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Africa Programme for Accelerated Improvement of Civil Registration and Vital Statistics

Fourth Conference of African Ministers

Responsible for Civil Registration

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Africa Programme for Accelerated Improvement of Civil Registration and Vital Statistics Costed strategic plan 2017-2021



EVERYONE VISIBLE IN AFRICA

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Executive summary

In the 2030 Agenda for Sustainable Development, the importance of individual records and data on birth, death and causes of death in the realization of basic human and civil rights and in the monitoring of development are implicitly recognized and underlined. Anchored by the vision of eradicating extreme poverty from the face of the earth by 2030, it has, as the first of its five transformative shifts, to “Leave no one behind”, an emphasis on the need to ensure that no person is excluded nor denied universal human rights and access to basic economic opportunities. Inclusiveness as a prerequisite to the continent’s growth and development is likewise echoed in Agenda 2063.

Individual identity records and documents generated from the civil registration system help to fulfil the first fundamental human right that every individual is entitled to upon birth, that is, the right to a name and an identity, from which other human and civil rights are found. The recognition of the existence of persons by their Governments and the ability of individuals to transact with each other and with the State through legal identity documents are fundamental attributes of good governance, realized only by States in which complete civil registration systems exist.

Records of birth and death derived from civil registration systems also provide a permanent, continuous, universal and reliable source of vital statistics for accurate and timely planning, resource allocation and for overall good governance. Notwithstanding this unanimous recognition, civil registration systems are largely incomplete in most countries on the African continent. Consequently, millions of African people have come into this world and left without leaving a trace on official records. According to the World Bank and World Health Organization (2014), the global estimate of the amount of children under five years of age not registered at birth is 230 million. Of these unregistered children, 37 per cent are in sub-Saharan Africa.

The World Health Organization (2015) estimated that 53 per cent of deaths go unregistered worldwide and that progress in improving death registration in developing countries has been slow. Africa has an expected higher rate than that of the global estimate because very few African countries have functioning death registration systems. In addition, in many African countries, deaths occur outside health facilities, with a high likelihood that the occurrence of the event goes unregistered. The recording of cause of death and the derivation of statistics thereof is in a much more unacceptable state, with only two or three countries reporting such statistics to the World Health Organization on a yearly basis. Recently, the continent faced challenges in managing the outbreak of Ebola owing to the lack of an information system that deals with cause of death. The current state significantly jeopardizes many of the continent’s efforts to halt poverty and advance sustainable development.

In a bid to reverse the poor state of functioning civil registration and vital statistics systems in the region, the first session of the Conference of African Ministers responsible for Civil Registration established the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems (hereinafter referred to as the Africa Programme) in August 2010. The policy directives of the Conference of African Ministers¹ guide the Africa

¹ The Conference of African Ministers, institutionalized as a standing forum of the African Union Commission, convenes every two years.

Programme and a regional civil registration and vital statistics system secretariat manages it. The secretariat operates from the Economic Commission for Africa (ECA) and a partnership of the lead pan-African organizations (the African Union Commission and the African Development Bank, agencies of the United Nations system and non-governmental organizations) that form the Africa civil registration and vital statistics Core Group.²

The Africa Programme has now completed its fifth year of operation and has made significant progress in harnessing political commitment for improvement in the systems at the highest level of Governments through the ministerial platform. The Programme has also made significant progress in promoting country ownership and leadership; promoting systematic and coordinated approaches in the reform of civil registration and vital statistics systems at the regional and country levels; building the capacity of civil registration and vital statistics system functionaries; and facilitating knowledge and the sharing of experiences between countries. It has significantly contributed to the global momentum for an improvement in civil registration and vital statistics systems, an agenda that was earlier referred to as “the most critical development failure” and a “donor orphan”, given the past years of failure.

Approximately half the countries in Africa have now completed comprehensive assessments of their civil registration and vital statistics systems and a number of them are in the process of developing strategic and costed action plans. There are increasing demands from countries for technical assistance and guidance in the assessment and planning processes, and improvement in the management and operation of various aspects of their systems. The decision of the Heads of States and Government in June 2016 to declare 2017–2026 as the “Decade for repositioning of CRVS [civil registration and vital statistics] in Africa’s continental, regional and national development agenda” underpins the need for a comprehensive work plan for the decade. In addition, it supports the need to restrategize the frameworks and methodologies for the coming phase of implementation.

The priority for the Africa Programme now shifts from the preparatory phase of intensive advocacy and communication and planning conducted since its inception in 2010 to rigorous capacity development efforts specific to country demands and needs, and drive the implementation of civil registration and vital statistics reform. The present document provides the Africa Programme framework for implementation in the first half of the civil registration and vital statistics decade by defining the priorities for the region, setting the time frames for various actions and establishing the human and financial resource requirements. The strategic plan thus considers the following questions: Where are we now with respect to the ongoing civil registration and vital statistics improvement initiative? Where do we want to be by 2021? How are we going to get there?

In the absence of fully functioning civil registration and vital statistics systems, millions of Africans have remained unrecorded and therefore unrecognized by the State. Most African countries have not benefitted from a continuous supply of reliable data on vital events, including cause-of-death information, to support informed policymaking, implementation and monitoring

² The Core Group is composed of the pan-African organizations (African Union Commission, African Development Bank and the Economic Commission for Africa), the secretariat of the African Symposium on Statistical Development, the United Nations Children’s Fund, the United Nations Population Fund, the World Health Organization, the Office of the United Nations High Commissioner for Refugees, Plan International, the INDEPTH Network, Partnership in Statistics for Development in the 21st Century and Bloomberg Philanthropies Data for Health Initiative.

of development plans. In its place, the need for vital statistics is met by conducting expensive periodic demographic and health surveys and decennial population censuses. In addition, in the absence of reliable information on cause of death, there is no solid basis to determine which diseases have a major impact on the population. This, in turn, has negatively affected the development and transformation efforts to improve the well-being of the people.

This report sets out the strategic direction and overall goals of the Africa Programme initiative. It then lays out the desired strategic outcomes and objectives, including the major activities for each objective. The strategic direction set by the vision “Everyone visible in Africa” and mission for the desired civil registration and vital statistics system in all African countries will guide all actions and activities relating to civil registration functions. The vision statement presents the main goal of the civil registration and vital statistics system by taking cognizance of the current state of the system and indicating the direction where the system should head in the future. The vision implies the recording of events identified within the scope of the registration activities as they occur in all countries, in line with the “leave no one behind” principle. It tackles the sad state of invisibility of millions of Africans to their own Governments, and at the same time guaranteeing to meet the legal requirements of citizens and produce quality vital statistics, including cause-of-death information, regularly and on time.

The mission statement for the African civil registration and vital statistics decade is “to register the occurrence and characteristics of all vital events in Africa to ensure the realization of universal basic human and civil rights, for improved service delivery and informed evidence-based planning and decisions through an efficient and complete civil registration and vital statistics system”. The mission statement defines the fundamental purpose of the system, describing why it should exist and how to achieve the vision of the system. It summarizes the core business of the Africa Programme and national, regional and international stakeholders and the public. The mission statement echoes that these key stakeholders agree on what the strategy should achieve.

The highest goal of the civil registration and vital statistics system is to be able to achieve complete registration and to support the evidence-based development and transformation of society. In this regard, the four identified strategic outcomes would ensure the achievement of the desired mission and vision. These outcomes will, in turn, be realized through 13 strategic objectives that deal with the severe weaknesses and gaps observed in the civil registration and vital statistics process at the country and continental levels. The estimated total cost for the activities or interventions required to accomplish the strategic objectives is \$25,737,600 for the period 2017–2021.

The strategic plan is about establishing a modern comprehensive civil registration and vital statistics system in Africa. The Africa Programme requires a management and technical structure that would facilitate the strategic shift required to drive the desired change in the registration of vital events and the supply of much-needed vital statistics to inform decisions in African countries and at the continental level. This calls for revisiting the Africa Programme structure and staffing conditions. It is worth noting that the secretariat has registered many achievements during the period of the medium-term plan (2010–2015). It is, however, not well structured and adequately staffed to undertake the heavy scaled-up activities recommended by ministers at the 2016 Conference of Ministers for the civil registration decade. The identified strategic objectives require a revamped organizational structure of the Africa Programme to advance the civil registration and vital statistics agenda in Africa.

In conclusion, the expectation is that, by 2021, all countries will have in place a comprehensive law aligned with international standards and that all African countries will have at least 70 per cent birth and 35 per cent death registration coverage, along with a significant improvement in the recording of cause of death. African countries should record significant advances in marriage and divorce registrations. During the same period, the vital statistics system in at least 40 countries would become efficient and innovative, underpinned by statistical methodologies benefitting from civil registration information. The resourcing of the five-year work plan and strengthening of the secretariat must therefore become a top priority in the implementation phase. In this regard, the recommendation is that the pan-African organizations set up a sustainable funding mechanism for the Africa Programme.

I. Introduction and background

Civil registration³ and vital statistics⁴ systems underpin the status and pace of Africa's political, economic and social development and that of the world as a whole. In the 2030 Agenda for Sustainable Development, the importance of individual and aggregate records and data on birth and death in the realization of basic human and civil rights and in the monitoring of development are implicitly recognized and underlined. Anchored to the vision of eradicating extreme poverty from the face of the earth by 2030, the 2030 Agenda has, as the first of its five transformative shifts, to "leave no one behind", an emphasis on the need to ensure that no person is excluded or denied universal human rights and access to basic economic opportunities. Inclusiveness as a prerequisite to the continent's growth and development is likewise echoed in Agenda 2063. A fundamental challenge to the realization of these Agendas remains the fact that civil registration systems are largely dysfunctional in most parts of the developing world. Consequently, a majority of the population remain legally "invisible" in the eyes of the State, denying them the right to be known and planned for by their Governments, access to fundamental opportunities and services and the ability to claim their rights or to participate in governance processes.

Records of birth and death derived from civil registration systems not only provide the basis for securing fundamental human and civil rights, but also provide a permanent, continuous and universal source of population data. The United Nations recognizes the civil registration system as the most reliable source of vital statistics, needed by Governments for accurate and timely planning, resource allocation and for overall good governance. Notwithstanding this unanimous recognition, civil registration systems are largely incomplete in most African countries.

According to the World Bank (2014) global estimates, the amount of children under five years of age not registered at birth is 230 million. Of these unregistered children, 37 per cent are in sub-Saharan Africa. The estimate of deaths that go unregistered worldwide is 53 per cent, and progress in improving death registration in developing countries is slow (World Health Organization, 2016). Africa has an expected higher rate than that of the global estimate because very few African countries have functioning death registration systems, and in many of the African countries, deaths occur outside health facilities, with a high likelihood that the occurrence of the event goes unregistered. The recording of causes of death and the derivation of statistics thereof is in a much more unacceptable state, with only two or three countries reporting such statistics to the World Health Organization (WHO) on a yearly basis. Recently, the continent faced a challenge in managing the outbreak of Ebola owing to the lack of an information system on cause of death.

In a bid to reverse the poor state of functioning civil registration and vital statistics systems in the region, African countries had previously defined a regional road map that should

³ The United Nations defines civil registration as the continuous, permanent, compulsory and universal recording of the occurrence and characteristics of vital events pertaining to the population as provided through decrees or regulation in accordance with the legal requirements of each country. Civil registration has a dual purpose: administrative and legal on the one hand and statistical, demographic and epidemiological on the other.

⁴ The use of vital statistics is to obtain precise and up-to-date measurements of demographic changes and for the study and analysis of trends. Vital statistics are also primary data sources for the health sector in the implementation, monitoring and evaluation of various health interventions and epidemiological studies. The measurement and monitoring of many of the indicators require vital statistics data on a continuous and timely basis.

guide accelerated improvement in the systems in all countries. The concept of the road map has now become a regional programme known as the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics (Africa Programme). During the first session of the Conference of African Ministers responsible for Civil Registration⁵ in August 2010, the ministers established the Africa Programme. The policy directives of the Conference of African Ministers guides the Africa Programme, and it is steered by a regional civil registration and vital statistics secretariat based at ECA and a partnership of the lead pan-African organizations, agencies of the United Nations system and non-governmental organizations that form the Africa civil registration and vital statistics Core Group (Core Group).

The Africa Programme has completed its fifth year of implementation and has made significant progress in building the capacity of civil registration and vital statistics functionaries, promoting coordination among core actors (mainly statistics offices, civil registration offices and the health sector) and harnessing political commitment for improvement in the systems at the highest level of Governments through the ministerial platform. The Africa Programme has also made progress in promoting knowledge and the sharing of experiences between countries with underdeveloped and more developed systems. In addition, it has significantly contributed to the global momentum for an improvement in civil registration and vital statistics systems, an agenda that was earlier referred to as “the most critical development failure” and a “donor orphan”, given the past years of failure.

Approximately half the countries on the continent have now completed comprehensive assessments of their systems and a significantly large proportion are in the process of developing civil registration and vital statistics strategies and action plans on the basis of the findings of the comprehensive assessments. There are increasing demands from countries for technical assistance and guidance in the assessment and planning processes and an improvement in the management and operation of various aspects of their systems.

The decision of Heads of States and Government in June 2016 to declare 2017–2026 as the decade for repositioning civil registration and vital statistics in Africa’s continental, regional and national development agenda underpins the need for a comprehensive work plan for the decade. In addition, it supports the need to re-strategize the frameworks and methodologies for the coming phase of implementation of statistics systems. The priority for the Africa Programme now shifts from the preparatory phase of intensive advocacy and communication and planning conducted since the inception of the Programme in 2010, to rigorous capacity development efforts specific to country demands. The civil registration and vital statistics secretariat and Core Group have to gear up to meet these demands in a harmonized, coordinated and systematic way.

The present document provides the framework for the implementation of the Africa Programme by defining the priorities for the region, setting the time frames for various actions and establishing the human and financial resource requirements. The Programme’s work plan covers the first half of the African civil registration and vital statistics decade, ending with an evaluation to determine the priorities for the coming phase of implementation.

⁵ The Conference of African Ministers, institutionalized as a standing forum of the African Union Commission, convenes every two years.

II. Context and justification

Fulfilling human rights and dealing with inequalities and discrimination is a basic function of the civil registration system. Individual identity records and documents generated from the system help to fulfil the first fundamental human right that every child is entitled to upon birth, that is, the right to a name and an identity, from which other human and civil rights are found. The recognition of the existence of persons by their Governments and the ability of individuals to transact with each other and with the State through legal identity documents are fundamental attributes of good governance. (Only States that have complete civil registration systems are aware of this.) Civil registrations are the basis for establishing valid electoral rolls, secure national identification systems and secure cross-border movements, all of which constitute the pillars of constructing peaceful and secure societies.

The Millennium Development Goals framework led to a global acknowledgement of the need for data and information that would allow the monitoring and reporting of progress against various goals and indicators at short-term frequencies and at the lowest administrative levels of Government. The Millennium Development Goals era brought a global awakening of the value of strong statistical systems, which was reiterated in the subsequent 2030 Agenda and, for the African continent, the common African position on the 2030 Agenda and the continental umbrella development, Agenda 2063.

