

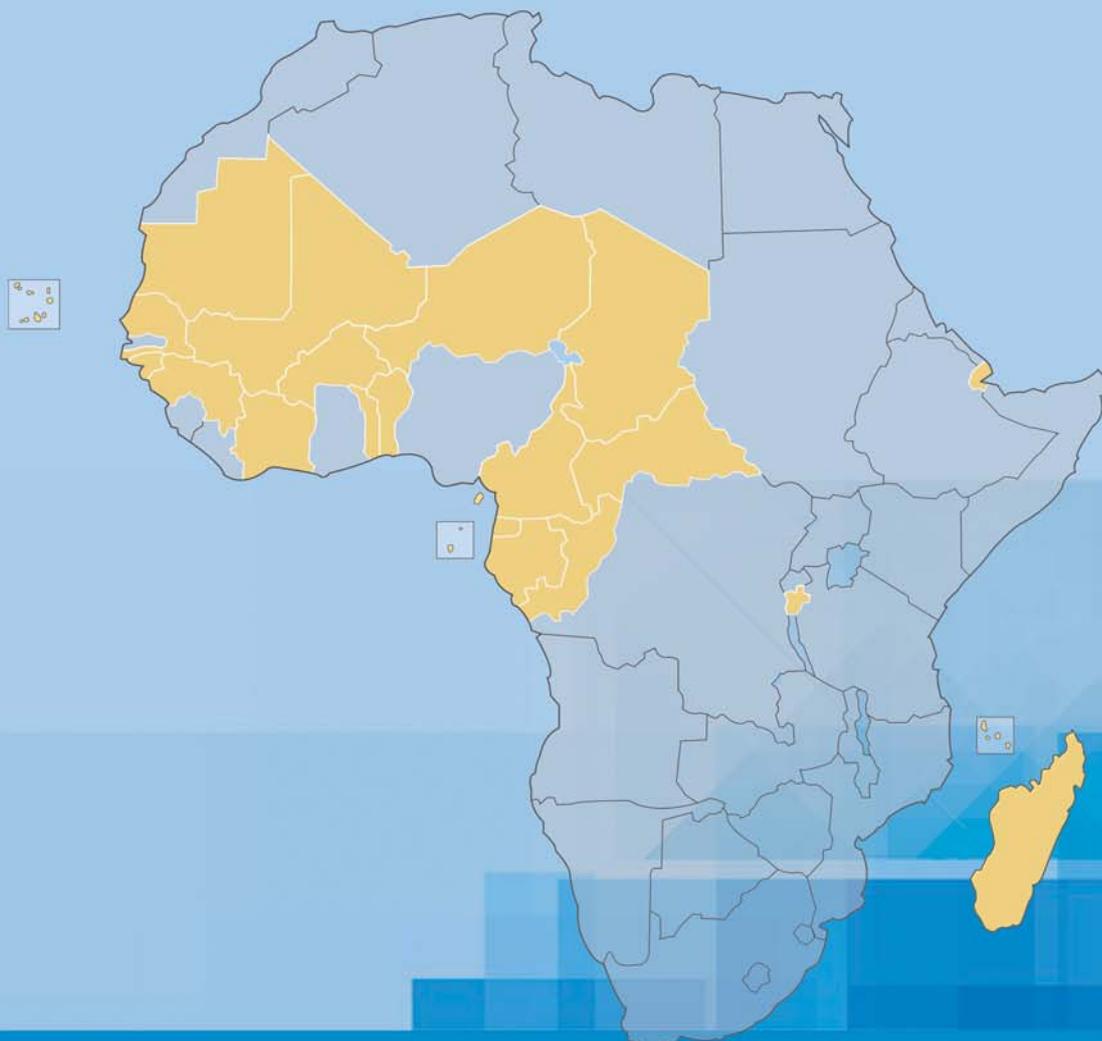


ECONOMIC AND STATISTICAL OBSERVATORY FOR SUB-SAHARAN AFRICA

# 2017-2021

## AFRISTAT STRATEGIC WORK PROGRAM

TO ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS





ECONOMIC AND STATISTICAL OBSERVATORY FOR SUB-SAHARAN AFRICA

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FEBRUARY 2019

## ACRONYMS AND ABBREVIATIONS

<b>ACBF</b>	African Capacity Building Foundation
<b>AfDB</b>	African Development Bank
<b>AFRISTAT</b>	Economic and Statistical Observatory for Sub-Saharan Africa
<b>AGROST</b>	African Group on Statistical Training and Human Resources
<b>AMU</b>	Arab Maghreb Union
<b>APRM</b>	African Peer Review Mechanism
<b>ASWP</b>	AFRISTAT Strategic Work Program
<b>AU</b>	African Union
<b>CAPESA</b>	Support Center for African Statistics Schools
<b>CEMAC</b>	Economic and Monetary Community of Central Africa
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>CSO</b>	Civil Society Organization
<b>DRC</b>	Democratic Republic of Congo
<b>EAC</b>	East Africa Community
<b>ECCAS</b>	Economic Community of Central African States
<b>ECOWAS</b>	Economic Community of West African States
<b>ERETES</b>	National Accounts Tool
<b>ESA</b>	African School of Statistics
<b>EUROSTAT</b>	Statistical Office of the European Union
<b>FAO</b>	Food and Agriculture Organization
<b>GDDS</b>	General Data Dissemination System
<b>GPS</b>	Governance, Peace and Security
<b>ICT</b>	Information and Communication Technology
<b>ILO</b>	International Labour Organization
<b>IMO</b>	International Organization for Migration
<b>INSEE</b>	National Institute of Statistics and Economic Studies
<b>IO</b>	International Organization
<b>IUCN</b>	International Union for Conservation of Nature
<b>LLA</b>	AFRISTAT'S Revue
<b>MDG</b>	Millennium Development Goal
<b>NEPAD</b>	New Partnership for Africa's Development
<b>NGO</b>	Non-Governmental Organization
<b>NSDD</b>	Special Standard for Data Dissemination
<b>NSDP</b>	National Data Summary Page
<b>NSDS</b>	National Statistical Development Strategy
<b>NSO</b>	National Statistical Office
<b>NSS</b>	National Statistical System
<b>OPHI</b>	Oxford Poverty and Human Development
<b>PPP</b>	Public Private Partnership
<b>PROSMIC</b>	Common Minimum Statistics Program
<b>RBM</b>	Results-Based Management
<b>REC</b>	Regional Economic Community
<b>SADC</b>	Southern Africa Development Community
<b>SDG</b>	Sustainable Development Goal
<b>SHaSA</b>	Strategy for Harmonization of Statistics in Africa
<b>SNA</b>	System of National Accounts
<b>TFP</b>	Technical and Financial Partner
<b>UNECA</b>	United Nations Economic Commission for Africa
<b>UN-ENVIRONMENT</b>	United Nations Environment Program
<b>UNESCO</b>	United Nations educational Scientific and Cultural Organization
<b>UN-HABITAT</b>	United Nations Human Settlements Program
<b>UNHCR</b>	United Nations High Commission for Refugees
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UN-WATER</b>	United Nations Water Program
<b>UNWDF</b>	United Nations World Data Forum
<b>UN-WOMEN</b>	United Nations Entity for Gender Equality and Women's Empowerment
<b>USA</b>	United States of America
<b>WAEMU</b>	West African Economic and Monetary Union
<b>WHO</b>	World Health Organization
<b>WRI</b>	World Resources Institute
<b>WWF</b>	World Wide Fund for Nature

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The 2017-2021 AFRISTAT Strategic Work Program (ASWP 2017-2021) is the third in the series of medium-term work programs of the Economic and Statistical Observatory for Sub-Saharan Africa, prepared in accordance with strategic planning and results-based management principles. It is the instrument of choice for programming statistical activities.

The Council of Ministers welcomes the preparation of this valuable guide as a positive factor for enhanced dissemination of the results-based culture and statistical programming practice in AFRISTAT Member States, with a positive impact on the governance of National Institutes of Statistics.

In addition, the Council of Ministers commends the significant support given by our common organization to Member States to strengthen their statistical production capacity so as to meet statistical needs in the preparation of development projects, programs and policies, as well as for decision-making.

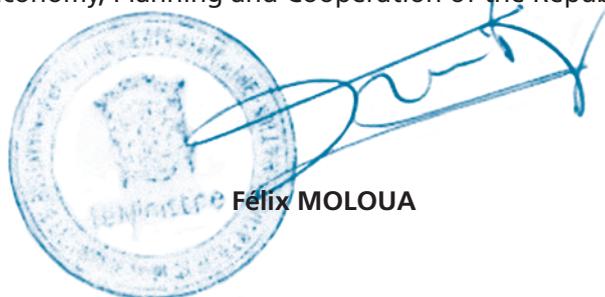
Finally, the Council of Ministers congratulates AFRISTAT Management and encourages it to maintain its reference as a centre of excellence in statistics in Africa and even beyond, through its international influence. In this regard, AFRISTAT should leave no stone unturned to intensify its communication and development actions of the "Observatory" component.

ASWP 2017-2021 will contribute to that initiative. The Council of Ministers will continue to support the Observatory by providing it with the required resources by mobilizing financial resources for the 2016-2025 AFRISTAT Fund.

Brazzaville, April 2018

Chairman of AFRISTAT Council of Ministers

Minister of the Economy, Planning and Cooperation of the Republic of Central Africa



Félix MOLOUA

In keeping with its tradition and in compliance with the provisions of the Treaty establishing the Economic and Statistical Observatory for Sub-Saharan Africa (AFRISTAT), the Observatory's General Management has once again undertaken the strategic planning exercise of preparing the Organization's fourth medium-term work program after PROSMIC, ASWP 2006-2010 and ASWP 2011-2015. This is the 2017-2021 AFRISTAT Strategic Work Program (ASWP 2017-2021).

This exercise follows the adoption of Strategic Orientations by the Council of Ministers, supreme organ of the governing bodies of the Sub-regional Organization, at its 27<sup>th</sup> session held in Abidjan on 13 April 2017. The strategic orientations, five in number, are: (i) Further consolidation of achievements to ensure their sustainability; (ii) Extension of interventions to new areas related to national, regional and international statistical development initiatives and promotion of alternative and complementary methods; (iii) Adapting AFRISTAT's activities to meet requests for expansion to other States, and strengthening its position in the African arena; (iv) Resource diversification and mobilization; (v) Building AFRISTAT's internal capacities and adapting its institutional framework to changes in national and international statistical systems.

The 2017-2021 ASWP is a guide and key reference instrument for AFRISTAT's activities over the period concerned. It defines strategic orientations in line with the institution's vision, sets the objectives to be achieved, and determines the expected outcomes to better identify itself in space and time.

The program was prepared within a context marked by some key events, namely: (i) strategic reflection conducted by the Directors-General of AFRISTAT Member States on the future of the Organization by 2025, with the exhaustion of its first 10-year Capitalization Fund for 2006-2015 and the replenishment of a new fund for 2016-2025; (ii) international agendas, particularly the United Nations 2030 on the Sustainable Development Goals (SDG) and the African Union 2063. Indeed, while the missions assigned to AFRISTAT at its establishment remain the same, its vision has changed as regards strategic reflection on its future by 2025, which have taken into account the key role to be played by AFRISTAT in safeguarding its acquired position as a reference centre in statistical capacity building with due regard for emerging fields so as to better develop its "observatory" component and continue to be an instrument for economic integration in Africa.

The main objective of this program is to strengthen the programming of activities, anchor the principle of Results-Based Management (RBM), ensure effective coordination of AFRISTAT activities, and serve as an example for national statistical systems (NSS).

It was prepared and adopted, on the basis of a document prepared with the support of a consultant, through broad consultations within the AFRISTAT team of experts and within AFRISTAT's statutory bodies (Scientific Council, Management Committee, and Council of Ministers).

In accordance with the Results-Based Management (RBM) approach from which the 2017-2021 ASWP logical framework emerged, the implementation of activities will help to achieve outcomes (or outputs) that would facilitate assessment of operational objectives (or outputs) and strategic thrusts (or outcomes), as well as achieve the vision (or overall impact).

The strategic planning exercise, which was highly participatory, resulted in a logical framework for measuring outcomes and includes: 5 strategic orientations, 5 overall objectives, 5 expected strategic outcomes, 24 specific objectives, 24 expected outcomes and corresponding targets, 52 activities, and 90 objectively verifiable indicators and means of verification.

The General Management would like to thank all those who have directly or indirectly helped to prepare this document, the 2017-2021 ASWP, which will enable the Organization to methodically carry out activities over the five years covered.

**Cosme VODOUNOU, Ph.D.**

**Director-General of AFRISTAT**

- 1.** The Economic and Statistical Observatory for Sub-Saharan Africa (AFRISTAT) has prepared, in accordance with its statutory provisions, its fourth medium-term work program for 2017-2021, known as the 2017-2021 AFRISTAT Medium-Term Strategic Work Program (ASWP 2017-2021). Being the third in the series, ASWP 2017-2021 covers the first five-year period of the current AFRISTAT Fund's ten-year period 2016-2025. One year separates it from the previous program, which was a three-year interim program (2015-2017) and served as a pivotal program between the second AFRISTAT Fund 2006-2015 and the third AFRISTAT Fund 2016-2025. Consequently, the program prepared a three-year budget and provided good visibility of the financial constraints to be controlled and managed in collaboration with the Observatory's Member States and Partners.
- 2.** This program, which has been prepared within the context of Sustainable Development Goals (SDGs), is also a confirmation of the ingrained tradition of activities programming in AFRISTAT, without which significant results cannot be achieved from the management of the institution's limited resources.
- 3.** To effectively carry out its mission, "AFRISTAT must make efforts to improve the availability and quality of statistical information [...] so as to facilitate sub-regional integration". AFRISTAT therefore needs to work on the basis of programmatic frameworks that require inputs from Member States and development partners so as to build useful synergies for statistical development in its intervention areas. Consequently, AFRISTAT's 2017-2021 work program is a very important framework because it will serve as basis for the conduct of the organization's activities and as a reference and guideline for States, as well as sub-regional economic integration institutions and development partners to actively participate in the Observatory's activities. In itself, the program is also intended to provide a framework for emulating, sharing and disseminating AFRISTAT's best practices to its Member States for the conduct of statistical activities.
- 4.** The main objective of this program is to enhance the programming of activities so as to anchor the principle of Results-Based Management (RBM), ensure effective coordination of AFRISTAT activities, and serve as an example for national statistical systems (NSS).
- 5.** The program was prepared and adopted, on the basis of a document prepared with the support of a consultant, through broad consultations within the AFRISTAT team of experts and within AFRISTAT's statutory bodies (Scientific Council, Management Committee and Council of Ministers).

