating regular and planned statistical activities;

(d)   Helping government ministries, departments and agencies to establish statistical information systems.

2.   Awareness and advocacy

26.   Efforts to improve the use of administrative data must be preceded by activities to raise awareness and build knowledge. All potential stakeholders should be informed about the concept, vision and objectives of the road map. Broad and targeted forms of communication are necessary. Individuals in leadership roles should be made aware as a priority in order to guarantee their commitment, support for the successful implementation and accountability for the anticipated outcomes.

27.   It is necessary to explain the practical solutions for improving data use, protection and transparency. In advocating increased data demand and use among policy and political leaders, the anticipated benefits include:

(a)   Greater interest in statistical processes and products from administrative data sources;

(b)   Evolution of partnerships and engagement among suppliers and users of the data needed for various purposes;

(c)   Programmed content development, advocacy and information-sharing.

3.   Development of a catalogue of indicators from administrative sources

28.   The identification of needs is a preliminary step in any statistical process. To reinforce the relevance of the data and their use, the following items must be developed:

(a)   Catalogue of indicators from administrative data sources;

(b)   Metadata publication covering all indicators in the catalogue.

4.   Prioritization of data sources

29.   In each country, the national statistical office, in collaboration with government ministries, departments and agencies, will identify and prioritize indicators, choose the data sources and determine the potential gains for the country. The choice of data source will be based on a cost-benefit analysis and the availability, relevance and quality of those data, with a view to boosting statistical demand and ending the vicious circle of obstacles to their increased use. The potential gains that can be highlighted are:

(a)   Strategic: population management, based on the population register, could be prioritized and extended to the digitalization of the migration register and the registers of the courts of appeal, prosecution offices and prisons;

(b)   Economic: priority could be given to the digitalization of statistical and tax declarations, the business directory and market information systems;

(c)   Financial: the digitalization of all data sources relating to the digital economy would help to improve the collection of tax revenue.

30.   The choice of administrative data sources should be consistent with the preparation of a national action plan for the development and production of official statistics, with the support of ECA.

5. Human resource capacity-building

31.   The human resources available to the national statistical system must be strengthened, in quantity and quality, and be sufficient to meet the needs of processing, analysis and dissemination of useful registers for the production of official statistics.

32.   The capacity-building programme, which will be designed by the national statistical office in consultation with government ministries, departments and agencies, should be targeted at: traditional training in statistics, including techniques for collecting, processing and analysing data; new fields, such as data analytics and artificial intelligence; and fields related to information and communications technology and geomatics.

6. Setting up a base register

33.   Various base registers containing the most used information must be established. Under the coordination of the national statistical office, the national statistical system must make available in those registers important information on relevant units, such as persons, companies and public authorities. To make the base registers effective, the existing administrative databases should be linked together. The three main types of registers are outlined below.

(a) National population register

34.   The real basis of the national population register is a universal system for providing demographic data and life-event information on the residents of a country. In order to be more useful, information it contains must be up-to-date.

(b) National business register

35.   The national business register includes information on all businesses, regardless of their legal status. It concerns, therefore, not only companies but also sole-trader businesses, including micro-enterprises, irrespective of their area of activity. Tradespeople, craftspeople, liberal professionals, industrialists and farmers must be registered.

(c) National address register

36.   The national address register provides a standardized address structure and a list of valid georeferenced civic addresses in the country. The addresses are taken from the statistical register of buildings.

7. Enabling institutional framework

37.   The national statistical legal framework should guarantee appropriate access to data from administrative sources. The national statistical office should develop a regulatory framework and operational provisions for administrative data production and access. The regulatory framework must underpin the need for clarity and transparency in the use, management and governance of administrative data required for statistical purposes.

38.   An example of required administrative data is the population register, in which information concerning each member of the resident population of a country or region is recorded. A population register makes it possible to determine and update the available information on the characteristics of the population at a given time or period.

39.   Population registers are present in several African countries. They should continue to be maintained at the municipal level, but the computerization of the system will allow for the centralization of data and the compilation of national registers. Closer collaboration between the national statistical office and scientists must be developed, in particular for access to individual data with strict respect for privacy.

8. Establishing an information and communications technology infrastructure

40.   The modernization of statistical systems is closely associated with the strengthening of the statistical infrastructure, which is central to the operation and better management of statistical information systems, geographical information systems and databases. Furthermore, the establishment of appropriate infrastructure will allow for the maintenance of digital databases, efficient sharing between administrations and base registers, and archiving.

41.   Homogeneous standards must guarantee the interconnection, scalability and independence of platforms and registry data. In addition to base registers, administrative files for specific domains should be interconnected through interfaces, which can be tested in a pilot project.

