



**Islamic Republic of Afghanistan
Central Statistics Organization**

National Strategy for Statistics

Kabul 2016

Message from Central Statistics Organization

Afghanistan is among the developing countries which seriously require social and economical development. In order to address this goal, there is a need for designing policies, plans and programs in different sectors and their execution is tangible. The basics and foundations of above actions constitute the existence of statistical information, to provide better statistical information, obviously, there is a need for the existence of strong and accountable statistical system.

Central Statistics Organization by knowing the importance of this issue. In order to address all aspects of statistical system, designed National Strategy for Statistics and its implementation plan for years 2015-2019 with the financial and technical support of Partnership in Statistics for Development in the 21st Century (PARIS21) and with the participation of Governmental and Nongovernmental Organizations, International Statistical Agencies and Donors and it's ready to be executed.

As statistical system directly interact with all National and International Institutions, equally their straight collaboration is required in strengthening this statistical system. Central Statistics Organization expects an ample cooperation in the implementation of this strategy and hope that all institutions will not hesitate in giving hands.

Central Statistics Organization acknowledges and appreciates all National and International institutions who have supported in grounding this strategy and its implementation plan and hoping that with it's implementation fundamental changes will reflect in country's statistical system in the next five years.

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Preface

Today all developments and progress is due to the availability of data and statistical information. In fact, the basis of all research and developments in various studies is data.

The major uses of statistical data and information are in Design, implementation, monitoring and evaluation, socio-economic development strategies and programs on National, Regional and Local levels.

Afghanistan is among the developing countries which seriously require social and economical development. Therefore, we have to provide and make accessible statistical data for policy makers, planners, program managers and program evaluators.

In order to regulate and manage statistical activities in the country, Central Statistics Organization was created within the organizational structure of the government for the first time in 1972 and with the establishment of this organization statistical activities slowly flourished.

But as the existence of war in the past three decades affected most areas of activities, statistical system of the country also faced problems and suffered great losses.

At the same time, lack of reliable, comprehensive and timely statistics is one of the major problems in terms of determining the priorities of the government. But despite security concerns, after the establishment of interim government in 2002, statistical activities slowly boomed with the use of domestic resources and with the assistances of international organizations and statistical agencies, and progress in this area have been achieved.

In addition to creating scientific system for statistical data, coordination and evaluation of all statistical activities is one of the major tasks and responsibilities of Central Statistics Organization based on Article 2 and 7 of Statistical Law, the emergence of statistical agency's role in the world as an unbiased source of information and statistical analysis is also understandable. The commitments of these agencies to provide quality statistical data through different practices such as administrative records of public and private institutions and implementation of surveys in order to provide data for measuring progress of indicators related to policies and programs at national level and sustainable developments goals (SDGs) on global level is determined. It has been proven that statistical systems in all countries, including Afghanistan is a national system which is not sustainable.

Keeping in mind the role and importance of data in political, economic and social aspects of the country, Central Statistics Organization studied the development of national statistical system from strategic dimensions, and decided to prepare major development guidelines of this system in the form of a strategy for next five years (2016-2020).

Since statistical system is a global system and the development of this system is possible with cooperation with international institutions. Therefore, Central Statistics Organization in contact with and technical assistances from Partnership in Developing Statistics in the 21st Century (Paris 21) which is

assisted by a number of international donors has done large-scale assessment of the system during several meetings with all national and international institutions, involved in the statistical system.

In this assessment development, challenges and opportunities have been studied, the weaknesses have been identified, and draft National Strategy for Statistics has considered mechanisms and strategies for the development of this system, the list of National and International consulting institutions presented in the appendix.

National Strategy for Statistics as a comprehensive document covering all aspects of the development of statistical system in Afghanistan, requires the cooperation of all national and international institutions in order to be implemented.

We hope that after the implementation of this strategy, in the next five years there will be tangible improvements in the country's statistical system.

Vision

To create a responsive and sustainable statistical system

Mission

To manage, strengthen and standardize statistical system, to develop and expand statistical activities for the production and supply of quality data in different areas of economic and social activities.

Objectives

1. Creating integrated scientific system of statistical data
2. Assuring the coordination and harmonization of all statistical activities in the country.

Section 1

The current situation analysis of country's statistical system

Afghanistan is one of the developing countries, which requires implementing national programs to improve and create relatively prosperous living situations for its people.