In Africa, the Strategy for the Harmonization of Statistics in Africa, jointly developed by African heads of national statistics offices, the African Union Commission, the African Development Bank (AfDB) and ECA,⁶ provides the African statistics system with a robust framework for providing harmonized and quality statistics for the design and implementation and monitoring and evaluation of Africa's development programmes. This instrument provides clear definitions of what, when and how to measure in the context of advancing the continent's development priorities.

The Strategy for the Harmonization of Statistics in Africa identifies a minimum statistical programme that every country has to carry out in order to meet data needs for informing Agenda 2063 and the 2030 Agenda. The four identified fundamental data sources for each statistical dimension are the following:

- (a) Censuses, which mainly include population and housing censuses, an agriculture census and an economic census;
- (b) Surveys, which mainly include household-based surveys and establishment-based surveys;
- (c) Administrative records, primarily civil registrations, maintained in government ministries;
- (d) Secondary data sources, which mainly exist in the private sector and other domains needed to supplement official statistics.

⁶ The African Union Commission and ECA adopted the Strategy at their third Joint Conference of Ministers in 2010. The Strategy was subsequently adopted by the Assembly of the African Union.

While the continent has made commendable progress in establishing a census programme with the participation of almost all countries, the data demands of Africa's development programmes to significantly override what censuses and surveys offer with regard to providing population data and statistics, which constitute a majority of the minimum statistical programme. The limitations of these data sources include the frequency with which conducting these censuses and surveys takes place. It limits their ability to provide data on short-term intervals, their cost-efficiency and their limitation in scope, including their ability to provide data on specific areas, such as cause of death and disaggregated data that can allow follow-up at the lowest levels of administration.

In the absence of well-functioning civil registration systems, Africa faces a great risk in designing and implementing interventions that are specific to the needs of the people and in accurately monitoring the success of the continent's development programmes in a timely manner. Civil registration systems remain the ideal source of population data in view of their outstanding attributes of permanence, continuity, universality and compulsoriness. Investment in these systems is both timely for the era of the 2030 Agenda and for the good governance age as prioritized by Agenda 2063.

This section has provided a summary of the priorities of the 2030 Agenda era, which Africa must realize in order to stay current and not be left behind. The five-year (2010-2015) medium-term plan of the Africa Programme has provided the framework to the realization of some of these priorities for individual countries and the continent. In its Yamoussoukro Declaration, the ministers of the third session of the Conference of African Ministers requested the renewal of the five-year medium-term plan to the period 2016-2020 (Economic Commission for Africa, 2015).

III. Scope and guiding principles of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics systems

The Africa Programme was set up by the Conference of African Ministers to support the strategic shift required in the civil registration and vital statistics landscape in Africa by ensuring that member States have in place a viable system that would cater to the basic rights and benefits of individuals and that would inform planning and decisions. In short, the strategic intent of the Programme is to facilitate evidence-based development and the transformation of society.

A. Scope of civil registration and vital statistics in Africa

Not every country records all its vital events as recommended by the United Nations, although it remains the eventual goal. Accordingly, assigning priority status to selected vital events will facilitate the establishment of the vital events registration system. The international recommendation for high-priority vital events to be recorded are births, marriages, divorces and deaths. The African ministers have also recommended the recording of the four events. In line with these recommendations, the scope of the civil registration and vital statistics improvement process is set to deal with births, marriages, divorces and deaths.

B. Guiding principles

The strategic plan is in line with the Africa Programme concept document endorsed by the second session of the Conference of African Ministers (Economic Commission for Africa, 2012). The plan, while keeping in view country contexts, is anchored to the identified guiding principles, with additional points that need consideration to bring about a viable civil registration and vital statistics system in member States, namely:

- (a) Promoting country ownership and leadership;
- (b) Promoting systematic and coordinated approaches at the regional and country levels;
- (c) Promoting phased, holistic and integrated approaches;
- (d) Strengthening and building the capacities of national and regional civil registration and vital statistics institutions;
- (e) Promoting partnership at the country and regional levels;
- (f) Promoting innovation, research and knowledge-sharing.

IV. Purpose of the strategic plan

The focus of the strategic plan is to define the road map for the Africa Programme and its secretariat to drive sound reform in the first five years of the African civil registration and vital statistics decade, which spans from 2017 to 2021. The strategic plan will therefore include an examination of the following questions:

- (a) Where are we now with respect to the ongoing civil registration and vital statistics improvement initiative?
- (b) Where do we want to be by 2021?
- (c) How are we getting there?

V. Current civil registration and vital statistics environment

Analysis of the current environment shows where the ongoing civil registration and vital statistics improvement initiative is now. This step is essential in providing the evidence base from the current available sources and knowledge to inform the development of the strategy. This section looks at the activities of the Africa Programme since its inception in 2010 and provides an assessment of the present environment in which it operates by examining the internal environment of the programme (strengths and weaknesses) and the external environment (opportunities and threats).

A. Internal environment

In essence, the potential strengths and weaknesses of the Africa Programme would emanate from those that already exist in the internal arrangements of the pan-African organizations, the international organizations and in the member countries. The following section presents the strengths and weaknesses observed from desk research, observations and discussions with national and international experts in the field. The strategic plan design is one that will capitalize on the strengths and tackle the weaknesses.

At the continental level, several key activities had taken place during the period 2010–2016 that would ensure sustained civil registration and vital statistics improvement processes. Notable among these were the following:

(a) **Conference of Ministers.** At the continent level, one of the important developments regarding civil registration and vital statistics was the establishment of the Conference of African Ministers responsible for Civil Registration in August 2010. The Conference, institutionalized as a statutory body of the African Union Commission to report to the Heads of State and Government, meets every two years to provide policy directions necessary for transforming civil registration and vital statistics systems and to monitor and advise on the progress of the regional initiative on civil registration and vital statistics. The continued engagement of the African Ministers responsible for Civil Registration for improvement in civil registration and vital statistics demonstrates strong political support and reflects the level of commitment by African countries to change the scandal of invisibility in their populations. The Conference of African Ministers gives policy directions to the civil registration and vital statistics secretariat. The African ministers have held three sessions to date;

(b) **Pan-African organizations.** The three organizations have joined hands to improve civil registration and vital statistics systems in the Africa region. In this regard, ECA developed the medium-term plan during the period 2010-2015, in close collaboration with AfDB, to guide improvement in civil registration and vital statistics systems in Africa. At the same time, the plan serves as a guide to countries and development partners in managing interventions and monitoring the progress of their reform programmes (Economic Commission for Africa and African Development Bank, 2012);

(c) **Statistics Division.** The United Nations has been producing principles and recommendations on vital statistics systems and handbooks on civil registration since the 1950s

through the Statistics Division, thus setting international standards in this area.⁷ In line with the international standards, the civil registration and vital statistics secretariat developed tools, frameworks and guidelines for comprehensive assessment and strategic planning, a resource used by many countries;

(d) **Country assessments.** There has been a sustained political commitment at the country level, with Governments taking leadership and ownership in strengthening their relevant civil registration and vital statistics systems. As of May 2017, as many as 30 countries had completed assessments of their systems (23 countries completed comprehensive assessments and 7 countries completed rapid assessments). Twenty-five of them had developed strategic improvement plans and a few countries initiated the implementation of their plans. A further 13 countries had at least initiated the process of conducting a comprehensive assessment.

The desk research, among others, looked at the weaknesses of the civil registration and vital statistics improvement process from the continental programme framework and from the country perspective. The research uncovered several weaknesses in the continental Africa Programme governance arrangement, specifically funding and human capital challenges, since the inception of the programme in 2010. The major weaknesses were the following:

(a) The Africa Programme secretariat is understaffed and underresourced. The current state of the secretariat, if maintained, cannot meet the much-needed support required by countries and is at risk of slowing down the momentum gained in the past few years. The situation is so dire that there is even a risk of losing the achievements made in the past six years;

(b) Several of the civil registration and vital statistics guidelines and manuals planned under the medium-term plan were not delivered, and thus countries did not receive the support that they needed in terms of public goods to improve their systems;

(c) The secretariat has recently designed an online platform for monitoring the performance of civil registration and vital statistics systems in the countries. The regional programme, however, lacks a monitoring and evaluation framework for its own activities.

At the country level, the major weakness is the lack of comprehensive civil registration laws aligned with international standards, with no review or revision of the laws in many countries for many decades. The other major problem is the lack of accessibility to civil registration services and lack of simplified and efficient processes for delivering services to the people, thereby contributing to low registration in almost all countries. Only few countries have arrangements put in place to register births and deaths as they occur in health facilities. Even in these few countries, the recording of causes of death is inadequate or not done properly. The use of new technology is still not widely adopted in many of the countries, while the few that do are facing challenges in identifying and applying appropriate technologies for their systems.

Other weaknesses observed, besides the inadequate legislative environment and weak civil registration and vital statistics business processes, are the lack of effective coordination and collaboration among key stakeholders; inadequate organizational structure for the civil registration and vital statistics system; inadequate government budget; and the lack of a monitoring and evaluation framework. In addition, there is a lack of comprehensive,

⁷ International standards, recommendations and tools are available at the Statistics Division website. Available at <http://unstats.un.org/unsd/demographic/CRVS/default.htm>.

appropriate, integrated and secure information and technology solutions; non-existent or inadequate expertise in civil registration, vital statistics and cause of death; a weak advocacy and communication programme; and registration tools not standardized and fully aligned with international recommendations. The following were also observed: the inadequate accessibility of some service points; a vital events registration backlog; a lack of integrated planning and reporting in civil registration; and inadequate vital statistics collection, compilation and releases. There is also an inadequate level of use of vital statistics as evidence in policy and planning, and ill preparedness and lack of capacity in educational institutions to produce civil registration professionals at various levels.

B. External environment

Forces in the external environment could create opportunities or reduce those factors that could be threats to the Africa Programme at one time or another. Opportunities may arise from the positive aspects of political, economic, social, technological, legal and environmental factors. On the other hand, external threats to the civil registration and vital statistics system may arise from aspects of the same factors, such as economic instability, natural hazards, cyberattack and the like. The external environment is usually beyond the Programme's control. Risk minimization measures, however, could help to ease their negative influence. These measures could involve positive alignment of the Africa Programme strategy with the forces of change, thereby adjusting with the change rather than being ignorant of it or resisting it.

A major development in the external environment that would create opportunity to the Africa Programme is the increasing recognition of the importance of a civil registration and vital statistics system at the global and regional levels as an essential underpinning of the 2030 Agenda. In this connection, key frameworks and forums are discussed in the following paragraphs.

2030 Agenda and Agenda 2063: In September 2015, 193 States Members of the United Nations adopted the historic resolution committing themselves to the 2030 Agenda. Rooted in universal rights and driven by the key principle of leaving no one behind, the 2030 Agenda contains 17 Sustainable Development Goals and 169 targets, which builds on the Millennium Development Goals that ended in December 2015. The 2030 Agenda is ambitious, universal and transformational and is aimed at balancing economic growth, social development and environmental protection.

The year 2015 also marked the adoption of Agenda 2063 and its first ten-year implementation plan (2014-2023) at the continental level. This Agenda is Africa's transformative development framework to achieve accelerated, sustained and inclusive economic growth that leads to sound, resilient and inclusive socioeconomic development on the continent in the coming 50 years. A complete and efficient civil registration and vital statistics system is fundamental to the implementation and monitoring of both Agendas. The principles of universality of civil registration and vital statistics lends itself perfectly to the key mantra of the 2030 Agenda to leave no one behind and the realization of human rights.

In March 2016, the forty-seventh session of the Statistical Commission agreed to a global indicator framework consisting of 230 indicators as "a practical starting point" for the 2030 Agenda. There are two indicators in the list directly relating to civil registration and vital statistics systems (see table 1).

Table 1

Sustainable Development Goal indicators relating directly to civil registration and vital statistics systems

Target 16.9 By 2030, provide legal identity for all, including birth registration	Indicator 16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age
Target 17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries	Indicator 17.19.2 (b) Proportion of countries that have achieved 100 per cent birth registration and 80 per cent death registration

The ten-year implementation plan of Agenda 2063 has also identified an indicator on birth registration under goal 18 (Engaged and empowered youth and children) and target 5 (End all forms of violence, child labour exploitation, child marriage and human trafficking), namely, “Proportion of children whose births are registered within the first year.”

Global civil registration and vital statistics scaling up investment plan. The World Bank and WHO, with input from several agencies and countries, have developed a global civil registration and vital statistics scaling up investment plan. It covers activities for a 10-year period (2015–2024), with the goal of “universal civil registration of births, deaths, marriages, and other vital events, including reporting cause of death, and access to legal proof of registration for all individuals by 2030” (World Bank, 2014, p. 19).

Africa Core Group.⁸ The Core Group is an example of best practice in coordination among development partners. Its strong concerted effort and commitment to supporting the continental framework has enabled the alignment of institutional mandates, thereby maximizing resources available for the continent. The Core Group and the Africa Programme secretariat have demonstrated harmony in programme delivery at the continental level and set standards for similar arrangements at the country levels.

African Symposium on Statistical Development. The other important country-led initiative is the African Symposium on Statistical Development. South Africa has been funding and organizing the African Symposium since 2005 to support and encourage African countries in their population and housing censuses. The Symposium has prioritized civil registration and vital statistics as a theme for discussion in five of its annual symposiums, from the seventh symposium, held in Cape Town, South Africa, in 2012 to the eleventh symposium, held in Libreville in 2015. The meetings convened civil registration authorities and national statistics offices to deliberate on the improvement in civil registration and vital statistics systems in the Africa Programme framework. In the past, national statistics offices of most African countries had largely been disengaged from the civil registration and vital statistics systems improvement process. The Symposium has changed the situation with the establishment (in most countries)

⁸ The Core Group is composed of the pan-African organizations (African Union Commission, African Development Bank and the Economic Commission for Africa), the secretariat of the African Symposium on Statistical Development, the United Nations Children’s Fund, the United Nations Population Fund, the World Health Organization, the Office of the United Nations High Commissioner for Refugees, Plan International, the INDEPTH Network, Partnership in Statistics for Development in the 21st Century and Bloomberg Philanthropies Data for Health Initiative.

of strong working relations and mechanisms of coordination between national statistics offices, civil registration offices and health institutions.

Innovations and new technology. Current and emerging information and communications technology, social media for creating awareness and mobile devices (with or without access to the Internet) for capturing and transmitting registered information, among others, can be considered to be an enabling environment for civil registration offices to improve coverage and timeliness of services.