**6.** The content of the program draws on the international statistical development environment and seeks to meet the need for consolidating the achievements of the previous program in light of the lessons learned from its evaluation. These considerations have guided most of the approaches adopted. Furthermore, the main guidelines were defined by the AFRISTAT Council of Ministers based on current statistical developments with new themes, as well as the need to consolidate achievements. Emphasis has been laid on social statistics for achievement of the Sustainable Development Goals (SDGs).

**7.** In the final analysis, the Council of Ministers adopted five (5) strategic orientations (SO) that will guide AFRISTAT's work for 2017-2021<sup>1</sup>. They are as follows:

- **SO 1:** Further consolidation of achievements to ensure their sustainability;
- **SO 2:** Extension of interventions to new areas related to national, regional and international statistical development initiatives, as well as promotion of alternative and complementary methods;
- **SO 3:** Adapting AFRISTAT's activities to meet requests for its extension to other States, and strengthening its position in the African arena;
- **SO 4:** Resource diversification and mobilization;
- **SO 5:** Building AFRISTAT's internal capacities and adapting its institutional framework to changes in national and international statistical systems.

**8.** These orientations, which are being developed, constitute AFRISTAT's Strategic Work Program for 2017-2021. Before outlining AFRISTAT's intervention program, this document briefly describes the context within which it has been prepared and which could remain unchanged throughout its implementation. It reiterates basic information such as AFRISTAT's mission as defined by the Treaty establishing the Organization and AFRISTAT's long-term vision. The document also provides details on the program's implementation, as well as on conditions for success and risks associated with its implementation. The intervention principle of ASWP 2017-2021 and its logical framework, which presents the proposed key activities, are attached. Finally, a glossary of terms and concepts used is also appended to this document to guide the reader's understanding.

<sup>1</sup> Cf. Conclusions of the 27<sup>th</sup> Session of AFRISTAT Council of Ministers held on 13 April 2017 in Abidjan (Côte d'Ivoire).

## A. CONTEXT AND RATIONALE

**9.** Following the second ASWP 2011-2015 considered as the program that took AFRISTAT to its twentieth anniversary of activity and therefore to its maturity, ASWP 2017-2021 seeks to confirm the Observatory's maturity given its resilience to difficulties in mobilizing its operating budget, as well as the ease with which it has adapted to changes in its external environment marked by the emergence of sub-regional and regional structures operating in identical fields.

**10.** Since the start of its activities in 1996, AFRISTAT has made significant efforts to support its Member States in solving many problems affecting their capacity to regularly provide statistical data essential for decision-making. The results have enhanced the satisfaction of many users. The activities carried out since then have enabled AFRISTAT to acquire intervention methods and means adapted to its mission, and reinforced donor confidence in the Organization.

**11.** The main beneficiaries of AFRISTAT interventions (statistical systems in Member States, regional and sub-regional economic integration organizations, statistics training schools, etc.) have a largely positive assessment of AFRISTAT's contributions. Similarly, the technical and financial partners (TFPs) have expressed satisfaction with AFRISTAT's results by seeking its technical partnership or by choosing it as the executing agency for their statistical projects for the benefit of their partner States. The conclusions of the strategic reflection on the future of AFRISTAT by 2025 adopted by the AFRISTAT Council of Ministers held in Paris in 2012 are quite eloquent in this respect. The same applies to the 2014 impact assessment reports on AFRISTAT's interventions in its Member States, as well as the final evaluation of ASWP 2011-2015 implementation.

**12.** The conclusions of the above-mentioned reports, presented and approved by the AFRISTAT Steering Committee at its successive sessions in October 2012 held in Abidjan, April 2015 in Bamako and September 2016 in Niamey, as well as the recommendations of the Committee have defined major guidelines for the Observatory's activities for 2017-2021. The guidelines are as follows:

- (i) the need for the Observatory to further adapt to major changes in national and international statistical systems;
- (ii) consolidation of achievements in certain statistical areas (institutional organization of national statistical systems, economic summaries, sector information systems, etc.); and
- (iii) management of new areas which need to be investigated to strengthen national information systems (environment and climate change, promotion of activities in the agricultural sector, gender, civil status, etc.).

These guidelines will ultimately lead to a review of strategic orientations.

**13.** Indeed, the progress made by AFRISTAT is taking place within a constantly changing economic, social and political environment that requires diverse and varied information to explain certain phenomena or events, or to develop or monitor and evaluate development strategies and policies. Since development is a multidimensional and global reality, its management requires information that goes beyond purely quantitative information to meet the need for macroeconomic balance. Nowadays, this is reflected in the set of indicators required to monitor and evaluate the implementation of poverty reduction strategies, sustainable development goals (SDGs), and results-based management (RBM).

**14.** In addition, the global food crisis over the past few years has been an important signal for countries to monitor the food situation more closely. The crisis has had a major impact on household living conditions in African countries. In many countries, the available statistics could not help authorities to anticipate the crisis or provide adequate in-depth and rigorous analyses to explain and guide the social policies to be implemented. In response to the situation, the Global Strategy on Diet, Physical Activity and Health seeks to address the decline in the quantity and quality of agricultural statistics. The Global Strategy will also address new data needs arising from the MDGs and SDGs, mainly with regard to factors affecting climate change and the environment (biofuels, global warming, etc.), as well as agricultural activities and their consequences on food security.

**15.** All these concerns place the challenges of national statistical systems and their ability to act as "economic and social weather service" and as an instrument of choice for decision-making analysis at the core of AFRISTAT's emergency actions today more than ever before.

**16.** At international level, many initiatives directly or indirectly related to statistics are receiving attention. Four (4) of them deserve more attention:

- (i) the Busan Action Plan for Statistics: statistics on results, accountability and transparency;
- (ii) the Paris Declaration on the Effectiveness of Official Development Assistance with emphasis on the adoption of results-based management;
- (iii) the objectives of sustainable development; and (iv) Vision 2030 and the agenda for statistical transformation.

As regards statistics in particular, the adoption of the latest revision of the System of National Accounts (SNA 2008) will require most AFRISTAT Member States to continue making efforts to accelerate the production of their national accounts and diversify source data in order to facilitate migration to SNA 2008. Similarly, the International Monetary Fund's (IMF) initiative to promote best practices in the dissemination of official statistics within the States through the revision of standardization frameworks (GDDS/NSDD) marks a new beginning for strengthening statistical programming.

**17.** At regional level, new initiatives have emerged since the last AFRISTAT medium-term work program 2011-2015. They include:

- (i) the African Union Agenda 2063;
- (ii) the African Institute of Statistics;
- (iii) the African Statistical Training Centre;
- (iv) the strategy for harmonization of statistics in Africa;
- (v) renewed importance of the statistical function within the United Nations Economic Commission for Africa and the creation of the Statistical Commission for Africa along the lines of the commission at international level;
- (vi) the participation of AFRISTAT Member States in statistical capacity-building programs for results-based management as defined by the African Development Bank.

**18.** These major initiatives are opportunities for promoting the development of statistics in Africa. It should also be recalled that the entry into force of the African Charter on Statistics clearly demonstrates the will and commitment of the highest African political leaders to recognize the importance and role of statistics as an essential and vital tool for preparing and monitoring development strategies.

**19.** At sub-regional level, CEMAC and WAEMU have established sub-regional statistical programs as part of their respective development strategies. AFRISTAT is expected to strengthen its partnership relations with these institutions in the implementation of the programs. In addition, the membership of some AFRISTAT Member States in ECOWAS, ECCAS, COMESA and AMU brings a new dimension to the way AFRISTAT should now organize its interventions. Indeed, AFRISTAT will need to develop synergies with these institutions to help harmonize African statistics. The same applies to other partners such as AFRITACs, ACBF Foundation, etc.

**20.** At national level, Member States have embarked on developing and implementing national statistical development strategies (NSDS), which are genuine frameworks for statistical development. Most AFRISTAT Member States are in their second generation NSDS. They are also making efforts to implement reforms that would strengthen the organizational and institutional capacities of national statistical systems in order to be able to respond diligently and effectively to the needs of quality data production.

**21.** The reforms implemented by Governments have contributed to the qualitative transformation of their countries' statistical systems, as evident in:

- (i) ownership of the practice of strategic planning, monitoring and evaluation;
- (ii) improvement of the living and working conditions of statisticians;
- (iii) statistical production with greater scientific credibility and satisfaction for users of statistical data;
- (iv) greater visibility of Member States and particularly NSO;
- (v) continuous and more diversified statistical production in line with international standards; and
- (vi) improved NSS governance.

**22.** To continue contributing to the qualitative transformation of the NSS of its Member States, AFRISTAT is actively working to consolidate its achievements by maintaining the production of methodology manuals in its fields of competence and disseminating them through appropriate training.

**23.** In addition, the Observatory has set itself the following objectives:

- (i) adapt its institutional framework to respond effectively to many requests for geographical and thematic expansion;
- (ii) integrate judiciously into the evolving African statistical environment with the abiding concern to safeguard the interests of its Member States; and
- (iii) regularly upgrade its technical and technological capacities in order to improve the quality of its services.

**24.** AFRISTAT's future will therefore depend on its ability to provide solutions, in complementarity with other international and regional institutions, to many capacity building problems in national statistical systems despite efforts to solve them.

**25.** Given the context described above, AFRISTAT's work program for 2017-2021 should be in continuity with the previous programs and seek ways of innovating its methods and means of intervention.

**26.** Continuity means maintaining the major actions undertaken since the start of AFRISTAT's activities, i.e. bringing Member States to a high level of statistical development through joint programs and projects, as well as assisting those in need to go beyond the common level by offering them new working tools.

**27.** More than ever in the past, the 2017-2021 work program should also be a program of innovation. This will be done by developing and adopting alternative working methods to improve statistical production in Member States, as well as introducing new areas of work in the NSDS. Innovation should not be the prerogative of AFRISTAT, but also of Member States and their partners to meet the demand for new statistical products.

**28.** AFRISTAT's mission is enshrined in the Treaty establishing the organization, and its revised vision is included in the strategic reflection on its future by 2025. The overall objective remains the same as in the 2011-2015 ASWP, while taking into account the need to introduce new areas of interest in its action within the current context.

### B.1. AFRISTAT'S MISSION

**29.** Over the 2017-2021 period, AFRISTAT's mission will remain the same: *"...contribute to the development of economic, social and environmental statistics in Member States and strengthen their expertise in this area". AFRISTAT will continue to "collaborate with and support the national statistical agencies of Member States in the collection, processing and dissemination of basic statistical information and in the conduct of macroeconomic analyses and syntheses. It will not replace these bodies in the collection, processing and dissemination of basic statistical information in their countries."* (Cf. Art. 2 of the Treaty establishing AFRISTAT.)

**30.** The major principles that have always governed its operation will be maintained and reinforced, in particular:

- *"the status of an international public service organization for the benefit of Member States under which AFRISTAT works on a non-profit basis for the benefit of its Member States, and its experts give priority to the interests of the States;*
- *subsidiarity, which allows for proper distribution of responsibilities between AFRISTAT and the beneficiaries of its activities;*
- *AFRISTAT's vocation as a regional organization working for sub-regional integration and being able to extend its action to other States in sub-Saharan Africa;*
- *partnership which aims to develop synergies between AFRISTAT and Member States, as well as between AFRISTAT and institutions and bodies working for the development of statistics in Africa, to ensure more appropriate sharing of the benefits of cooperation;*
- *securing financing for AFRISTAT's activities from a Capitalization Fund that allows for more transparency in the conduct of activity programs and more sustainability in actions."*

### B.2. AFRISTAT'S LONG-TERM VISION

**31.** The strategic reflection on the future of AFRISTAT by 2025 conducted by the Steering Committee at its June 2012 session held in Cotonou led to the reformulation of AFRISTAT's vision in light of its evolution and changes in its environment since its creation in 1993. Thus, the new vision reads as follows: *"By 2025, AFRISTAT must be an international organization with adequate resources and a more modern management system to enable it, on the one hand, to safeguard its acquired position as a reference centre in statistical capacity building taking into account emerging fields so as to better develop its "observatory" component and, on the other hand, to continue being an instrument for economic integration in Africa".*

### B.3. OVERALL OBJECTIVE OF AFRISTAT'S WORK PROGRAM FOR 2017-2021

**32.** The overall objective of AFRISTAT's Work Program for 2017-2021 is *"to support each of its Member States in the formulation, implementation, monitoring and evaluation of a national statistical development strategy in harmony with other national development strategies."* The first step will be to consolidate achievements by taking over the implementation of recurrent activities in the previous program, and then to introduce initiatives that can improve statistical production in each State. To that end, it will be necessary to identify the potential of each NSS and propose sustainable implementation plans in terms of human resources, as well as material and financial resources.

## C. AFRISTAT'S INTERVENTION STRATEGY

**33.** The strategy for implementing the program will be based on principles that guarantee high quality of AFRISTAT interventions as regards the technical support needs of Member States and sub-regional economic integration institutions. It is divided into sections in accordance with the strategic orientations adopted by the Council of Ministers.

**34.** The AFRISTAT Strategic Work Program for 2017-2021 is based, as was the case in the previous programs, on three pillars:

- Strategic planning and results-based management (RBM);
- the need to ensure that AFRISTAT's action is sustainable;
- the principle of subsidiarity for more appropriate use of available and allocated resources in the region covered by AFRISTAT for the development of statistics.

**35.** AFRISTAT's 2017-2021 work program aims to develop strategies to achieve the organization's mission. During its implementation, it will be necessary to fulfill methodological, material and financial conditions, as well as have adequate human resources to achieve the expected outcomes. The participatory approach will be adopted to improve the efficiency of those who will be responsible for implementing the program.

