



ECONOMIC AND STATISTICAL OBSERVATORY FOR SUB-SAHARAN AFRICA

# 2017-2021

## AFRISTAT STRATEGIC WORK PROGRAM

TO ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS

### **THE ASWP IN 10 POINTS**

FEBRUARY 2019

The Council of Ministers, at its 28<sup>th</sup> Session held in Brazzaville on 12 April 2018, validated the 2017-2021 AFRISTAT Strategic Work Program (ASWP) and recommended that it should be fully implemented. The 2017-2021 ASWP covers the first five years of the current 2016-2025 ten-year period of the AFRISTAT Fund, and contains five strategic orientations (SOs) that will guide AFRISTAT's work during the period.

## 1. AFRISTAT'S MISSION TO 2021

Over the 2017-2021 period, AFRISTAT's mission is to: *"...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 micro-economic 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).

## 2. AFRISTAT'S LONG-TERM VISION

The strategic reflection on the future of AFRISTAT by 2025 conducted in 2011 and 2012 led to the reformulation of AFRISTAT's Vision in light of its evolution and changes in its environment since its establishment in 1993. 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 of economic integration in Africa"*.

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

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 best practices. It will also enable the Observatory to acquire all resources required for enhancing its reputation and visibility at regional and international levels"*.

## 4. AFRISTAT'S INTERVENTION STRATEGY

The strategy for implementing the program is based on principles that guarantee high quality for AFRISTAT interventions in view of the technical support needs of Member States and sub-regional economic integration institutions. It is implemented at three (3) levels:

- i. Production and dissemination of methodology documents so as to promote internationally recognized practices;
- ii. Organization of training workshops to introduce country managers to the best statistical production techniques;
- iii. Technical assistance missions to enhance ownership of new techniques and working tools at national level.

This strategy complies with the principle of subsidiarity which seeks to build the capacity of national managers for acquiring all practical skills required for the performance of their duties.

## 5. LOGICAL ARTICULATION OF AFRISTAT'S 2017-2021 STRATEGIC WORK PROGRAM

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.

**STRATEGIC ORIENTATION 1:** *Further consolidation of achievements to ensure their sustainability*

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

■ *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.

■ *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).

■ *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.

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

**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*

■ **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.

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

■ *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.

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

■ *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.

**STRATEGIC ORIENTATION 3:** *Adapting AFRISTAT's activities to meet requests for expansion to other States, and strengthening its position in the African arena*

■ **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.

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

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

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

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

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

#### **STRATEGIC ORIENTATION 4: Resource diversification and mobilization**

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

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

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

■ *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.*

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

#### **STRATEGIC ORIENTATION 5: Building AFRISTAT's internal capacities and adapting its institutional framework to changes in national and international statistical systems**

■ **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.

■ *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.*

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

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

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

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

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

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

## 6 IMPLEMENTATION OF THE 2017-2021 AFRISTAT STRATEGIC WORK PROGRAM

The 2017-2021 AFRISTAT Strategic 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, the strategic program will be presented as a work plan (action plan) with a logical framework of activities and expected outcomes. The annual action plan will be evaluated in an activity report produced on an annual basis. Furthermore, the 2017-2021 ASWP will be independently evaluated during reviews that will be organized at mid-term and at the end of its implementation.

## 7. MAIN STAKEHOLDERS

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 National Statistical Systems (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.

## 8 RESOURCES

The resources for implementing AFRISTAT's 2017-2021 Strategic Work Program consist of methodological resources, human resources and financing compatible with the set objectives. All these resources will be mobilized by AFRISTAT with the support of Member States and development partners. The 2017-2021 Strategic Work Program will be implemented mainly by AFRISTAT's permanent experts whose quality accounts for the Observatory's reputation as a centre of excellence in statistical capacity building. Taking into account the present staffing and the expected workload, associate experts or consultants will also be recruited to strengthen the team of permanent experts so as to promote south-south cooperation. 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.

## 9. EXPECTED OUTCOMES

The expected outcomes are linked to the 5 sub-programs which are derived from the strategic orientations.

■ **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.

■ **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 National Statistical Agencies (NSA) and includes the concerns of all NSS, particularly sector statistics and new areas underscored by the requirements of international initiatives.

■ **Expected Overall Strategic Outcome 3:** 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.).

■ **Expected Overall Strategic Outcome 4:** AFRISTAT has the capacity required for achieving the objectives and expected outcomes of ASWP 2017-2021.

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

## 10. CONDITIONS FOR SUCCESS AND RISKS

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

- Build human resource capacity and retain staff;
- Mobilize adequate financial resources;
- Guarantee the existence of national expertise in Member States.

The major risks that could compromise the implementation of ASWP 2017-2021 will be financial and technical:

- Delays in releasing Member States' contributions;
- Failure to assume ownership of the program's objectives by the various stakeholders (experts, Member States, partners) or a profound modification of the strategic orientations of the ongoing program.



## AFRISTAT MEMBER STATES



BURUNDI



CABO VERDE



CAMEROON



BENIN



BURKINA FASO

CENTRAL AFRICAN  
REPUBLIC

CHAD



COMOROS



CONGO



CÔTE D'IVOIRE



DJIBOUTI



EQUATORIAL GUINEA



GABON



GUINEA



GUINEA BISSAU



MADAGASCAR



MALI



MAURITANIA



NIGER

SÃO TOME  
AND PRINCIPE

SENEGAL



TOGO