Data revolution for Africa's transformation. At the twenty-third Assembly of the African Union, held in Malabo in June 2014, the African Heads of State requested ECA, the African Union Commission, AfDB and the United Nations Development Programme to organize a high-level conference to discuss the data revolution in Africa and its implications for Agenda 2063 and the 2030 Agenda. The conference culminated in an Africa Data Consensus, with recommendations made, among others, on the centrality of civil registration and vital statistics in the data revolution for Africa's transformation. The eighth Joint Annual Meetings of the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the Economic Commission for Africa Conference of African Ministers of Finance, Planning and Economic Development, held in Addis Ababa on 30 and 31 March 2015, endorsed the Consensus. It was noted in the ministerial statement that:

High-quality statistical information and data are essential for the proper planning and measurement of development outcomes. Africa should generate its own data to enable it to better monitor and track economic and social targets, including the goals and objectives of Agenda 2063. A data revolution in Africa would afford our continent the opportunity to interact with diverse data communities and to embrace a wide range of data sources, tools and innovative technologies, which would enable the continent to produce disaggregated data, including gender-disaggregated data, for decision-making, service delivery and citizen engagement. This would require building an African data revolution on the principles of openness across the data value chain and a vibrant data ecosystem driven by national priorities and inclusive national statistical systems (Economic Commission for Africa, African Development Bank and United Nations Development Programme, 2015, p. 6).

First United Nations World Data Forum and Cape Town global action plan for sustainable development data. Following one of the main recommendations contained in the 2014 report entitled: "A world that counts",⁹ the Statistical Commission agreed that a United Nations World Data Forum on sustainable development data would be the suitable platform for intensifying cooperation with various professional groups, such as information technology and geospatial information managers data scientists and users and civil society stakeholders.

The first United Nations World Data Forum was held in Cape Town from 15 to 18 January 2017, bringing together data producers and users from the public and private sectors, policymakers and representatives of academia, and civil society. The need to improve civil registration and vital statistics systems featured prominently in the discussions on the

⁹ Report prepared and presented in November 2014, at the request of the Secretary-General, by the Independent Expert Advisory Group on the Data Revolution for Sustainable Development. Available at www.undatarevolution.org/wp-content/uploads/2014/11/A-World-That-Counts.pdf.

challenges and opportunities of monitoring and implementing the 2030 Agenda, including fulfilling the promise to leave no one behind. In addition, the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development (2017) prepared the Cape Town global action plan for sustainable development data, launched during the Forum. The action plan contains explicit calls to identify and remove barriers to the use of new data sources. This includes registries, and administrative data and other data from new and innovative sources, and coordinate efforts to incorporate them into mainstream statistical programmes and to support developing countries in implementing civil registration and vital statistics programmes that will facilitate the collection, collation and dissemination of disaggregated data.

Global Financing Facility in support of Every Woman, Every Child. The Global Financing Facility in support of Every Woman Every Child is a financing platform of the Secretary-General's new Global Strategy for Women's, Children's and Adolescents' Health (2016-2030). Launched in 2014, this multi-stakeholder partnership brings together stakeholders in reproductive, maternal, newborn, child and adolescent health and nutrition to accelerate efforts to end preventable maternal, newborn, child and adolescent deaths by 2030 and improve the health and well-being of women and children. The Facility provides its target countries with an opportunity to find countries to mobilize resources for civil registration and vital statistics through the inclusion of civil registration and vital statistics improvement in the investment cases submitted to the Fund, recognizing that, with poorly functioning civil registration and vital statistics systems, it is impossible to monitor the outcome of the interventions effectively on the national level.

Civil registration and vital statistics also plays a key role in providing vital legal documentation of births and marriages for improved monitoring of the age of child, which can strengthen national action to end child marriage. The Global Financing Facility will finance civil registration and vital statistics in two ways. First, by ensuring that it is included in country investment cases, the Facility will help to finance a large-scale expansion of civil registration and vital statistics, supporting countries to measure improvements in "real time" in order to count and account for the lives of all women, adolescents and children. In addition, the Facility will support country efforts to strengthen civil registration and vital statistics systems by establishing a global centre of excellence for civil registration and vital statistics, providing support by building a knowledge base, facilitating information exchanges and networks, and synthesizing and disseminating good practices. It will also provide support by contributing to global tools and standards and strengthening the capacity of civil registration and vital statistics implementers and advocates (e.g., by making links between those seeking support to build capacity in civil registration and vital statistics and those able to provide this kind of capacity-building).

Identifying external environmental factors that could negatively affect the Africa Programme is necessary to determine the nature and types of adjustments that may be required in the objectives, strategies and activities in the five-year work plan.

Some of the factors in the external environment that could be threats or factors that slow down the implementation of measures to improve civil registration and vital statistics at the country and continental levels include political instability in countries; weak coordination and collaboration among country, continental and international stakeholders; a lack of institutional commitment, participation and delivery at all levels; and the competition of various initiatives for limited resources. At the country level, the following factors could slow down the civil

registration and vital statistics improvement initiatives: resistance to change; financial downturn; threat from system hacking for those who are developing digital systems; and unexpected environmental hazards.

C. Strategic shift required

In Africa, as in many other developing countries, millions of people have come into this world and left without leaving a trace on official records. According to the World Bank and the World Health Organization (2014) estimates, the number of children in Africa under the age of five and not registered at birth is 85 million. Estimates show less than 53 per cent of deaths occurring in sub-Saharan Africa are reported in official records at the national scale, with only few exceptions, such as South Africa (International Union for the Scientific Study of Population, 2015). The recording of causes of death and the derivation of statistics thereof is in a much more unacceptable state, with only two to three countries reporting such statistics to the World Health Organization on a yearly basis.

The comprehensive assessments of the civil registration and vital statistics systems in several African countries, conducted from the middle of 2013 to the end of 2016, have also highlighted the state of registration of vital events as follows:

(a) The legislative framework in many countries is not comprehensive, compulsory and enforced for registering vital events. The colonial law still exists in several countries, and there have been no serious attempts to change them to suit the national context and environment;

(b) The laws do not clearly state the key stakeholders and their areas of responsibility;

(c) Marriage and divorce registrations are much too low in almost all countries;

(d) In many countries, people are not aware that they have to register all vital events. On the other hand, civil registration services are not reaching all people in the villages and communities, in particular minority and vulnerable groups;

(e) Direct and indirect costs associated with vital events registration and obtaining certificates are not affordable by low-income groups;

(f) The situation of recording cause of death for both health facility and community deaths are virtually non-existent in most countries;

(g) Plans and policies not informed by the realities on the ground owing to a lack of evidence on vital events. Countries are therefore missing opportunities to improve good governance and deliver basic services because civil registration processes are not linking nor interfacing with other relevant government systems and processes;

(h) Countries cannot gauge performance of the civil registration and vital statistics systems because of non-existent or weak monitoring frameworks.

In the absence of a fully functioning civil registration and vital statistics system, Africans have remained unrecorded and therefore unrecognized by the State. Civil registration records are the desirable source of vital statistics. Most African countries, however, have not

benefitted from a continuous supply of reliable data on vital events (including causes-of-death) to support informed policymaking and the implementation and monitoring of development plans. In its place, the need for vital statistics is met by conducting expensive periodic demographic and health surveys and decennial population censuses. In addition, in the absence of reliable information on causes of death, there is no solid basis to determine which diseases have a major impact on the population. This, in turn, has a negative impact on development and transformation efforts to improve the well-being of the people.

The current state significantly jeopardizes many of the continent's efforts to halt poverty and advance sustainable development. There is therefore an urgent need for a strategic shift to improve the state of affairs of registering key life events of African people for the betterment of their society.

VI. Strategic analysis for the improvement in civil registration and vital statistics in Africa

The strategic analysis tackles the question of where we want to be by the end of the African civil registration and vital statistics decade. In formulating the strategic plan, the two major issues considered are an improvement in registration processes in the countries on the identified high-priority vital events and the governance structure needed in the Africa Programme secretariat to ensure the success of the overall civil registration and vital statistics improvement goal at the continental level. This section sets out the strategic direction and overall goals of the African Programme initiative. It then lays out the strategic outcomes and objectives, including the major activities for each objective. It is followed by a strategy map, which provides a high-level summary of the strategic analysis.

A. Strategic direction

The strategic direction and the envisioning process, cast by stating a vision and mission for the desired civil registration and vital statistics system in all African countries, is an essential element of strategic planning because it establishes the direction of and the means for growth of the Africa Programme and the civil registration and vital statistics system of each country.

Vision: The vision that will guide all actions and activities relating to civil registration functions in Africa is:



Everyone visible in Africa

The vision statement presents the main goal of the civil registration and vital statistics system by taking cognizance of the current state of the system and indicating the direction in which the system should head in the future. “Everyone visible in Africa” implies the recording of events identified in the scope of the registration activities as they occur in all countries, in line with the principle of leaving no one behind. It tackles the sad state of invisibility of millions of Africans to their own Governments, at the same time guaranteeing that citizens have their legal requirements met and quality vital statistics, including information on causes of death, produced regularly and on time.

Mission: The mission statement of the African civil registration and vital statistics decade strategic plan is:

To register the occurrence and characteristics of all vital events in Africa to ensure the realization of universal basic human and civil rights, for improved service delivery and informed evidence-based planning and decisions through an efficient and complete civil registration and vital statistics system.

The mission statement defines the fundamental purpose of the civil registration and vital statistics system, describing why it should exist and what to do to achieve the vision of the system. It summarizes the core business of the Africa Programme, national, regional and international stakeholders and the public. The purpose of the mission statement is to express the core desire of transforming the prevalent ad hoc and uneven way of organizing civil registration to a holistic and comprehensive systemized organization. It echoes the notion that the key stakeholders agree on what the strategy should achieve.

B. Overall strategic goal of the Africa Programme for the period 2017-2021

The highest goal of the civil registration and vital statistics system is to be able to achieve complete registration and to support the evidence-based development and transformation of society. A reliable system is a basic component of good governance (United Nations System Task Team on the Post-2015 United Nations Development Agenda, 2013). The information collected through the civil registration system allows the identification of a subset of the population requiring specific interventions or services, such as health care, education, social protection and humanitarian response in emergencies. Eventually, the systematically registered vital events can facilitate access to essential public services that every individual is entitled to enjoy.

Although the secretariat has achieved some progress since 2010, several activities remain outstanding mainly because of the lack of support given to the Africa Programme secretariat to cope with the activities laid out in the medium-term plan. Other areas of weaknesses also observed in the past years require concentrated efforts to bring all African countries to a minimum desired civil registration and vital statistics operational level. In the light of these issues, the focus areas of the Africa Programme in the coming five years would be the following:

(a) To support countries that do not have civil registration law(s) to draft one or those that have outdated ones to have them revised, in line with international standards and common practices;

(b) To support countries that have not conducted a comprehensive assessment and developed a costed civil registration and vital statistics improvement strategic plan to conduct an assessment and develop a plan;

(c) To guide and support countries with costed strategic plans preparations in order to move to the implementation phase;

(d) To provide targeted assistance to countries on mortality and cause-of-death statistics, in collaboration with WHO, the Bloomberg Philanthropies Data for Health Initiative and other partners;

(e) To provide special support to post-conflict countries and those emerging from difficult situations;

(f) To strengthen the Africa Programme secretariat so as to provide timely and relevant support to countries to improve their civil registration and vital statistics systems.

VII. Strategic outcomes and enablers

The three major strategic outcomes and a set of enablers were identified through consultations with stakeholders to face the challenges relating to improvement in civil registration and vital statistics in Africa and achieve the mission and vision.

A. Strategic outcomes

The outcomes should be achieved during the African civil registration and vital statistics decade spanning from 2017 to 2026 (long term). This strategic plan will cover the first half of the decade, that is, a period of five years, from 2017 to 2021 (medium term). At the end of the five years, a rigorous assessment of the implementation process will take place and the strategic outcomes revisited. This section presents the three strategic outcomes and their goal statements.

Strategic outcome 1: Legal rights and privileges to individuals

Goal statement. By 2021, all countries will have in place comprehensive civil registration laws aligned with international standards and the civil registration systems and services are effective, efficient, friendly and accessible to all in at least 40 African countries.

Strategic outcome 2: Trusted statistics

Goal statement. By 2021, the vital statistics system in at least 40 countries is efficient and innovative, underpinned by sound statistical methodologies.

Strategic outcome 3: Improved governance in public administration services

Goal statement. By 2021, other organs of State of at least 30 countries are benefitting from civil registration information and vital statistics, given that it informs planning, monitoring and decision-making.

B. Strategic enablers

A set of enablers of the achievement of the strategic outcomes were also identified, in line with the learning and growth perspective of the balanced scorecard approach. These enablers are information capital, human resources and organizational resources. Investment in these enablers is critical to achieving the three strategic outcomes.

Goal statement. By 2021, a capable programme office is leading the Africa Programme, and stakeholders are collaborating and integrating their efforts towards a common goal by

mobilizing resources for civil registration and vital statistics at the continental and national levels. In addition, the programme invests in human and information capital by developing multisectoral civil registration and vital statistics skills and capabilities through regional standards and guidelines and training.

VIII. Linking strategic outcomes, enablers and objectives

The strategic outcome and goals listed above are, in turn, realized by defining the strategic objectives identified to deal with the weaknesses and gaps observed in the civil registration and vital statistics process at the country and continental levels. The structure of the strategy is centred on the three strategic outcomes and the strategic enabler (see tables 2 to 5), each of which embodies strategic objectives, cascading down through a number of activities. The main outputs and key indicators of success are also identified for each objective.

A. Strategic objectives identified to achieve legal rights and privileges to individuals

Table 2

Strategic outcome 1: Legal rights and privileges to individuals

<i>Strategic objectives</i>	<i>Expected outputs</i>	<i>Indicators</i>
1.1: Establish or improve legislative environment for a viable civil registration system	Countries have civil registration and vital statistics legal framework meeting minimum criteria as defined	Number of countries with civil registration and vital statistics legal framework meeting minimum criteria as defined ^a
1.2: Improve civil registration coverage and completeness	The coverage and completeness of registration of birth, marriage, divorce and death and recording of cause-of-death information is improved	Number of countries that achieved expected progress in birth registration ^b Number of countries reporting marriage registration data to the Africa Programme secretariat Number of countries reporting divorce registration data to the Africa Programme secretariat Number of countries that achieved expected progress in death registration Number of countries that achieved expected progress in cause-of-death information recording
1.3: Harmonize civil registration practices in Africa with international standards	Country civil registration practices standardized, in line with international principles and recommendations	Number of countries with civil registration practices, in line with international principles and practices ^c

^a Annex IV to the strategic plan lists the minimum requirements for civil registration and vital statistics legal framework.

^b Annex VI to the strategic plan shows expected progress in the registration completeness for all vital events.

^c Annex V to the strategic plan lists the minimum criteria for civil registration and vital statistics system to be in line with international principles and practices.

