

International statistical cooperation

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COOPERATING TO SUPPORT THE TRANSFORMATION OF OFFICIAL STATISTICS

The first half of 2026 illustrates the diversity of forms that Insee's international statistical cooperation now takes. Expert and programming missions, training courses, study visits, tool development, peer exchanges and participation in international forums all pursue the same objective: to support partner institutes in their transformations while fostering mutual learning.

The activities presented in this Newsletter reflect the diversity of transformations statistical systems are facing today and the resulting need for support. Evolving methods and tools, new data sources, skills development, organisational transformation and renewed relationships with users: the challenges are varied and take different forms from one institution to another. In these diverse contexts, Insee mobilises its expertise and adapts it to the priorities expressed by its partners.

This half-year also highlights the importance of **long-term cooperation and stronger coordination between institutions**. Bilateral partnerships are enriched by European, African and multilateral networks, while experience developed with partner institutes in turn feeds into collective practices and reflection. Innovation, experience-sharing and reciprocity therefore form a common thread throughout this new edition.

This Newsletter looks back at some of the activities and meetings that marked the first half of 2026 and that, each in its own way, are helping to build official statistics that are more robust, more accessible and better suited to the transformations taking place in our societies.

This edition is dedicated to the memory of Olivier Gourdon, a former colleague at the International Technical Assistance Division (DATI), who notably helped bring this Newsletter to life. A tribute to him appears at the end of this issue.

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.

COVER STORY – INSEE–STATAFRIC PARTNERSHIP

Insee–STATAFRIC – A partnership supporting statistical capacity-building in Africa

The first half of 2026 confirmed the growing importance of the partnership between Insee and STATAFRIC, the African Union Institute for Statistics, in developing statistical capacity across the continent. National accounts, training, leadership and support for professional communities: several activities enabled Insee to mobilise its expertise in pan-African settings, alongside bilateral cooperation with national statistical institutes.

This momentum builds on cooperation developed in recent years, notably the first pan-African seminar organised in 2025 at Insee's Pays de la Loire Regional Directorate on business statistics. It is based on the same principle: **encouraging peer-to-peer exchange, strengthening skills and embedding training activities in networks capable of disseminating know-how on a lasting basis.**

From national accounts to training of trainers

In February, Insee took part in the work of the **Specialized Technical Group on National Accounts and Price Statistics (STG-04/AGNA)**, organised by STATAFRIC in **Hammamet (Tunisia)**. Discussions focused in particular on preparations for the transition to the 2025 System of National Accounts, quarterly accounts, price statistics and the use of new data sources. Insee shared its experience of integrating new data sources and of the conditions required for their use in regular statistical production processes.

This cooperation continued in April in **Abidjan (Côte d'Ivoire)**, where the Pan-African Statistical Training Centre (PANSTAT), together with STATAFRIC and Insee, organised a first continental training-of-trainers course on leadership in official statistics. The objective was not only to transmit leadership tools adapted to statistical systems, but also to enable participating schools and training centres to reuse and adapt the content in their own curricula.

In June, STATAFRIC also organised the second phase of the **ERETES OE 2.0** training-of-trainers course in **Tunis**, with technical support from Insee. National accounts managers and experts from nine African countries,

together with representatives of AFRISTAT, the African Development Bank, STATAFRIC and WAEMU, worked directly with national data. The workshop both strengthened the skills of future trainers and helped further stabilise the new version of the software through user feedback.



Building capacity that can spread across the continent

Despite the diversity of topics, these activities share the same ambition: to **make cooperation a lever for spreading skills across the continent**. Training of trainers, peer learning and support for professional networks make it possible to move beyond one-off interventions and foster ownership of methods by African institutions themselves.

This approach also helps align Insee's technical expertise more closely with the priorities of the African Union and regional statistical organisations. It provides a framework in which national experiences can be compared, adapted and then shared with a broader range of institutions.

Momentum continuing into the second half of the year

This cooperation continued beyond the first half of the year. From **20 to 22 July 2026**, Insee and STATAFRIC organised a second pan-African seminar at African Union headquarters in **Addis Ababa (Ethiopia)**, this time devoted to **strategic statistical communication**.

The choice of this theme responded to needs expressed by African statistical institutions, particularly in the areas of communication strategy, relations with decision-

makers and the media, diversification of statistical products, management of sensitive issues and adaptation to new digital uses. It also builds on priorities identified at the end of the Pan-African Statistics Programme II (PAS II).

Around forty participants from 18 African national statistical institutes and several regional organisations discussed dialogue with public decision-makers, media relations, fact-checking and institutional communication.

Two workshops are due to extend this approach by focusing on the practical implementation of communication strategies in national statistical institutes: in **Kigali (Rwanda) in October** for a group of English-speaking African countries, followed by **Abidjan**

(Côte d'Ivoire) in November, at PANSTAT, for a selection of French-speaking countries.

By carrying forward, together with STATAFRIC, priorities and initiatives developed through major programmes such as PAS II, these activities also illustrate Insee's ability to sustain partnerships beyond the lifetime of individual projects. By mobilising a wide range of expertise through pan-African mechanisms, the partnership with STATAFRIC illustrates a key feature of Insee's international cooperation: **putting its expertise at the service of regional dynamics capable of sustainably strengthening statistical systems and encouraging the circulation of skills between institutions.**

NATIONAL ACCOUNTS, ECONOMIC STATISTICS AND PRICES

Cameroon – Co-developing the final version of ERETES OE 2.0

Yaoundé (Cameroon), 11–15 May 2026 — Pilot mission in national accounts

As part of the redevelopment of [ERETES](#), the software used to compile national accounts, Insee and [Cameroon's National Institute of Statistics \(NIS\)](#) carried out a real-life test of the new **ERETES OE 2.0** version. Over five days, the Cameroonian team reproduced the main stages of an annual accounts campaign using its own data, in order to assess the software's robustness, reliability, performance and user-friendliness before wider rollout.

Cameroon was selected as a pilot because of its national accountants' experience in using ERETES and their command of national accounts work. The aim was therefore to test the new developments under **conditions close to day-to-day production** and to collect direct feedback from users of the new version.