The creation of prosperous life requires the draft and design of comprehensive and valuable plans and programs, and these programs have to analyze current situations, identify weaknesses, challenges and needs.

This aim cannot be achieved without the existence of accurate and quality data, as much as these data could be comprehensive and covers different areas of economic and social activities that much it will facilitate planners and policy-makers in the preparation of comprehensive plans and programs and it will facilitate the monitoring of its implementations.

In order to achieve these objectives it is necessary to analyze the developments, weaknesses and to identify the challenges in the statistical system of Afghanistan, to be able to create integrated and sustainable scientific system.

Central Statistics Organization was created in 1972 as an independent agency within the organizational structure of the Government, and slowly it was established as a ministry and then in year 1993 it became an independent organization. In accordance with Article (II) of Statistical Law this organization acts as only entity to coordinate and regulate all statistical activities across the country, this organization is not only responsible for the preparation and presentation of statistical data, but mandated to coordinate statistical activities with other national and international institutions.

Central Statistics Organization in order to identify the strengths and challenges existing ahead of this system, has done a full assessment of country's statistical system with financial and technical support of (Paris-21st group), the assessment was done in following order:

- Review of Statistical Law and National Statistical Plan for years 2010-2015;
- Assessment of current condition of all sections of this organization;
- Analyzed statistical system in a workshop with the participation of number of key ministries and Paris-21st group that was organized in India;
- Evaluated statistical system with all governmental organizations, private sector, nongovernmental organizations and civil society;
- Evaluated statistical system with agencies and relevant international donors;
- Evaluated result of Users Satisfaction Survey in year 2014.

A- The strengths of country's statistical system

This organization since its establishment has performed good practices in coordination and collaboration with ministries, governmental organizations, national and international agencies in order to develop statistical system. It has provided current data and a result achieved from implemented surveys to data users, and has practiced international principles, standards and methods while conducting its activities.

The collection, registration and records of current data, implementations of surveys, National Accounts, dissemination of survey results and reports, taking into account the capacity of existing facilities, are all based on national and international methods and standards.

The basis of statistical activities in Afghanistan formed by Statistical Law, and this law has been amended and changed in accordance with time requirements in order to further facilitate work. A National Statistical Committee in accordance with this Law acts for better arrangement of statistical activities at national level which consisted of relevant agencies under the chairmanship of Vice-President, this committee has provided necessary guidance and political support for the improvement and standardization of statistical system.

National Statistical Plan and Five-year Strategic Plan prepared, based on which all statistical activities have been conducted, Central Statistics Organization independently managed and monitored a number of surveys such as Afghanistan Living Situation Survey, Socio-Demographic and Economic Survey, Health and Demographic survey, Integrated Business Establishment Survey, Women and Men Participation in Decision-Making Survey and Users Satisfaction Survey with the assistances of non-governmental organizations and international donors such as UNFPA, WB, DFID, UNICEF, WFO, EU, USAID and other donors.

The existence of data processing centre and geographical information system (GIS), servers equipped with special requirements such GPS and tablets, the availability of statistical cells in almost all ministries, governmental organizations and provinces of the country, the establishment of joint commission with Ministry of Finance, Da Afghanistan Bank and Central Statistics Organization for the coordination of data dissemination on National Accounts, and the establishment of joint commission with Ministries Finance, Trade, Chamber of Commerce and Industries for trade related statistics, renewal of organizational website and its facilitation with publication material and reconstruction of library and its equipment with books and digital statistical publications systems, preparation and implementation of policy for raw data and publication policy, preparation and implementation of policy, strategic plan and methodical guidelines of Human Resources, establishment of HR database, existence of number of professionals and experienced staff, the existence of dissemination section within the frame of Central Statistics Organization in order to aware people about the data and publication of statistical yearbook, CPI, trade, quarterly trade publication, quarterly statistical indicators, brochures, statistics pocket books are counted

as a strengthens of this system which exists, but statistical system of the country compared to statistical systems of other countries and data users demand requires further development and expansion.

B- Challenges

1- Security

Lack of security in some parts of Afghanistan, is one of the main problem for the implementation of statistical activities and due to the existence of this problem for the last 36 years Population Census could not be conducted in the country. Furthermore, it has caused problems for the implementation of most surveys as well, which has negative impact on the results and quality of survey implementation and as well as on the development of statistical system.

