

TABLE OF CONTENTS

2025: STRONG COMMITMENT TO INTERNATIONAL STATISTICAL COOPERATION 1

STRATEGIC PROGRAMMES AND INSTITUTIONAL FRAMEWORKS 4

NATIONAL ACCOUNTS 8

SATELLITE ACCOUNTS AND SECTORAL STATISTICS..... 12

COMMUNICATION AND LEADERSHIP 13

OTHER AREAS OF WORK..... 15

2025: TECHNICAL SUPPORT FOR 64 COUNTRIES

In 2025, French statistical cooperation remained strongly mobilised to support partner countries in strengthening their statistical systems. Led by Insee, Expertise France and an extensive network of experts, the actions carried out covered a broad range of themes, from statistical production to dissemination, innovation and institutional steering.

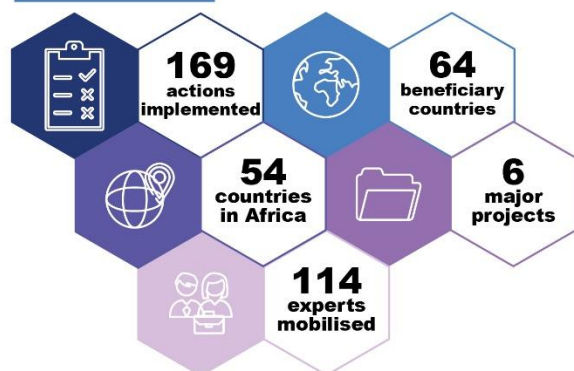
A total of **169 actions** were implemented for the benefit of **64 countries**, including **54 in Africa**. These figures reflect both the scale of the needs expressed, the diversity of the cooperation initiatives undertaken and the mobilisation capacity of French statistical expertise.

This momentum also relies, in very concrete terms, on the commitment of experts. In 2025, **51 Insee experts** and **25 non-Insee experts** were mobilised. In addition, **38 experts were mobilised under the PAS II service contract** by Expertise France, GIZ, DevStat and AFRISTAT.

In 2025, Insee, Expertise France and their partners continued their commitment to international statistical cooperation and technical assistance. Through dedicated projects and complementary actions, they contributed to strengthening the statistical capacities of many partner countries. Some actions were carried out directly by Insee, others were implemented within frameworks led with Expertise France, while several relied on joint mobilisation.

This support took very concrete forms: field missions by experts, regional workshops, targeted training sessions, methodological support to national statistical institutes, and regular technical exchanges on issues such as classifications, national accounts, surveys, dissemination and the use of new data sources.

Strong mobilisation in 2025



About Expertise France

DATI works closely with Expertise France, the French public agency for international technical cooperation and a subsidiary of the AFD Group.

This partnership combines Insee's expertise in official statistics — production, dissemination, governance and quality — with Expertise France's capacity to deliver technical assistance projects supported by French, European or international funding.

It also included support for modernising data collection, processing and dissemination tools, as well as statistical organisations and coordination mechanisms.

Support deployed across 64 countries

The map and chart below illustrate the geographical distribution of support provided in 2025. Africa remains the main area of intervention, with 54 beneficiary countries, while activities have also taken place in

several countries across Europe, Asia and South America. The different colour shades indicate varying levels of support intensity, based on the number and type of activities implemented in each country.

The number of actions per country reflects the total support provided over the year, including direct interventions, regional activities and multi-country programmes.