**36.** The program lays emphasis on:

- the programming of activities to be carried out through annual plans;
- regular monitoring of implementation using monitoring tools. This will ensure that the information contained in the program is always compared to the actual situation;
- regular review of the program to include innovations and unforeseen activities initiated during implementation; and
- the final evaluation to draw lessons for preparation of future work programs. This aspect is very important because it allows for methodical and objective assessment of outcomes in terms of their effectiveness and impact on their targets.

**37.** AFRISTAT's action is continuous. It will not have a break between the previous program and the 2017-2021 Program. Two factors help to maintain this firm framework: the first strategic orientation of the program and its overall objective. Further consolidation of achievements will strengthen activities that have established AFRISTAT's credibility and reputation with Member States and partner institutions. The activities are in the following areas: statistical coordination, economic statistics and summaries, socio-demographic statistics, development or adaptation of statistical methodologies and applied research, databases and statistical dissemination.

**38.** The proposed strategy takes into account inputs from other partners. The expected association of other partners to support AFRISTAT's action complies with the sharing of roles and responsibilities among partners. The successful implementation of the 2017-2021 work program will, to a large extent, also depend on the willingness and capacities of the States benefiting from the organization's action, as well as contributions from sub-regional economic integration institutions and development partners.

**39.** AFRISTAT will not replace the beneficiaries of its actions; however, it will provide the technical assistance required to support them in the implementation of NSDS or any other statistical program or project. Learning by example will therefore remain the key notion that will guide experts' work with NSS. "Ready-to-use" or "turnkey" models will be avoided as much as possible.

### C.1. LOGICAL ARTICULATION OF AFRISTAT'S 2017-2021 WORK PROGRAM

**40.** The 2017-2021 AFRISTAT Strategic Work Program is divided into five sub-programs that reflect the strategic orientations. Each sub-program has an overall objective and specific objectives. The achievement of a specific objective leads to the achievement of one or more expected outcomes, which depend on the implementation of several activities. The implementation of an activity produces one or more outputs which must be objectively verified by indicators in existing verification sources.

**41.** The overall and specific objectives, expected outcomes, and the main activities are presented below in terms of each strategic orientation.

**STRATEGIC ORIENTATION 1:  
FURTHER CONSOLIDATION OF ACHIEVEMENTS TO ENSURE THEIR SUSTAINABILITY**

**42.** After two decades of statistical activity at sub-regional and African levels, as well as several subsequent evaluations, AFRISTAT is now recognized as a credible and serious institution in its field of competence. Since its first work program, known as the Common Minimum Statistical Program (PROSMIC), its activities have helped to save several African States from stagnation in the production of current statistics essential for economic and social management of development. This work program was followed by two programs, ASWP 1 (2006-2010) and ASWP 2 (2011-2015), which not only consolidated its achievements, but also broadened its scope of action technically and geographically.

**43.** To ensure that the new medium-term program is aligned with the third AFRISTAT Fund 2016-2025, a three-year interim program (2015-2017) was prepared and adopted. The program provided a good working basis, as well as a good framework, for the main orientations to be given to the next ASWP for 2017-2021.

**44.** Consequently, having attained maturity, AFRISTAT will, in this third strategic work plan (ASWP 2017-2021), seek to strengthen its position as a reference and credible institution for building statistical capacities in its Member States and the African region, in general. To that end, it will be desirable, if not essential, to ensure that the States assume full ownership of the achievements of the previous programs and become aware of their responsibilities to ensure sustainability of the achievements. This will allow the institution to focus more on meeting its new technical and geographical needs.

■ **Overall Strategic Objective 1:** Strengthen the major activities that have established AFRISTAT's credibility and reputation among Member States and partner institutions.

**Expected Overall Strategic Outcome 1:** AFRISTAT Member States (and countries of intervention) take charge<sup>2</sup> of the production, dissemination and use of good quality statistics in conventional areas (previous programs), thereby allowing AFRISTAT to develop new skills and expand its technical and geographical scope.

■ **Specific Objective 1.1:** Continue coaching and providing AFRISTAT's support to Member States in the organization of national statistical systems and the production of statistics (routine or priority) in accordance with international quality standards.

**Expected Specific Outcome 1.1:** AFRISTAT's support covers all NSS in Member States and helps to provide statistics and information required for public policy and monitoring the 2030 United Nations Agenda for Sustainable Development and Africa's Agenda 2063 for Emergence.

■ **Activity 1.1.1:** Support to Member States and non-member partner States in statistical coordination in accordance with international recommendations and in alignment with the international commitments of States.

■ **Activity 1.1.2:** Support to Member States and non-member partner States in statistical production in accordance with international recommendations and in alignment with the international commitments of States.

■ **Specific Objective 1.2:** Develop, establish and disseminate a knowledge base of all work carried out by AFRISTAT since the previous programs (PROSMIC, ASWP 1 & 2).

**Expected Specific Outcome 1.2:** AFRISTAT is gradually being divested of continuous and permanent technical assistance to Member States for activities under first generation programs (a sign of national ownership).

<sup>2</sup> This action is ongoing and is not yet completed.

- **Activity 1.2.1:** Documentation of all works and production of curricula for all works produced by AFRISTAT.
- **Activity 1.2.2:** Dissemination of the methodologies of the works produced on various media and communication channels (manuals, CDs, USB sticks, Internet, etc.).
- **Activity 1.2.3:** Support to NSS in ownership of the methodologies of previous program activities to ensure consolidation of the achievements and enable AFRISTAT to focus on new challenges and areas of statistical development research.

■ **Specific Objective 1.3:** *Strengthen support to African Schools of Statistics (ESA) and support the continuous training of statisticians and professionals of statistics and related disciplines so as to build NSS capacities within a global Data Revolution context.*

**Expected Specific Outcome 1.3.1:** *AFRISTAT contributes to the initial training of statistics professionals by actively participating in ESA activities.*

- **Activity 1.3.1:** Conclusion of partnership agreements between AFRISTAT and African, Asian and Western schools of statistics and university training institutions for greater penetration of statistical literacy.
- **Activity 1.3.2:** Continue to receive student interns and/or research students for theses and dissertations from African or foreign professional schools and universities. (The latter will use the available databases - Super Jupiter - and work on themes related to the African context).

**Expected Specific Outcome 1.3.2:** *AFRISTAT contributes to the continuous training of practitioners of statistics and related disciplines, as well as to the dissemination of statistical practice in Africa, by suggesting training programs and modules that meet the needs of countries (users and policy-makers).*

- **Activity 1.3.3:** Preparation and provision, to member and partner States, of continuous training programs and curricula that meet the needs of countries (users and policy-makers).
- **Activity 1.3.4:** Participation in the dissemination/harmonization of in-service training programs for African NSS staff in collaboration with CAPESA's schools.

■ **Specific Objective 1.4:** *Strengthen and develop the observatory dimension of AFRISTAT.*

**Expected Specific Outcome 1.4:** *AFRISTAT regularly publishes analyses and other studies based on the use of its database, AFRISTAT DATA BASE, known as Super Jupiter.*

- **Activity 1.4.1:** Regular data entry into AFRISTAT's central database known as Super Jupiter to keep it up to date
- **Activity 1.4.2:** Production and publication at agreed intervals of cross-cutting analyses on topics of current and/or of community interest based on data from databases at AFRISTAT.
- **Activity 1.4.3:** Establishment of collaborative partnerships between AFRISTAT and research centres and academic institutions to produce works to be published jointly on topical issues in Africa.
- **Activity 1.4.4:** Dissemination of statistics and analytical work to promote AFRISTAT's visibility and statistical literacy.

**ORIENTATION 2:***Extension of interventions to new areas related to national, regional and international statistical development initiatives, and promotion of alternative and complementary methods.*

**45.** Statistical work is developing and is increasingly covering areas that were of little interest a few years ago. New initiatives are being taken around the world and recommendations are being made to address new themes. This is the case with the 2030 Agenda of the United Nations and 2063 Agenda of the African Union. Over the 2017-2021 period, AFRISTAT will need to take on board recent statistical issues contained in these new initiatives before disseminating proposed solutions to its Member States.

**46.** At the forefront of the new themes, AFRISTAT will expand and strengthen its intervention in Member States in production and improved supply of sector statistics. Indeed, the efforts made so far in these areas have not met expectations. AFRISTAT's relations with Member States are generally limited to those developed with NSO and forecasts departments. Over the 2017-2021 period, greater attention will be given to strengthening direct relations with administrations or organizations that produce sector statistics, particularly agricultural, judicial, labour market, health, education, civil status, energy, transport and tourism statistics. More specifically, efforts will be made to better coordinate, with the support of the NSO, the needs and expectations of sector services of the major NSS stakeholders in Member States. Support to the NSO will be further strengthened because of their coordination role and as national reference bodies in the field.

**47.** The second aspect concerns current issues in which AFRISTAT has somewhat been lagging, in particular governance, peace, security, migration, decentralization, environment, climate change, quality, gender, etc.

**48.** In both cases, AFRISTAT will develop and/or strengthen its partnership with international organizations (FAO, ILO, WHO, UNESCO, etc.) and Member States (which are already dealing with these subjects), as well as with certain partners, particularly research centres (DIAL, Oxford University, etc.) to increase the capacity of AFRISTAT's expertise, failing which it will recruit experts specialized in these fields. In addition, IOs and other major NGOs are working in this direction with extraordinary negotiating and lobbying power that AFRISTAT could adopt and build on in terms of coaching and/or mentoring: Group on Earth Observations (GEO), World Wide Fund for Nature (WWF), World Resources International (WRI), OPHI, etc.

**49.** With regard to alternative and complementary methods, the collection of statistical data remains largely dependent on heavy and expensive surveys. The processing of administrative sources is limited, and deserves to be boosted to derive the maximum benefit: more exhaustive coverage of information sources, relatively low cost of collection and processing, regular availability of data, self-development of the services involved, etc.

**50.** In addition, it is more important to develop satellite accounts to better understand the functioning of some sectors, such as education, health, tourism and the environment. "A satellite account is a framework for presenting economic data in a particular domain in relation to the overall economic analysis of the central national accounts framework." (INSEE). Although these methods were included in the 2011-2015 ASWP, they are not yet operational in AFRISTAT. There is a pressing need in Member States and among partners for this type of statistical information. Over the 2017-2021 five-year period, emphasis will be laid on these issues.

**■ Overall Strategic Objective 2:** Develop methodological resources and skills within AFRISTAT to ensure effective interventions in new fields of statistics, and promote working methods (more) adapted to the modern requirements of the data revolution in countries.

**Expected Overall Strategic Outcome 2:** The scope of AFRISTAT's technical assistance, based on the use of modern and efficient technical (methodological and technological) resources, is extended beyond the traditional scope of NSO and integrates the concerns of all NSS, particularly sector statistics and new areas underscored by the requirements of international initiatives.

■ **Specific Objective 2.1: Strengthen AFRISTAT's interventions in covering sector statistics within NSS.**

*Expected Specific Outcome 2.1: AFRISTAT supports Member States in the production of sector statistics, particularly in Africa's priority development areas (Agriculture, Energy, Infrastructure, Trade and Industry, Regional Integration, ICT, Employment, Education and Health).*

- **Activity 2.1.1:** Development and extension of AFRISTAT's technical assistance to all NSS for the production of quality sector statistics for monitoring national sector policies and development plans in international and regional development agendas to which the States have subscribed.

■ **Specific Objective 2.2: Develop methodologies and tools in new fields, and ensure AFRISTAT's positioning as a centre of excellence or pole of expertise for emerging statistics.**

*Expected Specific Outcome 2.2: Leading edge skills for emerging areas in statistics are available in AFRISTAT<sup>3</sup>.*

- **Activity 2.2.1:** Establishment and development, within AFRISTAT, of a pool of experts, or failing this, preparation of a roster of associated experts, who can work in new and emerging fields in statistics: GIS, Environment and Climate Change, GPS, Gender and Disability, Urbanization and Housing, etc.
- **Activity 2.2.2:** Internal capacity building within AFRISTAT to test new methodologies on innovative or new themes.
- **Activity 2.2.3:** Development and promotion of marketing activities (in Africa and worldwide) in areas where AFRISTAT has an advantage of geographical proximity (statistics on refugees and IPRs) or specific established and proven experience such as national accounts with ERETES, or informal sector analysis, poverty analysis, etc.

■ **Specific Objective 2.3: Develop and promote the use of alternative and complementary methods for regular statistical production**

*Expected Specific Outcome 2.3: Data collection, use and dissemination of statistical information are improved in NSS under the guidance of AFRISTAT through new approaches. This will ultimately reduce production costs and allow for better communication on outcomes.*

- **Activity 2.3.1:** AFRISTAT sensitizes Member States and partners on the use of tablets, mobile phones and other modern collection media, in order to reduce or eventually eliminate the use of paper for field data collection (surveys and censuses, administrative sources).
- **Activity 2.3.2:** Capacity building for AFRISTAT experts to promote the use of Big Data and other opportunities offered by the data revolution for the production of official statistics<sup>4</sup>.
- **Activity 2.3.3:** Promotion and development, within AFRISTAT, NSS and RECs, of the use of digital mapping for surveys and dissemination of results.

■ **Specific Objective 2.4: Engage, within AFRISTAT, RECs, and member and intervention countries, in the adoption and implementation of a quality approach and statistical standardization frameworks.**

*Expected Specific Outcome 2.4: (i) National quality assurance frameworks are developed and implemented within NSS; (ii) Member and intervention countries have developed and published SGDD metadata and their NSDPs are regularly updated.*

<sup>3</sup> The assumption here is that a natural or legal person seeking any competence in statistics thinks primarily of AFRISTAT as a pool and pool/reservoir of expertise. They can therefore not understand that a solution cannot be found with AFRISTAT. To that end, AFRISTAT should consider having, in the absence of permanent experts, a roster of skills in new and emerging fields in statistics, as associate experts, who can be mobilized when needed for such tasks.

<sup>4</sup> AFRISTAT should participate as an observer in the various United Nations expert groups' work related to the transformative data agenda or Data Revolution.

