



**Observatoire Economique et Statistique d'Afrique Subsaharienne**

**AFRISTAT STRATEGIC  
PLAN OF ACTIVITIES  
(ASP)  
2006-2010**

## Preface

*After the common minimum statistical programme which was the reference programme of AFRISTAT activities for the period 2001 - 2005, the organisation recently adopted a second medium-term programme dubbed the **AFRISTAT Strategic Plan of Activities for the period 2006-2010 (ASPA)**.*

*This development may appear only as a fulfilment of one of the provisions of the Treaty to establish AFRISTAT that requires this institution to draft a medium-term work programme for the performance of its missions. Yet, this programme comes on the eve of the launching of the Second Capitalization Fund (2006-2015) which provides funding to most AFRISTAT activities. More specifically, the implementation of this programme took place in a peculiar context wherein most Member States were engaged in poverty reduction. Indeed, the return to the policy of planned development as evidenced in the design, implementation, monitoring and evaluation of Poverty Reduction Strategy Papers on the one hand, and furtherance of efforts to achieve the Millennium Development Goals on the other hand, reasserts the role of the decision-making support services, notably statistics, in managing the development of our States.*

*Through ASPA, AFRISTAT displays its unrelenting commitment to emerge, in the Member States and more generally, throughout Sub-Saharan African States, as a key technical partner in designing development management information systems. The strategic, logical and realistic approach that underpinned the specific objectives, expected outcomes and planned activities for the period 2006-2010, establishes the ASPA as a vigorous working framework that gives visibility and further consistency to AFRISTAT interventions.*

*While this common programme is not binding on all the Member States, ASPA is actually a guide and reference document for States that have embarked on the formulation of their statistical development strategy. Hence, are the vision and the five strategic thrusts adopted by the Council of Ministers on 6 April 2005 in Cotonou (Benin), the cornerstone of the ASPA, not common factors to the development of national statistical systems?*

*By adopting ASPA, AFRISTAT's Council of Ministers not only reaffirmed the support of Member States to their organisation but also recognized the role of AFRISTAT is ready to play in the development of their national statistical systems. Similarly, it urges the technical and financial partners of the States to give the organisation requisite support for the achievement of its objectives in general and specifically, its ambitions as outlined in the ASPA.*

*The Management of AFRISTAT and the statistical systems of beneficiary States, considering the number of scheduled activities as well as human, material and financial constraints, exhort those who are responsible for the implementation of this plan to be creative and determined in a bid to tackle this challenge and achieve what will be established as giant step at the dawn of 2010. This means entrenching statistics in the daily life of Member States as an indispensable economic integration instrument and tool which is readily available to policymakers, government officials, private sector and civil society in the design, implementation, monitoring and evaluation of programmes and projects.*

*N'Djamena, 14 February 2006*

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## Foreword

AFRISTAT recently adopted a medium-term plan for the period 2006-2010 dubbed *AFRISTAT Strategic Plan of Activities for the period 2006-2010 (ASPA)*. It was designed firstly as a framework to give visibility and further consistency to AFRISTAT's technical and financial interventions, and secondly, as a model for States to formulate and implement their statistical development programmes. It may also be viewed as to draw in AFRISTAT's technical and financial partners and Member States whose contribution is invaluable to the development of statistics.

The formulation of the ASPA was a long process. It is the result of fruitful consultation between many AFRISTAT partners and experts. In particular, the finalization of the document complied strictly with the provisions of the Treaty to establish AFRISTAT. In this respect, the thrusts on which it hinges were laid down by the 14<sup>th</sup> session of the AFRISTAT Council of Ministers held on 6 April 2005 in Cotonou (Benin). The Scientific Council and the Board of Directors oversaw the implementation of the recommendations of the Council of Ministers.

After several drafts, Management prepared and discussed the draft plan and first plan of action which sometimes, involved some national officials of national statistical systems and resource persons consulted by Management. On the recommendation of the Board of Directors, a working group was set up to share their invaluable experience with AFRISTAT experts for the design of work programmes. The group comprised two representatives from States, two members selected by the Board and a representative of a statistical training centre.

The results of the work of AFRISTAT experts, assisted by the working group, were presented to the AFRISTAT Scientific Council and Board of Directors in October 2005 for consideration, amendment and approval.

In their last meeting in Cotonou, the members of the Council of Ministers restated the resolve and commitment of their respective governments to develop statistics in the Member States. The Council also affirmed its determination to track the implementation of this plan which is critical to consolidating the efforts made over the last few years to develop statistics.

Through its various components, ASPA spans the core areas of statistics. It duly highlights social statistics, which had for long been the Cinderella of AFRISTAT, with a view to strengthening its role as an organisation supporting the design, implementation, monitoring and evaluation of development policies and programmes, notably, poverty reduction strategies and Millennium Development Goals. It also emphasizes the importance of timely production of reliable basic economic statistics and reports, such as national accounts, which is the basic role of an efficient national statistical system. A good number of entities stand to gain from AFRISTAT's action during the period 2006-2010, namely: all sub-Saharan African countries, regional integration institutions through their programmes to harmonize data compilation methods as well as schools of statistics.

The dissemination of information had for long been overlooked in Member States. ASPA further raises awareness, in the framework of organizing national statistical systems, on the need to strive for the

publication of statistical survey results as well as popularize statistics through various planned activities.

AFRISTAT Management is grateful to all those who supported its experts in the design and actual formulation of this plan. First and foremost, it is indebted to the Council of Ministers which laid down the thrusts within the specified time limit. It is thankful to members of the Scientific Council and Board of Directors for the quality of their discussions on this issue that went a long way to improve the content of ASPA and the 2006 Plan of Action. Furthermore, it recognizes the contribution of Philippe Pommier, Administrateur de l'INSEE, to the development of a comprehensive working framework by sharing with AFRISTAT experts his enlightened views on sub-Saharan African statistical systems and definition of statistical demand. Management would also like to thank Dr Dodji Silete-Adogli, planning economist, who brought his experience to the development of the logical framework of activities. Management commends members of the working group appointed by the Board of Directors for their commitment. Their presence and active participation enhanced the contribution of Member States in this collective endeavour. The following persons deserve special appreciation: Saadna Ould Baheida, Minister of Health and Social Affairs of the Islamic Republic of Mauritania, esrtwhile Assistant Director of the National Statistical Office during the drafting of the ASPA, Paul Koffi Koffi, Technical Adviser to the Prime Minister of Cote d'Ivoire, Clément Mierassa, International Economic Affairs Adviser in the Ministry of Economy and Finance of the Republic of Congo, N'Guessan Koffi, Director of the Abidjan National Advanced School of Statistics and Applied Economics (Cote d'Ivoire) and Barnabé Okouda, Sub-director, in charge of coordination at the National Institute of Statistics of Cameroon.

Bamako, 27 December 2005

**Martin BALEPA**  
Director General

## List of abbreviations and acronyms

|              |   |
|--------------|---|
| ACBF         | Africa Capacity-Building Foundation   |
| AFD          | Agence française de développement (French Agency for Development)   |
| AfDB         | African Development Bank  |
| AFRISTAT     | Economic and Statistical Observatory for sub-Saharan Africa   |
| APRM         | African Peer Review Mechanism   |
| ASPA         | AFRISTAT Strategic Plan of Activities   |
| CEMAC        | Central African Economic and Monetary Community   |
| CODI         | Committee on Development Information  |
| DIAL         | <i>Développement, institutions, analyses à long terme</i> (Development, Institutions, and Long-term Analysis)                                     |
| DSD/ENEA     | Division of Statistics and Demography of ENEA (Dakar)   |
| ECA          | United Nations Economic Commission for Africa   |
| ECCAS        | Economic Community of Central African States  |
| ECOWAS       | Economic Community of West African States   |
| ENSEA        | <i>Ecole nationale supérieure de statistique et d'économie appliquée (Abidjan)</i> (National Advanced School of Statistics and Applied Economics) |
| EUROSTAT     | Statistical Office of European Communities  |
| FAO          | Food and Agricultural Organisation of the United Nations  |
| FASDev       | Forum on African Statistical Development  |
| GDDS         | General Data Dissemination System   |
| ICT          | Information and Communication Technologies  |
| IMF          | International Monetary Fund   |
| INSEE        | Institut national de la statistique et des études économiques (French National Statistical Office)  |
| IRD          | <i>Institut de recherche pour le développement</i> (French Institute for Research and Development)  |
| ISSEA        | Institut sous-régional de statistique et d'économie appliqué ( Yaoundé Sub-regional Institute for Statistics and Applied Economics)               |
| MDG          | Millennium Development Goals  |
| NEPAD        | New Partnership for Africa's Development  |
| NSO          | National Statistical Office   |
| NSS          | National Statistical System   |
| PARIS21      | <i>Partnership in Statistics for Development in the 21<sup>th</sup> Century</i>   |
| PRSP         | Poverty Reduction Strategy Paper  |
| SAP          | Structural Adjustment Programme   |
| SFD          | Statistical and Fiscal Declaration  |
| SNA93        | System of National Accounts, 1993 version   |
| TFP          | Technical and Financial Partners  |
| UNDP         | United Nations Development Programme  |
| UNESCO       | United Nations Education, Scientific and Cultural Organisation  |
| UNFPA        | United Nations Population Fund  |
| UNICEF       | United Nations Children's Fund  |
| WAEMU        | West African Economic and Monetary Union  |
| West AFRITAC | West African Regional Technical Assistance Centre   |
| WHO          | World Health Organisation   |
| WSIS         | World Summit on the Information Society   |

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**INTRODUCTION**

1. The establishment of the Economic and Statistical Observatory for Sub-Saharan Africa (AFRISTAT), on 21 September 1993 by Economy and Finance ministers of the fourteen African countries that comprised the Franc Zone<sup>1</sup> at the time was a turning point not only for these States but also, for the countries of Central and West Africa in respect of formulating policies for the development of statistics.
2. After a decade of operation marked by clearly established performance, AFRISTAT has entered into its second phase of operation in January 2006. This second phase of its development coincides with the replenishment of the AFRISTAT Fund which will finance most of its activities for the period 2006-2015.
3. Ever since, the organisation whose activities were effectively launched in January 1996 has made a positive and remarkable contribution to finding solutions to the manifold setbacks to the regular provision of statistical information which is indispensable in decision-making.
4. Its establishment concurred, in the early 1990s, with the advent of democracy which triggered awareness on the need for all economic and social stakeholders to access accurate and reliable statistical information which is vital for good governance of States.
5. AFRISTAT was created in the context of an economic and financial crisis marked by the implementation of structural adjustment programmes backed by the international community that led to an increasing demand for relevant statistics which could hardly be satisfied by National Statistical Office (NSO). With specific regard to States of the Franc Zone, the devaluation of the CFA franc in early 1994 once more highlighted the inability of National Statistical Systems (NSS) to respond to such demands. During the same period, the establishment of sub-regional integration bodies was equally plagued by the lack of harmonized and comparative data for the formulation of integration policies.
6. In this context, the inception of this body was timely in “contributing to the development of economic, social and environmental statistics in the Member States and strengthening their capacities in this area.” In other words, AFRISTAT should enable Member States to improve the production of reliable and relevant statistics for public administration, private sector and civil society.
7. Accordingly, on 19 September 2000, the Council of Ministers of AFRISTAT adopted the Common Minimum Statistical Programme (PROSMIC), the reference framework for the development of statistics in the Member States for the period 2001-2005. Modelled on six priority areas (statistical coordination, national accounts, economic and social trends, dissemination of statistical information, statistics to index household living conditions and poverty, and agricultural statistics), PROSMIC laid the groundwork for the revival of NSS, most of which were in lethargy.

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<sup>1</sup> AFRISTAT comprises 17 Member States: 14 founding States (Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Congo, Cote d'Ivoire, Equatorial Guinea, Gabon, Mali, Niger, Senegal and Togo) and 3 States that joined since the organisation became operational (Cape Verde, Guinea, Guinea-Bissau and Mauritania). Cape Verde which was a member, withdrew from the Organisation in end-2005.