2- Management of Statistical System

- The existence of gaps in the Statistical Law in order to better develop statistical system such as insufficient members at Statistical Committee and their limited duties and jurisdictions, duties and jurisdiction of Central Statistics Organization, lack of specific role, responsibility and jurisdiction of ministries, governmental organizations, private sector at Statistical System and few other technical issues;
- Lack of National Strategy which determines the frame and outlook of statistical system development;
- Lack of reflection of statistical system on important national documents such as National Development Strategy and other priorities of the government in the past;
- Lack of allocation of necessary funds in National Budget in the last fifteen years to develop better statistical system of Afghanistan, specially for survey implementation and organizational capacity development;
- Lengthy procedures and slow implementation of commitments of some international organizations and donors;
- Weak communication between provincial statistical offices and other provincial offices;
- Poor management of statistical offices in some ministries and governmental organizations;
- Low level of communication and cooperation of private sector, nongovernmental organizations and civil societies with Central Statistics Organization;
- Poor culture of statistical data utilization in drafting and designing plans and program;
- Mismanagement of provincial statistical offices due to low capacity and incomplete structures and
- Poor support of some higher officers of ministries, department, private sector and NGOs of relevant statistical offices.

3- Statistical Data Quality

- Lack of data quality policy for the introduction of data quality standards for all statistical sections to use;
- Lack of a data research and analysis centre at Central Statistics Organization;
- Low quality and accuracy of data of some ministries, governmental organizations, private sector and NGOs due to lack of database and poor capacity of data analysis in the mentioned agencies;
- Low awareness of people to provide exclusive information about their life that has an impact on data quality;
- Low awareness of people of the benefits of surveys in their life to better cooperate in providing information which naturally has a positive impact of data quality;
- Lack of proper security in some parts of the country does not let surveyors to collect reliable and accurate data;
- Lack of technological equipments and facilities to carry out systematic monitoring of the implementation process, which guarantees better quality of data;
- Gaps in statistical data in some cases, particularly for measuring the progress of sustainable development goals (SDGs);
- Less development of appropriate statistical classifications and standards for the utilization of ministries, governmental organizations, private sector and others;
- Lack of foreign experts due to the security concerns in Afghanistan, in order to strengthen and revise some areas of the statistical system such as National Accounts, methodologies for survey implementation, new surveys design and the development of statistical classifications and standards.

4- Capacity

- Lack of professional personnel in statistical system of the country including Central Statistics Organization, ministries, organizations, private sector and NGOs;
- Lack of technical facilities and inadequate access to advanced technologies by the statistical system which delay data processing;
- Low level of salaries that is reducing the interests of statistical personnel to continue their work and recruitment of qualified new personnel in various parts of the statistical system and desertion of professional personnel;
- Small organizational structure of Central Statistics Organization (800 person) compared to other statistical agencies of the world due the constriction of budget of the government and some unconstructed structures at Central Statistics Organization headquarter and provincial offices taken to consideration the volume of their duties;
- Public's poor access to data and statistical information in rural areas, cities, towns, districts and even at provincial cities due to less access to advanced new information technologies;

- Low capacity and technical facilities at provincial statistical offices and statistical cells of ministries, governmental organizations, private sector and NGOs;
- Lack of technical facilities to develop and expand broadcasting systems in order to make people more aware of statistical activities across the country;
- Low capacity of data utilization and analysis by data users
- Small organizational structure of statistical offices at the ministries, governmental organizations, private sector and nongovernmental organizations.

5- Cooperation and Coordination

- Low level of cooperation of some ministries, governmental organizations, private sector and NGOs in providing accurate, quality and timely data;
- Lack of statistical office in few ministries, governmental organizations and many private sector's establishments and nongovernmental organizations;
- Production of data and conduct of some surveys and its data dissemination without the coordination with Central Statistics Organization by some ministries, governmental organizations, private sector, NGOs and international organizations;
- Lack of cooperation of some private and nongovernmental agencies in providing necessary information during data collection of surveys;
- Poor cooperation of media in reflecting statistical activities and dissemination of data;
- Poor cooperation of some donors and international statistical agencies in financing and providing technical facilities for some statistical activities.