Testing an entire accounts campaign using real data

The work covered all the main production stages: setting up the 2023 database, loading source and pre-reconciled data, compiling supply-use balances (SUB), industry accounts, who-to-whom matrices, syntheses

and outputs. More than **11,800 data** rows were checked during the loading tests.

Particular attention was paid to the new **semi-automatic balancing features for supply-use balances**, designed to facilitate certain balancing decisions and improve processing traceability. The new tools for industry accounts and who-to-whom matrices were also tested. The option to copy data directly from Excel into ERETES, available in the previous version but not yet included in ERETES OE 2.0, was reintroduced and was particularly appreciated by the Cameroonian users.

The tests confirmed the **potential time and productivity gains** offered by the new tools. They also made it possible to identify very concretely the improvements still needed in terms of performance, user-friendliness and the processing of certain data.



Results and outlook

The experiment confirmed the **overall functioning of ERETES OE 2.0 and the operational value of its main new features**, while identifying and prioritising the adjustments to be made before wider deployment. User feedback will be used in particular to correct certain anomalies, improve processing times and complete the documentation for users of the new version.

Cameroon is thus part of a series of experiments conducted with [several user countries](#). Together with tests carried out notably in [Cabo Verde](#) and [Senegal](#), Cameroonian feedback has contributed to stabilising and improving the new version ahead of wider rollout.

This approach illustrates a **co-development process with users**: national statistical institutes are not merely recipients of the new tool, but contribute directly to its improvement through their practices and feedback.

Tunis – Training trainers on ERETES OE 2.0

Tunis (Tunisia), 15–19 June 2026 — Regional training-of-trainers workshop

Following experiments conducted in several pilot countries, [STATAFRIC](#), with technical support from Insee, organised in Tunis the second phase of the training-of-trainers course devoted to [ERETES OE 2.0](#). The workshop brought together national accounts managers and experts from **nine African countries** — Benin, Cameroon, Cabo Verde, Côte d'Ivoire, Guinea-Bissau, Morocco, Mauritania, Senegal and Togo — as well as representatives of AFRISTAT, the African Development Bank, STATAFRIC and WAEMU.

This second phase builds on work initiated in May 2025 under the PAS II – ECOBUSAF programme. The first training-of-trainers course helped establish an initial group of regional trainers and gather operational feedback to further improve ERETES OE 2.0. Following the completion of PAS II, Insee and its partners continued this work to support the stabilisation of the new version and prepare for its wider rollout. It pursued two complementary objectives: strengthening the capacities of future national trainers on the main developments and advanced features of the new version, and **continuing its validation using real data from participating countries** before wider deployment.

Hands-on work using participants' data

During the week, participants worked on the main stages of a national accounts campaign: campaign management, data loading, **semi-automatic balancing of supply-use balances (SUB)**, industry accounts, who-to-

whom matrices, ICM, **backcasting**, series, syntheses and outputs. A specific session was also devoted to ongoing work to incorporate the [2025 System of National Accounts \(2025 SNA\)](#) into ERETES.

The teaching approach relied heavily on exercises carried out directly on **participants' national data**. [Feedback from the pilot countries](#) informed the discussions: Cabo Verde and Cameroon on semi-automatic balancing of supply-use balances, and Senegal on the new backcasting features implemented as part of its rebasing exercise.

This approach made it possible to test the software against a wide range of national situations and to collect **51 requests for changes**, which were then analysed and prioritised to support stabilisation of the new version.



Results and outlook

The assessment conducted before and after the training shows a clear improvement in participants' knowledge across all the topics assessed, confirming the value of a teaching approach combining demonstrations, practical work and experience-sharing between countries.

Beyond the training itself, the workshop helped prepare the conditions for the future rollout of ERETES OE 2.0. The next steps include stabilising the latest developments, consolidating documentation and teaching materials, and organising **national and regional training courses**.

AFRISTAT, the African Development Bank, STATAFRIC and WAEMU are expected to play a key role in **supporting this dissemination**, notably by backing training, experience-sharing and country ownership of

the new version. Continuing this work beyond the completion of PAS II illustrates the commitment to build on the achievements of major cooperation programmes beyond their formal timeframe, by maintaining the technical support and partnerships needed until the tools are effectively taken up by user countries.

The objective is therefore to consolidate a **sustainable community of ERETES users and trainers**, able to share experience, support national teams and contribute over time to the tool's development.

Hammamet – Insee contributes to AGNA work on national accounts and prices

Hammamet (Tunisia), 4–6 February 2026 — Meeting of the Specialized Technical Group on National Accounts and Price Statistics

Insee took part in the meeting of the **Specialized Technical Group on National Accounts and Price Statistics (STG-04/AGNA)**, organised by [STATAFRIC](#) in Hammamet. The meeting brought together representatives of African Union Member States, Regional Economic Communities and several regional institutions and technical partners to discuss the main challenges involved in modernising macroeconomic statistics in Africa.



The work focused in particular on the level of implementation of the 2008 System of National Accounts (2008 SNA), preparations for the transition to the [2025 SNA](#), development of quarterly national accounts and integration of new data sources into national accounts and price statistics. The meeting was also intended to help prepare the group's 2026–2027 work programme.

Sharing Insee's experience with new data sources

In this context, Insee presented its experience of **integrating new data sources and innovative methods into statistical production**. Discussions covered several categories of data: scanner and other transaction data, automated web collection, large-scale administrative data, e-invoicing and unstructured data.

The presentation also emphasised the conditions required to move from experimentation to regular use of these new sources: **appropriate statistical methods, secure infrastructure, automation of production processes, a legal framework and data governance**. Insee's experience shows that statistical innovation rests on a combination of data, methods, infrastructure, skills and governance.

The CPI as an example of scaling up

The [consumer price index \(CPI\)](#) provided a concrete illustration of this transformation. Insee now uses scanner data from large retailers, supplemented by other sources such as web scraping, to improve the accuracy and responsiveness of price measurement.

This development has involved a major increase in scale: the system has moved from around **32,000 manual price observations per month** to [60–80 million transactions processed each month](#). These new data make it possible, in particular, to better account for promotions, product-range changes and certain changes in packaging, while improving the robustness of the indices produced.