9. Pilot phase of setting up information systems

42.   When extracting official statistics using data from administrative sources, the specificities of each case must be taken into consideration. Some areas are less complex, such as education and health. The modernization of administrative data systems can ensure good coverage of the data to be processed and the production of good-quality statistics. It may be appropriate to digitalize administrative procedures first. For such digitalization to be successful, political commitment is necessary, given that the process may require major reforms to the day-to-day operations of the administration.

43.   Consequently, for many data sources, the national statistical office will have to work with the government ministries, departments and agencies concerned to design the operation of the statistical information system in a certain number of pilot administrative units, which could be, for example, subnational entities. The national statistical office must ensure that some specific deliverables are published at the end of the pilot phase, such as a statistical yearbook, a dashboard of essential indicators or an analysis report. The successful operation of the system in the pilot phase should inform the design of the overall digitalization of administrative procedures, which will make the operation of the information system sustainable.

10. Identifiers for unequivocal matching

44.   An authority should be able to identify precisely in each directory the records it needs. The records must be identifiable without ambiguity. A solution must be identified for problematic areas related to:

(a)   Different spellings or typographical errors requiring correction or manual selection;

(b)   Other information provided for verification purposes;

(c)   Permanent characteristics that may change, for example as a result of migration, marriage or a change of company name.

45.   Among the identifiers to be implemented by the national statistical system are the following:

(a)   Unique identification number;

(b)   Tax identification number, for companies;

(c)   Social security number, for individuals;

(d)   Trade register number.

11. Quality standards and harmonization

46.   Standardization and harmonization are prerequisites for quality. The use of information from interconnected registers in administrative procedures

requires uniform quality standards, including in the case of decentralized data management.

47. In collaboration with the administration, the national statistical office must determine the rules, including in relation to definitions, for recording data in such a way that leads to uniform data quality and the harmonization of the contents of the registers. It will, therefore, be necessary:

(a) To establish a support unit to consider statistical standards in the use of administrative data sources;

(b) To develop guidelines for matching different data sources;

(c) To produce a methodology for the use of data from administrative sources;

(d) To produce guidelines for the use of data from administrative sources.

12. Coordination and management

48. Implementing the elements of a modernized environment requires effective coordination and management by the national statistical system. The development of homogeneous technical standards and progress in the harmonization of procedures require collaboration encompassing the entire system. The national statistical office is the coordinating body of the national statistical system and should, therefore, make recommendations and intervene in the political sphere. The most important task for the office will be to develop an infrastructure consisting of base registers, data-sharing procedures and identifiers.

49. In its coordination role, the office must strengthen the support of the other administrative elements of the national statistical system and educate decision makers about the potential and possibilities for modernization.

13. Securing funding

50. The financial resources to enable the implementation of the work programme and the development of statistics from administrative sources must be secured by the national statistical office in collaboration with the national statistical system stakeholders in relevant government ministries.

51. The resources to be mobilized must be substantial, and it is essential that the national statistical system develops and implements a coherent and effective strategy for financing statistical activities, with the support of technical and financial partners. It is essential for the national statistical system to benefit from public resources and to align the programming and budgeting of the activities of its action plan with the budgetary calendar.

Table 2
Example of a draft generic action plan

Activity	Step 1	Step 2	Step 3	Step 4	Step 5	Responsibility centres
Strengthen the leadership of the national statistical office over the national statistical system						ECA, pan-African organizations and partners
Undertake advocacy and orientation of the leadership in government ministries, departments and agencies	■					NSO/ECA
Develop a catalogue of indicators for administrative data sources	■					Government/NSS
Inventory and prioritize data sources	■					NSO
Build human capacity	■	■	■	■	■	NSS
Set up a digital base registry	■	■	■			NSS
Strengthen the institutional and organizational framework	■	■	■			Government/NSS
Acquire information and communications technology infrastructure for information systems and data-sharing in government ministries, departments and agencies	■	■	■			NSO
Pilot the implementation of information systems		■	■			NSO
Develop identifiers for unequivocal matching			■	■		Government/NSS
Implement quality standards and harmonize processes and data	■	■	■	■	■	NSO
Establish and implement structures for the coordination and management of the national statistical system	■	■	■	■	■	NSO
Secure funding	■	■	■	■	■	Government/NSO

Source: ECA.