Figure 1. Geography of support in 2025

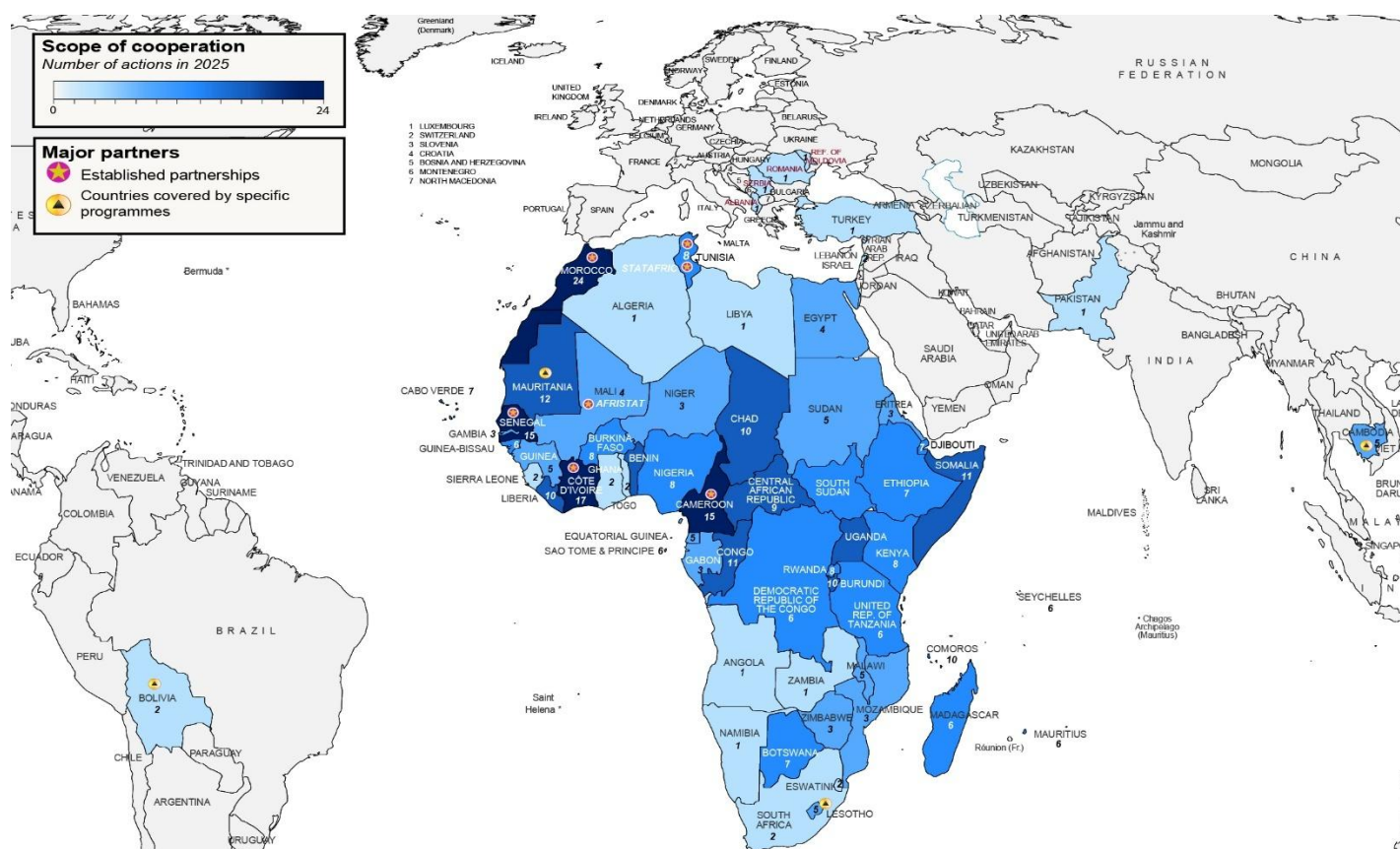


Figure 2. Distribution of actions by statistical domain in 2025



Support focused on the core functions of official statistics

In 2025, support was primarily concentrated on **economic statistics** (national accounts and foreign trade), which by far represented the main field of intervention with 82 actions. Other major areas also featured prominently, including **governance / quality** (27 actions), **methodology** (20) and **dissemination and communication** (19).

Support also covered **socio-demography and agriculture** (13 actions), as well as **business statistics** (8).

Structuring projects at the heart of activities in 2025

A significant share of the actions carried out in 2025 took place within the framework of **six major structuring projects**.

The PAS II programme, funded by the European Union and coordinated by Eurostat, continued to represent an essential share of support in Africa. It notably combines the ECOBUSAF (€1.4 million) and SOCSTAF (€1.1 million) components, implemented from 2022 to 2026, focusing on national accounts, the revision of the ERETES software, business registers, social statistics, SDG monitoring, as well as statistical dissemination and communication. The PAS II service contract component, managed by Expertise France with a budget of €7.7 million, made it possible to continue supporting the strengthening of the African Statistical System alongside STATAFRIC, in areas such as national accounts, international trade statistics, agriculture and environment statistics, peer reviews, and regional strategies for the development of statistics.

In **Tanzania**, the *Statistics and Data* component of the Tanzania Energy Sector Reform Programme, implemented by Expertise France, has a budget of €3.2 million over 35 months. It focuses on energy statistics, information systems, data management and dissemination, as well as the use of data in support of public policies.

In **Cambodia**, the European twinning project Enhancing the Quality of the Statistical System in Cambodia, officially launched in December 2024 with a budget of €2 million and a duration of approximately 30 months, is expected to be completed by the end of June 2027. It aims to strengthen coordination within the statistical system, improve data collection, production and dissemination methods, and enhance staff training.

In **Lesotho**, the Equitable Lesotho programme, implemented with Expertise France, provides for €1.8 million in statistical support over 36 months for the period 2025–2028, with a focus on coordination of the statistical system, the use of quality data, public policy monitoring and gender mainstreaming.

In **Mauritania**, the bilateral cooperation project in collaboration with the National Agency for Statistics and

Demography ANSADE, funded by AFD and launched in September 2022 (€250,000), covers key areas such as governance, the legal framework, quality, dissemination, human resources and communication.

Finally, in **Bolivia**, the national accounts modernisation project (€200,000) aims in particular to improve the measurement of the informal economy, while supporting improvements to national accounts and the development of a dedicated satellite account. It contributes to advancing compilation methods and strengthening statistical production in this area.

Partnerships and expertise at the foundation of this work

In 2025, as in previous years, the implementation of these actions relied on the joint commitment of institutional partners and a broad network of mobilised experts.

Among these partners, Expertise France, the French public agency for international technical cooperation and a subsidiary of the AFD Group, played a central role alongside Insee in the implementation of several projects, providing operational support in project management, coordination, contracting and expert mobilisation. The French Development Agency (AFD) also helped to structure and finance several support initiatives within multiannual frameworks.

At the regional level, AFRISTAT provides an essential relay through its knowledge of statistical systems in sub-Saharan Africa and its activities in coordination, training and technical assistance. STATAFRIC, the statistical institute of the African Union based in Tunis, plays a structuring role in coordinating, harmonising and disseminating statistics across the continent. Alongside these institutions, other technical and financial partners, at European, regional and national levels, also help to broaden the reach of the actions carried out.

Acknowledgements

Our sincere thanks go to all partners, funders, experts and project teams who contributed in 2025 to sustaining this cooperation dynamic in support of stronger statistical systems and high-quality official statistics.