- **Activity 2.4.1:** Development and implementation of a national quality assurance framework (CNAQ) within the NSS of member and intervention States

**ORIENTATION 3:**

*Adapting AFRISTAT's activities to meet requests for expansion to other States, and strengthening its position in the African arena*

**51.** AFRISTAT's position and achievements over the years have made it a model for NSS capacity building and success in its domain. This position has enabled it to provide support outside its original sphere of intervention, which is mainly made up of French-speaking countries. The 2017-2021 AFRISTAT work program will provide the Observatory with institutional and financial resources to respond formally and positively to these requests, and even go beyond its Member States.

**52.** This issue should also be considered in terms of AFRISTAT's contribution to sub-regional economic integration policies whose development strategies use harmonized data. Indeed, AFRISTAT's privileged position can help it to more effectively implement strategies for harmonizing methods for processing and producing statistical data.

**53.** Over the 2017-2021 period, AFRISTAT will make efforts to "export" its expertise to other African geographical groupings. In this regard, a program for wide dissemination of AFRISTAT's products, based on an appropriate communication strategy, will be designed and implemented to ensure that the institution and its major achievements are adequately known. Boosting the Observatory's activities will also contribute to the achievement of this objective.

**54.** AFRISTAT will strengthen its relations with its partners on the basis of mutual exchanges of information and by concluding cooperation agreements. This will be done through: (i) intensification of collaborative relations with sub-regional economic integration organizations, the African Development Bank, and the African Union; and (ii) further development of relations with international organizations and donors.

**55.** The Observatory will reinforce its presence and visibility in the Member States. In this regard, it will participate in important seminars and workshops organized in Member States and attend, as an observer, meetings of the National Statistical Councils. It will continue its policy of relocating some of its activities, particularly training activities, to Member States and will also intensify the dissemination of its publications, strategic work programs, and activity reports in those countries.

■ **Overall Strategic Objective 3:** Develop and implement actions to strengthen cooperation with non-member States, and provide formal support to regional economic communities and pan-African institutions.

**Expected Overall Strategic Outcome 3:** AFRISTAT's operational activities cover the entire Africa region, member and non-member countries, and regional economic communities, and its expertise is shared in other sub-regions of the developing world, particularly in the Middle East, Asia and Latin America, drawing on the model and experience of ERETES group (already present in Brazil, Jordan, etc.).

■ **Specific Objective 3.1:** *Develop the capacity of AFRISTAT and its Experts to work and communicate in other languages, and primarily in English.*

**Expected Specific Outcome 3.1:** *All works and information are simultaneously published in English and French (including on the Website) to capture the interest of the non-Francophone audience.*

- **Activity 3.1.1:** Development and regular updating of the English version of AFRISTAT's website.
- **Activity 3.1.2:** Introduction of bilingualism in AFRISTAT with English and French as working languages.

■ **Specific Objective 3.2:** *Take into account the concerns of non-member States in the preparation of AFRISTAT's annual program of activities.*

**Expected Specific Outcome 3.2:** *AFRISTAT provides support to non-member States and sub-regional economic integration institutions in areas covered by its expertise.*

- **Activity 3.2.1:** Annual exploratory and prospective missions to non-member States and sub-regional and regional institutions to identify their assistance needs that could be met by AFRISTAT.

■ **Specific Objective 3.3:** *Develop and/or strengthen partnership relations with sub-regional and regional economic integration institutions*

**Expected Specific Outcome 3.3:** *AFRISTAT obtains mandate as executing agency for statistical or statistics-related activities for these institutions (ECOWAS/WAEMU, ECCAS/CEMAC).*

- **Activity 3.3.1:** Negotiation to obtain the status of a specialized agency or institution affiliated to regional organizations such as the African Union Commission (or ACBF), the African Development Bank (AfDB), UNECA, NEPAD/APRM, etc.
- **Activity 3.3.2:** Establishment and strengthening of collaborative links with RECs in its traditional intervention area (ECOWAS/WAEMU, ECCAS/CEMAC), as well as with other RECs such as SADC, EAC, and AMU.

■ **Specific Objective 3.4:** *Engage in collaborative actions with non-traditional partners to cover new areas highlighted by new international initiatives.*

**Expected Specific Outcome 3.4:** *AFRISTAT is recognized as a benchmark institution in statistics and economic analysis for the Africa region.*

- **Activity 3.4.1:** Establishment and development of collaborative or informative relationships with emerging countries in Africa, Asia, Europe and America in their desire to invest more in Africa.

■ **Specific Objective 3.5:** *Develop cooperation relations with the international civil society.*

**Expected Specific Outcome 3.5:** *Collaboration agreements are signed with international civil society organizations in their desire to cover and work in Africa.*

- **Activity 3.5.1:** Establishment of collaborative relations with international charitable and philanthropic foundations to serve as sources of information on the countries of the continent for them and produce feasibility studies and/or impact assessments of their interventions in Africa: Bill & Melinda Gates Foundations, Mo Ibrahim Foundation, Open Society Foundation, etc.
- **Activity 3.5.2:** Establishment of partnerships with African, Asian and Western universities for collaborative work.
- **Activity 3.5.3:** Establishment of partnerships with IOs and NGOs working to promote the production, use and dissemination of data: Internet Foundation, Open Data Watch, Africa Portal, etc.

**Box 1:**

*The United Nations Agenda 2030 and other frameworks of international commitments binding African States are increasingly focusing on transparency and accountability. This is one of the reasons for the social and/or civic control exercised by CSOs, which have influenced and continue to influence public policies and monitoring/evaluation around the world. Unfortunately, these CSOs are often poorly or not at all equipped to carry out their mission effectively, including monitoring. Consequently, many of the new areas where official statistics are requested come from civil society (Governance, SDG 16) and everything related to the environment (see COOP21). On the other hand, because of their strong lobbying leverage, the CSOs are now among the largest donors on health, education, environment and governance issues in the world for the benefit of governments and UNSAs (GAVI, WRI, Mo Ibrahim Foundation, etc.). It is important for AFRISTAT and the NSS to explore this path to support these structures in data production and analysis, as recommended by the World Data Forum (UNWDF, Cape Town, January 2017), because with or without statistical systems, they are already doing so with some inaccuracies!*

**ORIENTATION 4:****Resource Diversification and Mobilization**

**56.** The ambition to extend AFRISTAT to other countries and intervention areas requires more resources. It will therefore be necessary to give AFRISTAT the necessary capacity to succeed in its mission at a crucial moment in its development and empowerment, in accordance with Orientations 1, 2 and 3 above. The resources to be mobilized must therefore be not only institutional, organizational, and financial, but also informational and human.

**57.** While maintaining the original funding mechanism based on establishing a Capitalization Fund to finance routine activities over a long period of time, other sources of funding will need to be found. Introduction of the "consulting firms" and "executive agency" components is one of the many ways to do this.

**58.** In addition, AFRISTAT will diversify its partnership, particularly towards Foundations and other institutions interested in statistical development on the African continent, from the early years of implementation of its new strategic program.

**59.** Since resource mobilization is a trade, AFRISTAT will engage the services of appropriate specialists. Specific advocacy messages will be sent to each type of partner. The resource mobilization mission comprising the current Chair of the Council of Ministers, the current Chair of the Governing Board, and the Director-General of AFRISTAT should be revitalized, and contacts made at the highest level of the executive of the Member States concerned. The objective of this mission will be to raise awareness among Member States and encourage them to pay their contributions to the AFRISTAT Fund.

**60.** With regard to financial resources in particular, while maintaining the original funding mechanism based on the establishment of a Capitalization Fund to finance routine activities over a long period of time, other sources of funding will need to be found. To that end, the use of innovative mechanisms and diversification of partnerships should be given special attention, particularly to Foundations and other institutions interested in statistical development on the African continent.

**Overall Strategic Objective 4:** Strengthen AFRISTAT's capacity to mobilize traditional and non-traditional resources, including through innovative mechanisms.

**Expected Overall Strategic Outcome 4:** AFRISTAT has the required capacity to achieve the objectives and expected outcomes of ASWP 3.

**Specific Objective 4.1:** Replenish and secure the 3<sup>rd</sup> AFRISTAT Fund and ensure collection of contribution arrears.

**Expected Specific Outcome 4.1:** All Member States have paid their contributions on time (including arrears), and financial support from other contributors under the 3<sup>rd</sup> AFRISTAT Fund have been received.

- **Activity 4.1.1:** Conduct awareness campaigns and resource mobilization among Member States and share the results with the Council of Ministers.
- **Activity 4.1.2:** Undertake missions to collect contribution arrears for the first and second AFRISTAT Funds.
- **Activity 4.1.3:** Propose and consider a sustainable funding mechanism for the AFRISTAT Fund.

■ **Specific Objective 4.2:** Intensify the search for partnerships and funding with non-traditional donors.

**Expected Specific Outcome 4.2:** Partnership and/or technical and financial cooperation agreements are signed between AFRISTAT and new TFPs.

- **Activity 4.2.1:** Marketing and promotional activities with emerging countries in Africa, Asia, Europe and the Americas in their enthusiasm to invest more in Africa.
- **Activity 4.2.2:** Marketing and promotional activities with International Governmental Organizations and international civil society (NGOs).

■ **Specific Objective 4.3:** Take measures to make AFRISTAT a member of sub-regional and regional organizations so that it can have priority access to information.

**Expected Specific Outcome 4.3:** AFRISTAT is solicited as priority and primary choice for actions within its field of competence and in African regional or sub-regional entities.

- **Activity 4.3.1:** Undertake advocacy missions to be recognized as a technical body for pan-African institutions: African Union, African Development Bank, NEPAD, APRM, UNECA, etc.
- **Activity 4.3.2:** Advocacy to be recognized as a preferred technical body for the Franc Zone, ECOWAS and ECCAS, and other African RECs (EAC, SADC, AMU).

■ **Specific Objective 4.4:** Develop executing agency functions.

**Expected Specific Outcome 4.4:** Additional financial resources are mobilized through development of executing agency functions within AFRISTAT.

- **Activity 4.4.1:** Building the internal capacities of AFRISTAT to develop the executing agency dimension.

## **ORIENTATION 5:**

### *Building AFRISTAT's internal capacities and adapting its institutional framework to changes in national and international statistical systems*

**61.** Successful implementation of the 2017-2021 ASWP will depend on availability and adequacy of resources consistent with the set objectives. First of all, the ASWP will require a renewed institutional framework that meets the needs of its development as expressed in the main strategic orientations adopted by AFRISTAT's governance bodies and reflected in this medium-term program. In addition to this appropriate and favourable institutional framework for afresh start, it will be necessary to include sufficient human resources in terms of quality and quantity in accordance with the appropriate missions, as well as financial, technical and technological resources.

**62.** At the human level and since the previous programs, the Observatory has been building its reputation on the quality of its experts. The same will apply to the 2017-2021 ASWP in line with the new AFRISTAT organization and operating procedures resulting from the strategic reflections on the future of AFRISTAT by 2025. The new structuring will enable the Observatory to meet the requirements of the international environment as well as the ever-increasing needs of Member States and intervention countries as regards statistical capacity building. A capacity-building program for experts will underpin the entire process.

**63.** Changes and upheavals around the world have not spared the field of statistics. Be it at the political, economic, environmental and technological levels, new ways of thinking and acting have emerged and gained ground to the point of becoming dominant trends; economic difficulties and scarcity of resources have compounded selfishness among nations and reversed international solidarity, and research and innovation have made enormous progress over the past 20 years.

**64.** To deal with the situation and ensure their survival, States and organizations need to adapt. In the case of AFRISTAT, while the reasons for its establishment and operation remain relevant, the context and conditions of its operation have changed significantly. The environment in which the institution is now operating at international and regional levels, as well as within States, requires updating its institutional and organizational framework, as well as adapting its operating mechanisms, for the institution to remain relevant in its missions and effective in its interventions.

■ **Overall Strategic Objective 5:** Provide AFRISTAT with an institutional and organizational framework that would enable it to respond effectively to the expectations of States and partner institutions in its interventions, within a context marked by changes in the environment of statistical systems at national, regional and international levels.

**Expected Overall Strategic Outcome 5:** AFRISTAT has an updated and flexible institutional framework that allows it to operate within a constantly changing environment.

■ **Specific Objective 5.1:** *Revise the Treaty establishing and organizing AFRISTAT, and adapt it to the contingencies of the international environment with respect to data management/revolution.*

**Expected Specific Outcome 5.1:** *The revised AFRISTAT Treaty allows it to fully carry out its missions within the new regional and international environment.*

■ **Activity 5.1.1:** Recruitment of a firm specialized in legal issues to propose a revised treaty to AFRISTAT's decision-making bodies for validation and adoption.

■ **Specific Objective 5.2:** *Update and reconfigure AFRISTAT's organizational chart to meet its new missions.*

**Expected Specific Outcome 5.2:** *AFRISTAT has a new organizational structure that is better adapted to developments and expected outcomes.*

■ **Activity 5.2.1:** Adoption of the new AFRISTAT organization chart.

■ **Specific Objective 5.3:** *Strengthen AFRISTAT's human capacities.*

**Expected Specific Outcome 5.3:** *The human capacities of AFRISTAT staff are strengthened by continuous training in their fields of expertise.*

■ **Activity 5.3.1:** Preparation and implementation of a capacity building program for support staff and experts for continuous training in their fields of specialization (to maintain the highest level of knowledge).

■ **Specific Objective 5.4:** *Strengthen AFRISTAT's material and logistical capacities.*

**Expected Specific Outcome 5.4:** *AFRISTAT staff are placed under good working conditions.*

■ **Activity 5.4.1:** Capacity building for AFRISTAT staff in computer equipment and software.

■ **Activity 5.4.2:** Procurement and maintenance of equipment and furniture.

■ **Activity 5.4.3:** Procurement of technical documents and renewal of subscriptions to economic and statistical journals.

■ **Specific Objective 5.5:** *Undertake negotiations and make arrangements to provide AFRISTAT with a permanent and fully owned headquarters.*

**Expected Specific Outcome 5.5:** *Negotiations with the Government of Mali to obtain secure land have been completed and a financing mechanism for the construction of the headquarters is being put in place.*

- **Activity 5.5.1:** Finalization of negotiations with the Malian Government for allocation of land for the construction of AFRISTAT Headquarters.
- **Activity 5.5.2:** Drawing of the architectural plan of the future AFRISTAT Headquarters and assessment of its cost.
- **Activity 5.5.3:** Design of a realistic financing mechanism for the rapid construction and implementation of AFRISTAT's Headquarters (PPP Model/StatSA).