8. The evaluation of the implementation of this plan ascertained the dire need to pursue the development of statistics in Member States to ensure that development strategies are based on information which gauges progress in development. However, the implementation of PROSMIC witnessed some drawbacks owing to difficulties in mobilizing funds simultaneously in all the States.<sup>2</sup>

9. Outside the established strengths of AFRISTAT, the mid-term review conducted during the first phase of its activities<sup>3</sup>, recommended stringency in activities “*with a view to enhancing the technical and financial coherence of its interventions for the purpose of sound monitoring*”.

10. AFRISTAT’s Strategic Plan of Activities for 2006-2010 (ASPA) is the adequate framework and has a dual objective, namely:

- to provide AFRISTAT with a management, forecasting, coordination and resource mobilization tool for the period under review;
- to establish a model framework for NSS of Member States on which to build their national statistical development strategies.

11. This plan highlights the substance of AFRISTAT activities over the next five years for the purpose of strengthening the statistical capacities of its Member States in respect of monitoring and evaluation of poverty reduction strategies and Millennium Development Goals (MDG) on one hand, and designing of reporting systems for result-oriented development management on the other hand.

12. This document presents AFRISTAT’s Strategic Plan of Activities for 2006-2010. The first part briefly describes the general context of ASPA. The second part discusses the challenges awaiting ASPA during the period 2006-2010 and outlines the long-term vision of its action. The third and fourth parts respectively address the plan strategy and content. ASPA also covers other issues such as costing, implementation conditions, partnership, monitoring and evaluation and conditions of success and risks. The logical framework of activities is found in the annex.

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<sup>2</sup>See Xavier Charoy (2004), *Evaluation du Programme statistique minimum commun*.

<sup>3</sup> John P. Watson, Graham White, Christine Spanneut, Jean-Michel Emprou (2003), *Bilan-évaluation d’AFRISTAT*, The European Commission EUROSTAT Unit C-3

## 1. GENERAL CONTEXT

### 1.1. OVERVIEW OF THE STATISTICAL ENVIRONMENT IN THE AFRISTAT INTERVENTION AREA PRIOR TO THE LAUNCHING OF ASPA

13. Sub-Saharan African countries in general, and more specifically, those located within the geographical intervention sphere of AFRISTAT have been gripped for almost three decades by economic crises and socio-political changes which impact on statistical development in this region and determine the demand for statistics in a critical manner.

14. Indeed, the 1980s were marked by worsening economic and financial crises and across-the-board implementation in these countries of Structural Adjustment Programmes (SAP) followed by the component "Social Dimension of Adjustment" introduced by the Bretton Woods institutions. The SAP gave room for a huge demand for relevant statistics which could not be readily satisfied by National Statistical Systems (NSS).

15. Moreover, the policy shift toward the restoration of major macroeconomic balances resulted in the concentration of the meagre resources for the compilation of national accounts, public finance and balance of payment statistics at the expense of social or sectoral statistics (agriculture, health, education, employment, etc.) statistics. Priority was hence given to economic statistics at the expense of social and poverty-related statistics. It is also worth noting that the problems, notably institutional and budgetary, encountered in the production of statistics varied depending on the oversight organisation, notably central banks in respect of monetary and balance of payments statistics<sup>4</sup>.

16. After two decades of SAPs, the outcome of the structural reforms implemented generally contrasted with sound macroeconomic performance and low levels of social development thereby widening disparities and dwindling standards of living of the population. These mixed results prompted the international community to convene a number of summits (Social Development in Copenhagen in 1995, Development in Libreville in 1999, Millennium Development Goals in New York in 2000, etc.) to rethink development strategies centred on:

- the need to shift development policies toward poverty reduction strategies modelled on "Poverty Reduction Strategy Papers" (PRSP), notably the launching of the "Heavily Indebted Poor Country" (HIPC) Initiative that enables countries to qualify for a reduction of their external debt and to use the leveraged resources for poverty reduction;
- resource mobilization to achieve the Millennium Development Goals (MDG) by 2015.

17. More recently, the Marrakech International Roundtable held in February 2004 emphasized the need for a result-oriented monitoring and management of development<sup>5</sup>. The implementation of all these initiatives requires a critical mass of statistical information to be furnished appropriately by NSS in compliance with the basic principles of official statistics, recommendations of the IMF General Data Dissemination System (GDDS) and requirements set during the Marrakech meeting.

<sup>4</sup> In WAEMU and CEMAC States, balance of payments is drawn up by the Central Bank except in Cameroon where it is the ambit of the Ministry of the Economy and Finance.

<sup>5</sup> Cf. [www.worldbank.org/data/results.html](http://www.worldbank.org/data/results.html) and Issue No. 28 of *La lettre d'AFRISTAT*.

18. In other words, a return to the practice of development planning for the implementation of poverty reduction strategies restores the role of decision-making support services. PRSP formulation, implementation and evaluation are an opportunity but also bear risks for national statistics systems. It is an opportunity because all the stakeholders in the PRSP formulation process need reliable statistics and stand ready to fund its production. The risk lies in the fact that users want immediate and a large number of complex indicators which can only be determined on the basis of available relevant statistics whose production requires much time, appropriate data and trade-offs by several decision-making organs.

19. Monitoring of indicators requires the establishment of NSS which are capable of producing statistics on a regular basis gathered from administrative documents or periodical surveys on households or other entities, notably companies. It actually entails human and financial investments that are time-bound. The PARIS21 initiative and national statistical development strategies actions are a top priority and induce a marked policy shift of States in regard to sound development management.

20. In socio-political matters, in the early 1990s, the advent of democracy and ensuing decentralization and devolution raised awareness among all socio-economic and cultural stakeholders on the importance of reliable information to back good governance as advocated by the New Partnership for Africa's Development (NEPAD) and through the African Peer Review Mechanism (APRM).

21. Within the context of economic liberalization and globalization, there is a greater need for economic integration among countries of the region. It is in this context that the West African Economic and Monetary Union (WAEMU) and Central African Economic and Monetary Community (CEMAC) gathering 14 out of the 17 Member States of AFRISTAT were founded in 1994. Such integration efforts require comparative statistics compiled in keeping with harmonized methods.

22. From the foregoing, there have been significant reforms in the statistical environment of the geographical sphere of AFRISTAT. These changes engender new requirements in methods, human resources, logistics, etc. to enable NSS, where they are fulfilled, to meet new data production, analysis and dissemination standards, in a timely and efficient manner.

23. At the dawn of the launching of the second operational phase of AFRISTAT, despite an encouraging 5% growth recorded by the economies of the sub-region and a 2.7% rise in per capita income in 2004, social disparities and poverty are persistent while prospects to halve poverty by 2015 are fading. Development strategies for the coming years should therefore hinge on more available and relevant data and evaluations to guide decision-makers more objectively.

24. AFRISTAT whose overarching objective is to contribute to the development of economic, social and environmental statistics in Member States as well as strengthen their capacities in these areas gives consideration to these developments in the design of its strategic plan of activities for 2006-2010.

## 1.2. ANALYSIS OF THE DEMAND FOR NSS SUPPORT

### 1.2.1. Process to define a statistical demand

Box 1: Transforming basic data into aggregates and other economic and social indicators

#### **Basic data**

*Data recorded by the person directly concerned,  
in accounts for a company,  
in his/her memory for an individual,  
in a register for an administration,  
based on the concepts of the user rather than the statistician's.*

#### **Collected data**

*Those are stand-alone anonymous data since they have undergone consistency checks, amendments and sometimes expunction. Such adjustments are essential to correct errors and specifically such that would cause erroneous interpretation of questions by the respondent.*

#### **Data**

*These are results of surveys or processing of data collected from administrative documents, collected or aggregated data constituting an average statistical unit (average individual) of a sub-population. The level of classification of individuals into sub-populations depends on the size of the sample, homogeneity of the population and frequency of the variable under observation.*

#### **Aggregated data**

*Data calculated on a model that uses and processes all available input and data sent in by several data collection and processing systems, including different statistical entities. By way of example, data from national accounts, population estimates, unemployment projections, employment figures, etc.*

*In general, these data are highly aggregated. They partially correct bias and errors in statistics. Such aggregated data are, to a certain extent, projections that are hurriedly compiled but which must be revised when new data becomes available.*

25. For the purpose of providing efficient support to NSS of its Member States and to the regional standardization process, AFRISTAT and Member States must have a common vision of problems plaguing NSS and attendant solutions.

26. A statistical system is a productive system and must be distinguished from a statistical information system. NSO and their constituent sectoral statistical services, jointly and severally, produce statistical information and data which actually become relevant when they are organized in a statistical information system. This must not cause confusion between the producer and the product. The statistical system has an ultimate objective: to meet demands which can be funded for statistics.

Box 2: Demand which can be bankable

#### **Statistical demands**

*As a productive system, the statistical system must satisfy the needs of users through regular and sustainable production.*

*A demand is considered to be bankable where production expenses are fully covered in order to handle the user's needs. Such a demand applies only to needs that have received funding.*

*Statistics are essentially public property made available to all citizens. Its production should be financed to a large extent, by public funds depending on the production capacities of NSO and sectoral services. The production of statistics is therefore based on a tripartite agreement involving financiers, notably public authorities, users (generally driven by international initiatives) and producers.*

27. Statistics is a tool used in guiding decision-making especially where they substantiate an evaluation, a study, policy impact simulations, etc. Hence, the appropriate services and bodies

responsible for performing such tasks for administrations, large enterprises, employers' organisations, labour confederations, civil society, etc., which are the main users of data and statistical reports thereby influence the demand for such. However, they only influence demand to the extent that they too have to cope with strong requirement from decision-makers, notably policymakers and corporate executives. Accordingly, the development of statistics is driven by the development of decision-making guidance services such as planning, forecasting, development strategy and poverty reduction.

28. There are four major stages in the production of data: (i) designing and updating sample frames and directories, (ii) data collection and processing, (iii) designing statistical reports and making relevant analyses, and (iv) disseminating data and statistical reports.

29. Directories and sample frames are indispensable tools to statistical services. They index villages and neighbourhoods, enterprises and companies, government services and various educational institutions as well as health centres, etc. While designing a directory may require start-up funds that are seldom high, its maintenance is indispensable and expensive.

30. The collection and processing of statistical data is the core activity of every statistical service. Data may be collected by way of a survey or consultation of administrative reports. In both cases, downstream the collection, the processing chain is similar. Designing a collection and processing system is a huge investment. Mass and regular production alone can guarantee a return on the investment<sup>6</sup>. It is dependent on the availability of exhaustive and updated directories or sample frames as well as sustainable collection instruments (network of experienced and qualified controllers and surveyors available countrywide) used in surveys.

*Box 3: The mandatory trade-off between the three characteristics of statistics to be produced from a survey*

**Depth of description**

*The more a survey seeks to measure different variables, the more the questionnaire is complex and the more time it takes to source the information, which is pretty resource demanding and especially, may distort the survey and downplay the quality of the expected responses.*

**Accuracy of data**

*This refers to the number of sub-populations from which data is sought. The higher the number, the larger the size of the sample which will entail further sampling and higher costs for the survey.*

**Frequency and timeliness of production**

*While a repeated survey is less expensive than a one-off survey, repeated surveys have a price. Moreover, frequent data production calls for immediate data use.*

31. Lastly, statistical reporting is a key step involving multidisciplinary teams that aims at understanding socio-economic trends by analyzing collected data that becomes relevant only through the widest dissemination of its findings.

**1.2.2. Specific problems facing NSS of AFRISTAT Member States**

32. National statistical systems of AFRISTAT Member States encounter difficulties that can be summarized under three points: (i) bankable data demands are not clearly defined, (ii) NSS financing

<sup>6</sup> In fact data users are generally interested in the trends rather than the variables.

is inadequate and (iii) their institutional capacities unsuitable to handle growing and diverse demands. In short, insufficient statistical culture and declining permanent consultative bodies such as the National Statistical Council are the main drawbacks to statistical development in these countries.

33. During structural adjustment programmes, statistical production dwindled for the following reasons: Ministries of planning saw their powers curtailed while NSO, when they could, produced macroeconomic statistics with a lot of difficulties and often behind schedule. Today, there is seemingly a sustained demand for data on the monitoring and evaluation of poverty reduction strategies and MDG.