STRATEGIC PROGRAMMES AND INSTITUTIONAL FRAMEWORKS

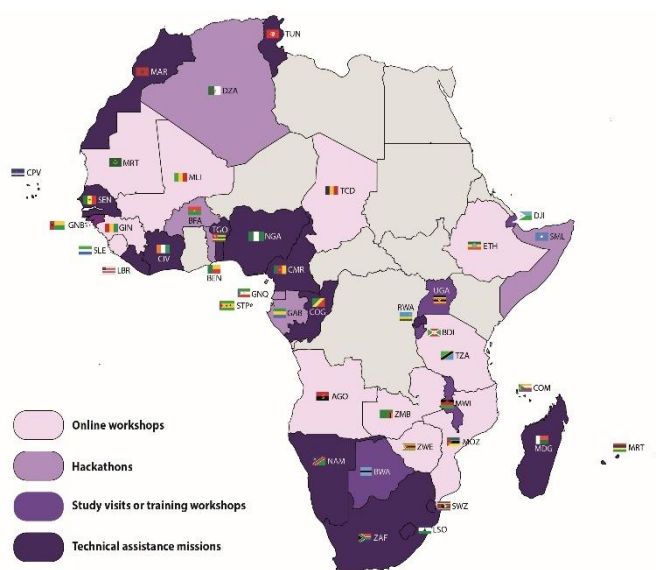
PAS II – A major programme supporting African statistical systems

Casablanca, 27–29 October 2025 — Closing forum of the Pan-African Statistics Programme II

From 27 to 29 October 2025, Insee participated in the closing forum of the Pan-African Statistics Programme II (PAS II), held in Casablanca, alongside numerous African and European national statistical institutes and the programme's institutional partners.

Funded by the European Commission, PAS II was implemented from February 2022 to October 2025 with the objective of strengthening national statistical systems across African Union countries, in support of continental priorities led by STATAFRIC.

Figure 3. Types of activities



A programme structured around two complementary components

PAS II was organised around two main components:

- **ECOBUSAF**, focusing on economic statistics ;
- **SOCSTAF**, dedicated to social statistics

In total, 43 national statistical institutes participated in project activities, while 51 institutes benefited from online training modules, making PAS II a major initiative

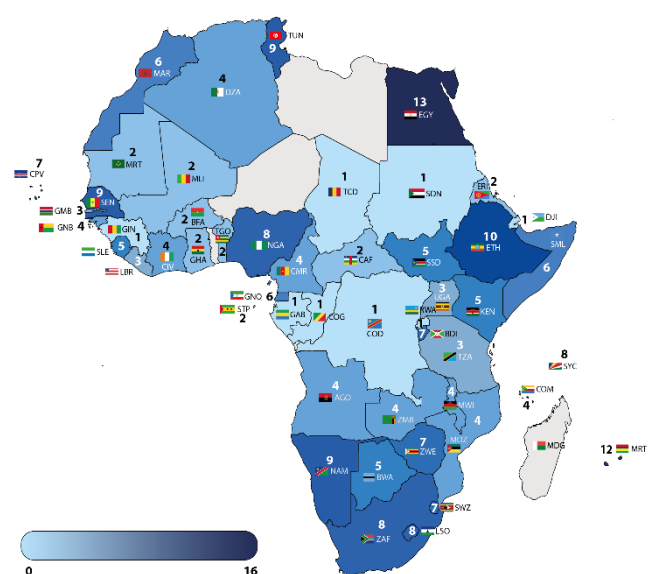
for international statistical cooperation across the African continent.

A central role played by Insee

Within the programme, Insee coordinated the ECOBUSAF component while also contributing actively to SOCSTAF activities. This involvement strengthened Insee's position as a European reference in national accounts, labour statistics and methodological innovation within a peer-to-peer cooperation framework.

PAS II also contributed to structuring a network of expertise involving several European national statistical institutes and to reinforcing collaboration with STATAFRIC, promoting a more coordinated and institutional approach to statistical cooperation with the African Union.

Figure 4. Number of online courses taken



Concrete and structural outcomes

Key achievements of the programme include:

- the development of a **new multilingual version of the ERETES software**, co-designed with partner countries;
- targeted support on **national accounts, tourism satellite accounts and labour statistics**, combining

regional workshops, training activities and national technical assistance;

- the organisation of a **pan-African hackathon on alternative data sources**, fostering a lasting dynamic around statistical innovation.

During the closing forum, several partner countries presented the results of their cooperation with Insee, including:

- **Cameroon:** co-development of the new, more functional and multilingual version of ERETES;
- **Nigeria:** exploratory work on the organisation of statistical hackathons;
- **Côte d'Ivoire:** strengthened capacity in employment statistics and regional accounts.

Looking ahead

Beyond the **55 cooperation actions implemented over three years**, PAS II enabled Insee to diversify its partnerships, identify leading national statistical institutes and highlight key themes for future cooperation, particularly regarding administrative data and privately held data sources.

Several initiatives launched under PAS II will continue beyond the programme, demonstrating the long-term nature of this cooperation.

A collective professional experience

Beyond its technical achievements, PAS II represented a significant professional and human experience, built on nearly four years of collective engagement around a shared vision: **modern, accessible and forward-looking African statistics**.

Through the PAS II service contract, the programme mobilised more than **200 missions, 40 regional workshops and 1,500 trained professionals**. It contributed to strengthening national accounts, trade, agricultural and environmental statistics, as well as digital innovation and statistical communication.

A durable relationship of trust has thus been established between STATAFRIC, Eurostat, Expertise France, African and European national statistical institutes and international partners.

Future cooperation

Closing discussions emphasised the importance of continuing cooperation around key priorities, including the **implementation of the 2025 System of National Accounts (SNA 2025)**, the use of **administrative data for statistical purposes**, and the strengthening of **South-South cooperation**, under the coordination of STATAFRIC.