Results and outlook

Insee's contribution helped inform discussions on the conditions for **progressively modernising African statistical systems**, based on pilot projects, partnerships

with data holders and the joint strengthening of statistical and data-science skills.

This work forms part of a broader continental dynamic aimed at strengthening statistical harmonisation, preparing for adoption of the 2025 SNA and

encouraging experience-sharing between national statistical institutes and regional partners. The meeting also aimed to prepare the group's 2026–2027 work programme, particularly in the areas of training, technical assistance and peer learning.

Côte d'Ivoire – Quarterly accounts

Montrouge (France), 9–13 March 2026 — Study visit on national accounts

A delegation of **four representatives** from [Côte d'Ivoire's National Statistics Agency \(ANStat\)](#) was hosted by Insee for one week to deepen its knowledge of methods for compiling [quarterly national accounts](#). The visit responded in particular to ANStat's wish to develop the **expenditure approach to GDP** while consolidating its current account-production methods.

Discussions covered the main stages of the production chain: selection and use of short-term indicators, benchmarking and calibration methods, seasonal and working-day adjustment, chain-linking of volumes, compilation of quarterly GDP, the validation process, and [revision and dissemination principles](#). The sources used to estimate household consumption, investment, external trade and general government consumption were also reviewed.

Comparing methods and experience

The visit was designed as a **peer-to-peer exchange**, alternating presentations of the French experience with sessions devoted to methods used in Côte d'Ivoire. This format enabled the Ivorian national accountants to compare their own practices with those of Insee and identify possible adaptations to their system.

While the delegation initially wished to deepen its understanding of the expenditure approach, the work

also provided an opportunity to revisit the **production approach** to GDP, particularly the choice of indicators used. The review carried out at the end of the visit underlined that this comparison should help **consolidate the production approach while preparing the development of the expenditure approach**.



Results and outlook

The week identified several concrete avenues for continuing cooperation. These include the gradual development of **analysis tools in R** to examine changes and revisions in the accounts, the search for new data sources and continued work on seasonal adjustment.

In the longer term, exchanges could also be extended to the **third approach to calculating GDP, the income approach**, in order gradually to complement the work already under way on the production and expenditure approaches. The visit thus illustrates cooperation based on method-sharing and gradual support to teams, contributing to more robust quarterly accounts and stronger short-term economic analysis.

Morocco – New accounts in the 2022 benchmark

Rabat (Morocco), 6–10 April 2026 — National accounts support mission

Building on a long-standing partnership in national accounts, Insee continued to support [Morocco's High Commission for Planning \(HCP\)](#) in broadening the scope of the national accounts and preparing the next 2022 benchmark. The mission held in Rabat from 6 to 10 April focused mainly on two structuring areas: finalising the experimental **balance-sheet accounts** and consolidating a satellite account for the digital economy.

This work follows several missions carried out since 2023. It aims to progressively enrich Morocco's national accounts, currently published on a 2014 benchmark, while preparing for the integration of new dimensions into the future central accounts framework.

Towards more comprehensive balance-sheet accounts

The experimental work for 2014 has reached an important milestone. It now covers the main **produced fixed assets**, land, inventories, certain intangible assets, and financial assets and liabilities. The objective is to obtain a more comprehensive picture of national wealth and to better connect the real and financial dimensions of the economy.

Discussions helped consolidate methods for estimating fixed assets, based on long time series of gross fixed capital formation and prices, examine financial wealth by institutional sector, and clarify the remaining work on certain natural and land assets, including agricultural land, forests and phosphate deposits. The methods tested on the 2014 benchmark will then provide the basis for a new stage of work on the 2022 benchmark.

Measuring the digital economy more effectively

The mission also helped consolidate the framework for the digital economy satellite account. This account is

intended to better measure the production and use of digital goods and services, the activities of the producers concerned and expenditure on digital products, while remaining integrated with the supply-use balances and input-output tables of the national accounts.

A first complete version is to be compiled using the 2014 benchmark year, with publication envisaged in the second half of 2026. The work can then be extended to the 2022 benchmark and, in the longer term, incorporate changes introduced by the [2025 System of National Accounts](#) (2025 SNA), notably the treatment of 'data' as produced assets and the prospect of a digital input-output table.

Results and outlook

The mission thus clarified the **work still to be completed, the methodological choices to be secured and the stages for gradual integration into the 2022 benchmark**. Particular attention will be paid to finalising and promoting the 2014 experimental results before extending them to the new benchmark.

Through this work, cooperation between Insee and the HCP is helping progressively broaden the scope of Morocco's national accounts so as to better describe **national wealth, its financial and non-financial assets and the transformations associated with the digital economy**.

Cameroon – From the consumer price index to inflation forecasting

Montrouge (France), 8–12 June 2026 — Study visit on the CPI and short-term economic analysis

A delegation of four representatives from [Cameroon's National Institute of Statistics \(NIS\)](#) was hosted by Insee for one week to deepen its knowledge of methods for processing the [consumer price index \(CPI\)](#) and using it to analyse inflation. The visit combined methodological training, practical work and exchanges between the French and Cameroonian teams.

One of the main objectives was to strengthen the NIS's capacity in **seasonal adjustment of CPI series** and the use of [JDemetra+](#) and R, in order to better identify short-term developments by distinguishing seasonal movements from underlying economic trends.

Seasonally adjusting, checking and automating series

The first three days were devoted to methods for adjusting seasonal and calendar effects. Participants worked on the **X13-ARIMA** method, time-series diagnostics, production of seasonally and working-day adjusted series, and quality-control procedures.

A large part of the course was devoted to practical exercises with [JDemetra+](#), followed by the use of [R/RStudio](#) to automate and improve the reliability of processing. The aim was notably to show how to build reproducible production pipelines, document methodological choices and facilitate regular updates and checks of processing workflows.

The fourth day provided an opportunity to compare **French and Cameroonian CPI production methods** more directly: collection, weights, processing, dissemination, core inflation and available series. The detailed presentation of the Cameroonian system

provided a basis for discussion of the seasonal-adjustment methods best suited to its characteristics.



Linking price statistics and short-term economic analysis

The final day broadened the work to **inflation forecasting**. Discussions focused on the organisation of short-term economic analysis at Insee and on how information from the CPI can feed into forecasting.