34. In the absence of pressure from national users, policymakers have seldom allocated the requisite resources to national statistical systems to produce statistics and less so, to sustain its production capacity. There is an unfortunate tendency to believe that external donors should fund statistical production since they alone deem it important. This further weakens NSS.

35. In many countries, statistical capacities are not maintained and have become so weak that national statistical systems are unable to meet unexpected demand. Several years of sustained efforts are necessary to revamp the quality of directories and sampling frames or to rebuild teams of competent professionals.

### **1.3. ACHIEVEMENTS, STRENGTHS AND WEAKNESSES OF AFRISTAT**

#### **1.3.1. Achievements and strengths**

36. AFRISTAT has made undisputed progress since it went operational on 2 January 1996 as outlined in the study on the future of this organisation<sup>7</sup> that sought to propose a clear vision and strategic choices for the period 2006-2015, especially in respect of AFRISTAT objectives, role, institutional organisation and priority intervention areas.

37. Hence, the review of AFRISTAT, conducted by two consulting firms commissioned by the European Commission (EUROSTAT) and French Ministry of Foreign Affairs, highlighted the achievements of this organisation in operational and management issues.

38. This report establishes that the four objectives of AFRISTAT have been fully met since the launching of the organisation and that, they need to be enhanced. Such objectives include harmonization of concepts and methods, support to statistical production and dissemination as well as strengthening institutional capacities and development policy support.

39. The decline of national statistical systems noted throughout the 1980s has been reversed and statistical activities have been revitalized in Member States. Significant achievements have been recorded at varying degrees in the following areas: organisation of statistical systems, national accounts, consumer price indices, household living conditions and poverty surveys, as well as the dissemination of statistical information.

40. AFRISTAT played an active role in these achievements by providing quality expertise to Member States and sub-regional economic institutions and contributing, through its conceptual and

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<sup>7</sup> See Study *AFRISTAT après 2005* (AFRISTAT beyond 2005)

methodological studies and technical assistance, to harmonizing national statistics in the context of fast tracking regional integration. Today, the organisation is a pool of expertise and centre of excellence in statistical capacity-building in sub-Saharan Africa.

41. The review also portrayed the management of the AFRISTAT Fund as highly flexible and efficient while its funding mechanism also emerged as efficient and successful albeit a few inadequacies that need to be corrected. It enabled the organisation to operate satisfactorily. AFRISTAT thus earned adequate visibility to carry through its annual work programme.

42. The performance of AFRISTAT in the first phase of its activities has bestowed recognition on the institution as a technical and management model. It is recognized and consulted on a permanent basis by Member States and donors for the implementation of programmes and projects in many sub-Saharan African states. These constitute its strengths.

43. AFRISTAT has become an indispensable link between NSS, a clear indication of full ownership of the organisation by its Member States. A good number of international, regional and sub-regional institutions have benefited from close ties with AFRISTAT thereby establishing its reputation as a pool of expertise and centre of excellence for statistical capacity-building in sub-Saharan Africa.

#### **1.3.2. Difficulties, inadequacies and/or weaknesses**

44. AFRISTAT witnessed some difficulties in its operations while there are still some inadequacies to be addressed such as:

- inadequate human, material and financial resources;
- poor coordination between donors operating in the Member States in the area of statistical development and inadequate consultation between AFRISTAT and Member States on the design and implementation of their technical assistance;
- the non-implementation by some Member States of decisions taken by the statutory organs of AFRISTAT;
- insufficient interest, owing to the lack of statistical culture, of policymakers to develop statistics in Member States;
- lack of an institutional partnership framework between AFRISTAT and sub-regional integration bodies;
- information and communication gap on the institution and the importance of its activities.

## 2. CHALLENGES AND LONG-TERM VISION OF AFRISTAT

### 2.1. INFORMATION CHALLENGES

45. In one of its Africa Human Development reports<sup>8</sup>, UNDP reviewed the major challenges facing African countries at the dawn of the 21st Century:

- economic challenges (economic growth and poverty reduction, development financing, globalization and development);
- political and institutional challenges (governance and democracy, peace and political stability, human development vision and planning);
- social challenges (food security, health, education, employment);
- environmental challenges;
- gender challenges.

46. It is clear that addressing these challenges is indeed a daunting task that requires knowledge of factors like the environment and beneficiaries, garnered from huge and varied data and information bases which are not easily accessible. NSS, as the main data producers are key players who should fully play their role of guiding persons planning to take objective and fair decisions.

47. Information and knowledge have emerged today as new economic resources and factors of international competition. The development of the information society is a powerful lever to lift Africa out of poverty. In this respect, information has become an economic resource<sup>9</sup> that should be developed by the countries. In this context, statistics provide comprehensive information that should be disseminated using appropriate tools, notably, Information and Communication Technologies (ICT) whose development is snowballing.

#### Box 4: Data and information

##### **Data and information**

*It is important to make a distinction between "data" and "information"<sup>10</sup>. Data are basic information items which, without interpretation and/or analysis, are virtually devoid of meaning and value. Hence, what is commonly referred to as the knowledge pyramid is classified from left to right as follows:*

*Data ⇒ Information ⇒ Skills ⇒ Knowledge<sup>11</sup>*

48. The transition of the global economy to a system based on information and knowledge offers a host of opportunities to African countries which can access this "new economy" by developing comparative benefits based on their history and their own material wellbeing.

<sup>8</sup> UNDP (2000), *Rapport régional sur le développement humain en Afrique occidentale et centrale. Pour une lecture africaine sur le développement humain*, (West and Central Africa Regional Human Development Report) pp. 29-42.

<sup>9</sup> See report of the Fourth meeting of CODI (Committee of Development Information) on the theme "Information as an economic resource", Addis-Ababa (Ethiopia), 25-28 April 2005.

<sup>10</sup> See document No. E/ECA/CODI/4/7 communication during CODI IV.

<sup>11</sup> Arkoff, R.L. *From Data to Wisdom, Journal of Applied Systems Analysis, Volume 16.*

49. The activities of AFRISTAT, specifically, its studies and applied research, should henceforth be modelled on this new impetus of the information society to help decision-makers in routine governance and in anticipating future actions on the basis of reliable and timely information.

50. According to recent evaluations conducted in most AFRISTAT Member States on the implementation of MDGs, achieving the targets set therein by 2015 will continue to be a prime concern to these States in the coming years. It is also worth noting the recent socio-political and/or economic changes, notably the democratic process and its corollaries (good governance, decentralization and devolution), liberalization of economies, globalization, sub-regional economic integration policies, development of information and communication technologies, etc. To achieve these objectives, Member States should produce statistics which are clearly consistent with the capacity building objective of AFRISTAT.

51. Hence, AFRISTAT should develop its capacities and enhance support to other areas outside its previous scope. In this vein, and in the coming years, it will strive to enhance its skills on population studies, a daunting challenge to be addressed as the population constitutes the foremost resource of every State. More specifically, alongside bodies like the United Nations Statistical Commission and UNFPA, AFRISTAT will participate in the proceedings of the 2010 population census round. Similarly, it plans to handle all aspects of social statistics, including civil registry whose smooth functioning shapes the very existence of a state at national and local levels. In addition to skills gathered in economic statistics and whose development will be pursued, AFRISTAT will develop its "social statistics" component by building requisite expertise to develop this area in a bid to meet the demand of Member States and sub-regional economic integration bodies.

52. In the area of the environment, democracy, human rights and governance, there is a lack of well defined statistical framework in the Member States. On account of the impact of these concepts on development management, there is a need to formulate such frameworks in the coming years. AFRISTAT will work alongside other partners who are already operating in these areas.

53. The period 2006-2010 will be largely marked by poverty reduction and continued efforts to achieve the MDGs. AFRISTAT Member States are fully aware of the essence of regularly gauging and measuring progress in the monitoring and evaluation of development strategies. Accordingly, the availability of aggregated information seems indispensable for optimal development management. Member States understand such a need and consider statistics as an essential tool for the implementation of result-oriented development strategies<sup>12</sup>. The objectives of AFRISTAT are, more than ever before, meaningful and must be aligned on this new, yet constraining planning since it :

- aims at redefining the role of development stakeholders (State, local governments, private sector, civil society);
- hinges on dialogue, consultation and participation of all stakeholders concerned in a democratic and multiparty political system;

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<sup>12</sup> Read the conclusions of the 14<sup>th</sup> session of AFRISTAT Council of Ministers on the "Strategic Work Guidelines of AFRISTAT Management for the period 2006-2010".

- falls in line with development management policies of member countries and ensures consistency with the long, medium and short term timelines;
- integrates the decentralization process to ensure balanced spatial development;
- mainstreams environmental issues into development;
- prioritizes human resource development with special consideration of the role of women;
- takes into consideration the regional and sub-regional integration process.

54. In a nutshell, AFRISTAT's action is consistent with a vision that seeks to pursue the development of its current areas of intervention and improved projects, notably capacity building to satisfy the needs of Member States in respect of data and statistical reports in all aspects of national life. Member States are not only backing these challenges and statistical development but have also affirmed the importance of statistical information as an indispensable tool that gives further substance and realism to policy decisions.

## **2.2. AFRISTAT LONG-TERM VISION**

55. Considering the challenges lying ahead, AFRISTAT should step up its action to better support Member States in their effort to improve the working conditions of their national statistical systems in terms of methodology and organisation of production to respond, in a timely and sustainable manner, to data and statistical report requirements and pre-empt the statistical needs of public and private users.

56. The vision of AFRISTAT is to entrench statistics into the daily life of Member States as an instrument for economic integration and an indispensable tool that is available to the general public, political leaders, policymakers, private sector and civil society for the formulation, implementation, monitoring and evaluation of programmes and projects.

57. To achieve this vision in the next ten years, AFRISTAT should come across as an organisation that enjoys the confidence of its Member States, sub-regional bodies to which it belongs and their donors, working for the development of sub-Saharan Africa thanks to its knowhow and skills, that can significantly energize national statistical systems in their key role as main data providers. Accordingly, AFRISTAT should strive to extend its activities to all the other branches of statistics and demography.

## **2.3. IMPORTANCE OF STRATEGIC PROGRAMMING TO AFRISTAT MEMBER STATES**

58. Designed to give visibility and further technical and financial coherence to AFRISTAT interventions on one hand, and to ensure better monitoring on the other hand, the ASPA is a sound working framework for and a blueprint on statistical development for Member States and their donors for the period 2006-2010.

59. Hence, ASPA is also the cornerstone of all AFRISTAT annual intervention plans that will underpin the design of work programmes for its experts outlining the area, nature and funding of their interventions for the period 2006-2010. In this vein, it directs AFRISTAT's planned investment programme to improve the quality and scope of its intervention capacity. Since these investments

warrant organisational and management reforms, special emphasis should be laid on recruitment, retention and continued training of experts.

60. The ASPA may also serve as a guiding principle to Member States for the formulation of national statistical development strategies. It aims first, to be a reference framework to guide national statistical development strategic choices and second, as a technical capacity platform made available to sub-Saharan African countries by AFRISTAT for the period 2006-2010 for the purpose of meeting their technical assistance needs.

61. Lastly, ASPA is an umbrella framework for all statistical development initiatives in AFRISTAT Member States. In this respect, its implementation will avoid duplication and promote rational resource utilisation thereby contributing to the establishment of synergies among the various stakeholders (Member States and donors at regional and sub-regional levels, etc.). The ensuing action plans should be adequately flexible and smooth for the Board of Directors to approve them every year based on developments in Member States.

62. To sustain and ensure greater efficiency to AFRISTAT's initiative to formulate a strategic plan of activities, Member States are encouraged to formulate strategies in a bid to stimulate demand that can be funded sustainably and build requisite capacities to satisfy such.

### 3. INTERVENTION STRATEGY: THE ASPA

#### 3.1. GLOBAL OBJECTIVE OF THE PLAN

63. The global objective of the ASPA is to support each Member State in the formulation, implementation, monitoring and evaluation of a national statistical development strategy consistent with other national development strategies.