■ **Specific Objective 5.6:** *Give AFRISTAT the operational capacity to strengthen its visibility and credibility.*

**Expected Specific Outcome 5.6:** *AFRISTAT is better known and its expertise is appreciated on the African continent and beyond.*

- **Activity 5.6.1:** Systematic and widely publicized participation of AFRISTAT in all international events related to its field of interest at regional and international levels.
- **Activity 5.6.2:** Redefinition of AFRISTAT's communication policy to meet the requirements of modern times marked by ICT predominance.
- **Activity 5.6.3:** Enhancement of AFRISTAT's visibility.
- **Activity 5.6.4:** Relooking/reprofiling of AFRISTAT's Website to better report on the institution's activities, so as to enhance the contributions and work of Experts by presenting them on the website and social media.

■ **Specific Objective 5.7:** *Make AFRISTAT better known in Member States and intervention countries, as well as beyond its scope of action.*

**Expected Specific Outcome 5.7:** *Government authorities (Ministers or representatives) are informed of AFRISTAT's missions through mails.*

- **Activity 5.7.1:** Systematically send mails to the Government (supervisory Minister), with a copy to the host structure, announcing the missions.
- **Activity 5.7.2:** Preparation of an aide-memoire co-signed by the parties and recording the conclusions of the mission.

## C.2. IMPLEMENTATION OF THE 2011-2015 AFRISTAT WORK PROGRAM

**65.** The 2017-2021 AFRISTAT work program is the main tool for guiding its activities during the period under review. The organization fully assumes responsibility for it. It will be monitored and evaluated with appropriate instruments. Every year or every two years, the strategic program will be divided into a work plan (action plan) with a logical framework presenting the activities and expected outcomes. To ensure that experts adhere to this plan and implement it, the action plan will be presented in terms of individual work programs for each expert.

**66.** The implementation of the action plan and individual work programs will be monitored through the existing mechanism, which includes weekly management meetings and monthly coordination meetings. A progress report will be prepared on a quarterly basis to identify bottlenecks and propose appropriate solutions. At the end of each year, a report on the implementation status of the annual action plan will be prepared and submitted to the Scientific Council and the Steering Committee.

**67.** During the third year of implementation of the program, a mid-term implementation report will be prepared and the program adjusted, if necessary. A final evaluation will mark the end of the five-year period. The report will be submitted to the Scientific Council and the Steering Committee for adoption. The AFRISTAT Council of Ministers will be regularly informed of the main implementation outcomes of the program.

**68.** An external evaluation will be conducted before the program completion. The objective of the evaluation will be to analyze the outcomes and objectives achieved, identify shortcomings and dysfunctions, and make recommendations for AFRISTAT's future activities. The logical framework for annual activities and progress reports will be used in conducting the evaluation.

### C.3. MAIN STAKEHOLDERS

**69.** In addition to the General Management, all AFRISTAT's statutory bodies will be involved in ensuring proper implementation of the program. The General Management will have a major responsibility in ensuring the participation of all. On the field, the NSS, which are the main program beneficiaries, will help to prepare the annual action plans. This role makes them AFRISTAT's partners of choice because they will be at the core of the Observatory's activity.

**70.** To that end, Article 4 of the African Charter on Statistics commits States to "*institute appropriate measures, especially legislative, regulatory and administrative to ensure that their laws and regulations are in conformity with this Charter.*" Thus, in the principles set out in Article 3, in particular Principle 3, paragraph 2, on resource adequacy, it is stipulated that "*As far as possible, the resources available to Statistics authorities shall be adequate and stable to enable them to meet statistics needs at national, regional and continental levels. Governments of States Parties shall have the primary responsibility to provide such resources.*"

**71.** Consequently, ongoing and intense advocacy and lobbying will be conducted for Government authorities to ensure the implementation of this provision, thereby enabling the NSS to function better and, through leverage, ensure the success of the program.

**72.** One of the main aspects of the program implementation, which is at the same time a condition for success, is based on partnership with sub-regional integration institutions to promote the harmonization of data processing and analysis methods required for their convergence policies, as well as with international organizations working to improve information systems.

**73.** With the sub-regional economic integration communities (ECOWAS, ECCAS, CEMAC, SADC, AMU and WAEMU<sup>5</sup>) as well as the central banks of the States concerned, AFRISTAT will develop working relations in the harmonization of methods and concepts while providing them with appropriate technical support in their statistical work. However, such strengthening of partnership cannot be separated from the principle of subsidiarity (sharing of roles between AFRISTAT and sub-regional partners) and complies with the relevant international recommendations.

**74.** AFRISTAT will seek to strengthen its working relations with all international, regional and sub-regional organizations. With the support of the National Institute of Statistics and Economic Studies (INSEE, France) and EUROSTAT, AFRISTAT will continue to seek optimal solutions to enable all member countries and those who so desire to apply harmonized methods for the renovation of national accounts using ERETES<sup>6</sup>, 2008 SNA version.

<sup>5</sup> ECOWAS: Economic Community of West African States (Gambia, Ghana, Liberia, Nigeria, Sierra Leone and WAEMU countries).

ECCAS: Economic Community of Central African States (Burundi, Congo-Kinshasa, Sao Tome and Principe and CEMAC countries).

CEMAC: Economic and Monetary Community of Central Africa (Cameroon, Central African Republic, Congo, Gabon, Equatorial Guinea and Chad).

WAEMU: West African Economic and Monetary Union (Benin, Burkina Faso, Côte d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo). According to the African Union, CEMAC and WAEMU are not regional economic communities.

<sup>6</sup> As at 31 December 2009, out of the 20 member countries, only a few countries actually use ERETES. One of the conclusions of the last evaluation of AFRISTAT's activities recognizes the undeniable advantages of this software package. However, many NSO find it cumbersome to use due in part to insufficient human resources. All these aspects should guide reflection towards a "light" version of this precious tool for harmonizing the method of preparing national accounts.

**75.** With the AfDB and the World Bank, AFRISTAT will continue to invest in the 2017 round of the Africa Zone ICP. The success of the previous program recognized the major role played by the Observatory as one of the relay and coordinating agencies for the Africa region.

**76.** In addition, AFRISTAT and the Development Research Institute (IRD France) will work in synergy to boost the AFRISTAT applied research centre, jointly established since 2005.

**77.** In another connection, AFRISTAT will continue to seek funding for its activities from donors other than its traditional partners. In this regard, AFRISTAT will position itself as a pre-eminent institution for coordinating statistical interventions of development partners in Africa, in accordance with the resolutions of the Paris Declaration and the Accra Forum. It will also contribute, alongside the PARIS 21 Secretariat, to the implementation of the Dakar Declaration on Statistical Development in its intervention area.

**78.** Along with statistics training schools, AFRISTAT will continue its partnership with the African Group on Statistical Training and Human Resources (AGROST) to "*ensure coordination of initiatives, particularly activities relating to human resource development and support for statistical training*" and initial and continuing training. In this regard, AFRISTAT will strengthen its teaching missions on current topics related to statistical practice. In addition, its role in defining training programs and strategic orientations of training schools, through participation in scientific councils, will be maintained.

#### **C.4. RESOURCES FOR THE PROGRAM IMPLEMENTATION**

**79.** The resources for implementing AFRISTAT's 2011-2015 work program consist of methodological resources, human resources and financing compatible with the set objectives. All these resources will be mobilized by AFRISTAT. Member State governments and development partners will be called upon to support this action.

##### **C.4.1. Methodology**

**80.** The implementation of this program will require that AFRISTAT experts and beneficiaries of their interventions have a good knowledge of several working tools, some of which will be developed as an integral part of the program activities.

**81.** It will also be necessary to update working methodologies in line with improvements made by the international community and provide IT tools for internal use or by the NSS.

##### **C.4.2. AFRISTAT's Human Resources**

**82.** Starting with the previous programs, AFRISTAT has built its reputation on the quality of its experts. The 2017-2021 work program will be implemented mainly by AFRISTAT's permanent experts. Taking into account the present staffing and the expected workload, associate experts or consultants will also be recruited to strengthen the team of experts. Similarly, "program experts" will be recruited to deal with specific aspects related to the implementation of programs and projects of development partners for which AFRISTAT is called upon to be executing agency. The principle of using NSS national frameworks to ease the workload of AFRISTAT experts, which has worked well for several years, will be maintained. This principle opens many opportunities for exchange of experiences and sharing of best practices.

**83.** In addition, the thematic and geographical expansion of the scope of AFRISTAT's activities will require reinforcement of the technical and administrative staff. Depending on availability financial resources, a team of experts in new fields will be recruited as and when necessary.

**84.** In the final analysis, the operational supervision will, in addition to the Director-General and the Deputy Director-General, comprise the principal experts responsible for coordinating the technical departments or specific work programs, the experts and "program experts", responsible for monitoring AFRISTAT's intervention areas, and the assistant experts. The appended table presents the projected number of technical intervention

staff covered by AFRISTAT's budget for the 2017-2021 period for each respective field. In general, the staffing trend is summarized in the table below:

**Table 1: Overall AFRISTAT Staffing for 2017-2021**

Year	Total Staff	Technical Staff
2016	21	12
2017	21	12
2018	29	16
2019	34	19
2020	43	24
2021	45	26

**85.** Over the period, the number of administrative and technical support staff will gradually increase.

#### C.4.3. Material and Financial Resources

**86.** AFRISTAT will continue to carry out its missions, within a difficult context, for its Member States. However, it will be important to maintain a minimum volume of activities to ensure regular support.

**87.** Over the past six years (2011-2016), AFRISTAT has received significant financial support from development partners, particularly through regional programs and projects, and from France. These inputs have been very important in the implementation of AFRISTAT's action plans, as shown in Table 2 below.

**88. Table 2: AFRISTAT Expenditure Trend 2011-2016**

Year	Expenditure in EUR Million	Partner contributions in %
2011	3,880	46,7
2012	3,062	30,5
2013	3,980	49,3
2014	4,033	60,9
2015	2,535	33,0
2016	4,702	63,6

**89.** The proposals in Table 3 below take into account the following assumptions:

- the volume of activities is slowly changing;
- the workforce is moderately increasing with the recruitment of new skills (see Table 1).

The financing requirement for AFRISTAT's activities is estimated at EUR 13.1 million over the 2017-2021 period, or CFAF 8.62 billion.

**Table 3: Estimates of funding from the AFRISTAT Fund for AFRISTAT activities over the 2017-2021 period**

Year	Amount in EUR Million
2017	3,470
2018	3,314
2019	3,327
2020	3,180
2021	3,180
<b>Total</b>	<b>13,144</b>

## **D.** CONDITIONS FOR SUCCESSFUL IMPLEMENTATION OF THE MEDIUM-TERM AFRISTAT STRATEGIC WORK PROGRAM FOR 2017-2021

**90.** Adequate arrangements will be made to ensure successful implementation of AFRISTAT's work program for 2017-2021. In addition to endogenous factors, it will also be necessary to take into account conditions beyond AFRISTAT's control. Member States and technical and financial partners are largely responsible for this category of conditions.

**91.** Over the period, exceptional risks (political and social contexts of Member States and major international and/or climatic events) could occur and influence or even compromise the implementation of AFRISTAT's work program for 2017-2021.

### **D.1. CONDITIONS FOR SUCCESS**

**92.** The Observatory's current experience suggests that AFRISTAT fulfills the conditions for implementing its 2017-2021 work program. However, to maintain the current situation, it is necessary to:

- build human resource capacity and retain staff: General Management should have an adequate number of permanent experts recruited with AFRISTAT Fund resources and funding from partners. Incentives should be provided and applied to retain experts;
- mobilize adequate financial resources: The current mobilization rate of contributions is far from satisfactory. In addition to the contributions of Member States which need to be mobilized on time, implementation of the 2017-2021 program will require external contributions as well as significant mobilization of Member States to finance their respective NSDS;
- ensure the existence of national expertise in Member States: AFRISTAT's efforts should be well received by the NSS, which should in turn ensure that similar statistical capacity building efforts are made to carry out activities to introduce new domains. In order to ensure that AFRISTAT's support is absorbed, it is necessary for Member States to guarantee the existence of high-level national expertise. This will help to avoid alternative situations as much as possible.