Abbreviations: NSO, national statistical office; NSS, national statistical system.
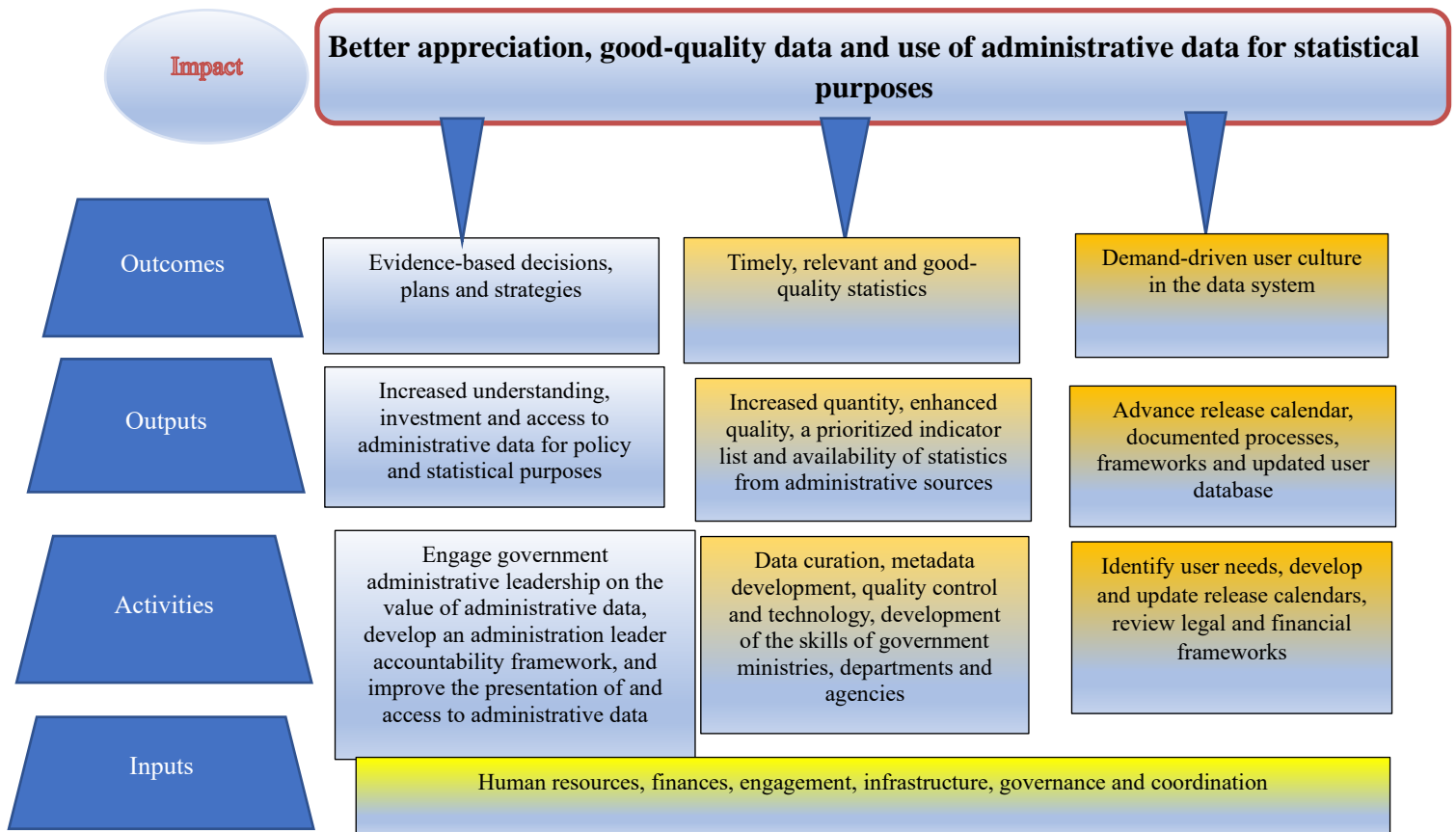
V. Conclusion

52. The Commission is requested to:

(a) Approve the present strategy and road map to help countries to modernize their administrative data systems for statistical purposes;

(b) Call upon the members of ECA to use the strategy and road map as an important framework to guide the modernization of administrative data for statistical purposes.

Annex
Theory of change framework

Figure
Theory of change framework

Impact	**Better appreciation, good-quality data and use of administrative data for statistical purposes**
Outcomes	Evidence-based decisions, plans and strategies / Timely, relevant and good-quality statistics / Demand-driven user culture in the data system
Outputs	Increased understanding, investment and access to administrative data for policy and statistical purposes / Increased quantity, enhanced quality, a prioritized indicator list and availability of statistics from administrative sources / Advance release calendar, documented processes, frameworks and updated user database
Activities	Engage government administrative leadership on the value of administrative data, develop an administration leader accountability framework, and improve the presentation of and access to administrative data / Data curation, metadata development, quality control and technology, development of the skills of government ministries, departments and agencies / Identify user needs, develop and update release calendars, review legal and financial frameworks
Inputs	Human resources, finances, engagement, infrastructure, governance and coordination

Source: ECA.