64. Since reliable statistical data are useful if produced in a timely way to satisfy a given need, the 2006-2010 strategic plan of activities defines AFRISTAT's strategic options in respect of technical assistance to Member States for building their statistical production capacities. In the mid-term, AFRISTAT's action seeks to further its missions and ensure that Member States:

- define or update their national statistical development strategies;
- strengthen or encourage an organisational set-up of their NSS that can meet new production requirements;
- produce reliable statistical data based on user demands and on resources that can be mobilized;
- promote applied research and popularization of statistics.

#### 3.2. AFRISTAT MAIN STRATEGIC THRUSTS OF WORK FOR THE 2006-2010 PERIOD

65. With regard to the global objective, AFRISTAT's activity, during the 2006-2010 period, will focus on five thrusts<sup>13</sup>:

- i) provide support and technical assistance to national statistics systems of States in the area of organisational capacities, for the development of statistics and training;*
- ii) contribute to developing information systems for designing, implementing, monitoring and evaluating poverty reduction strategies, as well as for implementing the Millennium Development Goals ;*
- iii) provide support to Sub-Saharan African States for capacity building in data collection, processing and analysis, as well as the compilation of statistical and economic reports;*
- iv) develop and contribute to data base development in States and capacity building in the dissemination of statistics;*
- v) contribute to applied research with a view to developing methodologies tailored to the capacities of national statistical systems of States.*

66. The first three thrusts pertain to virtually all areas covered by a national statistics system, while the fourth covers the dissemination of statistical data and reports, an often neglected aspect in the statistical production process. Lastly, the fifth thrust does not directly relate to AFRISTAT's intervention plan in States, indeed, it is an investment programme whose main objective is to promote the development of collection and analytic tools and methods suitable to the needs of Member States.

<sup>13</sup> See Report of the 14th session of AFRISTAT Council of Ministers meeting held on 6 April 2005 in Cotonou (Benin).

67. These guidelines illustrate a genuine concern for a balanced approach:

- the first thrust seeks to provide support to States for the creation of an enabling administrative and institutional environment for statistical production;
- the second and third thrusts attest to the desire to scale up and tailor support to Member States for the purpose of statistical production and in compliance with the requirements of good governance, decentralization and poverty alleviation, without overlooking data production that is indispensable in designing economic and budgetary policies, development strategies and in the regional integration process;
- the fifth thrust demonstrates an awareness of AFRISTAT's need to invest, with partner support, to step up its technical intervention capacity as well as that of Member States in new areas from which most demands will be required.

### **3.2.1. Technical assistance in institutional organisation and training**

68. One of the characteristics of NSS in Sub-Saharan African States is their inability to respond to an increasing and diversified demand for data as required by result-driven development management. This weakness, on the one hand, accounts for the ill-adapted institutional organisation and on the other hand, for inadequate and sometimes, lack of statistical programming with defined priorities. The situation is further compounded by quantitative and qualitative financial, material and human resource deficiency.

69. During the 2006-2010 period, AFRISTAT will boost support to Member States, in collaboration with Technical and Financial Partners (TFPs), with a view to:

- reviewing or preparing draft instruments relating to the organisation of statistical activity (managing and coordinating statistics, designing communication strategies and continued training plans) ;
- formulating or updating national strategies for statistical development;
- defining and implementing a regional statistical training policy, in particular, continued training in collaboration with schools of statistical training centres in the region.

70. With respect to the organisation of NSS, AFRISTAT will pursue discussions on the development of tools for the day-to-day management of statistical services (annual work plans, progress reports, communication plans, etc.). AFRISTAT will also initiate joint projects in Member States for which it will seek funding from technical and financial partners.

### **3.2.2. Support to the development of information systems for monitoring poverty alleviation strategies and implementing of Millennium Development Goals**

71. By engaging in the PRSP and MDG processes, which clearly establishes the need for sustainable human development, States are aware that it primarily entails defining the concept of poverty, understanding its root causes and developing an appropriate strategy for each national social, economic and cultural context. This explains why information systems for developing, implementing, monitoring and evaluating poverty reduction strategies have become essential tools. For poverty

reduction strategies to achieve their objectives, they must be based on a thorough knowledge of the population, notably its demographic and socio-economic characteristics.

72. The objective of this thrust is to respond to growing demands from States for the development of operational information systems to monitor and evaluate PRSPs and MDGs. The main requirement is to address immediate needs for formulating and monitoring PRSP/MDGs (defining progress indicators, improving data systems on household living conditions, enhanced policy, programme and project monitoring consistent with the strategic thrusts outlined in the PRSP). It also seeks to support States in the regular compilation of structural and demographic data. Moreover, on the basis of economic statistics provided mainly by NSO during its first period of operation, AFRISTAT's action will be extended to sectoral statistics : education, health and employment. To meet this requirement, AFRISTAT will work with Member States to put in place information systems for the purpose of:

- regularly conducting a population census;
- profiling poverty from its various and complex angles;
- responding to the need for reliable and timely statistical information for monitoring poverty;
- building confidence through networking to ease ownership by all actors of the information system as an evolving process which guarantees the monitoring and evaluation of policies, programmes and projects;
- proposing an efficient statistical capacity building plan to meet minimum requirements for PRSP monitoring and evaluation.

73. It will entail supporting Member States to address these needs. Considering the importance of mastering population growth trends in Member States and the complex nature of issues touching on poverty reduction strategies, emphasis will be placed on the following :

- providing support to States for the conduct of cost-effective censuses and demographic surveys;
- pursuing discussions, in conjunction with Member States, with a view to supporting the design of a reference framework and minimum methodological requirements for monitoring PRSPs and MDGs developed by AFRISTAT.

### **3.2.3. Support for the production of data and statistical reports**

74. In a good number of Sub-Saharan African countries, production of most statistics extracted from administrative sources or periodic surveys is irregular. Yet, such projects are very cost-effective. However, a situational analysis of the States shows that such data are not processed regularly. Thus, AFRISTAT would systematically encourage the use of these data collection methods by providing the requisite processing instruments.

75. Emphasis will be placed not only on economic statistics, which are currently monitored, but also on statistics bearing on other domains (transport, tourism, handicraft, etc.). In this respect, AFRISTAT will support States in developing relevant and appropriate area-specific tools (sampling base, directories, data collection and processing instruments, etc.).

76. Concerning economic reports, the reform of national accounts as set out in 1993 SNA using the ERETES software will be maintained and encouraged. In particular, discussions will be pursued with a view to providing each Member State with a framework for developing provisional national accounts consistent with the level of development of its statistical system. Discussions will be conducted within the framework of earlier efforts in collaboration with partners, notably INSEE, EUROSTAT and AFD. AFRISTAT will continue to provide assistance to States in the compilation of reports on the economic situation.

77. Public finance, monetary and balance of payment statistics have been deliberately excluded from from the ASPA, since West AFRITAC<sup>14</sup> provides technical assistance to the WAEMU zone.

#### **3.2.4. Development of socio-economic data bases**

78. Over the past years, efforts were made to develop centralized data bases for the dissemination of statistical information. Several specific tools were developed for processing statistics but resources for their maintenance or improvement were often lacking. The design, monitoring and evaluation of meaningful decentralization and poverty reduction policies require geographical data at local government level to refine studies on poverty, decentralization and governance.

79. Projects have been launched with States in a bid to support their drive to organize dissemination. These will be pursued with special emphasis on the:

- development of NSO Internet sites for disseminating information;
- development of national data bases within NSO ;
- development of a regional data base at the AFRISTAT Head Office.

80. AFRISTAT will pursue the introduction of statistical processing or dissemination tools developed by technical and financial partners. It will also design processing data tools on household surveys as well as specific tools for processing administrative data or data from specific surveys (Statistical and Tax declaration, business surveys, consumer price index, producer price index, business directory, labour force surveys, agricultural surveys, etc.).

81. Other forms of support will be provided to States; it entails AFRISTAT's assistance in:

- developing sampling frames based on area data compiled during population and housing censuses (household surveys) or business directories (business surveys);
- data archiving ;
- developing and opening access to documentary data bases of NSO documentation centres.

82. AFRISTAT will also focus on technological monitoring and dissemination of statistical methods and tools, as well as of best practices in Member States.

#### **3.2.5. Applied research and studies**

83. One of the missions of AFRISTAT is to support Member States in developing harmonized methods for producing and disseminating statistical information. During AFRISTAT's initial period of

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<sup>14</sup> See East and West AFRITAC Programme Document for May 2006 to April 2009 period.

operation, the efforts of its experts to design harmonized tools did not yield the expected dividends. In addition, Member States repeatedly requested that socio-economic analysis and research be included in the current scope of activities.

84. AFRISTAT plans, during the period 2006-2010, to invest in applied research by establishing partnerships with specialized data production and analysis bodies in order to contribute to the design, monitoring and evaluation of development policies.

85. The creation of an applied research centre<sup>15</sup>, on the decision of the Board of Directors in October 2004, has been instrumental in furthering this objective. AFRISTAT and IRD<sup>16</sup> signed a Memorandum of Understanding in 2005 under which both parties agree to develop the centre's activities over the next four years. This partnership will cover several areas, notably survey methodologies, household survey data analysis, training and capacity building, sharing and showcasing survey findings.

86. AFRISTAT will gradually emerge as a centre for research on and development of appropriate data collection, processing and analysis tools and methods tailored to the socio-economic environment of States in the region. This centre could also run pilot projects that contribute to the adaptive maintenance of computer applications generally used in producing and analyzing statistics.

87. In concrete terms, the CERA will strive to work in four main directions:

- investment in statistical methodology to showcase survey data from AFRISTAT supported States and sustain various national systems;
- analysis and applied research focusing on household surveys which will be extended to the field of forecasting ;
- training and capacity building of AFRISTAT experts, NSO senior staff and lecturers of statistical training centres;
- sharing and showcasing (publications<sup>17</sup>, communications, hosting of researchers, etc.) with view to accessing the international scientific (economic and statistical) community.

### 3.3. SCALING UP RESOURCES FOR AFRISTAT'S WORK

88. The implementation of the strategy, whose thrusts are outlined in section 3.2 above, requires that resources earmarked for the Head Office work be reviewed and adjusted in view of new challenges. AFRISTAT's investment component in fact includes not only planned applied research actions, but also an enhancement of AFRISTAT's own capacities.

89. It will involve, in particular, :

- consolidating its role as a sub-regional organisation supporting capacity building of NSS in Member States ;

<sup>15</sup> CERA (*Centre de recherche appliquée d'AFRISTAT*) AFRISTAT Applied Research Centre.

<sup>16</sup> French IRD (*Institut de recherche pour le développement*), the research institute for development, conducts comparative research on relationships between population and economic growth, resource allocation and State interventions. It will work under this partnership through its research unit, DIAL (*Développement, Institutions, Analyse de Long terme*), that is, development, institutions and long-term analysis.

<sup>17</sup> AFRISTAT will strengthen its participation in the STATECO journal, jointly published with INSEE and DIAL.

- striving to enhance its staff capacities in quantitative and qualitative terms ;
- providing the organisation with adequate financial and material resources.

90. AFRISTAT will also seek to bolster its action in the areas of data bases and data banks, publications and dissemination, as a supplement to the applied research component.

#### 4. ASPA STRUCTURE AND LOGICAL FRAMEWORK

91. Premised on these major guidelines and the main challenges facing AFRISTAT during the period 2006-2010, ASPA's intervention strategy seeks basically to build on the achievements recorded during the initial years of operation. It is also based on demands from States implicitly expressed in their NSS progress reports. Lastly, this strategy will be driven by a desire to invest in applied research as well as in scientific and technological monitoring to enhance AFRISTAT's role as the leading body providing technical advice and support to Member States and sub-regional economic integration institutions in the area of statistics.

92. To attain this global objective, the ASPA hinges on the following six components :

- (i) support to institutional capacity building of Member States for organizing national statistical systems ;
- (ii) support to the development of information systems for designing, implementing, monitoring and evaluating poverty reduction strategies, as well as for implementing MDGs;
- (iii) support to capacity building for collecting, processing and analyzing economic data and for compiling statistical and economic reports;
- (iv) provision of technical assistance to NSS in developing capacities for disseminating statistics;
- (v) applied research for the development of appropriate methodologies for national statistical system capacities;
- (vi) scaling up AFRISTAT's operational resources.