### **D.2. RISKS**

**93.** The major risks that could compromise the implementation of the 2017-2021 ASWP include:

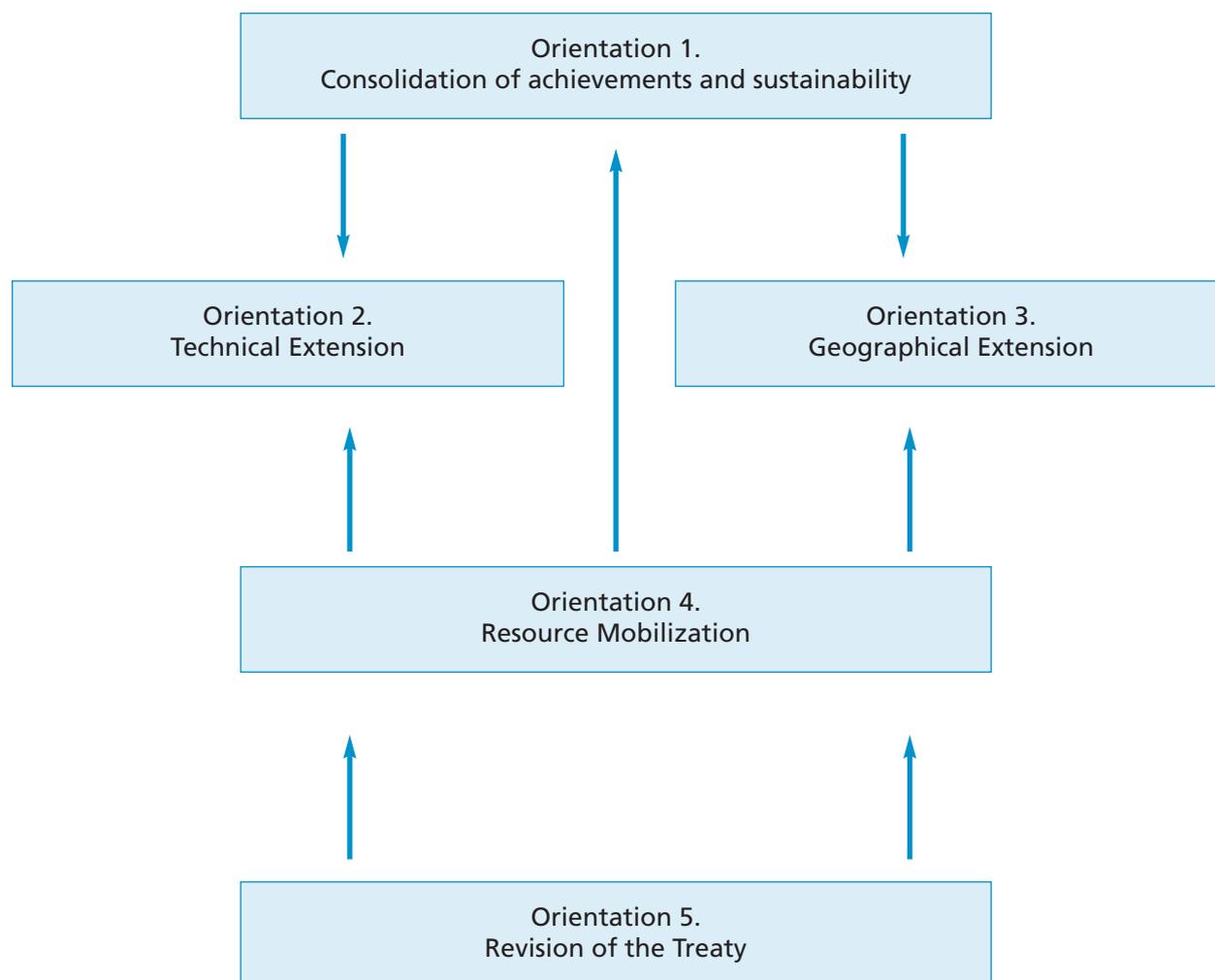
- delays in releasing Member States' contributions. If the arrears recorded for the first (1998-2005) and second (2006-2015) AFRISTAT Funds are not promptly recovered and those for the 2016-2025 period are not put in place within the time frame, the Observatory's interventions could lose their effectiveness;
- failure to assume ownership of the program's objectives by AFRISTAT experts or a profound modification of the strategic orientations of the ongoing program;
- low commitment of Member States to finance the preparation and implementation of NSDS;
- accelerated mobility of professional and managerial staff in national statistical services, which is a factor against ownership working methods and tools;
- multiplication of statistics stakeholders who would refuse to work in a coordinated manner. Inconsistent actions are likely to cause a form of wait-and-see attitude on the part of donors;
- poor internal communication on statistical tools made available to the Member States and their use in their current statistical activity;
- persistence of the global crisis likely to cause an unfavourable international environment or an environment contrary to the global approach defined in the program.



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# ANNEXES

## Critical ASWP 3 Implementation Framework



**Stage 1.** Strategic Orientation 5: Revise the Treaty establishing AFRISTAT in line with the current context marked by changes in the area of statistics.

**Stage 2.** Strategic Orientation 4: AFRISTAT has the legal, institutional (organizational), and regulatory resources to mobilize human, technical, informational and financial resources to carry out its work program effectively. Consequence of Stage 1.

**Stage 3.** The achievements of actions defined in Strategic Orientation 1 are optimally implemented after Stage 2. Successful ownership of the achievements of AFRISTAT's previous programs is a pledge and guarantee of credibility for AFRISTAT's action.

**Stage 4.** Orientations 2 and 3 are evident from the outcomes of Stages 1, 2 and 3 described above. They can be carried out simultaneously, along with the activities of Orientation 1. Their successful implementation will complete the anchoring of AFRISTAT's credibility and expertise to be considered as mature, and as a recognized technical and regional institution with established competence and a place in the international statistical system.

*NB: The four stages can be carried out concurrently.*

Main Activities	Categories			Total
	Principal Expert	Expert	Assistant Expert	
<b>2016</b>				
NSS management and organization	2	1	-	3
Basic economic statistics	-	2	-	2
National accounts	-	2	-	2
Economic conditions and forecasts	1	-	-	1
Sociodemographic statistics	1	-	-	1
Statistical surveys	1	-	-	1
Data processing, dissemination and documentation	1	1	-	2
<b>Total</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>12</b>
<b>2017</b>				
NSS management and organization	2	1	-	3
Basic economic statistics	-	2	-	2
National accounts	-	2	-	2
Economic conditions and forecasts	1	-	-	1
Sociodemographic statistics	1	-	-	1
Statistical surveys	1	-	-	1
Data processing, dissemination and documentation	1	1	-	2
<b>Total</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>12</b>
<b>2018</b>				
NSS management and organization	2	1	-	3
Basic economic statistics	-	3	-	3
National accounts	-	2	-	2
Economic conditions and forecasts	1	1	-	2
Sociodemographic statistics	1	-	-	1
Statistical surveys	1	-	-	1
Data processing, dissemination and documentation	1	3	-	4
<b>Total</b>	<b>6</b>	<b>10</b>	<b>-</b>	<b>16</b>
<b>2019</b>				
NSS management and organization	2	1	-	3
Basic economic statistics	-	3	1	4
National accounts	-	2	1	3
Economic conditions and forecasts	1	1	-	2
Sociodemographic statistics	1	-	1	2
Statistical surveys	1	-	-	1
Data processing, dissemination and documentation	1	3	-	4
<b>Total</b>	<b>6</b>	<b>10</b>	<b>3</b>	<b>19</b>
<b>2020</b>				
NSS management and organization	2	1	-	3
Basic economic statistics	-	4	1	5
National accounts	-	3	1	4
Economic conditions and forecasts	1	2	-	3
Sociodemographic statistics	1	1	1	3
Statistical surveys	1	1	-	2
Data processing, dissemination and documentation	1	3	-	4
<b>Total</b>	<b>6</b>	<b>15</b>	<b>3</b>	<b>24</b>
<b>2021</b>				
NSS management and organization	2	1	-	3
Basic economic statistics	-	4	1	5
National accounts	-	3	1	4
Economic conditions and forecasts	1	2	-	3
Sociodemographic statistics	1	2	1	4
Statistical surveys	1	2	-	3
Data processing, dissemination and documentation	1	3	-	4
<b>Total</b>	<b>6</b>	<b>17</b>	<b>3</b>	<b>26</b>

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Strategic Orientation 1: Further consolidation of achievements to ensure their sustainability</b>					
<i>Overall Strategic Objective 1: Strengthen the major activities that have established AFRISTAT's credibility and reputation among Member States and partner institutions</i>					
<i>Expected Overall Strategic Outcome 1: AFRISTAT Member States and countries of intervention take charge of the production, dissemination and use of good quality statistics in conventional areas (previous programs), thereby allowing AFRISTAT to develop new skills and expand its technical and geographical scope</i>					
<i>Specific Objective 1.1: Continue coaching and providing AFRISTAT's support to Member States in the organization of national statistical systems and the production of statistics (routine or priority) in accordance with international quality standards</i>					
<b>Expected Specific Outcome 1.1:</b> AFRISTAT's support covers all NSS in Member States and helps to provide statistics and information required for public policy and monitoring the 2030 United Nations Agenda for Sustainable Development and Africa's Agenda 2063 for Emergence	<b>Activity 1.1.1:</b> Support to Member States and non-member partner States in statistical coordination in accordance with international recommendations and in alignment with the international commitments of States	Average number of support operations for each country	Mission Report	2	2
		Number of countries covered	Activity Report	7	14
	<b>Activity 1.1.2:</b> Support to Member States and non-member partner States in statistical production in accordance with international recommendations and in alignment with the international commitments of States	Average number of support operations for each country	Mission Report	4	8
		Number of countries covered	Activity Report	13	28
<i>Specific Objective 1.2: Develop, establish and disseminate a knowledge base of all work carried out by AFRISTAT since the previous programs (PROSMIC, ASWP1&amp;2)</i>					
<b>Expected Specific Outcome 1.2:</b> AFRISTAT is gradually being divested of continuous and permanent technical assistance to Member States for activities under first generation programs (a sign of national ownership)	<b>Activity 1.2.1:</b> Documentation of all works and production of curricula for all works produced by AFRISTAT	Number of works documented	Media of documented works List of documented works	41	All works are to be documented
		Number of curricula produced	AFRISTAT documentation and archives Activity report	6	At least 10
	<b>Activity 1.2.2:</b> Dissemination of methodologies of the works produced on various media and communication channels (manuals, USB sticks, Internet, etc.)	Number of methodological notes produced and distributed on various media (paper, CD, USB, Internet) on the works produced by AFRISTAT	AFRISTAT documentation and archives	12	At least 17
	<b>Activity 1.2.3:</b> Support to NSS in ownership of the methodologies of previous program activities to ensure consolidation of the achievements and enable AFRISTAT to focus on new challenges and areas of statistical development research	Number of methodological seminars/workshops organized for NSS structures in its Member States	AFRISTAT Annual Reports Reports of methodological seminars/workshops organized	14	At least 10

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Specific Objective 1.3: Strengthen support to African Schools of Statistics (ESA) and support the continuous training of statisticians and professionals of statistics and related disciplines so as to build NSS capacities in a global Data Revolution context</b>					
Expected Specific Outcome 1.3.1: AFRISTAT contributes to the initial training of statistics professionals by actively participating in ESA activities	<b>Activity 1.3.1:</b> Conclusion of partnership agreements between AFRISTAT and African, Asian and Western schools of statistics and university training institutions for greater penetration of statistical literacy	Number of partnership agreements concluded with training structures	LLA AFRISTAT Annual Reports Programs of training schools	0	10
	<b>Activity 1.3.2:</b> Continue to receive student interns and/or research students for theses and dissertations from African or foreign professional schools and universities. (The latter will use the available databases - Super Jupiter - and work on themes related to the African context)	Number of student interns who benefit from AFRISTAT supervision/year	LLA AFRISTAT Annual Reports	1	5
Expected Specific Outcome 1.3.2: AFRISTAT contributes to the continuous training of practitioners of statistics and related disciplines, as well as to the dissemination of statistical practice in Africa, by suggesting training programs and modules that meet the needs of countries (users and policy-makers)	<b>Activity 1.3.3:</b> Preparation and provision, to Member and partner States, of continuous training programs and curricula that meet the needs of countries (users and policy-makers)	Average number of training methods proposed by AFRISTAT to NSS per field covered	AFRISTAT Annual Reports	0	1
	<b>Activity 1.3.4:</b> Participation in the dissemination/harmonization of in-service training programs for African NSS staff in collaboration with CAPESA's schools	Proportion of in-service training programs for African NSS staff delivered (disseminated) in collaboration with CAPESA schools	AFRISTAT Annual Reports	0	100%

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Specific Objective 1.4: Strengthen and develop the observatory dimension of AFRISTAT</b>					
<b>Expected Specific Outcome 1.4:</b> AFRISTAT regularly publishes analyses and other studies based on the use of its database, AFRISTAT DATA BASE, known as Super Jupiter	<b>Activity 1.4.1:</b> Regular data entry into AFRISTAT's central database known as Super Jupiter to keep it up to date	Frequency of updating the AFRISTAT database	Database Catalogue of publications Publications AFRISTAT Annual Reports	Nil	12
	<b>Activity 1.4.2:</b> Production and publication at agreed intervals of cross-cutting analyses on topics of current and/or of community interest based on data from databases at AFRISTAT	Number of statistical studies publications/year	Catalogue of publications Publications AFRISTAT Annual Reports	1	2
	<b>Activity 1.4.3:</b> Establishment of collaborative partnerships between AFRISTAT and research centres and academic institutions to carry out works to be published jointly on topical issues in Africa	Number of agreements concluded with research institutes	Catalogue of publications Publications AFRISTAT Annual Reports	3	5
		Number of publications and other research works produced in collaboration with research institutes	Publications AFRISTAT Annual Reports	0	2
	<b>Activity 1.4.4:</b> Dissemination of statistics and analytical works to promote AFRISTAT's visibility and statistical literacy	Number of statistical productions disseminated	Catalogue of publications Publications AFRISTAT Annual Reports	1	2
		Number of analytical works disseminated	Publications AFRISTAT Annual Reports	1	2

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Strategic Orientation 2: Extension of interventions to new areas related to national, regional and international statistical development initiatives and promotion of alternative and complementary methods</b>					
<i>Overall Strategic Objective 2: Develop methodological resources and skills within AFRISTAT to ensure effective interventions in new fields of statistics, and promote working methods (more) adapted to modern requirements of the data revolution in countries</i>					
<i>Expected Overall Strategic Outcome 2: The scope of AFRISTAT's technical assistance, based on the use of modern and efficient technical (methodological and technological) resources, is extended beyond the traditional scope of NSO and integrates the concerns of all NSS, particularly sector statistics and new areas highlighted by the requirements of international initiatives</i>					
<i>Specific Objective 2.1: Strengthen AFRISTAT's interventions in covering statistics within NSS</i>					
<b>Expected Specific Outcome 2.1:</b> AFRISTAT supports Member States in the production of sector statistics, particularly in Africa's priority development areas (Agriculture, Energy, Infrastructure, Trade and Industry, Regional Integration, ICT, Employment, Education and Health)	<b>Activity 2.1.1:</b> Development and extension of AFRISTAT's technical assistance to all NSS for the production of quality sector statistics for monitoring national sector policies and development plans in international and regional development agendas to which the States have subscribed	Number of countries covered	AFRISTAT Annual Reports LLA	7	28
		Average number of AFRISTAT interventions for the production of sector statistics		1	2
<i>Specific Objective 2.2: Develop methodologies and tools in new fields, and ensure AFRISTAT's positioning as a centre of excellence or pole of expertise for emerging statistics</i>					
<b>Expected Specific Outcome 2.2:</b> Leading edge skills for emerging areas in statistics is available in AFRISTAT	<b>Activity 2.2.1:</b> Establishment and development, within AFRISTAT, of a pool of experts, or failing this, preparation of a roster of associated experts, who can work in new and emerging fields in statistics: GIS, Environment and Climate Change, GPS, Gender and Disability, Urbanization and Housing, etc.	Scope of skills covered by AFRISTAT	AFRISTAT Annual Reports AFRISTAT statistics publications	15	At least 18
		A roster of specialists in new and emerging fields in statistics: GIS, Environment and Climate Change, GPS, Gender and Disability, Urbanization and Housing, etc. is being prepared		Nil	The roster of specialists in new and emerging fields in statistics is available
		Frequency of updating the roster of specialists in new and emerging fields in statistics		Nil	At least once per year