B. Strategic objectives identified to improve timeliness and accuracy of vital statistics including causes of death to achieve trusted statistics

Table 3
Strategic outcome 2: Trusted statistics

<i>Strategic objectives</i>	<i>Expected outputs</i>	<i>Indicators</i>
2.1: Improve availability of vital statistics based on civil registration including cause of death	Countries publish annual vital statistics on birth, death, marriage, divorce and cause of death from civil registration	Number of countries publishing annual statistics on birth from civil registration Number of countries publishing annual statistics on death from civil registration Number of countries publishing annual cause-of-death statistics Number of countries publishing annual statistics on marriages from civil registration Number of countries publishing annual statistics on divorces from civil registration
2.2: Harmonize vital statistics production from civil registration through standards, concepts and methods	Countries produce vital statistics, in line with international standards, concepts and methods	Number of countries applying international standards, concepts and methods in the production of vital statistics from civil registration
2.3: Promote the use of vital statistics from civil registration	Increased use of vital statistics produced from civil registration systems	Number of countries using data from civil registration and vital statistics systems for policy and programme purposes Number of countries using vital statistics from civil registration to produce population estimates and projections Number of countries using death rates from civil registration to produce life tables in official statistics Number of countries using vital statistics from civil registration to evaluate completeness or quality of population census results

C. Strategic objectives identified to improve governance in public administration services

Table 4

Strategic outcome 3: Improved governance in public administration services

<i>Strategic objectives</i>	<i>Expected outputs</i>	<i>Indicators</i>
3.1: Secure and maintain political commitment for civil registration	Ministerial commitment maintained, to the improvement in civil registration and vital statistics in Africa	Number of ministers responsible for civil registration attending the Conference of African Ministers responsible for Civil Registration
3.2: Strengthen collaboration and cooperation between pan-African organizations and other partners	Programme implemented jointly, in a coordinated and collaborative manner by pan-African institutions and other partners	Regional Core Group formalized through a memorandum of understanding Percentage of activities from the strategic plan for a given year implemented with substantial contributions of partners (substantial contribution implies technical lead or provision of funding)
3.3: Strengthen and sustain an integrated multisectoral national coordination and technical mechanisms	Partnerships institutionalized for civil registration and vital statistics systems at country level	Number of countries with high-level civil registration and vital statistics coordination committees formalized by a binding legal or administrative document Number of countries with civil registration and vital statistics technical committees

D. Strategic enablers that would bring about institutional excellence at national and continental levels

Table 5

Strategic enabler: Institutional excellence at continental and national levels

<i>Strategic objectives</i>	<i>Expected outputs</i>	<i>Indicators</i>
4.1: Lead and manage the Africa Programme initiative	Continental costed strategic plan for civil registration and vital statistics developed National costed strategic plans for civil registration and vital statistics developed Annual reports on work progress	Number of countries that have developed costed strategic plans Number of countries submitting progress reports on the implementation of strategic plans to relevant national and international bodies
4.2: Mobilize resources for civil registration and vital statistics at continental and national level	Funded civil registration and vital statistics programme at the continental level	Percentage of successfully implemented activities from the Strategic Plan for given year
4.3: Invest in multisectoral civil registration and vital statistics skills and capabilities	Trained multisectoral civil registration and vital statistics practitioners	Number of people trained in the basic principles and practices of civil registration and vital statistics through activities included in the strategic plan
4.4: Establish and enhance the infrastructure and systems to develop or improve civil registration and vital statistics information capital at national and continental levels	Regional knowledge-sharing website is established National civil registration websites are established A pool of trained civil registration and vital statistics digitization experts Open civil registration and vital statistics software is developed Increased number of countries with their civil registration and vital statistics processes digitized in a sustainable manner Increased number of countries with their civil registration and vital statistics systems linked with national identification systems and health management information systems	Number of page views of the civil registration website Number of countries trained on the principles of civil registration and vital statistics digitization Whether open civil registration and vital statistics software is developed Number of countries with electronic data capture on the local level Number of countries with an electronic centralized civil registration and vital statistics database Number of countries with a digital link between civil registration system and national identification system Number of countries with a digital link between civil registration system and health management information system

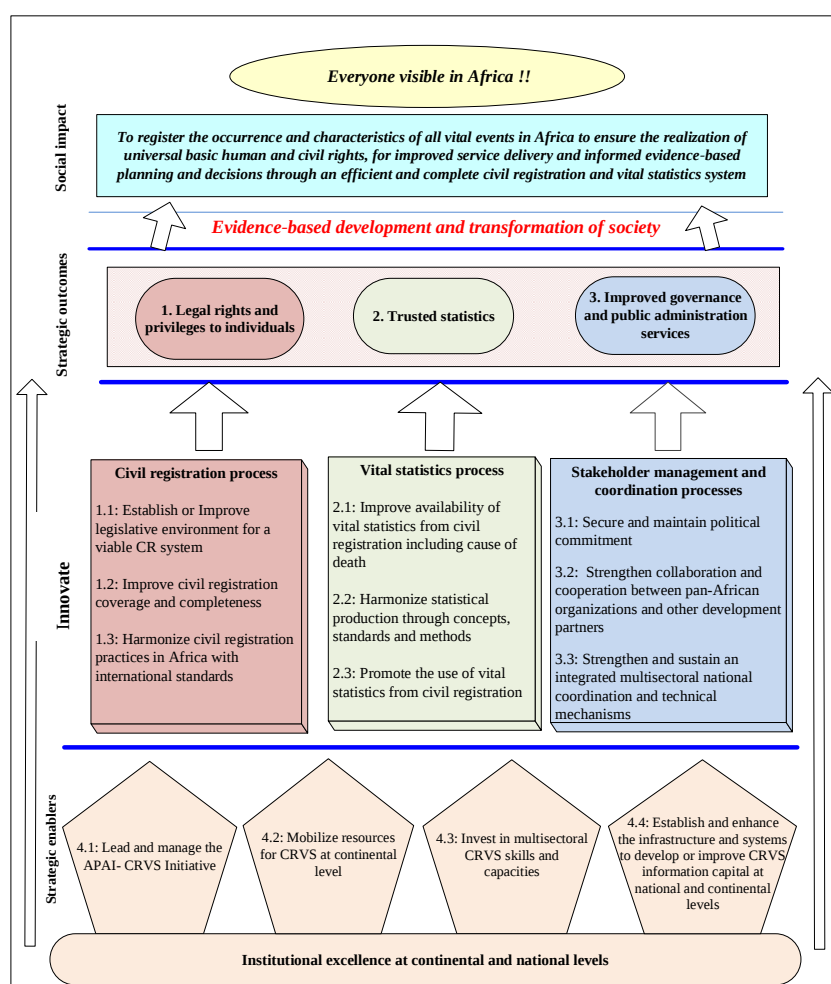
IX. How are we going to get there?

The strategy formulation is about how we are going to get there. This section presents the strategic map of the plan and then links the identified strategic objectives with a series of activities that are necessary to achieve them.

A. Strategy map

The strategy map is a graphical representation of requirements in each of the four scorecard perspectives in order to execute the identified strategies effectively (see figure I). The strategy map gives an overview of how key stakeholders aim to achieve the desired vision. It shows the chain of causes and effects that would lead to the desired strategic outcomes, which, in turn, would bring the fulfilment of the desired vision and mission.

Figure I
Strategy map



Abbreviations: CR, civil registration; APAI-CRVS, Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics; CRVS, civil registration and vital statistics.

B. Linking strategic objectives and activities

The previous chapter presented the strategic outcomes that would ensure the achievement of the desired mission and vision. Achieving the outcomes will come through the 13 strategic objectives identified (see table 6). This section looks at the activities or interventions required to accomplish the strategic objectives.

Table 6

Actions or interventions required to accomplish the strategic objectives

<i>Strategic objective</i>	<i>Activity</i>
1.1: Establish or improve legislative environment for a viable civil registration system	1.1.1 Conduct research on how to improve civil registration and vital statistics laws
	1.1.2 Develop guidelines on civil registration and vital statistics laws
	1.1.3 Organize a training programme to develop a pool of experts on civil registration and vital statistics laws
	1.1.4 Organize a training workshop on civil registration and vital statistics laws
1.2: Improve civil registration coverage and completeness	1.2.1 Conduct research on how to improve death registration and collection of cause-of-death information
	1.2.2 Conduct five case studies on death and cause-of-death reporting and registration and organize a validation workshop
	1.2.3 Develop a practical guidebook on death registration and collection of cause-of-death information
	1.2.4 Organize a training programme to develop a pool of experts on death registration and cause of death
	1.2.5 Organize a training workshop on death registration and cause of death
	1.2.6 Conduct five case studies on birth registration and organize a validation workshop
	1.2.7 Conduct five case studies on marriage and divorce registration and organize a validation workshop
	1.2.8 Develop guidelines on reducing civil registration backlog
	1.2.9 Organize a training workshop on reducing civil registration backlog
	1.2.10 Develop guidelines on advocacy and communications for civil registration
	1.2.11 Organize a training workshop on advocacy and communications for civil registration
	1.2.12 Support countries with weak systems (including fragile States and those emerging out of conflict)
	1.2.13 Facilitate South-South technical support
	1.2.14 Develop a guideline on monitoring of performance of civil registration and vital statistics systems in countries
1.3: Harmonize civil registration practices in Africa with international standards	1.3.1 Develop guidelines on operations of civil registration system in English- and French-speaking countries
	1.3.2 Organize a training workshop on operations of civil registration system in English- and French-speaking countries
	1.3.3 Develop guidelines on operations and management of civil registration and vital statistics systems in conflict or post-conflict situations
	1.3.4 Organize a training workshop on operations and management of civil registration and vital statistics systems in conflict or post-conflict situations
	1.3.5 Support country assessments, including preassessment missions and complementary assessments, and development of strategic plans
	1.3.6 Revise the Africa Programme assessment and planning tools and guidelines
	1.3.7 Develop guidelines on implementation of strategic improvement plans
	1.3.8 Organize a training workshop on implementation of strategic improvement plans

2.1: Improve availability of vital statistics based on civil registration including cause of death	1.3.9 Develop a tool for costing of strategic plans
	1.3.10 Train a pool of experts on assessment, planning and implementation
	1.3.11 Organize experience-sharing workshops on implementation
	1.3.12 Set up a review mechanism for the improvement plans
	2.1.1 Develop guidelines on verbal autopsy implementation
	2.1.2 Organize a training workshop on verbal autopsy implementation
	2.2.1 Develop operational guidelines on producing vital statistics from civil registration records
	2.2.2 Organize a training workshop on producing vital statistics from civil registration records
	2.2.3 Develop a training manual on producing vital statistics from civil registration
2.2: Harmonize vital statistics production from civil registration through standards, concepts and methods	2.2.4 Organize a training programme to develop a pool of experts on vital statistics
	2.2.5 Organize a training workshop on producing vital statistics from civil registration
	2.2.6 Develop a template for a vital statistics report template
	2.2.7 Develop a template for a cause-of-death statistics report
2.3: Promote the use of vital statistics from civil registration	2.3.1 Develop guidelines on incorporating civil registration and vital statistics into national sustainable development strategies
	2.3.2 Advocacy document on the use of vital statistics from civil registration
3.1: Secure and maintain political commitment for civil registration 3.2: Strengthen collaboration and cooperation between pan-African organizations and other partners	3.1.1 Organize three biennial Conferences of African Ministers responsible for Civil Registration
	3.1.2 Develop advocacy materials for the conference
	3.2.1 Conduct biannual Core Group meetings
	3.2.2 Develop a strategy for the involvement of regional economic communities and subregional offices
	3.2.3 Report to annual forum of Committee of Directors General of National Statistics Offices and the Statistical Commission for Africa
	3.2.4 Upgrade the Africa Programme website for knowledge-sharing and monitoring
	3.2.5 Develop a quarterly regional newsletter
	3.3.1 Institutionalize a committee of registrars general
	3.3.2 Develop guidelines on drafting a memorandum of understanding for better coordination among key stakeholders at the country level
3.3: Strengthen and sustain an integrated multisectoral national coordination and technical mechanisms	
4.1: Lead and manage the Africa Programme initiative	4.1.1 Conduct independent evaluation of the Africa Programme, mid-term and final evaluations of the strategic plan
	4.1.2 Institutionalize reporting, monitoring and evaluation
	4.1.3 Participate in regional and international civil registration and vital statistics meetings
	4.1.4 Develop a strategy on sustainable capacity development
	4.1.5 Develop a research paper on the operations of civil registration and vital statistics systems in English-, French- and Portuguese-speaking countries
4.2: Mobilize resources for civil registration and vital statistics at continental and national level	4.2.1 Mobilize support for development and implementation of the Africa Programme strategic plan
4.3: Invest in multisectoral civil registration and vital statistics skills and capabilities	4.3.1 Build the capacity of young statisticians
	4.3.2 Support training on civil registration and vital statistics in academic institutions
	4.3.3 Support in-service training on civil registration and vital statistics in training institutions
4.4: Establish and enhance the infrastructure and systems to develop or improve civil	4.4.1 Develop an advocacy paper on interoperability of civil registration and vital statistics systems
	4.4.2 Maintain civil registration and vital statistics digitization guidelines

registration and vital statistics information capital at national and continental levels	4.4.3 Develop a training syllabus and material, including testing on digitization
	4.4.4 Develop a pool of experts on digitization
	4.4.5 Provide hands-on in-country external support (e-civil registration and vital statistics boot camp) to develop in-country solutions based on the civil registration and vital statistics digitization guidebook
	4.4.6 Deep-dive hands-on training on the use of the civil registration and vital statistics digitization guidebook
	4.4.7 Develop open civil registration and vital statistics software

X. Structure of the Africa Programme secretariat in the Economic Commission for Africa

The strategic plan is about establishing a modern comprehensive civil registration and vital statistics system in Africa. The Africa Programme requires a management and technical structure that would facilitate the strategic shift required to drive the desired change in the registration of vital events and the supply of needed vital statistics to inform decisions in the countries and at the continental level. Revisiting the current Africa Programme structure and staffing conditions is necessary. This section presents the structure of the secretariat, which would be commensurate with its new responsibilities as proposed in the present document.