Building on long-standing partnerships with countries in **North Africa and francophone Sub-Saharan Africa**, and through ECOBUSAF, Insee has also expanded its activities to English-speaking countries. Pending a future European cooperation programme, Insee intends to continue supporting countries that have not yet achieved full autonomy in the use of the tools and methodologies developed, notably for the **implementation of ERETES in Liberia** and the **development of tourism satellite accounts in Côte d'Ivoire**.

Lesotho – Launch of the statistical component of the Equitable Lesotho project

Maseru (Lesotho), 17–20 November 2025 — Launch mission

A mission to Maseru marked the operational launch of the statistical component of the **Equitable Lesotho project**. This first intervention represents a key step in

the implementation of the project and enabled direct dialogue with the national institutions involved.

Institutional dialogue and project framework

The mission included a working visit to the **National Statistical Office (NSO) of Lesotho**, during which discussions focused on the project's objectives, implementation modalities and expected results. These exchanges helped establish the foundations for structured technical cooperation aligned with national priorities.

Visibility and coordination among partners

The mission coincided with the celebration of **African Statistics Day 2025**, providing an opportunity to highlight the role of official statistics in public policymaking, the promotion of equity and the monitoring of development objectives.

Discussions brought together representatives from Insee, Expertise France, the European Union Delegation, as well as United Nations agencies (UNDP, UNFPA and UNICEF), underlining the importance of close coordination among partners.

Outcomes

The mission helped establish a clear operational framework for implementing the statistical activities of the Equitable Lesotho project and confirmed the

commitment of all stakeholders to strengthening the country's statistical capacities.



CoDG – DATI contributes to continental discussions and formalises cooperation with Somalia

Addis Ababa (Ethiopia), 3–5 December 2025 — Committee of Directors General of National Statistical Offices

Insee's International Technical Assistance Division (DATI) took part in the **19th session of the Committee of Directors General of National Statistical Offices (CoDG)**, held in Addis Ababa from 3 to 5 December 2025.

This continental governance body brings together the Directors General of national statistical offices from African Union Member States, as well as pan-African organisations and development partners, to discuss **strategic priorities for statistical development across the continent**.



A strategic forum for statistical coordination in Africa

The discussions focused in particular on:

- monitoring the implementation of continental statistical strategies;
- strengthening the institutional capacities of national statistical offices;

- coordinating technical and financial support in collaboration with **STATAFRIC** and the **African Union Commission**.

DATI's participation reflects its commitment to supporting continental statistical initiatives while maintaining strong links with bilateral and regional cooperation activities carried out by Insee.

A concrete outcome: a Memorandum of Understanding with Somalia

On the sidelines of the Conference of Directors General of National Statistical Offices in Africa (CoDG), Insee and the Somalia National Bureau of Statistics (**SNBS**) signed a Memorandum of Understanding (MoU), marking the launch of a new bilateral cooperation.

The MoU was signed by Olivier Biau on behalf of Insee and Abdirahman Dahir on behalf of SNBS. It establishes a structured framework for collaboration aimed at supporting the strengthening of Somalia's national statistical system through expert exchanges, methodological assistance and a gradual institutional support approach.

Insee's participation in the CoDG and the signing of this MoU pave the way for the development of operational

cooperation activities between Insee and SNBS, in line with Somalia's national priorities and African strategic frameworks, within a long-term partnership perspective.



STG-4 AGNA – DATI contributes to continental work and presents the new version of ERETES

Online meeting, 30 June – 3 July 2025

Insee's International Technical Assistance Division (DATI) took part in the work of the **Specialised Technical Group on National Accounts and Price Statistics (STG-4)**, held online from 30 June to 3 July 2025, organised within the **African Group on National Accounts (AGNA)**.

The meeting brought together African national statistical offices, pan-African institutions and technical partners to discuss the **modernisation of national accounts, improvements in price statistics and preparation for the transition to the System of National Accounts 2025 (SNA 2025)**.

Presentation of the new version of ERETES

During the meeting, DATI presented the major developments of the **new version of the ERETES software**, a key tool for compiling national accounts.

The main improvements include:

- management of multi-year and multi-version databases;
- enhanced controls and improvements to existing working and summary tables;
- development of new tools, including social accounting matrices, tools for compiling national accounts balance sheets, and semi-automatic balancing of supply-use tables;
- the addition of Portuguese and Arabic, complementing the existing French, English and Spanish versions, to facilitate wider uptake of the tool across countries;
- identification of adaptations required to meet the requirements of SNA 2025.

Several pilot countries have contributed to these developments, including [Cameroon](#), [Cabo Verde](#) and [Senegal](#).

Discussions confirmed the strategic role of ERETES in supporting statistical reforms and improving the reliability of national accounts compilation processes.

NATIONAL ACCOUNTS

Senegal – Two pilot missions on back-casting using the new version of ERETES

Dakar, 28 July – 1 August 2025 and 15–19 September 2025 — Pilot missions

As part of the Pan-African Statistics Programme II (PAS II – ECOBUSAF component), Insee's International Technical Assistance Division (DATI) carried out two successive pilot missions with [Senegal's National Agency for Statistics and Demography \(ANSD\)](#) to test the new back-casting functionalities integrated into the latest version of the [ERETES](#) software.



Testing back-casting in the context of a base year revision

These missions supported Senegal's **rebasings of national accounts to the year 2021**. Back-casting aims to produce long and consistent time series aligned with

Next steps

DATI's contribution to this meeting supports the future work of AGNA and the gradual implementation of SNA 2025 across Africa.

The next phases will focus on continued testing, user training and the progressive deployment of the new version of [ERETES](#).

the new base year by retroactively applying the growth patterns observed in the previous series.