Section 2

Strategy

Analysis of current situations of country's statistical system and the identification of weaknesses requires the development and execution of a specific strategic framework, to take next steps for the development of this system on the basis of such strategy.

Afghanistan is a developing country and needs progress in various economic and social fields. This goal can only be achieved if we have a true picture of existing situation of all aspects of life, based on prepare policies, programs and major national projects and make political, economic and social decisions for the improvement of people's life.

The reflection of these realities is possible only through the availability of precise, quality and comprehensive statistical data, as much as statistical system gets stronger that much statistical service will be better and will get improved.

Other necessity for the empowerment of this system is to provide data for measuring the progress of Afghanistan commitments towards the implementation of 17 goals and 169 indicators of Sustainable Development Goals (SDG) for years 2015 to 2030, which has been signed recently by members of United Nations including Afghanistan.

The implementation of this strategy which is considering the development of various aspects of the statistical system of Afghanistan, ensuring the achievements of desired objectives for creating integrated scientific system for data registration and responsive statistical system.

According to the vision, mission and objectives, the content of this strategy focuses on the following points:

1- Legal Strategy Framework

Objectives: Creating a legal framework for statistical activities

Statistical system of Afghanistan operates in the framework of Statistical Law. This law has been made to manage statistical activities in the country and to specify the duties and jurisdictions of Central Statistics Organization and other institutions. This organization can create an integrated scientific statistical system and can ensure the coordination and harmonization of all statistical activities based on Article two of statistical law, in accordance with Article three CSO is responsible for the publication of official statistics, based on Article 7 this organization is monitoring all statistical activities, and according to Article 8 CSO is responsible for the collection, compilation, analysis and dissemination of statistical information.

Cooperation with ministries and governmental organizations in collecting, preparing and publishing their related statistical information, the implementation of Population Census, avoiding similar surveys, general development of compiled social and economical statistics across the country, the harmonization

of plans for unification, development and the prescription of statistical classifications and standards and other statistical activities are the responsibilities of Central Statistics Organization. In addition, the availability of data dissemination policy and data utilization policy, are among the documents that facilitate statistical activities, however, the development of statistical system requires amendments in the statistical law and in related roles and regulations.

Activities

- Amendments in Statistical Law in order to better develop and harmonize statistical activities, create centralized framework methodology and standards, establish strong environment of collaboration between data users and data utilization in the policy design, program preparation and its monitoring;
- Endorsing regulations related to Statistical Law.

2- Security

Objective: creating appropriate environment for the implementation of statistical activities

The existence of security for statistical activities, particularly for the implementation of Population Census, for conducting surveys and for collecting accurate and quality data counted as a basic factor in order to enable statistical officials to confidently execute their assigned duties as expected.

Generating spirit of cooperation for statistical program implementation among security organs, local authorities, elders, scholars and ordinary people is one of the main objectives of this strategy. Central Statistics Organization intends to create more appropriate environment with the close cooperation of security organs and other involved agencies and people, in next five years for the execution of survey's field work. The involvement of people, elders, scholars and local authorities in the implementation of surveys will be considered and to gain their cooperation repeated meetings will be organized and every possibility will be considered.

Activities:

- Inclusion of security agencies and Independent Directorate of Local Governance (IDLG) in the National Statistical Committee to get their cooperation in survey implementation;
- Sharing survey implementation programs after the design with security agencies before its implementation;
- Organize repeated meetings with senior officials of security agencies to coordinate, describe the objectives and importance of their desired surveys in the political, economic and social life;
- Get the cooperation of local authorities (Governors, District Managers, Local and Provincial Councils), scholars, elders and the cooperation of local people by explaining the benefits of survey implementation in their lives;
- Maximum involvement (80 percent) of local people in the implementation of surveys;
- To the possible extent (50 percent), giving responsibilities of some parts of survey implementation to local people after receiving trainings.

3- Statistical system management and data quality improvement

Objective: strengthening and the harmonization of statistical activities

Statistical system of Afghanistan requires effective and comprehensive management, and asks all relevant agencies to work together and jointly cooperate in its management.

The development of Afghanistan's statistical system not only needs the political support of the government but also requires being included in government's working priorities. Central Statistics Organization plans to seek further technical and financial resources in collaboration with other relevant agencies, it should establish better and stronger coordination and relations with national and international organizations. CSO and other related agencies should review technical and capacity challenges and jointly adopt common measures to solve them.