Different approaches were examined: ARIMA models, micro-sectoral analysis, economic monitoring and the incorporation of government measures, as well as the use of business tendency surveys and macroeconomic models for certain components of inflation.

Results and outlook

The visit helped bring together the challenges of **statistical production, quality control and economic analysis**. The work notably laid the foundations for more robust seasonally and working-day adjusted series, greater automation of processing and better integration between the CPI and inflation forecasting work.

The discussions also helped identify additional needs and avenues for continuing [technical cooperation between Insee and Cameroon's NIS](#). They open up prospects for **strengthening the robustness of seasonally and working-day adjusted series, continuing the automation and quality control of processing, and deepening methodological exchanges between the two institutes**.

INNOVATION, DATA, CLASSIFICATIONS AND REFERENCE SYSTEMS

Lesotho – Strengthening R skills at the Bureau of Statistics

Maseru (Lesotho), 16–20 February 2026 — Training in open-source tools for statistics

As part of the [Equitable Lesotho](#) project, funded by the European Union and implemented by Expertise France in partnership with Insee, an R training course was organised in Maseru to strengthen the capacity of [Lesotho's Bureau of Statistics \(BoS\)](#) in data processing, analysis and dissemination. The training, intended mainly for BoS staff, brought together personnel from several of its divisions as well as representatives of the Ministry of Finance and Development.

The objective went beyond simply learning a new software package. It was to support a change in working methods, gradually moving from manual processing or proprietary software to **documented, reproducible and automatable processes**. This approach both increases the transparency of statistical processing, facilitates reuse and helps retain more technical expertise within the institution.

From data handling to automated production

Over five days, the training covered the entire statistical processing cycle. After an introduction to the fundamentals of R, participants worked on importing and cleaning data, transforming it with the **Tidyverse** ecosystem, producing statistical indicators and visualising data with **ggplot2**.

A substantial share of the course was devoted to practical work. Participants imported their own Excel or SPSS files and tested methods on data used in their professional activities. This approach enabled them to compare R directly with the tools they normally use and to experiment with processing methods suited to their needs.

The final stage focused on **Quarto**, which makes it possible to combine code, statistical processing, tables, charts and analytical text in a single document. Participants produced their first prototypes of reproducible reports, opening the way to gradual automation of some statistical publications.

Tools to continue learning

To make it easier to continue the work after the training, all materials, exercises and R solutions were made available on an [online training website](#). Access to [Insee's SSPCloud](#), based on Onyxia, was also provided, offering an RStudio environment directly accessible from a browser and helping to overcome certain local installation constraints.

Providing these sustainable tools is important: it enables participants to continue learning independently and to reuse scripts produced during the course in the Bureau's day-to-day work.

Results and outlook

The training laid the foundations for **more autonomous and reproducible use of R** within the BoS. Participants

produced their first scripts applied to their own data and experimented with automated reporting using Quarto. Of the 21 participants who completed the evaluation, **all said they would recommend the training to colleagues**.

The week's lessons nevertheless show that lasting adoption of these tools requires support over time. The avenues identified include longer training courses, **support applied directly to concrete statistical projects** — for example the CPI or national accounts — and the gradual formalisation of a transition from existing tools to R-based production pipelines.

This approach forms part of a broader modernisation of Lesotho's statistical system, based in particular on **open, transparent and reproducible tools** and on the sustainable strengthening of internal skills.

Africa – Sharing Insee's expertise in machine learning applied to classifications

18 March 2026 — Webinar on classifications and machine learning

Insee shared its experience with several African national statistical institutes during a webinar on the use of **machine learning to [classify economic activities](#)**. This multilateral meeting enabled participants to compare practices and needs across several statistical systems around a common challenge: modernising coding operations while preserving the quality and consistency of classifications.

Using machine learning to facilitate coding

[Activity classifications](#) are an essential reference framework for organising and comparing economic information. Their use notably requires transforming descriptions, often largely textual, into classification categories corresponding to an economic activity.

Insee presented its work on using **text analysis and supervised statistical learning** techniques to automatically suggest classification categories from

natural-language descriptions. These methods can speed up the processing of large numbers of units and make coding suggestions more consistent, while retaining human expertise for complex or ambiguous cases.

A shared challenge as classifications are renewed

These exchanges are particularly relevant in the context of the international revision of activity classifications. In France, [NAF 2025](#), linked to the revision of the European NACE classification, notably requires the reclassification of a large number of units and increases the value of methods that can assist coding operations.

Results and outlook

Beyond presenting a method, the webinar provided a forum for statistical institutes to share experience on the possibilities offered by machine learning for modernising production processes.

These multilateral exchanges enable Insee to make its technical expertise available to several partners at the same time, while confronting its own work with the diversity of national contexts. They illustrate a form of cooperation that complements bilateral support and is based on the circulation of methods, tools and peer feedback.

Tunisia – Launching the revision of the Tunisian activity classification

Tunis (Tunisia), 17–19 June and 24 June 2026 — Support mission and launch workshop

Following the programming mission carried out in February, Insee supported [Tunisia's National Institute of Statistics \(INS\)](#) in [launching the revision of the Tunisian Classification of Activities](#) (NAT 2009). The project aims to adapt the national reference framework to changes in the economy and align it with recent developments in international and European classifications, in particular [ISIC Rev. 5](#) and [NACE Rev. 2.1](#).

Classifications are a fundamental building block of statistical production: they provide a common language, categories, classification rules and coding systems for organising and comparing economic information. Their revision responds to changes in activities, the emergence of new information needs and the need to preserve the international comparability of statistics.



@ Clotilde Masson & Grégory Salmon

Understanding and adapting the new international classifications

The technical sessions examined the main changes introduced by NACE Rev. 2.1 and ISIC Rev. 5. These notably take account of changes in trade, the development of intermediation services, the evolution of activities linked to digital technologies, and new ways of organising certain economic activities.

The new NACE now comprises **22 sections, 87 divisions, 287 groups and 651 classes**. Some changes are particularly significant, such as the reorganisation of trade activities, the creation of new categories for

intermediation services, and the restructuring of the section devoted to information and communication.

The challenge for the INS is now to adapt these changes to the Tunisian economic context while preserving the consistency of the NAT with international reference classifications.