The first mission tested the full sequence of operations using simulated data:

- recovery of the previous base data;
- loading of methodological and classification parameters;
- computation of preliminary back-casting estimates;
- initial balancing steps.

The second mission represented a key milestone, allowing the team to apply these functionalities for the first time using **provisional real data from the new Senegalese national accounts base**.

Key Outcomes

The missions made it possible to:

- **validate the overall back-casting workflow** in the new version of ERETES;
- **identify operational challenges** related to data disaggregation, level of detail and validation tools;
- **propose improvements to strengthen the robustness, traceability and usability of the software.**

Senegal's role as a pilot country for back-casting has therefore been reinforced, with a significant strengthening of ANSD's technical capacity and valuable methodological insights for other countries planning to revise their base year.

Cameroon – Pilot mission testing the new version of ERETES

Yaoundé (Cameroon), 29 September – 3 October 2025 — Pilot mission

As part of the Pan-African Statistics Programme II (PAS II – ECOBUSAF component), DATI carried out a pilot mission with [Cameroon's National Institute of Statistics \(INS\)](#), focusing on the operational testing of the new version of the [ERETES](#) software.

Cameroon has been selected as a pilot country to test the new functionalities of the software, particularly those related to **wealth accounts**.



Operational testing

The mission focused on testing the new version of ERETES using national data under conditions similar to a real national accounts compilation campaign.

The tests covered:

- database management;
- data loading procedures;
- integrated consistency checks;
- new tools for branch accounts;
- semi-automatic balancing of supply-use tables.

Outcomes

The mission confirmed the relevance of the main improvements introduced in the new version of ERETES while identifying operational issues related to data preparation, classification management and arbitration processes.

These findings will support further software development and contribute to the successful deployment of the new version among national statistical offices.

Bolivia – Fourth mission supporting the implementation of ERETES

La Paz (Bolivia), 17–28 November 2025 — Technical mission

As part of the project to modernise Bolivia's national accounts, led by the French Development Agency (AFD), Insee's International Technical Assistance Division (DATI) carried out the fourth ERETES implementation mission at INE, Bolivia's National Institute of Statistics.

Work carried out

The mission, conducted in cooperation with the deputy head of the national accounts department of INEI (Peru), aimed to familiarise the Bolivian team with the synthesis phase of national accounts compilation using ERETES.

Participants used the tools provided by the software to:

- assess imbalances and inconsistencies in the accounts;
- perform consistency checks;
- develop strategies to reconcile different compilation approaches;

accelerate the closure of annual national accounts campaigns compared with the previously used methods.



Outcomes and next steps

After importing data from the economic information systems of the INE into ERETES, the team was trained on the **decentralised compilation procedure**, which allows national accountants to work locally on copies of the main database before reintegrating adjustments into the central system.

The adjustments were subsequently consolidated in the central database and the modifications were analysed collectively under the supervision of French and Peruvian experts. The practical advice and experience shared by the Peruvian expert proved particularly valuable for the Bolivian team.

The exercise will continue with the completion of the 2017 accounts, notably through the use of “who-to-whom” matrices in ERETES, before being extended to

2018 accounts, which will be compiled both in current prices and in volume.

Liberia – ERETES implementation mission

Monrovia, Liberia, 18–22 August 2025

In the second half of 2025, DATI carried out a fifth [ERETES](#) implementation mission in Liberia, as part of the Pan-African Statistics Programme II (PAS II – ECOBUSAF component).

The mission made it possible to finalise the preparatory files required for calculating GDP using the production approach. These files support both the calculation process and the conversion of data into the ERETES format across all sectors of activity. Once integrated into

the software, the data enable ERETES to automatically compute GDP using the production approach and to generate the corresponding summary tables.

Work also focused on identifying and converting data sources into the ERETES format for the calculation of GDP using the expenditure approach. This step paves the way for the future use of more detailed data in the compilation process.

Finally, the mission provided an opportunity to present a project for reorganising digital workspaces and strengthening data security, with a view to sustainably improving the statistical production environment.

Tunisia – ERETES implementation mission

Tunis, Tunisia, 29 September – 3 October 2025

In the second half of 2025, a sixth mission to implement the [ERETES](#) software was carried out in [Tunisia](#) by an expert from the International Technical Assistance Division (DATI), as part of the Pan-African Statistics Programme II (PAS II – ECOBUSAF component).

The mission made it possible to develop a detailed plan for compiling accounts under ERETES. It also gave the team an opportunity to further strengthen its command of the tool's main functionalities, including the conversion of economic information into the ERETES format, the use of working tables and related control tools, as well as certain tasks specific to the administration of the central database.



The mission therefore helped consolidate the team's technical skills while preparing the next phase of support. The following mission will focus on putting this compilation plan into practice, adjusting it where necessary, and supporting a fuller appropriation of the tool by the Tunisian team.

Cameroon – Support for the development of national accounts balance sheets

Paris, 9–12 December 2025 — Technical workshop at Insee

From 9 to 12 December, Insee hosted a delegation of national accountants from [Cameroon's National Institute of Statistics](#) for a technical workshop dedicated to the development of national accounts balance sheets.

Organised by DATI, the workshop follows similar support activities previously conducted with the High Commission for Planning (HCP) of Morocco and the National Institute of Statistics of Tunisia.

The objective was to support participants in a **progressive and operational approach** to developing national accounts balance sheets adapted to the Cameroonian context.

Methodological outcomes

The workshop addressed several key topics:

- conceptual frameworks for national accounts balance sheets;
- potential data sources;
- valuation methods for assets and liabilities;

- consistency with existing national accounts.