Central Statistics Organization is strengthening better communication systems with central and provincial agencies, local authorities and local people. It has developed and expanded statistical system with the collaboration of ministries and governmental organizations and searches material, technical and capacity situations for the implementation of required number of new surveys. This organization focuses on the extensive use of information technologies and other methods in statistical system with the collaborations of the Ministry of Communications and Information Technology and other relevant agencies.

Activities

- Preparation and implementation of data quality policy that includes data quality specifications and standards and the development of basics for the revision of data processing at all stages of its preparations;
- Presentation of plans and constructive suggestions by Central Statistics Organization to National Statistical Committee in order to strengthen the coordination and attract better cooperation of institutions included in the statistical system of the country;
- Expansion of leadership and professional advisory committees in various required sectors with the participation of relevant stakeholders, in order to get their ideas and suggestions related to the collection of their required information;
- Mandatory use of official statistical data in policy design, plan and program preparation by ministries, governmental organizations and private sector;
- Identification of needs and determination of priorities in areas such as survey implementation, National Accounts, Current Data collection, Data Research based on the design of practical programs to meet the mentioned needs and goals;
- Development of appropriate statistical classifications and standards for utilization by ministries, governmental organizations and NGOs;
- Fill data gaps by inclusion of new indicators in the questionnaires, taking into account the needs of data users and provide data to measure the progress of sustainable development goals (SDGs);
- Create opportunities for further investment by government, national institutions and international organizations in the statistical system of the country and

- Review and further strengthening the statistical system and improvement of data quality.

This review will be conducted using different methods in the following areas:

A. Census and Surveys

The development of economic and social sectors asks us to provide more and better quality data and statistical information, and this objective could be achieved when we have a responsive system for these needs and develop and expand statistical activities in different fields.

Currently, a number of surveys such as Afghanistan Living Condition Survey, Socio-Economic and Demographic Survey, Integrated Business Establishment Survey, Demographic and Health Survey, Women and Men Participation in Decision-making Survey and Users Satisfaction Survey has been conducted by Central Statistics Organization.

This organization intends to provide more technical facilities and material for the implementation of new surveys in collaboration with national and international institutions, the use of new developed International methodologies in carrying out surveys, train more personnel in this field in order to carry out surveys independently. In addition to the implementation of existing surveys to conduct Census and new surveys such as agricultural and industrial census, labour market survey, household income and expenditure survey, environmental survey and a number of other surveys in collaboration with the Ministry of Agriculture, Irrigation and livestock, Ministry of Labour and Social Affairs, Ministry of Counter Narcotics, Chamber of Commerce and Industry, Investment Support Agency and National Environmental Protection Agency and with the support of International Organizations and donors.

This organization has expanded up to (70 percent) the utilization of geographical information system (GIS) and the use of tools such as GPS and tablets, the use of satellite image to estimate the population has been studied as a pilot in three provinces and if we got positive results it will be extended across the country. By preparing data policy, data processing, analysis and quality improvement capacity will be enhanced by (80 percent), advanced methods in line with this policy will be utilized and more survey report writing team (20 individuals) will be trained. Data processing centre will be expanded and more people will be trained in this field, new technological methods will be used in data processing and for the monitoring of surveys to improve data quality, specific monitoring system based on new technologies will be created.

To launch population and housing census, more trained personnel and extensive technical facilities will be considered by assisting partners. After proper security situation across the country there should be full preparation for the implementation of population and housing census.

The continues revision of questionnaires with the collaboration of data users and the inclusion of users' required indicators to meet data gaps, are the other steps which are being included in the program of this organization for next five years to be implemented.

B. National Accounts

National Accounts of each country, in fact, reflects the economic situation of that country. Countries having National Accounts, are able to find out how the economic situation is and what actions to take in order to address economic shortcomings and weaknesses, National Accounts determining Gross Domestic Products (GDP), growth, GDP per capita, share of private sector in GDP, inflation etc. In addition, the revision of National Accounts system and its standardization to reflect accurate and quality data is also considered.

A number of countries now utilizing 2008 National Account system, while in our country National Account system 1993 has been used till now, which is indicating that more actions need to be taken in order to improve National Accounts system.