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<i>Specific Objective 2.2: Develop methodologies and tools in new fields, and ensure AFRISTAT's positioning as a centre of excellence or pole of expertise for emerging statistics</i>					
<i>Expected Specific Outcome 2.2: Leading edge skills for emerging areas in statistics is available in AFRISTAT</i>	<b>Activity 2.2.2:</b> Internal capacity building within AFRISTAT to test new methodologies on innovative or new themes.	Average proportion of AFRISTAT experts trained to test new methodologies on innovative or new themes	AFRISTAT Annual Reports AFRISTAT statistics publications	0	50%
	<b>Activity 2.2.3:</b> Development and promotion of marketing activities (in Africa and worldwide) in areas where AFRISTAT has an advantage of geographical proximity (statistics on refugees and IPRs) or specific established and proven experience such as national accounts with ERETES, or informal sector analysis, poverty analysis, etc.	A development and promotion plan for marketing actions is prepared for areas where AFRISTAT has an advantage of geographical proximity (statistics on refugees and IPRs) or specific established and proven experience such as national accounts with ERETES, or informal sector analysis, poverty analysis, etc.	AFRISTAT Annual Reports AFRISTAT statistics publications	Nil	The development and promotion plan for marketing actions is available
		Number of marketing actions carried out in areas where AFRISTAT has an advantage of geographical proximity (statistics on refugees and IPRs) or specific established and proven experience such as national accounts with ERETES, or informal sector analysis, poverty analysis, etc.	AFRISTAT Annual Reports AFRISTAT statistics publications	Nil	At least 1
		Number of new partnerships or Technical Assistance agreements signed by AFRISTAT with RECs, ASNUs or TFPs outside its traditional geographical scope	AFRISTAT Annual Reports AFRISTAT statistics publications	Nil	At least 1

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Specific Objective 2.3: Develop and promote the use of alternative and complementary methods for regular statistical production</b>					
<b>Expected Specific Outcome 2.3:</b> Data collection, use and dissemination of statistical information are improved in NSS under the supervision of AFRISTAT through new approaches.	<b>Activity 2.3.1:</b> AFRISTAT sensitizes Member States on the use of tablets, mobile phones and other modern collection media, in order to reduce or eventually eliminate the use of paper for field data collection (surveys and censuses, administrative sources)	Average number of collection operations (surveys, censuses) carried out using non-paper media in Member States with AFRISTAT support	LLA AFRISTAT Annual Reports	Nil	At least 1
	<b>Activity 2.3.2:</b> Capacity building for AFRISTAT experts to promote the use of Big Data and other opportunities offered by the data revolution for the production of official statistics	Number of seminars/workshops on the data revolution in which AFRISTAT experts participated	LLA AFRISTAT Annual Reports	1	At least 1
		Number of works done by AFRISTAT on the promotion of new concepts of the data revolution	AFRISTAT Annual Reports	Nil	At least 1
	<b>Activity 2.3.3:</b> Promotion and development within AFRISTAT, NSS and RECs of the use of digital mapping for surveys and dissemination of results	Proportion of countries that have used digital mapping for field data collection operations, assisted by AFRISTAT (use of a GIS)	LLA AFRISTAT Annual Reports	Nil	100%
		Proportion of countries that have used digital mapping to disseminate results		Nil	100%
<b>Specific Objective 2.4: Engage within AFRISTAT, RECs, member countries and countries of intervention in the adoption and implementation of a quality approach and statistical standardization frameworks</b>					
<b>Expected Specific Outcome 2.4:</b> (i) National quality assurance frameworks are developed and implemented within NSS; (ii) Member and intervention countries have developed and published SGDD metadata, and their NSDPs are regularly updated	<b>Activity 2.4.1:</b> Development and implementation of a national quality assurance framework (CNAQ) within the NSS of member and intervention States	Proportion of intervention member countries and RECs that have and are implementing a quality assurance framework assisted by AFRISTAT	Annual evaluation Report by AFRISTAT	18%	At least 50%

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Strategic Orientation 3: Adapting AFRISTAT's activities to meet requests for expansion to other States, and strengthening its position in the African arena</b>					
<i>Overall Strategic Objective 3:</i> Develop and implement actions to strengthen cooperation with non-member States, and provide formal support to regional economic communities and pan-African institutions					
<i>Expected Overall Strategic Outcome 3:</i> AFRISTAT's operational activities cover the entire African region, member and non-member countries, and regional economic communities, and its expertise is shared in other sub-regions of the developing world, particularly in the Middle East, Asia and Latin America, drawing on the model and experience of ERETES group (already present in Brazil, Jordan, etc.)					
<i>Specific Objective 3.1:</i> Develop the capacity of AFRISTAT and its Experts to work and communicate in other languages, and primarily in English					
<b>Expected Specific Outcome 3.1:</b> All work and information are simultaneously published in English and French (including on the website) to capture the interest of the non-Francophone audience	<b>Activity 3.1.1:</b> Development and regular updating of the English version of AFRISTAT's website	The English version of AFRISTAT's website is operational	AFRISTAT Website Internal evaluation report by AFRISTAT LLA	Nil	The English version of AFRISTAT's website is available
		Average frequency of updating the English version of AFRISTAT website		Nil	Once per month
	<b>Activity 3.1.2:</b> Introduction of bilingualism in AFRISTAT with English and French as working languages	Proportion of missions to countries where English is the working language	AFRISTAT Website Internal evaluation report by AFRISTAT LLA	0	100%
		Proportion of works published in English		0	100%
<i>Specific Objective 3.2:</i> Take into account the concerns of non-member States and in the preparation of AFRISTAT's annual program of activities					
<b>Expected Specific Outcome 3.2:</b> AFRISTAT provides support to non-member States and sub-regional economic integration institutions in areas covered by its expertise	<b>Activity 3.2.1:</b> Annual exploratory and prospective missions to non-member States and sub-regional and regional institutions to identify their assistance needs that could be met by AFRISTAT	Number of non-member countries and regional institutions in which AFRISTAT has undertaken exploratory and prospective missions	LLA Mission reports	0	9

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Specific Objective 3.3: Develop and/or strengthen partnership relations with sub-regional and regional economic integration institutions</b>					
<b>Expected Specific Outcome 3.3:</b> AFRISTAT obtains mandate as executing agency for statistical or Statistics-related activities for these institutions (ECOWAS/WAEMU, ECCAS/CEMAC)	<b>Activity 3.3.1:</b> Negotiation to obtain the status of a specialized agency or institution affiliated to regional organizations such as the African Union Commission, the African Development Bank (AfDB), UNECA, NEPAD/APRM, etc.	Number of agreements granting statutory or observer membership in pan-African institutions	Aide-memoire Compilation of AFRISTAT regulatory texts and agreements	0	5
	<b>Activity 3.3.2:</b> Establishment and strengthening of collaborative links with RECs in its traditional intervention area (ECOWAS/WAEMU, ECCAS/CEMAC), as well as with other RECs such as SADC, EAC, and AMU	Number of agreements granting statutory or observer membership in sub-regional institutions	AFRISTAT Annual Report	1	8
<b>Specific Objective 3.4: Engage in collaborative actions with non-traditional partners to cover new areas highlighted by new international initiatives</b>					
<b>Expected Specific Outcome 3.4:</b> AFRISTAT is recognized as a benchmark institution in statistics and economic analysis for the Africa region	<b>Activity 3.4.1:</b> Establishment and development of collaborative or informative relationships with emerging countries in Africa, Asia, Europe and America in their desire to invest more in Africa	Number of missions undertaken or received	AFRISTAT Annual Reports LLA	0	2
		Number of requests received by AFRISTAT from partners		0	At least 2
<b>Specific Objective 3.5: Develop cooperation relations with the international civil society in accordance with recommendations of the Cape Town Action Plan</b>					
<b>Expected Specific Outcome 3.5:</b> Collaboration agreements are signed with international civil society organizations in their desire to cover and work in Africa	<b>Activity 3.5.1:</b> Establishment of collaborative relationships with international charitable and philanthropic foundations to serve as sources of information on the countries of the continent for them and produce feasibility studies and/or impact assessments of their interventions in Africa: Bill & Melinda Gates Foundations, Mo Ibrahim Foundation, Open Society Foundation, etc.	Number of agreements signed	Agreements AFRISTAT Annual Reports LLA	0	At least 1
		Proportion of study reports produced with the international civil society		0	At least 10%
		Proportion of requests received and granted		0	At least 10%
		Proportion of joint publications with the international civil society		0	At least 5%

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<i>Specific Objective 3.5: Develop cooperation relations with the international civil society in accordance with recommendations of the Cape Town Action Plan</i>					
<i>Expected Specific Outcome 3.5: Collaboration agreements are signed with international civil society organizations in their desire to cover and work in Africa.</i>	<b>Activity 3.5.2:</b> Establishment of partnerships with African, Asian and Western universities for collaborative work.	Number of agreements signed	Agreements AFRISTAT Annual Reports LLA	0	At least 1
		Proportion of study reports produced with universities		0	At least 10%
		Proportion of requests received and granted		0	At least 10%
		Proportion of joint publications with universities		0	At least 5%
	<b>Activity 3.5.3:</b> Establishment of partnerships with IOs and NGOs working to promote the production, use and dissemination of data: Internet Foundation, Open Data Watch, Africa Portal, etc.	Number of agreements signed	Agreements AFRISTAT Annual Reports LLA	0	At least 1
		Annual proportion of study reports produced with IOs and NGOs		0	At least 10%
		Proportion of requests received and granted		0	At least 10%
		Proportion of joint publications with universities		0	At least 5%

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Strategic Orientation 4: Resource Diversification and Mobilization</b>					
<i>Overall Strategic Objective 4: Strengthen AFRISTAT's capacity to mobilize traditional and non-traditional resources, including through innovative mechanisms</i>					
<i>Expected Overall Strategic Outcome 4: AFRISTAT has the required capacity to achieve the objectives and expected outcomes of ASWP 3</i>					
<i>Specific Objective 4.1: Replenish and secure the 3<sup>rd</sup> AFRISTAT Fund and ensure collection of contribution arrears</i>					
<b>Expected Specific Outcome 4.1:</b> All Member States have paid their contributions (including arrears) on time and financial support from other contributors under the 3 <sup>rd</sup> AFRISTAT Fund have been received	<b>Activity 4.1.1:</b> Conduct awareness campaigns and resource mobilization among Member States and share the results with the Council of Ministers	Mobilization rate of contributions from Member States and committed TFPs	Agreements AFRISTAT Annual Reports LLA	6,3%	80%
	<b>Activity 4.1.2:</b> Undertake missions to collect contributions arrears for the first and second AFRISTAT Funds	Recovery rate of arrears for the first Fund	Agreements AFRISTAT Annual Reports	0%	50%
		Recovery rate of arrears for the second Fund	LLA	0%	50%
	<b>Activity 4.1.3:</b> Propose and consider a sustainable funding mechanism for the AFRISTAT Fund	A new sustainable funding mechanism for the AFRISTAT Fund is available	Agreements AFRISTAT Annual Reports LLA	The first version of the new mechanism is prepared	The new sustainable funding mechanism for the AFRISTAT Fund is available
<i>Specific Objective 4.2: Intensify the search for partnership and funding with non-traditional donors</i>					
<b>Expected Specific Outcome 4.2:</b> Partnership and/or technical and financial cooperation agreements are signed between AFRISTAT and new TFPs	<b>Activity 4.2.1:</b> Marketing and promotional activities with emerging countries in Africa, Asia, Europe and the Americas in their enthusiasm to invest more in Africa	Number of agreements signed leading to financial commitment	Annual AFRISTAT financial execution report LLA	0	At least one agreement signed
	<b>Activity 4.2.2:</b> Marketing and promotional activities of AFRISTAT and its products with international non-governmental organizations and international civil society (NGOs).	Number of agreements signed leading to financial commitment	Annual AFRISTAT financial execution report LLA	0	At least one agreement signed

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Specific Objective 4.3: Take measures to make AFRISTAT a member of sub-regional and regional organizations so that it can have priority access to information</b>					
<b>Expected Specific Outcome 4.3:</b> AFRISTAT is solicited as priority and primary choice for actions within its field of competence and in African regional or sub-regional entities	<b>Activity 4.3.1:</b> Undertake advocacy missions to be recognized as a technical body for pan-African institutions: African Union, African Development Bank, NEPAD, APRM, UNECA, etc.	Number of requests by African and international organizations for statistical information issues	AFRISTAT Annual Reports	0	At least 5
		Proportion of actual requests	LLA	0	At least 20%
	<b>Activity 4.3.2:</b> Advocacy to be recognized as a preferred technical body for the Franc Zone, ECOWAS and ECCAS, and other African RECs (EAC, SADC, AMU)	Number of requests by regional and sub-regional organizations for statistical information issues	AFRISTAT Annual Reports	0	At least 8
		Proportion of actual requests	LLA	0	At least 12,5%
<b>Specific Objective 4.4: Develop executing agency functions</b>					
<b>Expected Specific Outcome 4.4:</b> Additional financial resources are mobilized by developing executing agency functions in AFRISTAT	<b>Activity 4.4.1:</b> Building the internal capacities of AFRISTAT to develop the executing agency dimension	Number of works produced by AFRISTAT for third parties	AFRISTAT Annual Reports	2	At least 2
		Proportion of additional financial resources mobilized for works produced as executing agency		6,2%	At least 5%