The workshop helped establish solid methodological foundations for the progressive development of national accounts balance sheets in Cameroon and prepared the next phases of technical work.



@ Harouna Traore

National accounts rebasing and balance sheets – Study visit to Insee and the Banque de France

Paris, 15–19 December 2025 — Study visit

From 15 to 19 December, Insee and the Banque de France hosted a study visit dedicated to rebasing national accounts and compiling national accounts balance sheets.

The visit brought together national accountants from the National Institute of Statistics of Cameroon and the National Statistical Agency of Côte d'Ivoire (ANStat), while experts from the National Agency for Statistics and Demography of Senegal (ANSD) participated remotely.

Methodological exchanges

The visit provided an opportunity to **explore French practices in national accounts rebasing and the compilation of national accounts balance sheets**.

Discussions also addressed emerging topics such as:

- the measurement of the digital economy;
- the integration of carbon footprint indicators in national accounting frameworks.



@ Harouna Traore

Presentations and discussions supported collective reflection on how these methods could be adapted to the national contexts of participating countries.

The programme concluded with a day at the **Banque de France**, focusing on **financial balance sheets**, complementing the non-financial balance sheets discussed at Insee.

Outcomes

The visit strengthened the **technical capacities of participating teams** and provided an integrated perspective on national accounts balance sheets, combining both financial and non-financial dimensions.

SATELLITE ACCOUNTS AND SECTORAL STATISTICS

Côte d'Ivoire – Support for the development of the tourism satellite account

Abidjan (Côte d'Ivoire), 6–9 October 2025 — Technical assistance mission

As part of the PAS II-ECOBUSAF programme, and in continuity with ongoing initiatives aimed at strengthening tourism statistics in Africa, the head of the Insee unit responsible for tourism statistics conducted a technical assistance mission at the **National Statistical Agency of Côte d'Ivoire (ANStat)** to support the development of the **Tourism Satellite Account (TSA)**.

The mission aimed to transfer the methodology for compiling the TSA and ensure its sustainable appropriation by the national team.

Methodological support and project structuring

The discussions focused on:

- the key steps in constructing a TSA according to international recommendations;
- the analysis of available data sources and the identification of additional sources;
- the adaptation of the Insee methodology to the Ivorian statistical context;
- the preparation of an operational roadmap for implementing the TSA.

Particular attention was given to coordination between **ANStat and the Ministry of Tourism**, as well as to the use of administrative data and the surveys required for the development of the account.

Outcomes and next steps

The mission strengthened the technical capacities of ANStat teams, validated a roadmap for implementation and clarified the steps required for the future production of the Tourism Satellite Account, with the objective of reporting results to **UN Tourism**.

Future work will focus on implementing key surveys, adapting national accounts classifications and continuing technical support.



Morocco – Support for the development of distributional national accounts

Rabat (Morocco), 6–10 October 2025 — Technical assistance mission

Within the framework of the Pan-African Statistics Programme II (PAS II – ECOBUSAF component), an expert from Insee's national accounts department conducted a technical assistance mission at the **High Commission for Planning (HCP)** of Morocco, dedicated to the experimental development of **Distributional National Accounts (DINA)** in preparation for the System of National Accounts 2025 (SNA 2025).

This mission follows a first exchange of experience conducted in 2023 and aimed to integrate data from the National Household Living Standards Survey into a distributional accounting framework adapted to the Moroccan context.

Methodological work and outcomes

The work focused on linking **microdata from household surveys with macroeconomic aggregates** through the adaptation of the French approach to distributional national accounts.

An **operational R script** was applied to Moroccan data, allowing the cleaning, alignment and aggregation of key variables and the production of **initial experimental results** consistent with national accounts aggregates.

Outcomes and next steps

The mission confirmed the **technical feasibility of distributional national accounts in Morocco**, identified key challenges related to data and computational capacities, and laid the groundwork for a sustainable and reproducible system.

Future work will focus on stabilising the scripts, documenting the methodology and preparing **the publication of the first official distributional accounts**, in line with the modernisation of the Moroccan statistical system.

Presentation of ERETES at the ECLAC annual seminar (United Nations)

Online presentation — 28 October 2025

The national accounts software [ERETES](#) is currently deployed in more than 35 entities worldwide. While most of its users are African national statistical offices, it is also used in South America, where Brazil and Peru are

experienced users. In Bolivia, a training is currently underway as part of an AFD-supported project.

To further promote the tool, Insee presented ERETES in **Spanish** during the annual national accounts seminar of the [Economic Commission for Latin America and the Caribbean](#), the United Nations regional commission for Latin America and the Caribbean. The main features of the new version were also introduced and will be presented in greater detail during dedicated sessions with interested countries.

COMMUNICATION AND LEADERSHIP

Training future statistical managers in leadership and ethics – Seminar at ENEAM

Cotonou (Benin), week of 27 October 2025 — Training seminar

During the week of 27 October 2025, statistical engineering and economics students ([ISE](#)) from the National School of Applied Economics and Management

(ENEAM) in Benin took part in a training seminar on **leadership, ethics and management**. The seminar was led by Insee's cooperation lead for Sub-Saharan Africa.

This initiative forms part of a broader effort to **strengthen the cross-cutting skills of future statistical professionals and managers**, who will be called upon to assume technical, institutional and managerial responsibilities within national statistical systems.



Content and key takeaways

The discussions focused on the challenges of leadership in complex environments, highlighting the need to make decisions in uncertain contexts, to combine technical expertise with strategic vision, and to integrate the human dimension into team management.

Particular attention was given to professional ethics, the responsibilities associated with management functions, and the ethical dilemmas that statistical managers may face. The seminar also helped clarify the distinction between leadership and management, while emphasising the role of emotional intelligence and the ability to mobilise teams.