A. Rationale for restructuring the Africa Programme secretariat

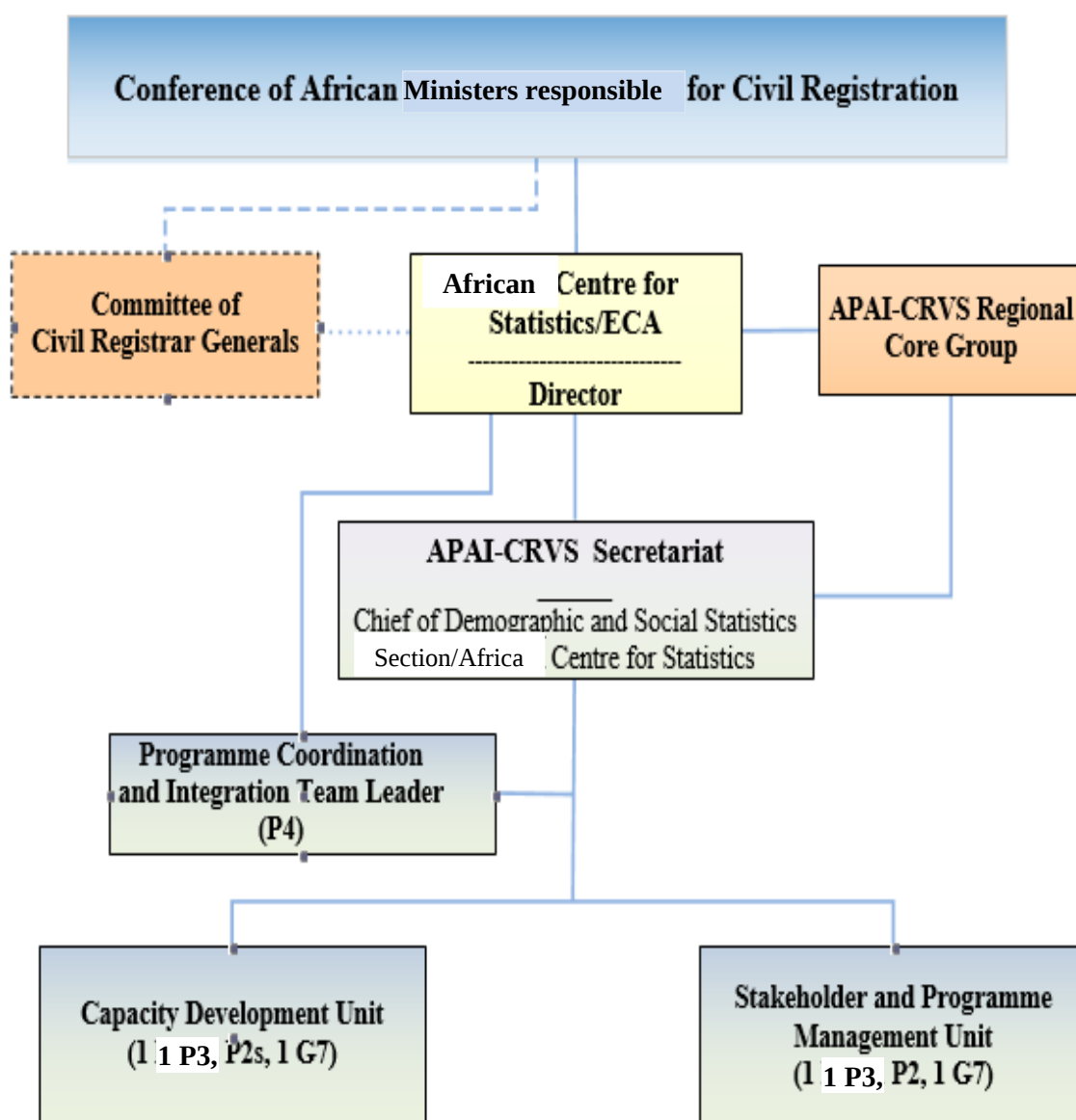
The Africa Programme secretariat is part of the Demographic and Social Statistics Section of the African Centre for Statistics in ECA. The Section is bearing the heavy work of the Africa Programme on top of its mandated responsibilities from ECA, without additional staff resource. It is worth noting that the secretariat has registered many achievements since 2010. It is, however, not well structured and adequately staffed to undertake the heavy scaled-up activities recommended by ministers at the 2016 Conference of Ministers for the civil registration decade and the activities proposed in the present document. The identified strategic objectives require a revamped organizational structure to advance the civil registration and vital statistics agenda in Africa. There is also a need to align the secretariat's management in such a way that it becomes accountable for the performance of the new proposed administrative system.

B. Proposed structure for the Africa Programme secretariat

Figure II presents the proposed schematic of the structure for the Africa Programme secretariat, which has two units with the purpose and an outline of functions for each of them. The secretariat will continue to operate from the African Centre for Statistics in ECA. The Chief of the Demographic and Social Statistics Section of the Centre will manage the secretariat under the supervision of the Director of the Centre. The manager will lead and administer the Africa Programme and drive strategic institutional change in the Centre and in the countries. The manager reports to the Director and the civil registration and vital statistics Africa Core Group. The secretariat will work closely, through the Director, with the proposed Committee of Registrar Generals, when the Conference of Ministers responsible for Civil Registration has approved the intergovernmental body. The secretariat will have a programme coordination and integration team leader and two other units.

Figure II

Organizational structure for the Africa Programme secretariat



1. Programme coordination and integration team leader

The purpose of the team leader is to provide support to the Africa Programme manager in delivering on the identified strategic outcomes. The team leader's function is to support the Director of the African Centre for Statistics and the Africa Programme secretariat manager in running the programme and to monitor implementations of the work plan regularly.

2. Capacity development unit

The purpose of the capacity development unit is to drive civil registration and vital statistics reform on the continent. Its functions are the following:

- (a) Provide tools for legislative, civil registration and vital statistics reform;
- (b) Conduct research and development to align with international best practices;
- (c) Ensure knowledge management and knowledge-sharing;
- (d) Upkeep the e-civil registration and vital statistics guidebook and associated activities with country assets and examples;
- (e) Coordinate training workshops;
- (f) Coordinate study tours;
- (g) Mobilize technical missions and support.

3. Stakeholder and programme management unit

The purpose of the stakeholder and programme management unit is to drive strategic, programme and stakeholder management. Its functions are the following:

- (a) Facilitate political support;
- (b) Strengthen collaboration and cooperation with pan-African organizations and other partners or manage and coordinate communications and stakeholder relations or establish and maintain strategic alliances and partnerships on the continent and globally;
- (c) Facilitate strategic planning, reporting, monitoring and evaluation;
- (d) Mobilize and administer resources for the civil registration and vital statistics at the continental and national levels;
- (e) Establish and enhance civil registration and vital statistics infrastructure and systems;
- (f) Facilitate strategic institutional change.

XI. Strategic risks, impact and management

Strategies are hypotheses based on a number of assumptions. Every single element of a strategy can be influenced, to some extent, by uncertainty. Strategic risks take a variety of forms. As discussed earlier, some are externally focused and others internally based, and some a combination of the two. These occurrences are usually unexpected and become a major distraction, preventing or slowing the achievement of the planned strategies. Accordingly, uncertainties must be reduced by identifying potential strategic risks and increasing organizational knowledge of these risks. One should also use monitoring and evaluation to assess performance and create strategic alignment (see table 7).

Table 7

Key strategic risks, impact and management

<i>Strategic risk</i>	<i>Impact of risk on outcome</i>	<i>Risk management</i>
Lack or inadequate political support from high-ranking political leaders	Might paralyze the entire effort aiming to achieve both the mission and vision of the strategy	The African Ministers responsible for Civil Registration should take care of this by making sure all national stakeholders understand and support this strategy in member States
Inadequate budget to fund strategic objectives, and sustainably support the civil registration and vital statistics system	Targets in the implementation of the civil registration and vital statistics improvement process delayed or not met as scheduled	Demonstrate prudent spending and effective reprioritization of activities Senior management of ECA, the African Union Commission and African Development Bank engage the development partners to stabilize the financial environment
Lack of coordination between development partners with different mandates	May result in duplication of efforts due to competing priorities and therefore negatively affect the outcomes	Expand the membership of the civil registration and vital statistics Africa Core Group to enhance coordination of activities at the regional and country levels, formalize and strengthen the framework for coordination
Inadequate or poor quality of information sourced from vital events registers	May undermine the opportunity for timely evidence-based development and transformation at all levels If no quality statistics are coming, or nothing produced from the civil registration system, it may demoralize partners and they might pull out from supporting the system	The Africa Programme intensifies timely support to countries Adequate budget assigned to national statistics offices to cope with the constant flow of vital events information Development partners support the evidence-based decision-making process in the countries

XII. Africa Programme and other continental programmes and initiatives

A strengthened Africa Programme secretariat should play a central role in coordinating its activities with other institutions that would support and accelerate the achievement of the vision of “Everyone visible in Africa” and the principle of leaving no one behind.

A. Africa Programme and the African Symposium on Statistical Development

The African Symposium on Statistical Development and Statistics South Africa have played a critical role in centrally positioning civil registration in the statistical development initiatives of Africa. It is expected that the Symposium will maintain its advocacy and supportive role during the Africa civil registration and vital statistics decade. The Symposium and Statistics South Africa could also provide the much-needed and urgent technical support to the Africa Programme secretariat in the form of the temporary placement of its professionals in the African Centre for Statistics. Such an interim measure would help the secretariat to maintain the momentum gained in the past few years, until such time that the funding necessary to implement this plan is secured. Statistics South Africa has been hosting study tours for other African countries. This South-South cooperation, if continued, would benefit many of the African countries to learn from their peers on best practices of what works and what does not work.

B. Strategy for improvement in mortality statistics in Africa

The registration of deaths and recording of causes of deaths are the basis for the timely compilation of statistics for policymaking and the management of national health programmes and for international reporting. Mortality data from civil registration, however, is either non-existent or very weak in most African countries. Countries therefore continue to face challenges in collecting relevant data and reporting against national and international mortality, and goals and targets, such as the Sustainable Development Goals. Unless the situation is reversed quickly, it is likely to continue in the 2030 Agenda period.

In response to the resolutions of the eighth African Symposium on Statistical Development and the ministerial declaration of the third session of the Conference of African Ministers responsible for Civil Registration, WHO, in collaboration with ECA, the African Symposium on Statistical Development and the Africa civil registration and vital statistics Core Group, drafted a strategy to improve mortality statistics in Africa for the period 2015-2020 (World Health Organization, 2015). The strategy will complement the Africa Programme strategic plan during the Africa civil registration and vital statistics decade. The present document, therefore, has not included the capacity development and other interventions required in terms of collecting, compiling and disseminating statistics on causes of death.

XIII. Mapping civil registration and vital statistics to Agenda 2063, the 2030 Agenda and the Strategy for the Harmonization of Statistics in Africa

Vital statistics play an important role in monitoring some of the goals and targets set by the major continental and international sustainable development initiatives. The revised Strategy for the Harmonization of Statistics in Africa document provides the alignment and comparison of goals, targets and indicators under the Africa integration agenda with that of the 2030 Agenda, along with the statistical dimensions in the strategy document (African Union Commission and others, 2015). Table 8 is adapted from the revised strategy document and extended to show civil registration products and vital statistics, including causes of death as potential data sources for monitoring the continental and international goals and targets.

Table 8

Mapping civil registration and vital statistics to Agenda 2063, the 2030 Agenda and the Strategy for the Harmonization of Statistics in Africa

<i>Themes</i>	<i>Integration area</i>	<i>Strategy for the Harmonization of Statistics in Africa statistical dimensions</i>	<i>Goal (2030 Agenda)</i>	<i>Linkages to civil registration and vital statistics</i>
Political integration and regional governance	Institutional organization (arrangements)	Leadership, democracy and governance (expanded)	Goal 16	Civil registration records Vital statistics from civil registration
	Political governance	Peace and security	Goal 16	Civil registration records Civil registration documents for proof of identity (certificate of birth and death)
		Human rights (new)	Goals 10 and 16	Civil registration records Civil registration documents for proof of identity (certificate of birth, death, marriage and divorce)
	Financing	Finance for development (new)	Goal 10	
	Statistics	Statistics capacity development	Goal 17	Civil registration and vital statistics system development
Economic integration	Trade, monetary and finance integration	Foreign trade	Goal 8	Civil registration records for a population base denominator
		Balance of payment	Goal 17	
		Currency (monetary policy)		
		Price indices	Goal 12	
		Public finance (fiscal policy)	Goal 12	
		National accounts	Goal 12	
	Economic cooperation and partnership	Industry (International Standard Industrial Classification of All Economic Activities)	Goal 9	Civil registration records for population base denominator
		Investment	Goals 7 and 8	
		Infrastructure (energy, telecommunication, transportation and water) – water (new)	Goals 6, 7 and 9	
		Tourism (moved from Social)	Goal 8	Civil registration records as input to national population register
	Agriculture	Agriculture	Goals 2 and 12	Civil registration records for population base denominator
	Environment	Natural resources	Goals 13, 14 and 15	
		Environmental management and climate change		
	Knowledge and innovation (new)	Research, development and innovation (new)	Goal 14	

Themes	Integration area	Strategy for the Harmonization of Statistics in Africa statistical dimensions	Goal (2030 Agenda)	Linkages to civil registration and vital statistics
		Science and technology		
Social and cultural integration	Education	Education and literacy	Goal 4	Civil registration records: identification of children of school-going age and administration of education programmes at subnational level
	Health	Health and Nutrition (expanded)	Goal 3	Vital statistics from civil registration, including cause-of-death statistics
	National and trans-national population dynamics (rephrased)	Demography	All goals	Civil registration records Vital statistics from civil registration
		Migration		
	Gender and vulnerable groups	Gender	Goals 15 and 16	Civil registration records Civil registration documents for proof of identity (birth, death, marriage and divorce certificates)
		Vulnerable groups (e.g., youth, elderly, disabled) – (new)	Goal 16	
	Employment and unemployment	Employment and decent work (split)	Goals 8 and 10	Civil registration records Civil registration documents for proof of age and identity (birth certificate) Cause-of-death records
	Standard of living, quality of life and service delivery	Poverty, inequality and hunger (expanded)	Goal 1	Civil registration records Vital statistics from civil registration
		Basic quality services (new)	Goals 6 and 7	
		Human settlements (new)	Goal 11	
		Social security, protection and development (expanded)	Goal 1	
		Human development	Goals 3 and 4	
	Social cohesion	Participation, opportunities and affiliation		Civil registration records Vital statistics from civil registration
	Cultural identity, values and ethics	Culture		Civil registration records Vital statistics from civil registration

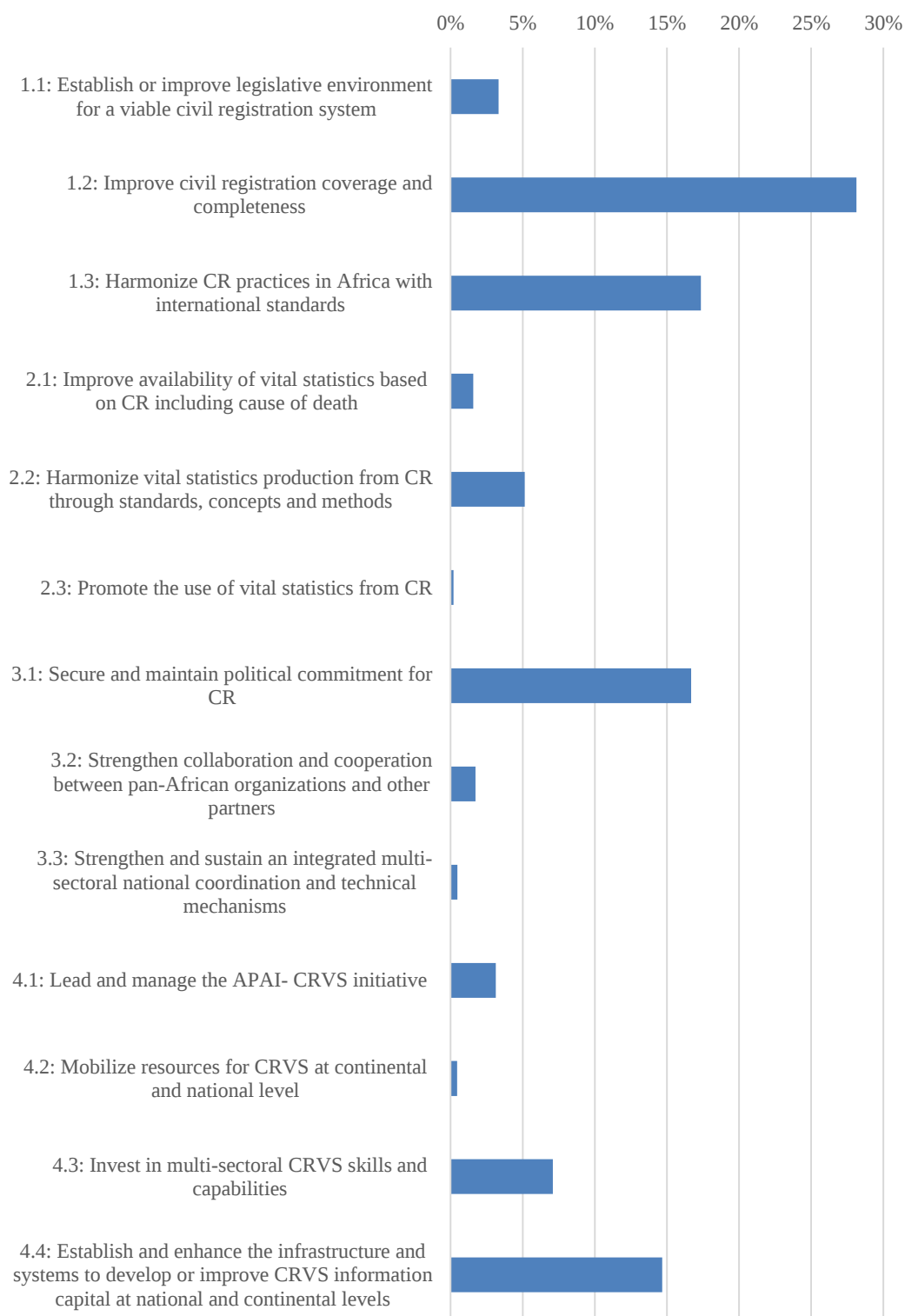
XIV. Investment plan

The costed body of the work programme is for the period 2017 to 2021 and estimated at \$25,737,600 for the five-year period. This section presents tabular (table 9) and graphical (figure III) presentation of the proposed budget by strategic objectives that would ensure the achievement of four strategic outcomes, which, in turn, would lead to the attainment of the Africa Programme mission (see annex I, table A). Items 4.1 to 4.4 in table 9 and figure III are cross-cutting in the balanced scorecard, and, as enablers, they support the realization of all other strategic objectives.