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Strategic Orientation 5: Building AFRISTAT's internal capacities and adapting its institutional framework to changes in national and international statistical systems</b>					
<i>Overall Strategic Objective 5: Provide AFRISTAT with an institutional and organizational framework that would enable it to respond effectively to the expectations of States and partner institutions in its interventions, within a context marked by changes in the environment of statistical systems at national, regional and international levels</i>					
<i>Expected Overall Strategic Outcome 5: AFRISTAT has an updated and flexible institutional framework that allows it to operate within a constantly changing environment</i>					
<i>Specific Objective 5.1: Revise the Treaty establishing and organizing AFRISTAT, and adapt it to the contingencies of the international environment with respect to data management and revolution</i>					
<b>Expected Specific Outcome 5.1:</b> The revised AFRISTAT Treaty allows it to fully carry out its missions within a new regional and international environment	<b>Activity 5.1.1:</b> Recruitment of a firm specialized in legal issues to propose a revised treaty to AFRISTAT's decision-making bodies for validation and adoption	The treaty is revised	A statement of the conclusions of the Management Committee and the Council of Ministers of AFRISTAT Annual Activity Report	The ToR for the recruitment of the firm have already been prepared	The revised treaty is available
<i>Specific Objective 5.2: Update and reconfigure AFRISTAT's organization chart to meet its new missions</i>					
<b>Expected Specific Outcome 5.2:</b> AFRISTAT has a new organization chart that is better adapted to developments and expected outcomes	<b>Activity 5.2.1:</b> Adoption of the new AFRISTAT organization chart	A new organization chart is implemented	A statement of the conclusions of the Management Committee and the Council of Ministers of AFRISTAT Annual Activity Report	The new organization chart is available	The new organization chart is implemented
<i>Specific Objective 5.3: Strengthen AFRISTAT's human capacities</i>					
<b>Expected Specific Outcome 5.3:</b> The human capacities AFRISTAT staff are strengthened by continuous training in their fields of expertise	<b>Activity 5.3.1:</b> Preparation and implementation of a capacity building program for support staff and experts for continuous training in their fields of specialization (to maintain the highest level of knowledge)	Existence of a continuous training program for AFRISTAT staff	AFRISTAT Annual Reports	Ad hoc staff training initiatives exist	A continuing education program is available
		Proportion of experts trained		20%	At least 50%
		Proportion of support staff trained		0	At least 50%

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Specific Objective 5.4: Strengthen AFRISTAT's material and logistical capacities</b>					
<b>Expected Specific Outcome 5.4:</b> AFRISTAT staff are placed under good working conditions	<b>Activity 5.4.1:</b> Capacity building for AFRISTAT staff in computer equipment and software	Number of computers procured	Activity report	2	30
		Number of licenses for the renewed or procured software	Budget execution report	6	10
	<b>Activity 5.4.2:</b> Procurement and maintenance of equipment and furniture	Number of equipment and furniture procured	Activity report	4	59
		Number of maintenance contracts signed	Budget execution report	6	At least 6
	<b>Activity 5.4.3:</b> Procurement of technical document and renewal of subscription to economic and statistical journals	Number of documents bought	Activity report	60	10
		Number of subscriptions signed or renewed		1	3
<b>Specific Objective 5.5: Hold negotiations and make arrangements to provide AFRISTAT with a permanent and fully owned headquarters</b>					
<b>Expected Specific Outcome 5.5:</b> Negotiations with the Government of Mali to obtain secure land have been completed and a financing mechanism for the construction of the headquarters is being put in place	<b>Activity 5.5.1:</b> Finalization of negotiations with the Malian Government for allocation of land for the construction of AFRISTAT Headquarters	Land title of the land for construction of the AFRISTAT Headquarters obtained	AFRISTAT General Management	Ongoing process to obtain non-contentious land	The new land title is obtained
		The allocated land is secured by a fence		Nil	The land is fenced
	<b>Activity 5.5.2:</b> Drawing of the architectural plan of the future AFRISTAT Headquarters and assessment of its cost	Technical documents and model of the future headquarters validated	AFRISTAT General Management	Nil	The technical documents and model of the future headquarters are available and validated
	<b>Activity 5.5.3:</b> Design of a realistic financing mechanism for the rapid construction of AFRISTAT's headquarters. (PPP model/StatSA)	A financing plan for construction of AFRISTAT's Headquarters available and validated	AFRISTAT General Management	Nil	The financing plan is available

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<b>Specific Objective 5.6: Give AFRISTAT the operational capacity to strengthen its visibility and credibility</b>					
Expected Specific Outcome 5.6: AFRISTAT is better known and its expertise is appreciated on the African continent and beyond	<b>Activity 5.6.1:</b> Systematic and widely publicized participation of AFRISTAT in all international events related to its field of interest at regional and international levels	Average number of papers presented by AFRISTAT experts in panels, conferences, forums, side-events, exhibitions, etc.	Content of communications Mission reports Annual activity report	7	At least 8
	<b>Activity 5.6.2:</b> Redefinition of AFRISTAT's communication policy to meet the requirements of modern times marked by ICT predominance	A communication and disclosure policy document is prepared	Communication policy	A draft communication plan is available	The communication and disclosure policy document is available
		A communication and disclosure policy document is implemented		Nil	The communication and disclosure policy document is implemented
	<b>Activity 5.6.3:</b> Enhancement of AFRISTAT's visibility	The 2017-2021 AFRISTAT Strategic Work Program (ASWP) is printed	AFRISTAT Annual Reports	Nil	The printed version of the 2017-2021 ASWP is available
		Number of meetings to present the ASWP		Nil	>= 8
		The LLAs are regularly disseminated		4 LLAs disseminated	The LLA is disseminated regularly
		Frequency of updating AFRISTAT accounts on social networks		Twice	At least 7 times per year
	<b>Activity 5.6.4:</b> Relooking/reprofiling of AFRISTAT's Website to better report on the institution's activities, so as to enhance the contributions and work of experts by presenting them on the Website and social media	An improved version of the AFRISTAT Website is now online	Website AFRISTAT Annual Reports	The old version of the site is operational	The improved website version is available
		Level of satisfaction of visitors to the AFRISTAT Website		Nil	At least 75%

Expected Outcomes	Key Activities	Objectively Verifiable Indicators	Sources of Verification	Reference or Baseline Value 2016	2021 Target
<i>Specific Objective 5.7: Make AFRISTAT better known in member States and intervention countries, as well as beyond its scope of action and enhance AFRISTAT's presence and diplomatic posture</i>					
Expected Specific Outcome 5.7: Government authorities (Ministers or representatives) are informed of AFRISTAT's missions through mail	<b>Activity 5.7.1:</b> Systematically send mails to the Government (supervisory Minister), with a copy to the host structure, announcing the mission to be undertaken	Average number of mails to Governments announcing missions to be undertaken by AFRISTAT	AFRISTAT Annual Reports	1	8
	<b>Activity 5.7.2:</b> Preparation of a mission report shared with the mission's beneficiary structure	Average number of mission reports shared with the mission beneficiary structure	AFRISTAT Annual Reports	1	8

**Activities carried out**

This is an activity or activities that are carried out to produce the desired and programmed change.

**Logical Framework**

The logical framework is a management tool to improve project planning and evaluation. Currently used by many development agencies, the logical framework is made up of essential factors for understanding and managing an operation in a simple, systematic and understandable manner.

The objective of the logical framework is twofold: (i) to avoid neglecting, in project/program preparation and implementation, one or more factors essential for their success; (ii) to highlight the discipline required to take decisions at appropriate times throughout the project/program cycle.

Theoretically, the logical framework is a matrix composed of four interdependent columns. The various components are:

- the project description (first column);
- objectively verifiable indicators (second column);
- sources of verification (third column);
- assumptions (fourth column).

In practice, institutions adapt it to their needs. Thus, in the 2011-2015 AFRISTAT Strategic Work Program, the logical framework is briefly presented and includes four columns corresponding to the following items: (i) expected outcomes; (ii) main activities; (iii) indicators; (iv) sources of verification. Each year, the strategic program will be translated into an action plan with a logical framework detailing activities and results.

**Results-Based Management**

Results-based management is a planning model with a principle that facilitates management, learning and accountability throughout an organization's annual or multi-year project or programming.

This method clearly describes the changes that an organization wants to make once the planned activities are completed (Results-Based Management Guide, Lyne Bouchard. 2005).

Results-Based Management is:

- a management method which focuses on the results to be achieved;
- a general management strategy to change the way institutions operate, focusing on ways to improve their effectiveness, i.e. to achieve results.

Results-Based Management is based on teamwork and a participatory approach that seeks to link an organization's efforts with the expected results. It is also a management approach whereby an organization ensures that its processes, products and services contribute to the achievement of clearly defined results.

**Target Group**

The target group comprises all the beneficiaries of an intervention, project or program.

**Indicator**

An indicator is a tool for measuring progress or trends. It requires the various parties involved in a project to precisely define the measurement factors that would help us to understand the actual results achieved through the programmed activities. An indicator must be formulated in such a way that it is objectively verifiable, and this would facilitate the monitoring and evaluation process.

There are several types of indicators: performance indicator, output indicator, pressure indicator, etc. It can be quantitative (number of participants in a training workshop, participation rate, increase or decrease of a given element, etc.) or qualitative (level of knowledge, level of participants, increased ability to perform a given activity, etc.).

**Mission**

The mission is the organization's purpose translated into roles and responsibilities in line with its mandate. It helps to determine the goals and set the work objectives of the organization.

**Overall Objective**

The overall objective is the general purpose of the Program that the AFRISTAT Council of Ministers sets for the period. It explains the purpose towards which the organization's efforts will be directed during the period.

**General Objective**

Each strategic orientation has a general objective attached to it, which could also be called a strategic objective. For each orientation, the general objective is the goal to be attained in implementing the program.

**Specific Objective**

The achievement of a strategic objective may be the result of several actions underpinned by specific goals. Each of these goals is a specific objective. It can refer to one or more activities for which results are expected. The specific objective constitutes a central reference point for managing the action and measuring its success or failure in terms of sustainable benefits for the target group.

**Strategic Orientations**

These are the main guidelines of work resulting from discussions within the organization's governing bodies. These are guiding principles designed to ensure coherence, convergence and purpose of all activities to be planned in accordance with the organization's mission. They help to define the objectives to be achieved, the results to be produced, and the activities to be carried out.

**Action Plan**

The action plan is an extract from the multiannual program determined on the basis of resources that are available or can be mobilized during the period concerned. The action plan can be annual or rolling over two or three years. Developed for a relatively short period of time, its content is more precise. The accompanying logical framework needs to be better informed to ensure better monitoring.

**Strategic Planning**

Strategic planning is an ongoing and dynamic process of reflection that consists in:

- setting a limited number of priorities based on the organization's mission and its current situation in today's and tomorrow's society;
- identifying specific measurable objectives, appropriate based on the priorities of the ensemble;
- identifying indicators;
- developing an action plan; and
- evaluating the results.

It involves knowing the mission and the present, projecting into the future, setting priorities and setting objectives.

**Priorities**

In a strategic program or action plan, everything is important and urgent. The priority (activity, result, etc.) is set taking into account the following elements: user need (NSS), availability of resources, absorptive capacity of the beneficiary (low capacity may be the main argument depending on the case), and implementation time. Activities must be defined and classified.

**Strategic Work Program**

The strategic work program (or organizational development strategy), generally formulated over a five-year period, defines the major activities necessary to achieve the strategic orientations. AFRISTAT's program for the 2011-2015 period also includes the objectives, expected outcomes, indicators and their sources of verification grouped in a logical framework.

**Expected Outcomes**

These are changes that have been set out to achieve through implementation of one or more activities included in the strategic work program or action plan. An outcome is traditionally defined as a describable or measurable change that results from a cause-and-effect relationship.

**Strategy**

Strategy is a term borrowed from military art. A strategy is the approach taken to win a war, and is usually opposed to tactics, another military term for how armed forces are used on the battlefield. A tactic aims to achieve more immediate objectives and is at least in principle part of a broader and longer-term strategy.

From the military field, the strategy first moved to that of private and public companies and then to that of national economies. Be it the field of war, or that of diverse businesses and communities or the development of nations, a strategy sets objectives and proposes an approach to achieve them. In this statement, the conjunction "and" is important: the strategy is neither a simple definition of objectives, nor that of the path to be taken to achieve them, but it is an alliance of the two.

**Sources of Verification**

The means or sources of information needed to obtain guidance on indicators are an important component of the logical framework. It is important to define them during the study phase of the program because they involve specific activities that need to be planned and budgeted.

**Monitoring and Evaluation**

Monitoring and evaluation are separate but complementary activities. Monitoring is an ongoing activity that uses the systematic collection of data on specific indicators to provide managers and key partners in an ongoing project or development program with information on the extent of progress and achievement of objectives and the use of allocated funds. It provides information on the progress of a project or program at a given time in terms of targets and outcomes. Its purpose is descriptive.

The evaluation indicates why targets and outcomes have or have not been achieved. It aims to explain the causes. Evaluation is the systematic, periodic and objective review of an ongoing or completed project, development program, including its design, implementation and outcomes. The aim is to determine the relevance and achievement of objectives, effectiveness, impact and sustainability of development. An evaluation provides credible and useful information to integrate lessons learned into decision-making by partners.

**Vision**

This is what we see on the horizon; it is the desire to become, that is, our wishes, our dreams that we transform into realities. The formulation of the vision must start from the problems and challenges facing the organization and the aspirations of the users.

"The vision seeks to build a strong image of the status we want to achieve in the future and often represents a break with the past and present." It indicates what we want to do in the long term, ten years and beyond. It is a political commitment that is sustainable. It's a statement of intent, but not a hollow slogan. To properly describe the desired image, the vision statement must be accurate and positive, inspired and energized.

**AFRISTAT**  
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## AFRISTAT MEMBER STATES



BURUNDI



CABO VERDE



CAMEROON



CENTRAL AFRICAN  
REPUBLIC



CHAD



COMOROS



CONGO



CÔTE D'IVOIRE



DJIBOUTI



EQUATORIAL GUINEA



GABON



GUINEA



GUINEA BISSAU



MADAGASCAR



MALI



MAURITANIA



NIGER



SÃO TOME  
AND PRÍNCIPE



SENEGAL



TOGO



BENIN



BURKINA FASO