Although, the standardization of this system has started already, but Central Statistics Organization plans to renew (70 percent) and prepare this system in line with international standards with the technical assistances of international statistical agencies and partners during the implementation period of this strategy. The development of better capacities at Central Statistics Organization, Ministries, Organizations and private sector in relation to National Accounts data collection system, and the intensification of national and international cooperation is among other programs that are considered to be implemented in National Accounts system.

C. Strengthening Current Data system

Current data has been obtained from data producers and having specific importance in the statistical system, Central Statistics Organization in next five years plans to establish electronic system and data centre with the collaboration of ministries, governmental organizations and private sector's data collecting agencies. It's important to train statistical personnel of ministries, governmental organizations and private sector to build their capacity, and it will be discussed with related agency to equip statistical offices with appropriate working facilities. To attract the cooperation of governmental and nongovernmental organizations for the collection of timely and quality data with Central Statistics Organization, necessary measures will be adopted. In next five years it is planned to design better questionnaires and prepare new questionnaires in accordance with current needs, standardize data compiling table, strengthen current data processing and analyzing system and attract strong leadership support of data producers from their statistical offices.

4- Publication and Awareness

Objectives:

- Strengthen and develop information and awareness system for data users;
- Provide timely statistical data to data users.

Timely information and awareness about statistical data having a great deal of importance in the institutionalization of country's statistical system, this strategy has focused on the use of new technologies for awareness and on the utilization of various methods for people's awareness concerning benefits of surveys, publications and dissemination of statistical data. This strategy in next five (5) focuses on the institutionalization of country's statistical system, strong and comprehensive broadcasting and awareness system has an outstanding role to aware everyone concerning the results of statistical activities and its data.

In order to achieve this national goal, national institutions, media and people should participate because Central Statistics Organization cannot succeed alone to achieve this national aspiration. Central Statistics Organization will provide more facilities in order to use statistical data and intends to take the following measures to disseminate precise and quality data.

Activities

- (100 percent) dissemination of statistical data;
- Establish and enable database information system and create infrastructural capacities and opacities for its management, so all governmental organizations, private sector and international organizations have access to data and obtain statistical information at the earliest opportunity;
- Better equipping printing centre of this organization in order to enhance printing quality and to increase the capacity of its production;
- Print and disseminate brochures and numerous publications in various fields and implement new electronic data publication methods;
- Change and standardize publications to better facilitate data users and aware more people about the benefits of data in their lives;
- Organize publications and publicity events at centre and provinces concerning statistical activities in order to aware more data users;
- Better equipping organizational website with survey results, current data and other statistical activities;
- Take necessary actions to meet deficiencies, which comes from Users Satisfaction Survey;
- Organize training workshops for media to learn more about statistical system and to get their cooperation accordingly in disseminating accurate statistical activities;
- The execution of Article (3) of Statistical Law in the dissemination of statistical data by national and International Institutions with the collaboration of Central Statistics Organization;
- Further development of (Afghan-Info) system which has been established earlier for greater access to statistical data;
- Develop publication policy and data policy to access raw statistical data.

5- Capacity Building

Objectives:

- Addressing the needs (80%) for professional human force;
- Building professional, technical and managerial skills of personnel at statistical system;
- Creating standard statistical organization and
- Providing appropriate technical infrastructure for statistical system.

One of the main goals of Central Statistics Organization is to strengthen the technical and professional capacity of this organization and to enhance the capacity of statistical offices at ministries, governmental organizations and private sector in terms of training their professionals and providing more material and technical facilities.

This organization intends to establish an organizational structure framework to create standard and responsive statistical agency for providing data through balancing working volume of each department and considering current needs and additionally create professional and research and trainings centres, with the collaboration of Ministry of Higher Education and International Organizations this organizations plans to provide further trainings for statistical professionals inside and outside of the country to develop professional skills.