Table 9
Investment required by strategic objective

<i>Strategic objectives and enablers</i>	<i>Budget required (United States dollars)</i>	<i>Share (percentage)</i>
1.1: Establish or improve legislative environment for a viable civil registration system	861 000	3
1.2: Improve civil registration coverage and completeness	7 264 900	28
1.3: Harmonize civil registration practices in Africa with international standards	4 479 200	17
2.1: Improve availability of vital statistics based on civil registration, including cause of death	407 400	2
2.2: Harmonize vital statistics production from civil registration through standards, concepts and methods	1 329 600	5
2.3: Promote the use of vital statistics from civil registration	52 000	0
3.1: Secure and maintain political commitment	4 306 100	17
3.2: Strengthen collaboration and cooperation between pan-African organizations and other partners	445 200	2
3.3: Strengthen and sustain an integrated multisectoral national coordination and technical mechanisms	125 200	0
4.1: Lead and manage the Africa Programme initiative	808 200	3
4.2: Mobilize resources for civil registration and vital statistics at continental and national level	119 600	0
4.3: Invest in multisectoral civil registration and vital statistics skills and capabilities	1 828 600	7
4.4: Establish and enhance the infrastructure and systems to develop or improve civil registration and vital statistics information capital at national and continental levels	3 710 100	14
Total	25 737 100	100

Figure III
Distribution of the budget by strategic objective (Percentage)



XV. Monitoring, reporting and evaluation

The monitoring of the civil registration and vital statistics system will be an integral component of the continuous activities of the Africa Programme secretariat. The secretariat will compile an annual monitoring report on the implementation of the civil registration and vital statistics strategic plan at the continental and national levels. It will submit the report to the annual meetings of the joint meeting of the Committee of Directors General of National Statistics Offices and the Africa Statistical Commission, the committee of registrar generals (once established) and the African Symposium on Statistical Development, and the biennial Conference of African Ministers responsible for Civil Registration.

The Africa Programme secretariat has developed a monitoring form with accompanying guidelines and has circulated it among the countries. Its purpose is to collect the data necessary to measure the progress achieved by each country on various aspects of improvement in its civil registration and vital statistics systems and to monitor the progress in improvement in civil registration and vital statistics at the continental level for tracking progress in the implementation of the strategic plan. It is also used for undertaking an annual review of the progress made in civil registration and vital statistics in the countries, given that it exhaustively covers all aspects of the systems in a systematic manner. Annex II presents the monitoring framework for the Africa Programme strategic plan, outlining the strategic objectives, indicators, targets and baseline data as of 2016. In addition, annex III outlines a tracking tool for the implementation of activities identified in the present document.

While the monitoring of a system is an ongoing activity, evaluation does not follow a similar approach. The results from conducting a rigorous evaluation of the system at the end of the implementation phase of the first half of the Africa civil registration and vital statistics decade would serve as an input to the preparation of the work plan for the period 2022-2026. The evaluation is also expected to assess any signals on emerging issues and determine whether they are threats to the system that need immediate action and turn them into opportunities for the betterment of the programme.

XVI. Conclusion

Since 2010, the secretariat has registered many achievements, but to achieve solutions that last will require more action. Ensuring that the Africa Programme is well resourced and the secretariat strengthened will help to achieve these goals. The structures of civil registration laws and the business process for the registration of vital events in African countries require a major overhaul. The secretariat and stakeholders have to gear up their efforts to meet these demands in a harmonized, coordinated and systematic way.

By 2021, according to this strategic plan, the expectation is that all countries will have in place a comprehensive law aligned with international standards and that, by that time, every African country would have at least 70 per cent birth and 35 per cent death registration coverage, along with a significant improvement in the recording of cause of death. In addition, all African countries will record significant advances in marriage and divorce registrations (see annex VII for details). During the same period, the vital statistics system in at least 40 countries would become efficient and innovative, underpinned by statistical methodologies benefitting from civil registration information.

Accordingly, the resourcing of the five-year work plan and strengthening of the secretariat becomes top priority in the implementation phase. In this connection, the recommendation is that the pan-African organizations step up a sustainable funding mechanism for the Africa Programme.

Until the secretariat raises the funds necessary from development partners and the donor community, it will take interim measures to avoid any slackening of the Africa Programme. In this connection, these are the recommendations:

- Pan-African organizations step up funding support so that the Africa Programme secretariat maintains the minimum number of qualified professionals.
- Countries such as South Africa may be able to provide short-term secondment of their staff to the secretariat.
- The focus of the African Symposium on Statistical Development since 2010 had been on improving the civil registration and vital statistics process in Africa. The series ended with the eleventh symposium, held in November 2015. Given the high visibility that the Symposium provided to the continental civil registration and vital statistics initiative among national, regional and international stakeholders, it would be beneficial if all future symposia could dedicate one full day for civil registration and vital statistics.

Lastly, it is critical that the strategy and action plan be implemented, taking into consideration the priorities and time schedules of the identified actions to encourage more participation of stakeholders and development partners and minimize the risk of delays in any of the implementation phases or the risk of postponement of some of the activities. It is imperative that the Africa Programme secretariat be well staffed and resourced to manage and coordinate the activities contained in the action plan (see figure II).

Annex I

Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics systems investment plan by strategic objectives, activities and year (United States dollars)

<i>Strategic objective</i>	<i>Activity</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total</i>
1.1: Establish or improve legislative environment for a viable civil registration system	1.1.1 Conduct research on how to improve civil registration and vital statistics laws	-	110 200	-	-	-	110 200
	1.1.2 Develop guidelines on civil registration and vital statistics laws	-	190 800	-	-	-	190 800
	1.1.3 Organize training to develop a pool of experts on civil registration and vital statistics laws	-	-	140 900	-	140 900	281 800
	1.1.4 Organize a training workshop on civil registration and vital statistics laws	-	278 200	-	-	-	278 200
	Subtotal	-	579 200	140 900	-	140 900	861 000
1.2: Improve civil registration coverage and completeness	1.2.1 Conduct research on how to improve death registration and collection of cause-of-death information	-	45 400	-	-	-	45 400
	1.2.2 Conduct five case studies on death and cause-of-death reporting and registration and organize a validation workshop	-	115 600	65 500	-	-	181 100
	1.2.3 Develop a practical guidebook on death registration and collection of cause-of-death information	116 200	-	-	-	-	116 200
	1.2.4 Organize training to develop a pool of experts on death registration and cause of death	-	140 400	-	140 400	-	280 800
	1.2.5 Organize a training workshop on death registration and cause of death	-	278 200	-	278 200	-	556 400
	1.2.6 Conduct five case studies on birth registration and organize a validation workshop	-	185 600	-	-	-	185 600

	1.2.7 Conduct five case studies on marriage and divorce registration and organize a validation workshop	-	185 600	-	-	-	185 600
	1.2.8 Develop guidelines on reducing civil registration backlog	-	-	116 200	-	-	116 200
	1.2.9 Organize a training workshop on reducing civil registration backlog	-	-	-	278 200	-	278 200
	1.2.10 Develop guidelines on advocacy and communications for civil registration	-	129 200	-	-	-	129 200
	1.2.11 Organize a training workshop on advocacy and communications for civil registration	-	214 100	-	214 100	-	428 200
	1.2.12 Support countries with weak systems (including fragile States and those emerging out of conflict)	-	637 300	1 045 500	1 453 700	1 045 500	4 182 000
	1.2.13 Facilitate South-South technical support	64 400	142 400	142 400	142 400	64 400	556 000
	1.2.14 Develop a guideline on monitoring of performance of civil registration and vital statistics systems in countries	-	19 500	-	-	-	19 500
	Subtotal	180 600	2 097 800	1 369 600	2 507 000	1 109 900	7 264 900
1.3: Harmonize civil registration practices in Africa with international standards	1.3.1 Develop guidelines on operations of civil registration system in English and French-speaking countries	121 400	121 400	-	-	-	242 800
	1.3.2 Organize a training workshop on operations of civil registration system in English and French-speaking countries	-	-	278 200	-	-	278 200
	1.3.3 Develop guidelines on operations and management of civil registration and vital statistics systems in conflict or post-conflict situations	52 000	77 200	-	-	-	129 200
	1.3.4 Organize a training workshop on operations and management of civil registration and vital statistics systems in conflict or post-conflict situations	-	-	278 200	-	-	278 200

	1.3.5 Support country assessments, including pre-assessment missions and complementary assessments, and development of strategic plans	88 100	176 300	176 300	176 300	176 300	793 300
	1.3.6 Revise the Africa Programme assessment and planning tools and guidelines	70 500	162 800	-	-	-	233 300
	1.3.7 Develop guidelines on implementation of strategic improvement plans	-	116 200	-	-	-	116 200
	1.3.8 Organize a training workshop on implementation of strategic improvement plans	-	139 100	139 100	-	-	278 200
	1.3.9 Develop a tool for costing of strategic plans	-	32 500	-	-	-	32 500
	1.3.10 Train a pool of experts on assessment, planning and implementation	-	341 100	-	-	-	341 100
	1.3.11 Organize experience-sharing workshops on implementation	-	-	214 100	-	214 100	428 200
	1.3.12 Set up a review mechanism for the improvement plans	-	551 900	258 700	258 700	258 700	1 328 000
	Subtotal	332 000	1 718 500	1 344 600	435 000	649 100	4 479 200
2.1: Improve availability of vital statistics based on civil registration, including cause of death	2.1.1 Develop guidelines on verbal autopsy implementation	-	129 200	-	-	-	129 200
	2.1.2 Organize a training workshop on verbal autopsy implementation	-	-	278 200	-	-	278 200
	Subtotal	-	129 200	278 200	-	-	407 400
2.2: Harmonize vital statistics production from civil registration through standards concepts and methods	2.2.1 Develop operational guidelines on producing vital statistics from civil registration records	-	116 200	-	-	-	116 200
	2.2.2 Organize a training workshop on producing vital statistics from civil registration records	-	-	278 200	-	-	278 200
	2.2.3 Develop a training manual on producing vital statistics from civil registration	-	116 200	-	-	-	116 200

	2.2.4 Organize training to develop a pool of experts on vital statistics	-	140 400	-	140 400	-	280 800
	2.2.5 Organize a training workshop on producing vital statistics from civil registration	-	305 800	-	-	-	305 800
	2.2.6 Develop a template for a vital statistics report template	-	45 500	77 200	-	-	122 700
	2.2.7 Develop a template for a cause-of-death statistics report	-	32 500	77 200	-	-	109 700
	Subtotal	-	756 600	432 600	140 400	-	1 329 600
2.3: Promote the use of vital statistics from civil registration	2.3.1 Develop guidelines on incorporating civil registration and vital statistics into national sustainable development strategies	-	32 500	-	-	-	32 500
	2.3.2 Advocacy document on use of Vital statistics from civil registration	-	19 500	-	-	-	19 500
	Subtotal	-	52 000	-	-	-	52 000
3.1: Secure and maintain political commitment for civil registration	3.1.1 Organize three biennial Conferences of African Ministers responsible for Civil Registration	1 347 800	-	1 430 400	-	1 430 400	4 208 600
	3.1.2 Develop advocacy materials for the conference	32 500	-	32 500	-	32 500	97 500
	Subtotal	1 380 300	-	1 462 900	-	1 462 900	4 306 100
3.2: Strengthen collaboration and cooperation between pan-African organizations and other partners	3.2.1 Conduct biannual Core Group meetings	15 000	15 000	15 000	15 000	15 000	75 000
	3.2.2 Develop a strategy for involvement of regional economic communities and subregional offices	-	109 700	-	-	-	109 700
	3.2.3 Report to annual forum of Committee of Directors General and Statistical Commission for Africa	6 500	6 500	6 500	6 500	6 500	32 500
	3.2.4 Upgrade the Africa Programme website for knowledge sharing and monitoring	30 000	95 000	30 000	30 000	30 000	215 000
	3.2.5 Develop a quarterly regional newsletter	-	13 000	-	-	-	13 000
	Subtotal	51 500	239 200	51 500	51 500	51 500	445 200
3.3: Strengthen and sustain an integrated	3.3.1 Institutionalize a committee of registrars general	-	26 000	-	-	-	26 000