Drawing on the French experience of revising the NAF

Insee also shared feedback from the revision of the [French Classification of Activities](#) (NAF). In France, the process was based on broad consultation involving producers and users of statistics, professional organisations, public administrations, researchers and statisticians, through a working group of the National Council for Statistical Information and sectoral subgroups.

Discussions focused in particular on how to organise the governance of such a project, collect and analyse proposals, define criteria for creating national categories, and prepare explanatory notes and correspondence tables. The French experience shows that revising a classification is **as much a statistical project as a consultation process with users**.

Results and outlook

The mission clarified the INS's expectations, strengthened understanding of the changes introduced by the new international classifications, and produced initial recommendations on the **organisation, methodology and timetable for revising the NAT**. It also helped raise awareness among the technical committee and the various INS directorates involved in the project.

On 24 June, the official launch workshop broadened this mobilisation to the various stakeholders. Insee presented remotely the French experience of steering the NAF revision, from consultation through to adoption of the new structure.

The next steps will notably include continuing the INS's internal work, consolidating project governance, pursuing the analysis of correspondence between NAT 2009 and NACE Rev. 2.1, and progressively documenting methodological choices. Technical exchanges with Insee can continue as the project advances.

Serbia – Discovering France's Single Electoral Register

Paris (France), April 2026 — Study visit under the PIPA programme

Under the [Future Leaders Invitation Programme \(PIPA\)](#) of the French Ministry for Europe and Foreign Affairs, Insee hosted a representative of the Republic of Serbia's Electoral Commission, who is also a legal expert at the Center for Judicial Research (CEPRIS), for a presentation of [the Single Electoral Register \(REU\)](#) and the French system for managing electoral rolls.

Established by the Act of 1 August 2016 and managed by Insee, the REU has been operational since 2019. Continuously updated by municipalities, consulates and various public administrations, it helps ensure that each voter is registered only once and makes it possible to establish electoral rolls for a given date.

An example of an interconnected administrative register

The presentation illustrated how a **national register** can operate through automated exchanges between **several public administrations** and the use of reference systems such as the National Register for the

Identification of Natural Persons (RNIPP). Its implementation requires particular attention to [data quality, interoperability, confidentiality and security](#).

Results and outlook

This exchange provided an opportunity to share the French experience of designing and managing an administrative register with major operational requirements. Beyond the electoral field, the REU illustrates issues common to many public information systems: **coordination between administrations, automation of data exchanges, quality of reference registers and data security**.



@ Emmanuel L'Hour

GOVERNANCE, INSTITUTIONAL TRANSFORMATION AND SKILLS DEVELOPMENT

Tunisia – Mobilising Insee expertise to support INS modernisation

Tunis (Tunisia), 9–11 February 2026 — Programming mission

Insee and [Tunisia's National Institute of Statistics \(INS\)](#) identified [several priority areas](#) in which Insee's expertise can support the INS modernisation strategy for 2026–2030.

The needs concern national accounts, including consolidation of ERETES and preparation for rebasing; modernisation of **business statistics**, with the development of multimode data collection and greater use of administrative sources; as well as **information systems, dissemination and data governance**.

Discussions also highlighted needs relating to population registers, new data sources and short-term economic analysis.



@ Emmanuel L'Hour

Insee's experience can also be mobilised on price statistics, notably **scanner data and web scraping**, as well as classifications and the modernisation of statistical production methods. These different areas should make it possible to progressively build technical support tailored to the priorities expressed by the INS.

Morocco – Mobilising Insee expertise to support the HCP's transformation

Rabat (Morocco), 16–19 February 2026 — Programming mission

Insee and [Morocco's High Commission for Planning \(HCP\)](#) identified several areas in which Insee's expertise can support the transformations under way in the Moroccan statistical system. Discussions focused primarily on national accounts, economic modelling, business statistics, territorial methods and statistical innovation.

In national accounts, the work concerns in particular the new **2022 benchmark**, balance-sheet accounts and the digital economy account, as well as preparations for the future 2025 SNA. Cooperation can also help consolidate the **MINAC** macroeconomic model and the HCP's forecasting capacity.

Other prospects include increasing use of administrative sources, developing **small-area estimation** methods and innovation around the Data Innovation Lab and [data-science environments](#). Territorial cooperation between the HCP's Tangier Regional Directorate and [Insee's Pays de la Loire Regional Directorate](#) is another area of work, notably around a regional consumer price index, the use of R and the promotion of territorial statistics.

Lesotho – Official launch and governance of the Equitable Lesotho project

Maseru (Lesotho), 24–26 February 2026 — Project launch and first steering committee meeting

The [Equitable Lesotho](#) project, funded by the European Union, reached a new milestone with its official launch and first steering committee meeting in Maseru. Its statistical component, implemented by Expertise France in partnership with Insee, aims to [strengthen the national statistical system](#) so that high-quality data are available to better measure multidimensional poverty and population vulnerability and inform public policy.

With a budget of **€1.8 million over 36 months**, this component is structured around three priorities: 1) strengthening the institutional framework of the [Bureau of Statistics \(BoS\)](#) and coordination of the national statistical system; 2) improving capacity to monitor the Sustainable Development Goals; and 3) integrating a gender-sensitive approach into the production, analysis and dissemination of official statistics.

Establishing shared project governance

The official launch and press conference brought together the main national stakeholders and international partners around the challenges facing official statistics in Lesotho. Discussions highlighted in particular the importance of strengthening coordination between the BoS and data-producing ministries, as well

as the role of the future statistics law in consolidating the functioning of the national statistical system.

Insee is a member of the steering committee alongside Lesotho institutions, the Delegation of the European Union and Expertise France. This body is responsible for strategic project monitoring and for supporting coordination among the various partners. At this first meeting, it was agreed in particular to hold **two steering committee meetings per year**, with the Bureau of Statistics providing the secretariat.



Results and outlook

This [first steering committee meeting](#) validated the project governance arrangements and clarified the main implementation priorities for 2026. Coordination mechanisms between the BoS, the Delegation of the European Union, Expertise France and Insee are now operational.