Results and next steps

The seminar helped strengthen the employability of ISE students by consolidating their managerial skills and deepening their understanding of governance and development issues in Africa.

Building on this initiative, Insee plans to continue its support in the field of leadership in 2026. A training-of-trainers session for all statistical schools across the continent is also envisaged with STATAFRIC, with a view to disseminating these contents more broadly across African statistical training institutions.

Abidjan – Towards clearer and more accessible statistical publications

Abidjan (Côte d'Ivoire), 24–28 November 2025 — Training workshop



A training workshop was held in Abidjan to address a key challenge faced by many statistical institutions: improving the clarity, readability and accessibility of statistical publications.

Participants included representatives from the National Statistical Agency of Côte d'Ivoire ([ANStat](#)), the African Development Bank Group ([AfDB](#)), the National Institute

of Statistics and Demography of Burkina Faso ([INSD](#)) and the National Agency for Statistics and Demography of Senegal ([ANSD](#)).

Adapting publications to diverse audiences

Discussions highlighted the common challenge of addressing multiple audiences — including the general public, policymakers, researchers, institutions and the media — while maintaining statistical rigor.

This requires adapting formats, language and communication strategies to improve the understanding and use of statistical results.

Outcomes

Through methodological inputs and practical exercises, the workshop helped identify concrete ways to:

- better prioritise information;
- highlight key messages;
- simplify writing without losing precision.

These activities represent a first step towards modernising the editorial practices of participating institutions and developing statistical publications that are more accessible and user-oriented

OTHER AREAS OF WORK

Nantes – Pan-African Seminar on Administrative Sources and Business Registers

Nantes, 30 June–4 July 2025 — Training seminar organised with AFRISTAT

From 30 June to 4 July 2025, Insee and AFRISTAT organised a CEFIL seminar at Insee's regional office in Nantes, focusing on **the use of administrative data and the development of business registers for statistical purposes**. This seminar is part of ongoing efforts by both institutions to strengthen the capacities of African statistical systems in the field of business statistics.

A key issue for modernising business statistics

The discussions addressed a major challenge for many national statistical offices: **improving the use of administrative data to create, update and manage statistical business registers**. These registers are essential tools for producing economic statistics, conducting business censuses, compiling national accounts and, more broadly, analysing the productive system.

The seminar also provided an opportunity to review the methodological challenges associated with these approaches, particularly in terms of data quality,

confidentiality, compliance with statistical standards and governance of update processes.

Experience sharing and networking

The programme combined methodological presentations, experience sharing and operational discussions. Participants were introduced to the processing of administrative data for business statistics, French practices in managing statistical business registers, as well as the TIGRE application developed by AFRISTAT for establishing and managing business registers.

The seminar also aimed to foster exchanges among African statisticians facing similar challenges, in a spirit of peer learning and knowledge sharing. One of the key objectives was to help revitalise and strengthen a community of practice around statistical business registers at the pan-African level.

Results and outlook

The seminar contributed to sharing good practices in the use of administrative data, improving knowledge of available tools for managing business registers, and pooling national experiences **in establishing, upgrading and using statistical business registers**. It also helped strengthen cooperation between Insee, AFRISTAT and African national statistical offices on this topic.

Serbia – Study visit on macroeconomic modelling and econometric analysis

Paris, 13–15 October 2025 — Study visit with Insee and French partners

From 13 to 15 October 2025, Insee hosted in Paris a delegation from **the Statistical Office of the Republic of Serbia (SORS)** as part of the EU4SORS – Development of a modern statistical system project. This study visit was organised under the sub-component dedicated to the development of a national decision-support system and aimed to present European experiences and best

practices in macroeconomic modelling and analytical tools for public decision-making.

An exploratory approach to modelling tools

The visit responded to an exploratory request from SORS, seeking to better understand the range of available options, methodological prerequisites and data requirements for developing macroeconomic modelling capacities within the institution. The objective for SORS is to progressively position itself as a modern centre for analysis and data science, capable of producing indicators that support public decision-making and inform national policies through more advanced statistical and econometric tools.

Exchanges with several French institutions

The programme enabled Serbian participants to explore a variety of models used in France for different purposes. At Insee, discussions covered the Destinie dynamic microsimulation model, nowcasting tools for rapid GDP estimation, input-output methods, and the Mésange macroeconometric model. The delegation also met with experts from the OFCE on the ThreeME model, designed for evaluating energy and environmental policies, and from AFD on the GEMMES framework, which integrates economic and financial risks related to ecological transitions.

Key lessons for SORS development

The visit highlighted the diversity of possible approaches depending on the intended use: short-term forecasting, support to public policy evaluation, risk analysis, or long-term economic and social modelling. It also underlined the importance of data availability, human resources and institutional organisation in progressively building such capacities within a national statistical office.

Results and outlook

This study visit provided SORS with a structured overview of the tools and methods used in France to support public decision-making. It represents a first step in defining a strategic approach for developing macroeconomic modelling and forward-looking analytical capacities, aligned with the institution's resources, needs and national context.

Dakar – Training on personal data protection at BCEAO

Dakar (Senegal), 7–9 July 2025 — Training mission

A training mission on **personal data protection** was organised at the headquarters of the **Central Bank of West African States (BCEAO)** in Dakar.

The workshop brought together BCEAO economists as well as representatives from UEMOA and the **National Agency for Statistics and Demography (ANSD)** of Senegal.

Focus on microdata dissemination

The training primarily addressed **issues related to the dissemination of microdata**, focusing on the theoretical

framework of statistical confidentiality and the balance between disclosure risk and data utility.