multisectoral national coordination and technical mechanisms	3.3.2 Develop guidelines on drafting memorandums of understanding for better coordination among key stakeholders at the country level	-	99 200	-	-	-	99 200
	Subtotal	-	125 200	-	-	-	125 200
4.1: Lead and manage the Africa Programme initiative	4.1.1 Conduct independent evaluation of the Africa Programme - mid-term and final evaluations of the Strategic Plan	-	-	101 700	-	101 700	203 400
	4.1.2 Institutionalize reporting monitoring and evaluation	101 400	46 500	46 500	72 500	46 500	313 400
	4.1.3 Participate in regional and international civil registration and vital statistics meetings	45 300	45 300	45 300	45 300	45 300	226 500
	4.1.4 Develop a strategy on sustainable capacity development	-	19 500	-	-	-	19 500
	4.1.5 Develop a research paper on the operations of civil registration and vital statistics systems in English, French and Portuguese-speaking countries	-	45 400	-	-	-	45 400
	Subtotal	146 700	156 700	193 500	117 800	193 500	808 200
4.2: Mobilize resources for civil registration and vital statistics at continental and national level	4.2.1 Mobilize support for development and implementation of the Africa Programme strategic plan	-	29 900	29 900	29 900	29 900	119 600
	Subtotal	-	29 900	29 900	29 900	29 900	119 600
4.3: Invest in multisectoral civil registration and vital statistics skills and capabilities	4.3.1 Build capacity of Young Statisticians	85 800	-	85 800	-	85 800	257 400
	4.3.2 Support training on civil registration and vital statistics in academic institutions	-	103 900	-	-	-	103 900
	4.3.3 Support in-service training on civil registration and vital statistics in training institutions	-	555 300	304 000	304 000	304 000	1 467 300
	Subtotal	85 800	659 200	389 800	304 000	389 800	1 828 600
4.4: Establish and enhance the infrastructure and systems to develop or	4.4.1 Develop an advocacy paper on interoperability of civil registration and vital statistics systems	-	19 500	-	-	-	19 500

improve civil registration and vital statistics information capital at national and continental levels	4.4.2 Maintain civil registration and vital statistics digitization guidelines	-	26 000	26 000	26 000	26 000	104 000
	4.4.3 Develop a training syllabus and material, including testing on digitization	-	161 100	-	-	-	161 100
	4.4.4 Develop a pool of experts on digitization	-	151 300	151 300	151 300	151 300	605 200
	4.4.5 Provide hands-on in-country external support (e-civil registration and vital statistics boot camp) to develop in country solutions based on civil registration and vital statistics-digitization guidebook (10 countries)	270 300	270 300	270 300	270 300	270 300	1 351 500
	4.4.6 Deep-dive hands-on training on the use of civil registration and vital statistics digitization guidebook	139 600	139 600	139 600	-	-	418 800
	4.4.7 Develop open civil registration and vital statistics software	-	1 050 000	-	-	-	1 050 000
	Subtotal	409 900	1 817 800	587 200	486 600	486 600	3 710 100
Total		2 586 800	8 356 800	6 280 700	4 072 200	4 514 100	25 732 600

Annex II

Monitoring framework of Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics systems – costed strategic plan 2017-2021

Strategic objectives	Expected outputs	Indicators	Baseline 2016	Target				
				2017	2018	2019	2020	2021
1.1: Establish or improve legislative environment for a viable civil registration system	Countries have a civil registration and vital statistics legal framework meeting minimum criteria as defined	Number of countries with civil registration and vital statistics legal framework meeting minimum criteria as defined ¹⁰	18 ¹¹	18	22	29	40	54
		Number of countries with civil registration and vital statistics legal framework on marriage and divorce registration meeting minimum criteria as defined	5 ¹⁰	5	7	11	18	27
1.2: Improve civil registration coverage and completeness	The coverage and completeness of registration of birth, marriage, divorce and death and recording of cause-of-death information is improved	Number of countries that achieved expected progress in birth registration ¹²	9	13	18	27	38	54
		Number of countries reporting marriage registration data to the Africa Programme secretariat	13	13	17	25	37	54
		Number of countries reporting divorce registration data to the Africa Programme secretariat	4	4	6	11	18	27
		Number of countries that achieved expected progress in death registration	6	10	16	26	34	54

¹⁰ The minimum criteria are specified in annex IV to the strategic plan.

¹¹ Calculation based on country self-assessment through the Africa Programme monitoring conducted in 2016/17. The number includes only the countries that submitted the filled monitoring forms to the Africa Programme secretariat (i.e., 39 countries responded as part of the 2016/2017 monitoring exercise).

¹² Expected progress is defined as moving at least one category up in a classification: 1 (Less than 30 per cent); 2 (30-60 per cent); 3 (60-90 per cent); And 4 (90 per cent or more, for birth and death separately, within five years). Countries that already achieved the registration rate of more than 90 per cent are counted in the baseline column and are expected to maintain their rates. Baseline rates are based on the 2016-17 Africa Programme monitoring form and additional data sources. More details are included in annex VII to the strategic plan.

Strategic objectives	Expected outputs	Indicators	Baseline 2016	Target				
				2017	2018	2019	2020	2021
		Number of countries that achieved expected progress in cause-of-death information recording ¹³	7 ¹⁴	7	8	10	12	15
1.3: Harmonize civil registration practices in Africa with international standards	Country civil registration practices are standardized in line with international principles and practices	Number of countries with civil registration practices in line with international principles and practices ¹⁵	2 ¹⁵	2	6	14	25	40
2.1: Improve availability of vital statistics based on civil registration including cause of death	Countries publish annual vital statistics on birth, death, marriage, divorce and cause of death based on civil registration	Number of countries publishing annual statistics on birth from civil registration	15 ¹⁵	15	18	23	31	40
		Number of countries publishing annual statistics on death from civil registration	15 ¹⁵	15	18	23	31	40
		Number of countries publishing annual cause-of-death statistics from civil registration	7 ¹⁵	7	10	17	27	40
		Number of countries publishing annual statistics on marriages from civil registration	10 ¹⁵	10	13	19	28	40
		Number of countries publishing annual statistics on divorces from civil registration	6 ¹⁵	6	9	16	26	40
2.2: Harmonize vital statistics production from civil registration through standards, concepts and methods	Countries produce vital statistics in line with international standards, concepts and methods	Number of countries applying international standards, concepts and methods to the production of vital statistics from civil registration ¹⁶	2 ¹⁵	2	6	14	25	40
2.3: Promote the use of vital statistics from civil registration	Increased use of vital statistics produced from civil registration system							
		Number of countries using vital statistics from civil registration to produce population estimates and projections	10 ¹⁵	10	12	16	22	30

¹³ Calculated as the number of countries for which cause-of-death completeness and quality data are available.

¹⁴ The source for the baseline data on completeness and quality of cause-of-death recording is World Health Organization, *World Health Statistics 2017: Monitoring health for the SDGs*. Available at <http://apps.who.int/iris/bitstream/10665/255336/1/9789241565486-eng.pdf?ua=1>.

¹⁵ The minimum criteria are specified in annex V to the strategic plan.

¹⁶ The minimum criteria are specified in annex VI to the strategic plan.

Strategic objectives	Expected outputs	Indicators	Baseline 2016	Target				
				2017	2018	2019	2020	2021
		Number of countries using death rates from civil registration to produce life tables in official statistics	10 ¹⁵	10	12	16	22	30
		Number of countries using vital statistics from civil registration to evaluate completeness or quality of population census results	10 ¹⁵	10	12	16	22	30
3.1: Secure and maintain political commitment for civil registration	Ministerial commitment to improvement in civil registration and vital statistics in Africa is maintained	Number of ministers responsible for civil registration attending the Conference of African Ministers responsible for Civil Registration	20 ¹⁷	54	-	54	-	54
3.2: Strengthen collaboration and cooperation between pan-African organizations and other partners	The Programme is implemented jointly in a coordinated and collaborative manner by pan-African institutions and other partners	Regional Core Group is formalized through a memorandum of understanding	No	Yes	-	-	-	Yes
		Percentage of activities from the strategic plan for a given year implemented with substantial contributions of partners (substantial contribution implies technical expertise or provision of funding)	0	100	100	100	100	100
3.3: Strengthen and sustain an integrated multisectoral national coordination and technical mechanisms	Partnerships institutionalized for civil registration and vital statistics systems at country level	Number of countries with high-level civil registration and vital statistics coordination committees formalized by a binding legal or administrative document ¹⁸	15 ¹⁵	15	19	27	29	54
		Number of countries with civil registration and vital statistics technical committees	5 ¹⁵	5	10	20	35	54
4.1: Lead and manage the Africa Programme initiative	Continental costed strategic plan for civil registration and vital statistics developed	Whether the continental strategic plan for civil registration and vital statistics is developed and costed	Yes	Yes	Yes	Yes	Yes	Yes

¹⁷ Calculation based on the Africa Programme secretariat records.

¹⁸ Owing to the limitations of the monitoring form, in the baseline calculation this indicator was replaced with a proxy, that is, a number of countries reporting that they have high-level coordination committees in place, whether they are formalized by a binding legal or administrative document or not.

Strategic objectives	Expected outputs	Indicators	Baseline 2016	Target				
				2017	2018	2019	2020	2021
	National costed strategic plans for civil registration and vital statistics developed	Number of countries that have developed strategic plans	25 ¹⁹	28	34	35	43	54
	Annual reports on work progress	Number of countries submitting progress reports on implementation of strategic plans to relevant national and international bodies	0 ¹⁹	28	34	35	43	54
4.2: Mobilize resources for civil registration and vital statistics at continental and national level	Funded civil registration and vital statistics programmes at continental level	Percentage of successfully implemented activities from strategic plan for a given year	0	100	100	100	100	54
4.3: Invest in multisectoral civil registration and vital statistics skills and capabilities	Trained multisectoral civil registration and vital statistics practitioners	Number of people trained in the basic principles and practices of civil registration and vital statistics through the activities included in the strategic plan	0 ¹⁹	12	351	620	796	810
4.4: Establish and enhance the infrastructure and systems to develop or improve civil registration and vital statistics information capital at national and continental levels	Regional knowledge sharing website is established	Number of page views of the Africa Programme website	7 000 ²⁰	8 000	9 000	10 000	11 000	12 000
	National civil registration websites are established	Number of countries with civil registration websites	13 ¹⁵	13	17	25	37	54
	A pool of civil registration and vital statistics digitization experts is trained	Number of countries trained on the principles of civil registration and vital statistics digitization	0 ¹⁷	42	98	154	198	242
	Open civil registration and vital statistics software is developed	Whether open civil registration and vital statistics software is developed and updated	No	Yes	Yes	Yes	Yes	Yes

¹⁹ Calculated as the number of countries submitting their monitoring to the Africa Programme secretariat for a given year.

²⁰ As reported by Google Analytics for a given calendar year.

Strategic objectives	Expected outputs	Indicators	Baseline 2016	Target				
				2017	2018	2019	2020	2021
	Increased number of countries with their civil registration and vital statistics processes digitized in a sustainable manner	Number of countries with electronic data capture on the local level	5 ¹⁵	5	9	16	27	40
		Number of countries with an electronic centralized civil registration database	20 ¹⁵	20	23	30	40	54
	Increased number of countries civil registration and vital statistics systems are linked with national identification systems and health management information systems	Number of countries with a digital link between civil registration system and national identification system	12 ¹⁵	12	16	24	37	54
		Number of countries with a digital link between civil registration system and health management information system ²¹	6 ¹⁵	6	11	21	35	54

²¹ Calculated as the number of countries that reported that health facilities notify electronically local registration offices about the occurrence of birth and death.

Annex III

Tracking tool for the implementation

Strategic objective	Activity	Output type	2017	2018	2019	2020	2021	Responsible
1.1: Establish or improve legislative environment for a viable civil registration system	1.1.1 Conduct research on how to improve civil registration and vital statistics laws	Document		2				AfDB, ECA
	1.1.2 Develop guidelines on civil registration and vital statistics laws	Document		2				AfDB, ECA
		Meeting		2				
	1.1.3 Organize training to develop a pool of experts on civil registration and vital statistics laws	Meeting			2		2	AfDB, ECA
	1.1.4 Organize a training workshop on civil registration and vital statistics laws	Meeting		2				AfDB, ECA
1.2: Improve civil registration coverage and completeness	1.2.1 Conduct research on how to improve death registration and collection of cause-of-death information	Document		1				WHO, ECA, D4H
	1.2.2 Conduct five case studies on death and cause-of-death reporting and registration and organize a validation workshop	Meeting		1	1			WHO, ECA, D4H
		Document		1				
	1.2.3 Develop a practical guidebook on death registration and collection of cause-of-death information	Document	1					ECA, WHO, D4H
	1.2.4 Organize training to develop a pool of experts on death registration and cause of death	Meeting		1		1		ECA, WHO, D4H
	1.2.5 Organize a training workshop on death registration and cause of death	Meeting		2		2		
	1.2.6 Conduct five case studies on birth registration and organize a validation workshop	Meeting		2				UNICEF, ECA
		Document		1				
	1.2.7 Conduct five case studies on marriage and divorce registration and organize a validation workshop	Meeting		2				UNFPA, ECA
		Document		1				
	1.2.8 Develop guidelines on reducing civil registration backlog	Document			1			AfDB, ECA
		Meeting			1			

1.3: Harmonize civil registration practices in Africa with international standards	1.2.9 Organize a training workshop on reducing civil registration backlog	Meeting				1		AfDB, ECA
	1.2.10 Develop guidelines on advocacy and communications for civil registration	Document		1				UNICEF
		Meeting		1				
	1.2.11 Organize a training workshop on advocacy and communications for civil registration	Meeting		1		1		UNICEF
	1.2.12 Support countries with weak systems (including fragile states and those emerging out of conflict)	Technical assistance		3	2	2		ECA, AfDB
	1.2.13 Facilitate South-South technical support	Technical assistance		5	5	5		ECA, AfDB, UNICEF, WHO, UNFPA
		Study tours	5	5	5	5	5	
	1.2.14 Develop a guideline on monitoring of performance of civil registration and vital statistics systems in countries	Document		1				ECA
	1.3.1 Develop guidelines on operations of civil registration system in English and French speaking countries	Document	1	1				AfDB, ECA
		Meeting	1	1				
	1.3.2 Organize a training workshop on operations of civil registration system in English and French speaking countries	Meeting			2			AfDB, ECA
	1.3.3 Develop guidelines on operations and management of civil registration and vital statistics systems in conflict or post-conflict situations	Document	1					UNICEF, ECA, Plan International
		Meeting		1				
	1.3.4 Organize a training workshop on operations and management of civil registration and vital statistics systems in conflict or post-conflict situations	Meeting			2			UNICEF, ECA, Plan International
	1.3.5 Support country assessments, including pre-assessment missions and complementary assessments, and development of strategic plans	Technical assistance	2	4	4	4	4	ECA, AfDB, UNICEF, WHO, UNFPA
	1.3.6 Revise the Africa Programme assessment and planning tools and guidelines	Meeting	1	1				ECA, AfDB
		Document		1				