93. For each of these components, a general objective and specific objectives have been identified, as well as expected outcomes and corresponding activities.

##### **4.1. COMPONENT I: STRENGTHENING THE INSTITUTIONAL CAPACITIES OF MEMBER STATES AND SUB-REGIONAL INTEGRATION INSTITUTIONS IN THE ORGANISATION OF STATISTICAL SYSTEMS**

94. The general objective of this component is to provide support and technical assistance to national statistics systems in respect of institutional organisation, design of statistical development and statistical training. Actions targeting Member States will also seek to supplement those of sub-regional economic integration institutions in this sphere.

95. In a bid to develop their capacities and better respond to an increasing and diversified demand for statistical data, NSS should improve on their working conditions not only in terms of institutional organisation, but also in routine management.

96. AFRISTAT will enhance its assistance to States in the following domains:

- revision and/or preparation of draft instruments on the organisation of statistics;

- design or revision of national statistical development strategies;
- design of tools for managing statistical services ;
- search for external financing opportunities for statistical activities.

97. One of the main activities will be to regularly inform NSS of existing methodological frameworks and software for collecting and processing statistics as well as to organize, as often as possible, information workshops and refresher courses on these tools, in collaboration with partners.

98. NSS capacity building through continued training of national staff will be a priority. AFRISTAT should participate more frequently in the activities of statistical training centres. It is thus envisaged that a partnership will be established with schools of statistics in Abidjan, Dakar and Yaounde, which currently train most senior statisticians of NSS; the partnership will cover various issues such as funding some courses and/or jointly organizing seminars and hosting trainees. Similarly, there will be closer relations between AFRISTAT and sub-regional integration institutions. The partnership between AFRISTAT, statistical training centres and sub-regional integration institutions should ultimately lead to the design and implementation of a regional policy for statistical training, notably, continued training.

99. Lastly, in this component, activities for the period 2006-2010 are presented below by expected outcome under each specific objective.

**General objective I: Provide technical support and assistance to national statistical systems and sub-regional institutions for institutional organisation, designing statistical development strategies and for training in statistics**

**Specific objective 1: Assist NSS to improve the organisation and coordination of their activities, and support them in fundraising**

**Outcome 1.1:** Support is provided to NSS for drafting or revising basic instruments to organize statistical activities

- Activity 1.1.1. Updating the general review of the institutional organisation of NSS
- Activity 1.1.2. Support to the drafting of basic instruments organizing NSS
- Activity 1.1.3. Holding of seminars on NSS institutional organisation

**Outcome 1.2:** Support is provided to NSS for the formulation or reform of national statistical development strategies or programmes

- Activity 1.2.1. Support to the formulation or reform of national statistical development strategies or programmes
- Activity 1.2.2. Holding of seminars to examine national statistical development strategies or programmes

**Outcome 1.3:** Cooperation and partnership ties are developed with statistical training centres

- Activity 1.3.1. Organisation of workshops, seminars and courses at the request of schools
- Activity 1.3.2. Attendance at statutory meetings of each partner
- Activity 1.3.3. Hosting of trainees
- Activity 1.3.4. Participation of lecturers in AFRISTAT's applied research programmes

**Outcome 1.4:** Information on financing opportunities and procedures of technical and financial partners are compiled and forwarded to NSS

Activity 1.4.0. Compilation and channelling to NSS of information on opportunities and procedures of TFPs

**Specific objective 2: Provide support to NSO of Member States for the design and implementation of communication strategies**

Outcome 2.1: Support is provided to NSO for the design and implementation of their communication strategies on statistics

Activity 2.1.1. Support to designing the communication strategy

Activity 2.1.2. Support to developing communication mediums

Activity 2.1.3. Support to disseminating NSS findings

Outcome 2.2. Support is provided to Member States for creation and/or revival of their documentation centres

Activity 2.2.1. Enhancing the documentary holding of NSO

Activity 2.2.2. Installing documentary data bases in NSO

Activity 2.2.3. Training information officers of NSO on managing documentary data bases

Activity 2.2.4. Maintaining support to website management

**Specific objective 3: Contribute to the development of initial and continued training programmes in statistics in Member States**

Outcome 3.1: Support for initial training is provided to statistical training centres (ENSEA, ISSEA, DSD/ENEA)

Activity 3.1.1. Participation in designing training modules on the initiative of schools

Activity 3.1.2. Courses delivered by AFRISTAT experts at the request of schools

Activity 3.1.3. Joint-organisation of training workshops and seminars in schools at their request

Activity 3.1.4. Supervision of trainees from statistical training centres

Activity 3.1.5. Participation in preparatory arrangements for the competitive entrance examination into schools of statistics

Outcome 3.2. A regional continued training plan is prepared and implemented

Activity 3.2.1. Design of a regional continued training plan

Activity 3.2.2. Preparation of training modules in collaboration with schools

Activity 3.2.3. Regular identification of training programmes (programmes and specialized centres) and dissemination to States

Activity 3.2.4. Organisation of training seminars in various fields

**Specific objective 4: Develop partnership with sub-regional economic integration institutions**

Outcome 4.0. Partnership between AFRISTAT and sub-regional economic integration institutions is strengthened

Activity 4.0.1. Formalizing collaboration frameworks with sub-regional economic integration institutions (ECOWAS, WAEMU, CEMAC, etc.)

Activity 4.0.2. Implementing joint actions for statistical development within the States concerned

**4.2. COMPONENT II: SUPPORT TO THE DEVELOPMENT OF INFORMATION SYSTEMS FOR IMPLEMENTING, MONITORING AND EVALUATING POVERTY REDUCTION STRATEGIES AND MDGs**

100. The general objective of this component is to provide States with support for developing information systems to implement, monitor and evaluate poverty reduction strategies and Millennium Development Goals.

101. Three specific objectives will be pursued under this component:

- to participate in designing cost-effective methodologies for collecting and processing demographic data from surveys and censuses, including civil status, and assisting Member States in their implementation;
- to provide support to NSS in developing information systems to monitor sectoral strategies (employment, education, health and rural development, etc.);
- to assist Member States in developing operational information systems to monitor and evaluate PRSPs and MDGs.

102. The activities to be implemented are listed below.

**General objective II: Provide support to States in developing information systems to implement, monitor and evaluate poverty reduction strategies and Millennium Development Goals.**

**Specific objective 5: Participate in the design of cost-effective methodologies for collecting and processing demographic data from surveys and censuses, including civil status, and assisting Member States in their implementation**

**Outcome 5.1:** Support provided to States preparing population censuses

- Activity 5.1.1. Participation of AFRISTAT in preparing the 2010 census round
- Activity 5.1.2. Popularizing manuals and guides on population census
- Activity 5.1.3. Organizing seminars and workshops on the practice of population census
- Activity 5.1.4. Providing technical support to States for organizing population censuses

**Outcome 5.2 :** Support to States for collecting civil status data

- Activity 5.2.1. Popularizing manuals and guides on the use of civil status data
- Activity 5.2.2. Organizing seminars and workshops on the use of civil status data
- Activity 5.2.3. Providing technical support to States on the use of civil status data

**Specific objective 6: Provide support to NSS for developing information systems to monitor sectoral strategies (employment, education, health and rural development , etc.)**

**Outcome 6.1:** Support is provided for developing and implementing appropriate monitoring mechanisms for sectoral strategies in Member States

- Activity 6.1.1. Advocacy for improving socio-demographic (labour market, education, health, etc.) and rural development statistical information systems, in conjunction with relevant international organisations
- Activity 6.1.2. Establishing networks of sub-regional and regional institutions dealing with socio-demographic (labour market, education, health, etc.) and poverty-related rural development statistics

**Outcome 6.2.** Common methodological frameworks for the collection of sectoral statistics (employment, education, health and rural development) are designed with Member State participation

- Activity 6.2.1. Reviewing of international best practices and comparisons
- Activity 6.2.2. Harmonizing data collection tools and instruments for measuring indicators
- Activity 6.2.3. Support to the collection of social statistics
- Activity 6.2.4. Organizing training workshops and awareness campaigns using advocacy tools for socio-demographic statistics (labour market, education, health, etc.) and rural development information systems

**Outcome 6.3:** Support is provided to NSS to build their capacities to analyze socio-demographic (labour market, education, health, etc.) and rural development statistics

- Activity 6.3.1. Preparing a directory of data sources
- Activity 6.3.2. Designing methodological frameworks for data processing and analysis
- Activity 6.3.3. Designing training modules
- Activity 6.3.4. Organizing training workshops and awareness campaigns using advocacy tools for socio-demographic statistics (labour market, education, health, etc.) and rural development information systems

**Specific objective 7: Support Member States to develop operational information systems to monitor and evaluate PRSPs and MDGs**

**Outcome 7.1:** The Reference Framework and Common minimum methodological tool for monitoring PRSPs and MDGs are implemented. Support is provided to Member States for designing their poverty reduction strategy monitoring and evaluation information systems.

- Activity 7.1.1. Identifying the PRSP and MDG monitoring and evaluation needs for each Member State concerned
- Activity 7.1.2. Conducting an information system review in each supported State
- Activity 7.1.3. Validating the information system and proposed data base architecture of each supported State
- Activity 7.1.4. Introducing a decentralized approach to poverty reduction information systems (based on the GIS) through a poverty map

**Outcome 7.2:** Support to requesting Member States for the operational implementation of three information sub-systems for monitoring poverty reduction strategies through a national stakeholder network of data collection, processing and analysis

- Activity 7.2.1. Support to the time-bound implementation of the sub-system for monitoring poverty and household living conditions
- Activity 7.2.2. Support to the implementation of a sub-system for monitoring policy, programme and project follow-up by strategic sector
- Activity 7.2.3. Support to the development of an impact assessment sub-system using appropriate methodologies

**4.3. COMPONENT III: SUPPORT TO THE STRENGTHENING OF DATA COLLECTION, PROCESSING AND ANALYSIS CAPACITIES AND COMPILATION OF STATISTICAL AND ECONOMIC REPORTS**

103. Under the general objective of “*support to Member States to build capacity for collecting, processing and analyzing basic economic statistical data and compiling statistical and economic reports*”, two specific objectives were identified:

- building the capacity of Member States for collecting and processing economic statistical data ;
- building capacity for compiling statistical and economic reports.

104. Activities to be implemented are described below.

**General objective III: Support to strengthening the capacities of Member States for collecting, processing and analyzing basic economic statistical data, and compiling statistical and economic reports**

**Specific objective 8: Strengthening the capacities of Member States for collecting and processing economic statistics**

**Outcome 8.0:** Common methodological frameworks and tools for collecting and processing economic statistics are designed with the participation of Member States and sub-regional integration institutions

- Activity 8.0.1. Organisation of methodological support workshops for establishing sampling frames and directories
- Activity 8.0.2. Design or revision of methodological tools for collecting statistical data in formal and informal sectors (agriculture, enterprises, trade, handicraft, tourism, etc.)

Activity 8.0.3. Support to the collecting of economic statistics

Activity 8.0.4. Training on the use of existing computer applications and /or development of data processing programmes (household surveys, business surveys, use of SFR, price surveys, etc.)