Several activities mobilising Insee's expertise are planned for 2026: a presentation of ERETES, training in

data anonymisation and leadership, support for institutional organisation, evaluation of the National Strategy for the Development of Statistics, training in report writing and policy briefs, and peer exchanges. Particular attention will also be paid to coordination with work already carried out by other partners on gender statistics, so as to foster complementarity and avoid duplication.

Through this project, Insee is contributing to long-term cooperation that combines **institutional strengthening, development of technical capacity and improved coordination of the national statistical system**, in support of more data-informed public policies.

Tunisia – Supporting reform of the institutional framework for statistics

Mahdia (Tunisia), 5–6 June 2026 — 4th Statistical Information Meetings

Following the dialogue initiated with [Tunisia's National Institute of Statistics \(INS\)](#) during the February programming mission, Insee took part in Tunisia's **fourth Statistical Information Meetings**, devoted to participatory reform of the institutional framework for statistics. Held in Mahdia on 5 and 6 June, the meetings brought together public administrations, producers and users of statistics, academics, international partners, the private sector, civil society and the media to contribute to reflection on reform of the Tunisian statistical system.

This reflection forms part of the 2025–2030 National Strategy for Statistical Development and the project to revise the 1999 statistics law. It aims in particular to strengthen governance and coordination of the statistical system, improve data quality and availability, and adapt the legal framework to technological change and new sources of information.

Adapting the statistical framework to new data sources

A plenary presentation notably recalled the [Fundamental Principles of Official Statistics](#), which constitute the United Nations reference framework for professional independence, impartiality, confidentiality, transparency and coordination of statistical systems. Insee's contribution extended this reflection by showing

how changes in data sources are transforming the conditions in which official statistics are produced.

While surveys remain an essential source, they are costly to collect and response rates tend to decline, while digitalisation is generating growing volumes of data that can potentially be used for statistical purposes. Insee therefore presented various opportunities offered by new data sources: [administrative data](#), online collection through web scraping, textual or unstructured data, satellite imagery, geolocated data and mobile-phone data.

The French experience illustrated these developments through concrete applications, including the Nominal Social Declaration (DSN), the Sirene register, automatic document recognition, and the use of satellite imagery and mobility data.

Results and outlook

The two days also addressed governance and coordination of the statistical system, international quality standards, integration of artificial intelligence and big data, data access and statistical confidentiality, the contribution of private companies to statistical production, and the territorial dimension of the Tunisian statistical system.

These exchanges are helping inform reflection on the future institutional architecture of Tunisia's statistical system. They underline that successful modernisation does not depend solely on new tools: it also requires **an appropriate legal framework, governance arrangements and data-access mechanisms** that guarantee quality, confidentiality and trust in official statistics.

Training trainers in leadership for official statistics

Abidjan (Côte d'Ivoire), 20–24 April 2026 — Training of trainers

Strengthening leadership skills responds to a need expressed by several African partners, at a time when statistical institutes are being called upon to manage major transformations and strengthen their capacity for governance, coordination and team mobilisation. Developing these skills among future statisticians and managers is therefore becoming an increasingly important issue for statistical training institutions.

Against this background, the [Pan-African Statistical Training Centre](#) (PANSTAT) organised in Abidjan [its first continental training course on leadership in official statistics](#), in collaboration with [STATAFRIC](#) and [Insee](#). Bringing together representatives of French- and English-speaking African schools and statistical training centres, the initiative aimed to strengthen their capacity to integrate leadership into their own training curricula.

Organised as a **training-of-trainers course**, it pursued a dual objective: to transmit the fundamentals of leadership applied to official statistics and to enable participants to design, in turn, modules adapted to the needs of their students and institutions.

From individual leadership to institutional transformation

The course combined conceptual input, case studies, participatory exercises and group work. Participants successively addressed the **individual, interpersonal and collective dimensions of leadership**, and their application to the public sector and, more specifically, to statistical institutes.

The work covered decision-making in complex environments, change and risk management, vision-

building, influence and team mobilisation. A specific session also focused on issues particular to official statistics: governance of statistical systems, coordination, communication of results and the ability to inform public decision-making.

The teaching approach relied heavily on simulations: distinguishing the role of a leader from that of a manager, crisis simulation, exercises on different forms of authority, and the collective development of a vision for a statistics school.



@ Dominique Francoz

Results and outlook

The final part of the course placed participants in a knowledge-transfer role. Working in groups, they designed their own leadership training courses: identifying target audiences and learning objectives, selecting priority content, defining learning methods and designing exercises based on concrete situations.

This approach moved participants from acquiring knowledge to **building modules that could be reused in participating institutions**. Discussions notably raised the prospect of adapting the content to different national contexts and **jointly developing a common module among several French-speaking schools**.

This first course is helping strengthen exchanges between African statistical training institutions and supports the development of **PANSTAT as a continental capacity-building hub**, with the aim of progressively integrating leadership skills into the training of African official statisticians.

Kenya – Leading change at the KNBS

Kenya, 19–22 May 2026 — Strategic leadership retreat

[Insee](#) and the [Kenya National Bureau of Statistics](#) (KNBS) organised a [four-day leadership retreat](#) in the context of the transformation of official statistics. The activity involved the **six members of the KNBS executive committee** — the Director General and five directors — **together with twenty senior executives and managers**, for a total of 26 participants.

Alternating reflection sessions reserved for the executive committee with working sessions extended to managers, the retreat aimed to strengthen the institution's collective capacity to lead change in an environment marked by digital transformation, changing data needs and the growing public visibility of official statistics. The reflection also took place in the context of Kenya's [Statistics Bill 2026](#).



From trust to leading change

The work was built around concrete situations faced by a national statistical institute. It focused in particular on **trust within the organisation**, alignment of priorities, leading change and decision-making in complex environments.

Particular attention was paid to the role of managers in these transformations. Discussions highlighted their role as an interface between strategic direction and

operational implementation: clarifying priorities, coordinating across directorates, escalating difficulties and supporting teams. The quality of statistics therefore also depends on the organisation's ability to create an environment in which problems can be raised, discussed and addressed early enough.

The seminar also addressed innovation and digital transformation, as well as the KNBS's leadership in the public sphere: how to preserve the institution's credibility, make statistics accessible and understandable, and ensure coherent communication when statistical results are debated or challenged.