Methods for protecting tabular data were also introduced, although the training concentrated mainly on microdata protection techniques.

Practical applications

Participants applied the concepts presented using the Onyxia Datalab platform, through exercises adapted to their technical background.

These exercises included the evaluation of disclosure risk in microdata published as open data by UEMOA and the preparation of datasets related to BCEAO bank credit statistics for dissemination.

The training strengthened participants' capacity to manage confidentiality risks and clarified methodological choices related to data dissemination.

Cambodia – Reviving a gender network to strengthen equality within the National Institute of Statistics

Phnom Penh (Cambodia), 25–29 August 2025 — Technical assistance mission within an EU Twinning project

As part of an EU Twinning project involving Cambodia's **National Institute of Statistics (NIS)** and several

European statistical institutes, coordinated by Italy's Istituto nazionale di statistica (Istat) with Insee's participation, an expert from the Department of Statistical and International Coordination carried out a technical assistance mission to help relaunch and strengthen the NIS **women's network**.



Objectives and approach

The initiative aims to strengthen the consideration of **gender equality within the institution**, particularly by promoting women's access to managerial positions, improving their access to training opportunities and enhancing their institutional visibility.

The mission was based on a structured approach combining:

- the development of a questionnaire addressed to female staff members of the NIS;
- in-depth interviews with nine women in management positions to identify expectations and priorities.

Outcomes and follow-up

The work made it possible to identify common expectations, contribute to reflections on the objectives of the gender network and establish operational foundations for its revitalisation.

Next steps include distributing the questionnaire to all female staff members and organising a follow-up mission to define the governance and functioning of the future gender network.

Lebanon – Exchanges on the SIRUS business register and prospects for cooperation

Paris, November 2025 — Technical meeting at Insee

Insee hosted a technical meeting on SIRUS, the French statistical business register, bringing together

representatives from [Insee](#) and Lebanon's Central Administration of Statistics ([CAS](#)).

Presentation of the SIRUS register

The meeting provided an in-depth presentation of SIRUS, a key tool for the production of business statistics in France. Discussions focused on **its operating principles, methodological choices and operational uses**, providing a concrete overview of its role within the French statistical system.

Montrouge – Study visit on personal data protection

Montrouge, 8–10 September 2025 — Study visit organised with AFRISTAT

From 8 to 10 September 2025, Insee hosted a study visit in Montrouge dedicated to **personal data protection in official statistics**. Organised by the International Technical Assistance Division, in liaison with the Statistical Methods Department and in cooperation with [AFRISTAT](#), the visit addressed an initial request from Djibouti's National Institute of Statistics (INStAD).

The study visit brought together representatives from INStAD in Djibouti, [ANSADE](#) in Mauritania and [INSBU](#) in Burundi. It reflected the growing interest of African statistical institutes in confidentiality, the protection of individual data and the secure dissemination of statistical information.

A key issue for trust in official statistics

Personal data protection is a core pillar of official statistics. **It underpins respondents' trust, the quality of data collection and the ability of national statistical institutes to disseminate useful information while safeguarding the confidentiality of individuals, households and businesses.**

The discussions took place in a context where legal frameworks in Africa are evolving rapidly. The principle of confidentiality, enshrined in [the African Charter on Statistics](#), requires the protection of privacy, compliance with statistical confidentiality and the use of data strictly for statistical purposes.

Technical and operational content

Led by experts from Insee's Statistical Methods Department, the training combined theoretical input, methodological presentations and practical exercises. It covered the protection of tabular data, suppressive and perturbative methods, as well as risk measures applied to microdata, including k-anonymity, l-diversity and probabilistic approaches.

Participants also discussed several methods for protecting individual data, including local deletion, the Post-Randomization Method (PRAM), and swapping (the exchange of data between individuals). A specific session was devoted to synthetic data, opening up additional possibilities for the secure dissemination of statistical data.

Peer exchanges and perspectives

Beyond the technical content, the study visit encouraged in-depth exchanges on concrete situations encountered by participants in their respective institutions. These discussions enabled participants to share experiences around a common challenge: reconciling open data, growing user needs, confidentiality protection and the modernisation of dissemination systems.

The presence of INStaD's Director General, Mr Ibrahim Abdi Hadi, also provided an opportunity to discuss prospects for bilateral cooperation between Insee and the Djiboutian institute, particularly in relation to the use

of administrative data, civil registration data for statistical purposes, geospatial data and the strengthening of statistical dissemination.

Results and next steps

This study visit strengthened participants' technical capacities in statistical confidentiality and personal data protection. It also helped consolidate the links between Insee, AFRISTAT and the participating national statistical institutes around a key issue for the modernisation of statistical systems.

The exchanges opened the way for possible further work, particularly on **the secure dissemination of microdata, anonymisation, the use of administrative data and the integration of data protection into statistical quality frameworks.**



Editorial information

- **Publisher:** Insee – Directorate General, 88 avenue Verdier – CS 70058 - 92541 Montrouge Cedex, France
- **Publication Director:** Fabrice LENGART, Director-General of Insee
- **Editorial Manager:** Olivier Biau, Head of the Department of Statistical and International Coordination (DCSI), Insee
- **Editor-in-chief:** Emmanuel L'Hour, Head of the International Technical Assistance Division (DATI), Insee
- **Contributors to this issue:** Cristina D'ALESSANDRO, Dominique FRANCOZ, Guillaume POIREL, Alice TCHANG, Harouna TRAORE, International Technical Assistance Division, Insee
- **With the contribution of:** Cécile VALADIER, Head of the Transparency, Public Financial Management, and Accountability Unit, Governance Department, Expertise France