Activity 8.05. Support to sub-regional economic integration institutions for developing harmonized statistical data

**Specific objective 9: Strengthening capacities for compiling statistical reports and economic analyses**

**Outcome 9.1:** Common methodological frameworks for analyzing economic statistics are designed with Member State participation

Activity 9.1.1. Design of common methodological frameworks and training modules on data analysis consistent with development policy design and monitoring needs

Activity 9.1.2. Organisation of training workshops

**Outcome 9.2:** Support to the reform of national accounts is regularly provided to Member States

Activity 9.2.1. Organisation of awareness campaigns for the reform of national accounts

Activity 9.2.2. Pursuit of the setting-up of the ERETES system in Member States

Activity 9.2.3. Organisation of training workshops on SNA93

**Outcome 9.3:** Proposals for the revision of the 1993 SNA are made by AFRISTAT and its Member States

Activity 9.3.1. Preparation of a status report on the use of the SNA93 in Member States

Activity 9.3.2. Organisation of a seminar to validate the status report on the use of the 1993 SNA and drafting of observations and proposals

**Outcome 9.4:** Support to the compilation of provisional national accounts is regularly provided to Member States

Activity 9.4.1. Design of harmonized methodological frameworks for compiling provisional national accounts

Activity 9.4.2. Organisation of training and information workshops on compiling provisional national accounts

**Outcome 9.5:** Support to the production and analysis of the social and economic data is regularly provided to Member States

Activity 9.5.0. Organisation of training seminars on economic and social data analysis

**Outcome 9.6:** Support to macroeconomic forecasting and modelling is provided to Member States

Activity 9.6.0. Organisation of training seminars on macroeconomic forecasting and modelling techniques

**4.4. COMPONENT IV: SUPPORT TO STRENGTHENING STATISTICAL DISSEMINATION CAPACITIES**

105. The general objective of this component is to provide technical support and assistance to national statistical systems for developing frames and providing them with methods and tools for the enhanced dissemination of survey findings. The activities to be implemented are detailed below.

**General objective IV:** Provide technical support and assistance to national statistical systems for developing frames as well as disseminating statistical data, and provide statistical methods and tools

**Specific objective 10: Provide support to States for ownership of classifications and mastering available statistical software**

**Outcome 10.1:** NSS are informed and aware of how to use and apply basic principles of statistics as well as the main international frameworks and methodologies for producing statistical data

Activity 10.1.1. Literature review on methodology

Activity 10.1.2. Awareness actions on use and ownership of basic principles of official statistics and methodological frameworks

**Outcome 10.2:** NSS have statistical nomenclatures, classifications and software which are tailored to their activities

Activity 10.2.1. Inventory and promotion of statistical classifications and software

Activity 10.2.2. Regular monitoring of the development of these classifications and software, information of NSS and dissemination of updates

Activity 10.2.3. Revision of NAEMA and NOPEMA

**Specific objective 11: Provide support to NSS for setting up centralized socio-economic data bases, archive household survey data and develop geographic information systems**

**Outcome 11.1:** Each Member State has a centralized socio-economic data base and survey data bank

Activity 11.1.1. Support to States in selecting methodologies for developing data bases

Activity 11.1.2. Support to States in identifying data sources

Activity 11.1.3. Support to States in development of survey data banks (data collection and capture)

Activity 11.1.4. Train managers of national data bases and banks

**Outcome 11.2:** NSS senior staff are trained in data storage

Activity 11.2.0. Organisation of training workshops on storage techniques

**Outcome 11.3:** Each State has a Geographic Information System (GIS) for appropriate socio-economic data dissemination

Activity 11.3.1. Support to States in making methodological choices for GIS development

Activity 11.3.2. Training of national staff

Activity 11.3.3. Support to GIS development

**4.5. COMPONENT V: APPLIED RESEARCH FOR THE DEVELOPMENT OF METHODOLOGIES TAILORED TO NSS OF MEMBER STATES**

106. The main activities of the applied research component, over the next five years, will be conducted within the framework of the AFRISTAT/IRD convention (see section 3.2.5). This cooperation covers two priority thrusts:

- designing statistical production methodologies to monitor household living conditions and poverty, agricultural statistics and dissemination of statistical information ;
- conducting studies and analysis, and capacity building, through continued training, of AFRISTAT experts, NSS senior staff and lecturers of schools of statistics.

107. The general objective of the work programme, outlined by DIAL and AFRISTAT, is to “contribute to applied research for developing methodologies tailored to the capacities of national statistics systems of Member States as well as for designing, monitoring and evaluating development policies”. The activities will aim at the following three specific objectives:

- pursue methodological investment in the domain of statistics with a view to showcasing surveys conducted by AFRISTAT supported States and to sustain various national systems;
- conduct analysis and applied research activities centred on household surveys, including forecasting activities;
- exchange on and showcase survey findings through publications, presentations, hosting of researchers, etc. in a bid to access the scientific community (economic and statistics).

108. Activities planned for the attainment of these objectives are briefly presented below by expected outcome:

**General objective V: Contribute to applied research for developing methodologies tailored to the capacities of national statistical systems of Member States as well as for designing, monitoring and evaluating development policies**

**Specific objective 12: Pursue methodological investment in statistics with a view to showcasing surveys conducted by AFRISTAT supported States and sustain the various national systems**

**Outcome 12.0: Surveys conducted by AFRISTAT supported States are showcased and various systems are sustained**

Activity 12.0.1. Conduct of a diagnostic review of poverty profiles designed by Member States

Activity 12.0.2. Due diligence of methodological documents of each of the phases of the survey system 1.2.3

Activity 12.0.3. Conduct of a study on the technical feasibility of extending the scope of the survey at national level 1.2.3.

Activity 12.0.4. Appointment of an employment and informal sector panel on the basis of data from phases 1 and 2 of the survey system 1.2.3

Activity 12.0.5. Conduct of a diagnostic review of existing survey systems

Activity 12.0.6. Design of improved household survey tools (questionnaires, data collection classifications, analysis manuals, reconciliation manuals...) mainstreaming gender, governance, democracy and subjective poverty, etc.

**Specific objective 13: Conduct analysis and applied research activities centred on household surveys, including forecasting**

**Outcome 13.0. : Analysis and applied research centred on household surveys including forecasting are conducted**

Activity 13.0.1. Preparation of a methodological document for *ex ante* official policy impact assessment

Activity 13.0.2. Preparation of a methodological document for *ex post* social policy impact assessment

Activity 13.0.3. Design of a poverty analysis toolkit to compare regional poverty levels

Activity 13.0.4. Design of a methodological package for calculating budget coefficients by type of household expenditure survey

Activity 13.0.5. Design of simpler and cost-effective agricultural survey methodologies for estimating surface areas and crop yields

Activity 13.0.6. Conduct of a comparative study for selecting a method for estimating crop yields

Activity 13.0.7. Design and launching, in a pilot State, of an agriculture and food information system (indicators, calculation methods, data sources, etc) consistent with national accounting and food security analysis requirements

Activity 13.0.8. Design of agricultural policy impact assessment methodologies

Activity 13.0.9. Design of methodologies for developing mid-term macroeconomic simulation models

**Specific objective 14: Conduct information sharing on and showcase on findings through publications, presentations, hosting of researchers, etc. for purpose of accessing the scientific community (economic and statistics)**

**Outcome 14.0.** Information sharing and showcasing for purposes of accessing the international scientific community (economic and statistics) are achieved

Activity 14.0.1. Exchange of publications and communications

Activity 14.0.2. Publication of articles in research journals

Activity 14.0.3. Exchange of researchers

Activity 14.0.4. Participation at international scientific conferences

Activity 14.0.5. Revival of the following AFRISTAT publications: “*Annuaire*”, “*Méthodes*” and “*Etudes*”

#### **4.6. COMPONENT VI: STRENGTHENING AFRISTAT’S OPERATIONAL RESOURCES**

109. The general objective of this component is to supplement AFRISTAT’s investment programme through the provision of requisite operational resources for the implementation of the aforementioned five components by:

- scaling up AFRISTAT’s human, material and financial resources;
- publicizing the organisation (its statutes, missions, activities, achievements, etc.) through well targeted awareness raising and communication actions.

110. In addition, AFRISTAT will pursue its activities relating to the development of a regional socio-economic data base to improve dissemination.

111. These objectives will be attained through the implementation of the following activities.

**General objective VI: Provide adequate resources to AFRISTAT for the provision of efficient support to strengthening national statistical systems**

**Specific objective 15: Scale up AFRISTAT’s human, material and financial resources**

**Outcome 15.1:** The intervention and management capacities of AFRISTAT Management are enhanced

Activity 15.1.1. Scale up of AFRISTAT’s personnel (recruitment of experts as well as administrative and financial support staff)

Activity 15.1.2. Revision of administrative management and accounting procedures

Activity 15.1.3. Continued training for AFRISTAT personnel

Activity 15.1.4. Pursuit of policy to hire external consultants

**Outcome 15.2:** Management has adequate equipment for the conduct of its missions

Activity 15.2.1. Acquisition of furniture, specialized data processing and sundry equipment

Activity 15.2.2. Acquisition of useful computer software

**Outcome 15.3:** Member State contributions to AFRISTAT Fund for the period 2006-2015 have been fully paid and AFRISTAT has additional funds from technical and financial partners

Activity 15.3.1. Awareness raising actions targeting Member States and TFPs

Activity 15.3.2. Design of projects to be submitted to TFPs for funding

**Outcome 15.4:** AFRISTAT’s statutory meetings are held and the implementation of AFRISTAT’s strategic plan of activities is regularly evaluated

Activity 15.4.0. Organisation of statutory meetings

**Specific objective 16: Publicize AFRISTAT (its regulation and rules, missions, activities, achievements, etc.) through well targeted awareness raising and communication actions**

**Outcome 16.0:** AFRISTAT's communication strategy is designed and implemented

Activity 16.0.1. Design of AFRISTAT's communication strategy

Activity 16.0.2. Development of communication media

Activity 16.0.3. Organisation of information and awareness-raising actions on AFRISTAT activities targeting Member States and technical and financial partners

Activity 16.0.4. Participation of AFRISTAT experts at symposia and conferences organized by Member States and partners

**Specific objective 17: Build AFRISTAT's dissemination and publishing capacities**

**Outcome 17.1:** AFRISTAT regional live data base (AFRILDB) is regularly updated

Activity 17.1.1. Integration of PRSP and MDG indicators in AFRILDB

Activity 17.1.2. Regular data collection, cross-checking and processing

Activity 17.1.3. Publication and dissemination of AFRILDB data

**Outcome 17.2:** A regional data bank is developed

Activity 17.2.1. Consolidation of methodology and development of the regional data base

Activity 17.2.2. Formalization of data sharing protocols with Member States

Activity 17.2.3. Survey data collection from Member States

Activity 17.2.4. Digitization, formatting and archiving

Activity 17.2.5. Establishment of Internet data dissemination system

**Outcome 17.3:** AFRISTAT's documentation centre has appropriate equipment and large number of books that are relevant to AFRISTAT's missions

Activity 17.3.1. Inventory and acquisition of equipment

Activity 17.3.2. Regular updating of checklist and acquisition of new publications

Activity 17.3.3. Improved management of the documentation centre

#### **4.7. ASPA LOGICAL FRAMEWORK OF ACTIVITIES AND ANNUAL PLANS OF ACTION**

112. The table in annex I briefly outlines the main activities of the ASPA. It shows each component, highlights objectively verifiable indicators for each activity<sup>18</sup>, and indicates the sources or means of verification for sound monitoring of ASPA implementation.

113. This is the sole reference document for the programming of AFRISTAT activities for the period 2006-2010. Due to its flexible nature, annual activities will be programmed on a rolling basis that is, activities programmed for a given year and not implemented in the said year, for any reason whatsoever, will be programmed for the subsequent year. In addition, the incorporation of activities into an annual plan of action will be based on the following criteria:

- a high level of technical preparation of the activity or project ;
- availability of funds for implementing the activity ;
- existence at AFRISTAT of the requisite expertise for implementing the activity or guarantee to use external experts, if necessary ;

<sup>18</sup> In fact, this generally comprises a set of activities which will be divided into sub-activities or specific activities in the annual plans of action and/or annual work programmes of AFRISTAT staff members.

- respect of the principle of subsidiarity.

114. The consideration of progress reports, in particular, the implementation of ensuing recommendations will facilitate the formulation of these annual plans of action to be submitted to the AFRISTAT Scientific Board and Board of Directors for approval and adoption respectively. Related annual budgets will be proposed during the formulation of these plans. The template for annual plans of action will be standardized to track progress in implementation more easily and adequately. For each activity adopted, the plan of action will include:

- the expected output;
- the human resources required for implementing that activity;
- costing; and,
- funding sources.