Results and outlook

At the end of the four days, the executive committee worked on formulating collective commitments, particularly on supporting internal change and digital transformation, strengthening trust within teams and developing an accessible institutional voice in the public sphere.

Work with managers also laid the foundations for a **shared leadership framework**, notably aimed at clarifying mutual expectations, decision-making arrangements, team autonomy, communication and the capacity to innovate. These initial commitments are intended to feed continued dialogue within the KNBS and progressively make leadership a component of its institutional transformation.

Cambodia – Women's Network

Phnom Penh (Cambodia), February and 1–2 June 2026 — Support to the Women's Network and leadership training



In Cambodia, Insee coordinates Component 1 of the [European Union Twinning project 'Enhancing the](#)

[Quality of the Statistical System in Cambodia'](#), devoted to governance of the National Institute of Statistics (NIS). Missions carried out since the beginning of 2026 under this component have focused in particular on leadership, human resources and skills development.

Relaunching the NIS Women's Network aims to support women's professional development and create a sustainable space for exchange and peer support.

A first mission, conducted in February, drew on an internal survey on working conditions, career aspirations and the expectations of women at the NIS. Discussions helped identify priorities for the future network and clarify how it should operate.

This work continued on 1 and 2 June with leadership training for women managers. Participants worked on confidence and legitimacy in management roles, peer support, alliance-building and the capacity to act collectively. Testimony from a former NIS Director

General also helped place these reflections in perspective through the experience of a woman who had held the highest responsibilities within the institution.

These two stages made it possible to move gradually from diagnosis to action. The work notably generated

proposals for a **Women's Network action plan**, intended to make the network a space for professional development, experience-sharing and the promotion of women's leadership within the NIS.

Cambodia – Supporting managerial transformation and skills development at the NIS

Phnom Penh (Cambodia), 1–5 June 2026 — Leadership, human resources and training

Strengthening the collective functioning of the management team

On 3 and 4 June, a workshop on **collective leadership** brought together the management team around issues of governance and institutional transformation. Against the backdrop of the arrival of a new Director General, the work focused on the cohesion of the management team, trust, team mobilisation and the articulation between strategic direction and operational management.

The objective was to strengthen the management team's ability to share a vision, coordinate its actions and support the NIS's transformation. Discussions also identified new avenues for cooperation around the Institute's managerial and organisational priorities.

Better linking jobs, skills and training

In parallel, a mission drawing on the expertise of [Insee's Training Centre in Libourne \(CEFIL\)](#) deepened the assessment of the NIS's human-resources and training needs.

A survey of around twenty staff confirmed substantial needs in several areas, including statistics, software, data management and sampling. It also highlighted the

value of better aligning training with staff members' jobs and responsibilities.

Discussions with the **National School of Planning and Statistics (NSPS)** explored the possibility of jointly building tiered training pathways. Proposed avenues also include clarifying job descriptions and career paths, gradually introducing annual appraisal interviews, and strengthening internal opportunities for knowledge-sharing.



@ Dominique Francoz

Results and outlook

The development of distance learning is also an important prospect. The NIS and NSPS expressed particular interest in Insee's **Maskaret** platform and in establishing an online training environment based on Moodle.

These different interventions serve a common objective: supporting the NIS's transformation by addressing **management practices, human-resource organisation and long-term skills development together**. They complement the activities devoted to women's leadership and the Women's Network.

DISSEMINATION, COMMUNICATION AND OUTREACH

Vilnius – From collaborative innovation to dialogue with users

Vilnius (Lithuania), 12–14 May 2026 — IAOS 2026 international conference

An Insee delegation took part in the [IAOS 2026 conference](#), organised in Vilnius by the International Association for Official Statistics (IAOS) and Lithuania's State Data Agency. Under the theme '*Navigating the Data Revolution: Innovations and Impact in Modern Statistics*', the international conference brought together statisticians, researchers and institutional leaders to discuss transformations in official statistics, innovation and new uses of data.

Among Insee's presentations, two were directly related to international cooperation: one focused on how an innovation initiative can lead to **lasting partnerships between European and African statistical institutes**; the other on the **role of the National Council for Statistical Information (CNIS)** in dialogue between producers and users and in identifying new statistical needs.



Turning one-off innovation into a lasting partnership

A [first presentation](#), delivered on 12 May, reviewed the experience developed under the [PAS II-ECOBUSAF and SOCSTAF](#) projects around the use of new data sources.

A hackathon organised in 2024 with several African statistical institutes marked the starting point of a broader sequence of cooperation.

The initiative continued through several activities: an event organised during the 2024 Statistical Commission for Africa, a **study visit to Insee for the winning teams**, and the joint preparation of a practical guide intended to make it easier for national statistical institutes to organise future hackathons. With the PAS II programme completed, some collaborations are now continuing through bilateral cooperation.

This experience shows that a hackathon can go beyond technical experimentation: by fostering exchanges between teams, knowledge-sharing and trust, it can become a **lever for long-term institutional cooperation**. The activities carried out under ECOBUSAF and SOCSTAF illustrate how a one-off initiative can help progressively structure an innovation community between European and African statistical institutes.

Making dialogue with users a driver of official statistics

The [second presentation](#), delivered on 13 May, highlighted the French experience of the [National Council for Statistical Information \(CNIS\)](#). Within the French official statistical system, the CNIS organises dialogue between producers and users of statistics and helps identify emerging needs in society. Every five years, this forward-looking exercise helps define medium-term priorities for official statistics.

The presentation used the **measurement of inequalities** to illustrate this role. The topic has long featured in the work of the CNIS: as early as 2005, a working group on living standards and social inequalities brought together statisticians, researchers, social organisations and local authorities to improve the available information and respond to user needs.

This reflection continues in the CNIS's current guidelines, which notably include monitoring inequalities in income and wealth. It also accompanies developments in official statistics, such as [household-distributional accounts](#), which allocate components of national income and consumption across different household categories and provide better evidence on inequalities and the effects of redistribution.

Results and outlook

These two presentations illustrate two complementary dimensions of innovation in official statistics. The first shows how **experimentation and international cooperation** can build lasting partnerships; the second highlights the importance of **structured dialogue with users** to identify new information needs and guide statistical priorities.