Activities:

- Gradual change (25 percent in each year) in the organizational structure of this organization in order to establish a fully standard and professional agency by recruiting professional personnel in accordance with organizational criteria;
- Establish training and research centre to start statistical research and to develop statistical system, and train the staff included in the statistical system;
- Send a greater number of statistical employees from CSO and statistical offices of entire other institutions for higher education in the field of statistics inside and outside of the country in order to acquire higher education;
- Organize courses, workshops and seminars for enhancing the professional skills of employees;
- Send a greater number of statistical employees to international workshops and seminars in order to familiarize them with the methods and experiences of other countries;
- The participation of a greater number of professional employees (80%) in practically preparing plans, methodologies, data analysis and data processing to prepare survey results in order to gain more professional skills;
- Organize workshops and seminars for statistical personnel of ministries, governmental organizations and private sector in order to familiarize them with the filling out of questionnaires, methodologies and results of statistical programs and to solve their working problems (twice in each year);
- Equip statistical offices with better personnel and technical facilities such as GPS, Tablets, Computers, Scanners and high capacity printers;
- Continues implementation of human resources policy, human resources strategic plan and methodical guidelines of the employees of this organization;

- An annual need assessment of all departments and based on which, design and implement training programs;
- Design and implement programs for further participation of women in statistical activities;
- Seek further recruitment of women (30%) within the framework of Civil Servants Law and (10%) in leadership, decision-making and other levels;
- Expand the activities of Gender directorate in order develop more gender equality;
- Capacity building of Internal Audit, Procurement and Finance departments;
- Establish physical infrastructure in the centre and provinces to build their capacity and provide more working facilities;
- The gradual transfer of skills from foreign experts to national experts for permanent capacity especially in the revision of National Accounts system, promote advanced methodologies for survey implementation, revise sampling framework, design advanced software and its implementation in statistical activities, data analysis, data processing and survey results report writing.

6- Cooperation and Coordination

Objectives: increase coordination and cooperation with national and international organizations

Effective management of statistical activities and providing quality services, requires strong cooperation and coordination within organization and as well as the cooperation of ministries, governmental organizations, private sector, NGOs, civil societies, donors and international organizations. Central Statistics Organization will try to identify and solve problems and challenges with the support of national and international partners and will prepare and implement a specific mechanism for the improvement of cooperation to implement programs, exchange experiences, renew and develop statistical system, increase financial assistances and create coordination in conducting surveys and disseminating its statistical data.

National Statistical Committee at National level, the existence of technical committee at organizational level and the existence of leadership and technical committees that are composed of national and international agencies and donors for various surveys such as Afghanistan Living Condition Survey (ALCS) (ALCS), Socio-Demographic and Economic Survey (SDES) province by province, Demographic and Health Survey (DHS) and the existence of technical committees in order to arrange data relevant to National Accounts and External Trade and coordination committee composed of donors, are the institutions which can further facilitate this cooperation and coordination.

Activities:

- The expansion of National Statistical Committee and the inclusion of more relevant governmental and non-governmental organizations in decision-making and establishing better coordination;
- Organize regular meetings of National Statistical Committee, leadership and technical committee of the surveys and coordination committee with donors and international organization based in the country;
- Establish required new technical committees in various areas of statistical affairs with national and international relevant institutions;
- Expansion of cooperation and coordination and exchange experiences with international statistical agencies, such as Economic and Social Commission of Asia Pacific (ESCAP), Organization of Islamic Cooperation (OIC), United Nations Statistics Department (UNSD) and statistical institutions of other countries such as India, Iran, Turkey, Malaysia, Indonesia, Japan, Philippine and Thailand through signing memorandum of understanding and protocols;
- Organize coordinative meetings with national institutions for the purpose of sharing statistical information, identification of common challenges and take joint measures to solve them;
- Provide better chance for better participation of relevant national and international institutions in implementing statistical plans and programs;
- Strengthen cooperation between this organization and provincial authorities for survey implementation;
- Organize conferences and seminars (at least once a year) in the centre and provinces with the participation of governmental, private and international agencies.

7- Transparency and Accountability

Objective: Establishing transparent and accountable system

Performance transparency and accountability is one of the basic principles of administration and management and to achieve this objective this strategy has a prominent role. The improvement of performances, strengthening monitoring and audit systems, accountability of budget expenditures and notifying the people about the working results of statistical activities, forms the basis of a transparent system.

To achieve this goal, Central Statistics Organization intends to simplify working procedures, it has brought necessary changes in monitoring, audit, procurement and financial systems with the support of all relevant institutions in order to enable every department to report their performances on specified time. Reports should be analyzed and evaluated and necessary measures needs to be taken to meet the gaps and shortcomings.