## 5. COST OF THE ASPA

115. The estimated cost of implementing ASPA is 7,423.84 million CFA francs, equivalent to 11.32 million euros or 13.72 million US dollars for the period 2006-2010. This estimate includes the cost of experts, fees for external consultancy, support missions and organisation of workshops. It also includes other expenses (administrative and technical personnel costs, and cost of replacing operational equipment).

Table 1: Annual costing of ASPA implementation (in millions of CFA francs)<sup>19</sup>

| Year       | Item     |                      |          |           |              | Total    |
|------------|----------|----------------------|----------|-----------|--------------|----------|
|            | Experts  | External consultancy | Missions | Workshops | Sundry costs |          |
| 2006       | 455.17   | 317.89               | 293.55   | 179.05    | 124.57       | 1 370.23 |
| 2007       | 550.12   | 349.68               | 183.37   | 137.53    | 122.07       | 1 342.78 |
| 2008       | 618.89   | 374.16               | 206.30   | 154.72    | 135.41       | 1 489.47 |
| 2009       | 653.27   | 392.87               | 217.76   | 163.32    | 142.72       | 1 569.93 |
| 2010       | 687.65   | 412.51               | 229.22   | 171.91    | 150.13       | 1 651.42 |
| 2006 -2010 | 2 965.10 | 1 847.11             | 1 130.20 | 806.54    | 674.89       | 7 423.84 |

116. These costs include all financing sources (AFRISTAT and TFPs). It is envisaged that AFRISTAT Fund (for the 2006-2015 period) will cover between 55 to 60%<sup>20</sup> of the ASPA implementation costs, which represents nearly 51% of the total contribution of Member States to AFRISTAT Fund for the period 2006-2010.

117. The rest of the funding is expected from technical and financial partners, either as top up funds, subsidies or within the framework of programme and project implementation. To a lesser extent, AFRISTAT could supplement its funding through own resources generated from consultancy services provided to States, institutions and partners<sup>21</sup>.

<sup>19</sup> 1 euro = 655.957 CFA francs; US dollar 1 = 541 CFA francs as at 10 October 2005 in Bamako.

<sup>20</sup> This proportion may conflict with that of State contributions to AFRISTAT 2006-2015 Fund which is 38.5% of the total amount of the Fund estimated at 17,049 million CFA francs. This difference may be justified by a number of expenses to be borne by funds from States (instituting the new organisation chart, increased number of workshops, etc.)

<sup>21</sup> AFRISTAT is an international organisation which may under special circumstances or by mutual agreement, receive fees for services provided. Such fees will increase AFRISTAT's own resources.

## 6. IMPLEMENTATION OF ASPA

118. The implementation of ASPA is incumbent on the Management of AFRISTAT. Depending on the complexity of some activities or situations, beneficiary States may be required to contribute and assistance sought from technical and financial partners. Management will oversee routine monitoring in conjunction with the different statutory organs of AFRISTAT.

### 6.1. ASPA IMPLEMENTATION MODALITIES

119. AFRISTAT Management will prepare action plans every year. The plans will be approved and adopted in keeping with the provisions of the Treaty to establish AFRISTAT. In-house expert work programmes will be drafted for the daily monitoring of the implementation of activities.

120. Outside the general objective VI. (*Providing requisite resources to AFRISTAT with a view to efficiently supporting the strengthening of national statistical systems*) and component V (*Applied research to develop appropriate methodologies in NSS of member States*) which are chiefly implemented by Management with the support of its partners, the sound implementation of ASPA will depend on close collaboration between NSS or beneficiary institutions. In most cases pertaining to technical support activities, beneficiaries will be involved, on participatory approach basis, in the actual programming of implementation. In this regard, each NSS and sub-regional economic integration institution should formulate an annual action plan of statistical activities extracted from the national statistical development strategy in order to give greater visibility to AFRISTAT's activities.

### 6.2. STAKEHOLDERS

121. The ASPA will be implemented essentially by permanent AFRISTAT experts in partnership with NSS, sub-regional economic integration institutions and technical and financial partners. Consultants will also be hired to back up the team of experts.

#### 6.2.1. AFRISTAT staff

122. The recent revision of expert staff rules will enter into force during the period 2006-2010. Pursuant to this reform, experts are classified into three categories:

- senior expert: he/she will be responsible for technical coordination, analysis and coordination of applied research. He/she may also provide direct support to States;
- expert : he/she provides direct technical support to the Member States, he/she may work under the authority of the senior expert;
- junior expert: under the authority of an expert or a senior expert, he performs a number of activities assigned to him/her.

123. This distinction enhances the duties of each expert and ensures better utilization of skills. Given the expanding activities of AFRISTAT, it is indispensable to make such a classification for sound guidance of young staff and better coordination and management of activities. Indeed, recent experience justifies such a provision especially considering the expansion of even more complex

activities. Moreover, there is a growing need to hire young experts to perform some activities and tap from the untapped potentials they may have.

124. The following table shows projections of staff on the AFRISTAT payroll for the period 2006-2010.

Table 2: AFRISTAT staff projections for the next five years

| Staff category                                     | 2005      | ASPA years |           |           |           |           |
|--|-----------|------------|-----------|-----------|-----------|-----------|
|  |           | 2006       | 2007      | 2008      | 2009      | 2010      |
| <b>Staff strength</b>                              | <b>21</b> | <b>28</b>  | <b>30</b> | <b>35</b> | <b>38</b> | <b>40</b> |
| <b>Total management and senior technical staff</b> | <b>9</b>  | <b>14</b>  | <b>16</b> | <b>18</b> | <b>19</b> | <b>21</b> |
| Director General                                   | 1         | 1          | 1         | 1         | 1         | 1         |
| Assistant Director General                         | 1         | 1          | 1         | 1         | 1         | 1         |
| Senior Experts                                     | -         | 2          | 2         | 3         | 3         | 4         |
| Experts  | 7         | 8          | 10        | 10        | 11        | 12        |
| Junior Experts                                     | -         | 2          | 2         | 3         | 3         | 3         |
| <b>Technical and administrative staff</b>          | <b>12</b> | <b>14</b>  | <b>14</b> | <b>17</b> | <b>19</b> | <b>19</b> |
| Supervisors  | 1         | 2          | 2         | 2         | 2         | 2         |
| Intermediate staff                                 | 3         | 4          | 4         | 5         | 5         | 5         |
| Executing staff                                    | 8         | 8          | 8         | 10        | 12        | 12        |

### **6.2.2. Partnership**

125. The ASPA also seeks to boost partnership with sub-regional integration institutions with a view to fostering the harmonization of data processing and analysis methods which is necessary for their convergence policies, as well as for international organisations and national bodies of countries striving for the improvement of information systems in the sub-region.

126. Alongside sub-regional economic integration communities (ECOWAS, ECCAS, CEMAC and WAEMU<sup>22</sup>) and central banks of the States concerned, AFRISTAT will establish working relations in respect of harmonization of methods and concepts and provide the requisite technical support in their statistical work. Enhanced partnership is however tied to the principle of subsidiarity, that is, defining the respective roles of AFRISTAT and sub-regional partners.

<sup>22</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: Central African Economic and Monetary Community (Cameroon, Central African Republic, Chad, Congo, Equatorial Guinea and Gabon).  
 WAEMU: West African Economic and Monetary Union (Benin, Burkina Faso, Cote d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo).

127. Technical partnerships will be initiated with international organisations and national bodies of other countries to draw on their experience and expertise as well as share all activities conducted by AFRISTAT. During the period 2006-2010, AFRISTAT will embark on establishing or strengthening working relations with the World Bank, IMF, AfDB, WHO, UNICEF, UNESCO, FAO, UNPFA, UNDP, technical departments of the United Nations Secretariat General, ECA, ACBF, etc.

128. More specifically, with the support of INSEE, AFD, EUROSTAT and AfDB, AFRISTAT will continue working toward harmonized methods in view of reforming the system of national accounts using the ERETES system. Furthermore, AFRISTAT and the French IRD have formalized and strengthened their longstanding collaboration<sup>23</sup>, by creating an applied research centre in AFRISTAT, which will require basket funding. The duties of the centre will be cross-cutting: survey methodology, household survey analysis (especially the informal sector component on implemented or ongoing survey programmes), training and capacity building, sharing and showcasing of findings.

129. On another stage, AFRISTAT will continue to mobilize funding for its activities from other donors outside its traditional partners.

### **6.2.3. National statistical systems**

130. NSS are the main beneficiaries of AFRISTAT's activities. In this capacity, they should contribute to the formulation of their annual action plans. Under this role, they are privileged partners as they are the focus of its work.

## **6.3. MONITORING AND EVALUATION**

131. The plan will be monitored and evaluated using appropriate instruments. First and foremost, the annual action plan will be translated into individual expert work programmes.

132. The work programme of experts will be monitored regularly according to a defined periodicity. At the end of each year, a status report on the implementation of the annual action plan will be prepared and submitted to the Scientific Council and Board of Directors for consideration and adoption.

133. In the third year of the implementation of ASPA, a mid-term implementation status report will be prepared and ASPA adjusted if necessary. A final evaluation will be made at the end of the plan. These reports will be submitted to the Scientific Council and Board of Directors for adoption. The AFRISTAT Council of Ministers will be regularly informed of the main outcomes of the implementation of ASPA.

134. At the end of the plan, an external evaluation may also be conducted for the purpose of a more independent study to highlight weaknesses and slippages and thereafter make recommendations for future AFRISTAT activities. The logical framework of activities and status report will be the basic tools used for this evaluation.

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<sup>23</sup> This collaboration involves DIAL and AFRISTAT.

## 7. CONDITIONS OF SUCCESS AND RISKS

### 7.1. CONDITIONS OF SUCCESS FOR ASPA IMPLEMENTATION

#### 7.1.1. Guiding principles

135. The principles that governed the functioning of AFRISTAT prior to 2006 should be maintained and strengthened, they include:

- the status of AFRISTAT as a non-profit international organisation serving the public interest in its Member States;
- the principle of subsidiarity that ensures sound definition of roles between AFRISTAT and beneficiaries of its work;
- the role of AFRISTAT as a regional organisation working toward sub-regional integration whose scope can be extended to other sub-Saharan African countries;
- the ownership of AFRISTAT by its Member States and their solidarity guarantee the sustainability of the organisation's activities and contribute to reducing statistical development disparities among them;
- partnership aimed at developing synergies between AFRISTAT and its Member States as well as between AFRISTAT institutions and bodies working for statistical development in Africa in view of better sharing the fruits of cooperation;
- the principle of securing the funding of AFRISTAT activities through an investment fund that confers greater visibility and assurance in the implementation of annual action plans.

#### 7.1.2. Strengthening operational capacities

136. The implementation of activities designed in each component entails the fast tracking of statistical capacity building in most domains within AFRISTAT and beneficiary States. Requests for assistance sent to AFRISTAT for the design and implementation of programmes to strengthen statistical capacities will therefore be outlined gradually during the formulation of AFRISTAT annual action plans, on one hand, and the formulation or adjustment of national statistical development strategies, on the other hand.

137. AFRISTAT has great expectations which bear on:

- mobilization of requisite human resources, notably by the recruitment of permanent experts (from AFRISTAT Fund and funding from partners) and part-time experts (consultants on the AFRISTAT Fund or paid by programmes or projects funded by technical and financial partners);
- mobilization of own resources and external funding;
- good governance of human, financial and material resources of AFRISTAT.

#### 7.1.3. Other factors

138. The implementation of activities retained in the ASPA will also depend on many other factors, some of which are external. These factors are in fact conditions to be set by AFRISTAT in agreement

with Member States and in conjunction with development partners. Hence the successful implementation of ASPA activities is dependent on the following conditions:

- the commitment of States to address some of the structural difficulties facing NSS (institutional organisation, meagre or inadequate resources, etc.);
- adoption by every Member State of a national statistical development strategy, annual action plans for its implementation and attendant resources;
- close partnership with NSS to dovetail their national statistical development strategies or annual work plans with AFRISTAT's strategic plan of activities;
- close and enhanced partnership with technical and financial partners working in the area of statistical development in Africa.