Montrouge – Comparing perspectives on the transformation of official statistics

Montrouge (France), 27–29 April 2026 — Conference '80 Years of Insee: New Perspectives on Official Statistics'



To mark its [80th anniversary](#), Insee organised a conference in Montrouge devoted to the history, transformations and new challenges of official statistics. Over [three days](#), official statisticians, academics and researchers from France and abroad compared analyses and experience around developments in statistical production.

Entitled '[80 Years of Insee: New Perspectives on Official Statistics](#)', the conference featured around sixty

Beyond their respective themes, the two experiences show that statistical innovation does not rest solely on new tools or new data sources. It also depends on institutions' ability to cooperate over time, share practices and involve users in the evolution of official statistics.

presentations on topics including the history of statistical institutions, uses of data, changes in production methods and the challenges posed by new sources. Its international dimension made it possible to place the French experience in perspective alongside those of other statistical systems.

Opening up to the experience of international partners

Among the international contributions, [Cameroon's National Institute of Statistics](#) shared its experience of using administrative data in official statistics during a session devoted to 'Challenges in the Data Era'. The presentation brought the perspective of an African statistical institute to an issue now shared by many statistical systems: diversifying the sources used for statistical production and adapting organisations and methods to new data environments.

Results and outlook

Beyond its commemorative dimension, the conference provided a forum for **dialogue between statistical and academic communities**, enabling national experiences to be compared around the transformation of official statistics.

This international openness also illustrates the reciprocity sought in Insee's cooperation activities: exchanges are not based solely on the transfer of French expertise, but also on **highlighting the experiences and practices developed by partner institutions**.

Tunisia – Savoirs Éco: three years to improve the production, dissemination and use of economic knowledge

Tunis (Tunisia), 19 June 2026 — Closing ceremony of the Savoirs Éco project

After more than three years of activities, the Savoirs Éco project held its closing ceremony in Tunis on 19 June 2026. Funded by the European Union and implemented

by Expertise France, the project aimed to strengthen the **production, dissemination and use of economic knowledge** in order to better inform public debate and decision-making in Tunisia.

In total, 24 economic knowledge-producing organisations were supported and 68 policy briefs were produced on strategic issues for the country. More than 100 items of economic outreach content were also disseminated, while new spaces for dialogue brought researchers, public institutions, civil society and decision-makers closer together.



@ Expertise France

Insee's contribution alongside the INS

Under Savoirs Éco, Insee notably supported Tunisia's National Institute of Statistics on business statistics. A diagnostic carried out with the INS covered several major sources — the National Business Register, the annual survey of business activity and tax returns — in order to identify ways of improving their quality, linkage and use for economic analysis.

The project also enabled progress on **communication, dissemination, data visualisation and relations with users**. These dimensions address the same challenge: producing reliable statistics is not enough; they must

also be accessible, understood and usable by decision-makers, researchers, journalists, businesses and citizens.

Cooperation continues

The closure of Savoirs Éco does not mark the end of Insee's support to the INS. The programme launched in 2026 covers national accounts, short-term economic analysis, new data sources, quality, and statistical dissemination and communication. As a direct continuation of the project, support in **writing techniques and statistical dissemination** is also planned to help produce publications that are clearer, more educational and better tailored to users' needs.

The closing ceremony was therefore both a time for taking stock and a step towards continuing the partnerships developed. For Insee, the closure of the project therefore marks the beginning of a new phase: the achievements and relationships developed through Savoirs Éco can now be extended through gradual bilateral cooperation directly focused on the priorities expressed by the INS. This continuity makes it possible to turn the achievements of a time-bound project into an institutional partnership designed to continue over the longer term.

Results and outlook

Savoirs Éco illustrates the importance of bringing together **statistical production, economic analysis, knowledge dissemination and dialogue with users**. Continued cooperation between Insee and the INS aims to consolidate these achievements and contribute to Tunisian official statistics that are increasingly accessible, robust and useful for public debate and public decision-making.

Tribute to Olivier Gourdon

Cooperation is, above all, about human connections

This Newsletter could hardly have ended without a few words for **Olivier Gourdon**, our colleague who passed away in September 2026.

Olivier was particularly familiar with this publication: when he worked in the International Technical Assistance Division, **he himself had been responsible for this Newsletter**, helping issue after issue to tell the story of Insee's cooperation activities, the projects carried out with our partners and, above all, the women and men who bring them to life.



@ Olivier Gourdon

This attention to others perhaps sums up an essential part of his career.

Before joining Insee, Olivier had spent many years at the National Observatory of Delinquency and Criminal Justice Responses, where he held responsibilities in studies and partnership relations and took part in several projects with an international dimension. At Insee, he then spent seven years supporting **statistical cooperation with countries in the Mediterranean basin**, building lasting relationships with many colleagues and partner institutions over the course of his missions. More recently, he had joined the Quality Unit.

His work at DATI reflects the breadth of that commitment. From Morocco to Tunisia and Algeria, as well as with AFRISTAT and several statistical institutes in sub-Saharan Africa, Olivier contributed to statistical modernisation projects, communication and dissemination, training and the strengthening of relations between institutions. The archives of our Newsletters retain traces of his missions, workshops and meetings.

Olivier was also deeply committed to **knowledge transmission**. His involvement in the journal Statéco, which he helped steer, reflected this conviction: cooperation is not only about providing expertise; it is also about creating the conditions for experience to be written down, shared and passed on.

But reducing Olivier to the projects he followed, the missions he organised or the publications to which he contributed would miss the essential point. **International cooperation is a profession built on human relationships**. It rests on trust built over time, listening, curiosity about others and the ability to turn a professional encounter into a lasting partnership. That too is part of what Olivier leaves behind.

Throughout this Newsletter, there is much talk of cooperation, transmission, partnerships and connections between institutions. **Today, those words have a particular resonance**. They remind us that beyond programmes, missions and results, our work depends first and foremost on people who take the time to get to know one another, work together and build something that will outlast them.

This edition is also an opportunity simply to say thank you to him: for his commitment to statistical cooperation, for what he passed on to his colleagues and our partners, and for the mark he leaves on the history of DATI and Insee.

We dedicate this Newsletter to his memory.

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