Activities:

- The development of anti-corruption guidelines and procedures in collaboration with relevant national and international organizations and assign of its monitoring committee;
- Assess the entire sections of this organization and create simple mechanism for implementation;

- Implement rewards and punishment mechanism;
- Create complaint registration system and addressing them;
- Monthly, quarterly and annual working report;
- Create comments and suggestions obtaining system to address gaps and deficiencies;
- Use advanced technologies at financial, procurement and audit departments and in general in organizational management system.

Section 3

Implementation, monitoring and evaluation

Objective: Gain timely and quality results from strategy implementation

To achieve strategic goals, it requires monitoring and evaluating of implementation method parallel to the execution of activities in order to timely determine problems and challenges facing towards the implementation and to take necessary steps to resolve them.

Central Statistics Organization can achieve the objectives of this strategy to implement planned activities in desirable ways and to monitor and assess the progress of programs related to the implementation of strategy effectively.

1- Strategy Implementation

Activities envisaged in this strategy have a direct relation with each other because the implementation of an activity is directly linked with another activity. Therefore, the timely and fully execution of activities should take place simultaneously to fully implement this strategy.

A. Implementing Source

In implementing this strategy, all departments of Central Statistics Organization including headquarter and provincial departments, ministries, governmental organizations and national institutions are responsible. Its full implementation depends on political, technical and financial support from the government, international agencies and donors.

Central Statistics Organization cannot achieve this goal alone, therefore, the fully execution of strategic objectives has been obligated upon all relevant institutions. Because strengthening and improving country's statistical system requires the cooperation of all national and international organizations.

The preparation of an action plan is necessary in order to fully implement strategy, which will be prepared after analyzing the objectives and activities of this strategy.

To explain and explicate the contents of this strategy and its implementation plan after enforcement, there is a need of holding workshops and seminars at central and provincial levels for the relevant employees of Central Statistics Organization, ministries, governmental institutions, private sector, NGOs and international agencies, in order to fully put into practice this strategy.

The action plan will be prepared by planning department in collaboration with central and provincial departments of Central Statistics Organization and coordination of relevant national and international institutions and partners.

2- Monitoring and Evaluation

Continued monitoring of implementing activities is an essential element of this strategy, in reality, sustainable monitoring establishes the opportunity to achieve strategic objectives as predicted.

Generally monitoring has been done by the leadership of Central Statistics Organization with the collaboration of Ministry of Economy and Finance, in the implementation of this strategy all national institutions has the responsibilities based on establishing a system and specified criteria. Therefore, monitoring should be considered at various stages of the implementation of strategy.

- 1) Monitor the preparatory affairs of programs and projects including the preparation of financial, technical and human resources;
- 2) Monitoring during the implementation of programs and projects related to strategy in timely basis;
- 3) Fully monitoring the execution of contents of this strategy and its implementing plan.

In addition to monitoring, the evaluation of relevant programs and projects implementation of the strategy is also of particular importance. Programs and projects relevant to strategy should be evaluated at the beginning, middle and at end of each year. Evaluation should be done by the experts of Central Statistics Organization and partner agencies, and the reports and its analytical results with work progress percentage will be submitted to Central Statistics Organization in a specific time.

After the middle assessment results in the implementation period, a workshop with the participation of relevant national and international institutions will be held and its obtaining results from the assessment will be taken into consideration, challenges and problems facing the implementation of this strategy will be determined and additional measures will be taken during the remaining time of this strategy to solve it.

The leadership of Central Statistics Organization taken into account analysis provided in the report, will take necessary measures with the cooperation of relevant national and international institutions to eliminate defects and shortcomings and always submitting its results to National Statistical Committee and the Cabinet.

At the end of implementation period, the results of strategy have been evaluated, weaknesses, challenges and gaps have been identified and as per its consideration next strategy will be prepared.

Expected results of the implementation of strategy

1. Institutionalization of statistical system in the country;
2. Strengthening and development of statistical system on the basis of academic and professional standards;
3. Development of technical and capacity infrastructures of statistical system;
4. Establishing a standard statistical organizations;
5. Strengthening and development of information and awareness system of statistical results;
6. Strengthening the spirit of cooperation and coordination between national institutions and develop technical cooperation with international statistical agencies, statistical organs of the world and interested donors.

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