	1.3.7 Develop guidelines on implementation of strategic improvement plans	Document		1				ECA, AfDB
		Meeting		1				
	1.3.8 Organize a training workshop on implementation of strategic improvement plans	Meeting		1	1			ECA, AfDB
	1.3.9 Develop a tool for costing of strategic plans	Software		1				ECA, AfDB
	1.3.10 Train a pool of experts on assessment, planning and implementation	Meeting		2				AfDB, ECA
	1.3.11 Organize an experience sharing workshop on implementation	Meeting			1		1	ECA, AfDB, UNICEF, WHO, UNFPA
	1.3.12 Set up a review mechanism for the improvement plans	Document		1				ECA
		Meeting		3				
		Technical assistance		10	10	10	10	
2.1: Improve availability of vital statistics based on civil registration including cause of death	2.1.1 Develop guidelines on verbal autopsy implementation	Document		1				WHO, ECA, D4H, INDEPTH Network
		Meeting		1				
	2.1.2 Organize a training workshop on verbal autopsy implementation	Meeting			1			WHO
2.2: Harmonize vital statistics production from civil registration through standards concepts and methods	2.2.1 Develop operational guidelines on producing vital statistics from civil registration records	Document		1				AfDB, ECA
		Meeting		1				
	2.2.2 Organize a training workshop on producing vital statistics from civil registration records	Meeting			2			ECA
	2.2.3 Develop a training manual on producing vital statistics from civil registration	Document		1				ECA
		Meeting		1				
	2.2.4 Organize a training to develop a pool of experts on vital statistics	Meeting		1		1		ECA
	2.2.5 Organize a training workshop on producing vital statistics from civil registration	Meeting		2				ECA
		Document		1				

	2.2.6 Develop a template for a vital statistics report template	Meeting			1			Statistics Norway, ECA
	2.2.7 Develop a template for a cause-of-death statistics report	Document		1				TBD
		Meeting			1			
2.3: Promote the use of vital statistics from CR	2.3.1 Develop guidelines on incorporating civil registration and vital statistics into national sustainable development strategies	Document		1				PARIS21
	2.3.2 Advocacy document on use of vital statistics from civil registration	Document		1				ECA, PARIS21
3.1: Secure and maintain political commitment for CR	3.1.1 Organize three biennial Conferences of African Ministers responsible for Civil Registration	Meeting	1		1		1	African Union Commission, ECA, AfDB
	3.1.2 Develop advocacy materials for the conference	Document	1		1		1	All Core Group Members
3.2: Strengthen collaboration and cooperation between pan-African organizations and other partners	3.2.1 Conduct biannual Core Group meetings	Meeting	2	2	2	2	2	ECA
	3.2.2 Develop a strategy for involvement of regional economic communities and subregional offices	Document		1				African Union Commission, ECA, AfDB
		Meeting		1				
	3.2.3 Report to annual forum of Committee of Directors General of National Statistics Offices and Statistical Commission for Africa	Document	1	1	1	1	1	ECA
	3.2.4 Upgrade the Africa Programme website for knowledge sharing and monitoring	Website		1				ECA
	3.2.5 Develop a quarterly regional newsletter	Document	4	4	4	4	4	ECA
3.3: Strengthen and sustain an integrated multisectoral national coordination and technical mechanisms	3.3.1 Institutionalize a committee of registrars general	Document		1				African Union Commission, ECA, AfDB
		Meeting			1		1	
	3.3.2 Develop guidelines on drafting memorandums of understanding for better coordination among key stakeholders at the country level	Document		1				ECA
		Meeting						
4.1: Lead and manage the APAI-CRVS initiative	4.1.1 Conduct independent evaluation of the Africa Programme, mid-term and final evaluations of the strategic plan	Document			1		1	ECA

	4.1.2 Institutionalize reporting, monitoring and evaluation	Document	1	1	1	1	1	ECA
	4.1.3 Participate in regional and international civil registration and vital statistics meetings	Travel	4	4	4	4	4	ECA
	4.1.4 Develop a strategy on sustainable capacity development	Document		1				TBD
	4.1.5 Develop a research paper on the operations of civil registration and vital statistics systems in English, French and Portuguese-speaking countries	Document		1				TBD
4.2: Mobilize resources for civil registration and vital statistics at continental and national level	4.2.1 Mobilize support for development and implementation of the Africa Programme strategic plan	Meeting		2	2	2	2	African Union Commission, ECA, AfDB
4.3: Invest in multisectoral civil registration and vital statistics skills and capabilities	4.3.1 Build capacity of young statisticians	Young statisticians supported	20		20		20	African Union Commission, ECA, AfDB
	4.3.2 Support training on civil registration and vital statistics in academic institutions	Document		1				TBD
		Meeting		1				
	4.3.3 Support in-service training on civil registration and vital statistics in training institutions	Document		1				TBD
		Meeting		2				
		Participants supported		20	20	20	20	
4.4: Establish and enhance the infrastructure and systems to develop or improve civil registration and vital statistics information capital at national and continental levels	4.4.1 Develop an advocacy paper on interoperability of civil registration and vital statistics systems	Document		1				TBD
	4.4.2 Maintain civil registration and vital statistics digitization guidelines	Document		1	1	1	1	Plan International
	4.4.3 Develop a training syllabus and material, including testing on digitization	Document		1				Plan International, ECA, D4H
		Meeting		1				
	4.4.4 Develop a pool of experts on digitization	Meeting		1	1	1	1	ECA, Plan International

4.4.5 Providing hands-on in-country external support (e-civil registration and vital statistics boot camp) to develop in country solutions based on civil registration and vital statistics-digitization guidebook (10 countries)	Technical assistance	3	3	3	3	3	Plan International, ECA, D4H
4.4.6 Deep-dive hands-on training on the use of civil registration and vital statistics digitization guidebook	Meeting	2	2	2			
4.4.7 Develop open civil registration and vital statistics software	Software		1				Plan International

Abbreviations: AfDB, African Development Bank; WHO, World Health Organization; D4H, Bloomberg Philanthropies Data for Health Initiative; UNICEF, United Nations Children's Fund; UNFPA, the United Nations Population Fund.

Annex IV

List of minimum requirements for a civil registration and vital statistics legal framework

The Africa Programme secretariat developed the list of minimum requirements as a component of the monitoring and evaluation legal framework. The term “law” refers to any legal instrument that governs the registration of vital events in the country or the production of civil registration-based vital statistics. This could be in the form of acts, laws, rules, regulations, directives, orders, notifications and other associated documents. The minimum requirements for a civil registration and vital statistics legal framework are the following:

For birth and death

- (a) The law assigns the functions of establishing, operating and maintaining a national civil registration and vital statistics system to a governmental agency or agencies and appoints a Registrar General;
- (b) The law provides the clear designation of duties and responsibilities with respect to the registration, recording, reporting, collection, compilation, analysis, evaluation, presentation and dissemination of data;
- (c) The law establishes an appropriate organizational structure or structures for the efficient management, operation and maintenance of the system;
- (d) The law has provisions on the registration of birth, death and cause of death;
- (e) The law covers all members of the population in the country and all geographic areas;
- (f) The law states that the registration of all vital events is compulsory;
- (g) The law distinguishes between late and delayed registration;^a
- (h) The law ensures the confidentiality of individual registration records.

For marriage and divorce:

- (a) The law assigns the functions of establishing, operating and maintaining a national civil registration and vital statistics system to a governmental agency or agencies and appoints a Registrar General;

^a Civil registration law should prescribe the time period in which vital events should be registered after occurrence. The registration of an event during this period is called current registration. If the registration occurs after the legally specified time period but within one year after occurrence, it is called late registration. Delayed registration is the registration of a vital event later than one year after the occurrence of the event. It is important to differentiate between late and delayed registration, because data from late registration can still be used for producing vital statistics, whereas delayed registration should be excluded, given that they do not provide information on vital events occurred during the reference period.

(b) The law provides clear designation of duties and responsibilities with respect to registration, recording, reporting, collection, compilation, analysis, evaluation, presentation and dissemination of data;

(c) The law establishes an appropriate organizational structure or structures for the efficient management, operation and maintenance of the system;

(d) The law has provisions on the registration of marriage and divorce;

(e) The law covers all members of the population within the country and all geographic areas;

(f) The law states that the registration of all vital events is compulsory;

(g) The law distinguishes between late and delayed registration;^b

(h) The law ensures the confidentiality of individual registration records.

^b The minimum criteria are specified in annex VI to the strategic plan.

Annex V

List of minimum requirements for a civil registration system

The Africa Programme secretariat developed the following list of minimum requirements for a civil registration system, aligning it with international principles and practices, as a component of the monitoring and evaluation framework:

(a) The system covers all four priority vital events (birth, death, marriage and divorce) occurring in every geographical area to every population group in the country, and their registration is compulsory;

(b) Registration of birth and death does not involve any financial costs to the family or informant when conducted within the legally stipulated time;

(c) Adequate resources are provided for the operations of the system (Timely and adequate supply of civil registration forms and associated materials to the local registration offices);

(d) There is a routine training schedule for civil registrars and other personnel engaged in civil registration operations with handbooks and manuals on civil registration provided for reference purposes;

(e) There is an institutionalized monitoring and evaluation framework, computed regularly and based on the system itself, for the civil registration and vital statistics system and registration completeness of all vital events.

Annex VI

List of minimum requirements for vital statistics practices

The Africa Programme secretariat developed the following list of minimum requirements for vital statistics from civil registration, aligning it with international principles and practices, as a component of the monitoring and evaluation framework:

- (a) Completeness of registration of birth and death is computed regularly, at least on an annual basis, on the basis of the system itself;
- (b) International form of medical certification of cause of death is used and cause of death coded using the International Classification of Diseases (ICD)-10 or 11;
- (c) Routine checks are made on overall levels of fertility, mortality, marriage and divorce derived from the vital statistics data by calculating rates and comparing them over time; rates are also compared with data derived from other sources, such as censuses and surveys;
- (d) Data are published annually on birth and death disaggregated by sex, age and geographical or administrative region;
- (e) The delay between the reference year and the publication of vital statistics based on the civil registration system is two years at most;
- (f) Training on death certification provided to doctors for certifying the cause of death and a training on the International Classification of Diseases is provided to specialists coding the cause of death;
- (g) There is a routine training schedule for statisticians compiling vital statistics from civil registration records.

Annex VII

Expected progress in the registration completeness

Assuming the implementation of the activities in the strategic plan in accordance with the schedule, the expectation is that countries will make progress in the registration rates of birth and death between 2016 and 2021. All countries were classified based on their registration completeness rates in 2016 into four categories, separately for birth and death:

- (a) Less than 30 per cent;
- (b) 30-60 per cent;
- (c) 60-90 per cent;
- (d) 90 per cent or more.

The completeness rates in 2016 were calculated based on data provided by countries in the 2016/17 Africa Programme monitoring exercise and supplemented by additional data sources (Statistics Division, Demographic Yearbook and United Nations Population Division) in case of incomplete data. If the country did not submit the questionnaire or the data submitted in the questionnaire were considered not conclusive, the country was classified on the basis of the completeness data available from the Statistics Division. Lastly, if, for a given country, data were not available from either the monitoring form or the Statistics Division, the country was classified into the category of less than 30 per cent.

On the basis of the above calculations, table A.1 presents the number of countries classified into each category in 2016:

Table A.1

<i>Category (percentage)</i>	<i>Birth</i>	<i>Death</i>
less than 30	15	35
30 – 60	12	9
60 – 90	18	4
90 or more	9	6

Expected progress is defined as moving at least one category up in a classification within a period of five years or, for countries that have already achieved more than 90 per cent registration rates, to maintain them at that level. This means that, by 2021:

- (a) All the countries in the category of less than 30 per cent need to move to the 30–60 per cent category;
- (b) All the countries from the 30–60 per cent category need to move to the 60–90 per cent category;

(c) All the countries from the 60–90 per cent category need to move to the category of 90 per cent or more;

(d) All the countries from 90 per cent or more category need to remain in this category.

The assumption is that not all countries will progress at the same pace. Each year, a specific group of countries will achieve enough progress in the registration rates to move to the next category, with an increasing number of countries progressing annually, because of them benefitting from an increased number of activities implemented from the strategic plan.

On the basis of the assumed progress rate for each year, tables A.2 show the expected number of countries classified in each category.

Table A.2
Birth

<i>Category (percentage)</i>	<i>Baseline</i>	<i>Target</i>				
	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
less than 30	15	14	12	9	6	0
30 – 60	12	12	13	13	14	15
60 – 90	18	17	16	16	14	12
90 or more	9	11	13	16	20	27

Death

<i>Category (percentage)</i>	<i>Baseline</i>	<i>Target</i>				
	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
less than 30	35	32	28	21	14	0
30 – 60	9	11	14	19	25	35
60 – 90	4	5	5	6	7	9
90 or more	6	6	7	8	8	10

Table A.3 presents the aggregated number of countries achieving expected progress annually, that is, those moving to a higher category or retaining the highest category, and constitutes the baseline and targets for the strategic plan indicator on the progress in registration completeness.

Table A.3

<i>Event</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
Birth	9	13	18	27	36	54
Death	6	10	16	26	34	54

Annex VIII

Status of civil registration and vital statistics systems assessments and improvement plans ²²

<i>Country</i>	<i>Assessment status</i>	<i>Plan</i>
Algeria	Rapid assessment completed	Developed
Angola	Comprehensive assessment completed	Developed
Benin	Initiated	
Botswana	Comprehensive assessment completed	Developed
Burkina Faso	Comprehensive assessment completed	Developed
Burundi	Comprehensive assessment completed	Developed
Cabo Verde	Not initiated	
Cameroon	Comprehensive assessment completed	Developed
Central African Republic	Initiated	
Chad	Comprehensive assessment completed	
Comoros	Not initiated	
Côte d'Ivoire	Initiated	
Democratic Republic of the Congo	Initiated	
Djibouti	Rapid assessment completed	Developed
Egypt	Rapid assessment completed	Developed
Equatorial Guinea	Not initiated	
Eritrea	Not initiated	
Ethiopia	Comprehensive assessment completed	Developed
Gabon	Initiated	
Gambia	Initiated	
Ghana	Comprehensive assessment completed	Developed
Guinea	Not initiated	
Guinea-Bissau	Initiated	
Kenya	Comprehensive assessment completed	Developed
Lesotho	Comprehensive assessment completed	
Liberia	Comprehensive assessment completed	Developed
Libya	Not initiated	
Madagascar	Comprehensive assessment completed	
Malawi	Initiated	
Mali	Comprehensive assessment completed	Developed
Mauritania	Initiated	
Mauritius	Not initiated	
Morocco	Rapid assessment completed	Developed
Mozambique	Comprehensive assessment completed	Developed
Namibia	Comprehensive assessment completed	Developed
Niger	Comprehensive assessment completed	Developed
Nigeria	Comprehensive assessment completed	Developed
Republic of the Congo	Initiated	
Rwanda	Comprehensive assessment completed	

²² Status in accordance with the records of the Africa Programme secretariat on 1 June 2017.

<i>Country</i>	<i>Assessment status</i>	<i>Plan</i>
Sao Tomé and Príncipe	Not initiated	
Senegal	In progress	
Seychelles	Not initiated	
Sierra Leone	Initiated	
Somalia	Rapid assessment completed	Developed
South Africa	Comprehensive assessment completed	
South Sudan	Initiated	
Sudan	Rapid assessment completed	Developed
Swaziland	Comprehensive assessment completed	Developed
Togo	Not initiated	
Tunisia	Rapid assessment completed	Developed
Uganda	Comprehensive assessment completed	Developed
United Republic of Tanzania	Comprehensive assessment completed	Developed
Zambia	Comprehensive assessment completed	Developed
Zimbabwe	Initiated	

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