139. Lastly, it is important to recall that the implementation period of ASPA coincides with the first five-year period of the new AFRISTAT Fund. The content of the annual action plans will be determined on the basis of the Fund's size. Accordingly, the replenishment of AFRISTAT's own resources is the main constraint to the implementation of ASPA and to an extent, the sustainability of AFRISTAT activities. The role of this organisation and the challenges it has to address call for massive support from all its beneficiaries.

## **7.2. RISKS**

140. The main risks underlying the implementation of ASPA and successful outcome include:

- frailty of NSO and lack of ownership of NSS and consolidation of benefits derived from AFRISTAT interventions;
- high NSS staff mobility is detrimental to capitalizing the benefits of interventions;
- lack of strong commitment of national political authorities to support NSS and NSO in their capacity building effort;
- lack of programming of statistical activities in Member States;
- AFRISTAT's readiness to embark on projects in unfamiliar areas and/or relying solely on its capacities;
- transformation in beneficiary countries of support missions to back-up interventions during which AFRISTAT experts will be doing the work of national statisticians;
- inadequate coordination of activities at the levels of NSS and sub-regional integration institutions;
- inadequate funding of activities of AFRISTAT and NSS of Member States;
- the absence of or non-compliance with basic instruments to organize statistical activities in Member States.

141. To eliminate or mitigate these risks, AFRISTAT and its Member States should take the following measures:

- strengthen NSS capacities and improve collaboration between NSS and AFRISTAT ;
- rethink the NSS human resource policy as well as the wage system of national senior staff, especially in programmes and projects funded by technical and financial partners;
- put in place or update institutional frameworks to govern statistical activities in States with a view to defining the role of each NSS component;
- institute the formulation of national statistical development strategies;
- carry out advocacy campaigns for quality statistical data production.

**ANNEXES**

**ANNEX I: LOGICAL FRAMEWORK OF ACTIVITIES OUTLINED IN ASPA**

| <b>Component I : Strengthening the institutional capacities of Member States and sub-regional integration institutions in respect of the organisation of statistical systems</b>  |   |  |   |
|---|---|--|---|
| <b><u>General objective I</u> : Providing support and technical assistance to national statistical systems and sub-regional institutions in the areas of institutional organisation, formulation of statistical development strategies and statistical training</b> |   |  |   |
| <b>Specific objectives and expected results</b>   | <b>Activities</b>   | <b>Objectively verifiable indicators</b>         | <b>Sources or means of verification</b> |
| <b><u>Specific objective 1</u> : Assist NSS to improve the organisation and coordination of their activities, and support them in fundraising</b>   |   |  |   |
| <b>Outcome 1.1:</b> Support is provided to NSS for drafting or revising basic instruments organizing statistical activities   | 1.1.1. Updating of the general review of the institutional organisation of NSS                            | Study report                                     | AFRISTAT progress report                |
|   | 1.1.2. Support to the drafting of basic instruments organizing NSS  | Draft instruments prepared                       | AFRISTAT progress report                |
|   | 1.1.3. Running of national seminars to examine instruments  | Number of seminars and participants              | AFRISTAT progress report                |
| <b>Outcome 1.2:</b> Support is provided to NSS for the formulation or reform of national statistical development strategies or programmes   | 1.2.1. Support to the formulation of national statistical development strategies or programmes            | Proposals on formulated strategies or programmes | AFRISTAT progress report                |
|   | 1.2.2. Holding of national seminars to examine strategies or programmes                                   | Number of seminars and participants              | AFRISTAT progress report                |
| <b>Outcome 1.3:</b> Cooperation and partnership are established with statistical training centres   | 1.3.1. Organisation of workshops, seminars and courses at the request of the statistical training centres | Number of seminars and course hours per centre   | AFRISTAT progress report                |
|   | 1.3.2. Attendance at statutory meetings of each partner   | Number of meetings                               | AFRISTAT progress report                |
|   | 1.3.3. Reception of trainees  | Number of trainees per training centre           | AFRISTAT progress report                |
|   | 1.3.4. Participation of lecturers in AFRISTAT applied research programmes                                 | Number of lecturers per training centre          | AFRISTAT progress report                |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| <b>Specific objectives and expected results</b>   | <b>Activities</b>   | <b>Objectively verifiable indicators</b>             | <b>Sources or means of verification</b>                |
|---|---|--|--|
| <b>Outcome 1.4:</b> Information on financing opportunities and procedures of technical and financial partners are compiled and forwarded to NSS | 1.4.0. Compilation and channelling of information on the opportunities and procedures of technical and financial partners | Information sheets                                   | AFRISTAT progress report                               |
| <b>Specific objective 2: Provide support to NSO of Member States for the design and implementation of communication strategies</b>              |   |  |  |
| <b>Outcome 2.1:</b> Support is provided to Member States for the design and implementation of their statistical communication strategies        | 2.1.1. Support to the design of a communication strategy  | Communication strategies of NSO designed and adopted | Available communication strategies                     |
|   | 2.1.2. Support to the development of communication media  | Media developed                                      | NSO progress reports                                   |
|   | 2.1.3. Support to the dissemination of results of NSS projects  | Regular information                                  | Internet sites and NSO progress reports                |
| <b>Outcome 2.2.</b> Support is provided to Member States for the creation and/or revival of their documentation centres                         | 2.2.1. Enhancement of the documentary holding of NSO  | Funds earmarked for the purchase of books            | Subscriptions and delivery slips                       |
|   | 2.2.2. Installation of documentary databases in NSO   | Database installed                                   | Functional database                                    |
|   | 2.2.3. Training of NSO information officers in database management  | Number of information officers trained               | Training reports, well-managed database                |
|   | 2.2.4. Further support to the management of internet sites  | Number of countries supported                        | Expert mission reports and AFRISTAT progress reports   |
| <b>Specific objective 3: Contribute to the development of initial training and ongoing training on statistics in Member States</b>              |   |  |  |
| <b>Outcome 3.1:</b> Support to initial training is provided to statistical training schools (ENSEA, ISSEA, DSD/ENEA)                            | 3.1.1. Participation in the design of training courses on the initiative of schools                                       | Course content prepared                              | AFRISTAT progress reports                              |
|   | 3.1.2. Courses delivered by AFRISTAT experts at the demand of schools   | Number of course hours per subject                   | School time-tables and AFRISTAT expert mission reports |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| <b>Specific objectives and expected results</b>  | <b>Activities</b>   | <b>Objectively verifiable indicators</b>               | <b>Sources or means of verification</b> |
|--|---|--|---|
| Cont'd   | 3.1.3. Joint organisation of training workshops and seminars in schools at their demand                               | Number of seminars and workshops organized per theme   | Seminar and workshop reports            |
|  | 3.1.4. Supervision of trainees from schools   | Number of trainees received                            | Available internship reports            |
|  | 3.1.5. Participation in preparatory arrangements for the competitive entrance examination into schools of statistics  | Examination results                                    | Reports on preparations                 |
| <b>Outcome 3.2.</b> Design and implementation of a regional ongoing training plan                | 3.2.1. Design of a regional continued training plan   | Training plan designed and adopted                     | Adopted training plan available         |
|  | 3.2.2. Design of training modules (with the collaboration of schools)   | Number of modules designed and identified stakeholders | Modules designed                        |
|  | 3.2.3. Regular identification of training programmes (specialized programmes and centres) and dissemination to States | List of programmes drawn up and published              | AFRISTAT Internet site                  |
|  | 3.2.4. Organisation of training seminars on various fields  | Number of seminars run and number of persons trained   | Seminar reports                         |
| <b>Specific objective 4: Develop partnership with sub-regional economic institutions</b>         |   |  |   |
| <b>Outcome 4.0.</b> Cooperation agreements are signed with sub-regional integration institutions | 4.0.1. Formalizing collaboration frameworks with sub-regional bodies (ECOWAS, WAEMU, CEMAC, etc.)                     | MOUs prepared and discussed                            | MOU signed                              |
|  | 4.0.2. Implementation of statistical development actions in Member States   | Number of common actions on statistical development    | AFRISTAT progress reports               |

**Component II : Support to the development of information systems for the design, implementation and monitoring and evaluation of poverty reduction strategies and Millennium Development Goals**

**General objective II : Provide support to States in the development of information systems for the design, implementation and monitoring and evaluation of poverty reduction strategies and Millennium Development Goals**

| Specific objectives and expected results  | Activities   | Objectively verifiable indicators                         | Sources or means of verification |
|---|--|---|----------------------------------|
| <p><b>Specific objective 5: Participate in the formulation of cost-effective methodologies on collecting and processing demographic data through surveys and censuses, including civil status, and to support Member States in their implementation</b></p> |  |   |                                  |
| <p><b>Outcome 5.1 : Support provided to States preparing a population census</b></p>  | <p>5.1.1. Participation of AFRISTAT to the preparation of the 2010 census round</p>          | <p>reports of expert missions, seminars and workshops</p> | <p>AFRISTAT progress reports</p> |
|   | <p>5.1.2. Popularization of population census manuals and guidelines</p>                     | <p>Information notes</p>                                  | <p>AFRISTAT progress reports</p> |
|   | <p>5.1.3. Organisation of seminars and workshops on the practice of population census</p>    | <p>Number of seminars and participants</p>                | <p>AFRISTAT progress reports</p> |
|   | <p>5.1.4. Technical support provided to States for the organisation of population census</p> | <p>Expert mission reports</p>                             | <p>AFRISTAT progress reports</p> |
| <p><b>Outcome 5.2 : Support provided to States on the collection of personal information data collection</b></p>  | <p>5.2.1. Popularization of manuals and guidelines on the use of civil status data</p>       | <p>Information notes</p>                                  | <p>AFRISTAT progress reports</p> |
|   | <p>5.2.2. Organisation of seminars and workshops on the use of civil status</p>              | <p>Number of seminars and participants</p>                | <p>AFRISTAT progress reports</p> |
|   | <p>5.2.3. Technical support provided to States for the use of civil status data</p>          | <p>Expert mission reports</p>                             | <p>AFRISTAT progress reports</p> |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| Specific objectives and expected results  | Activities   | Objectively verifiable indicators   | Sources or means of verification                 |
|---|--|---|--|
| <b>Specific objective 6: Provide support to NSS for the development of information systems to monitor sectoral strategies (employment, education, health and rural development, etc.)</b>                 |  |   |  |
| <b>Outcome 6.1 :</b> Support is provided for the design and implementation of appropriate sectoral strategy monitoring mechanisms in States   | 6.1.1. Advocacy to improve information systems on socio-demographic data (labour market, education, health, etc.) and rural development in conjunction with competent international organisations                  | Information notes, journal articles   | AFRISTAT progress reports                        |
|   | 6.1.2. Establishment of networks of sub-regional and regional networks of institutions working on poverty-related socio-demographic (labour market, education, health, etc.) and rural development statistics      | Operational networks  | NSO progress reports and network meeting reports |
| <b>Outcome 6.2.</b> Common methodological frameworks for the collection of sectoral statistics (employment, education, health and rural development) are designed with the participation of Member States | 6.2.1. identification of best practices and international comparison   | Compendium of best practices available  | AFRISTAT progress reports                        |
|   | 6.2.2. Harmonization of data collection tools and indicator measurement instruments  | Methodological frameworks and compendium of collection tools and indicators available | Workshop reports and AFRISTAT progress reports   |
|   | 6.2.3. Support to the collection of social statistics  | Periodical statistical publications   | NSS progress reports                             |
|   | 6.2.4. Organisation of training workshops and awareness campaigns including advocacy tools for information systems (on socio-demographic statistics (labour market, education, health, etc.) and rural development | Number of workshops organized and number of participants                              | Workshop reports and AFRISTAT progress reports   |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| <b>Specific objectives and expected results</b>  | <b>Activities</b>   | <b>Objectively verifiable indicators</b>                 | <b>Sources or means of verification</b>                   |
|--|---|--|---|
| <b>Outcome 6.3:</b> Support is provided to NSS to strengthen their analysis capacities of socio-demographic (labour market, education, health, etc.) and rural development data  | 6.3.1. Design of directory on information sources   | Existing directories                                     | Workshop reports and AFRISTAT progress reports            |
|  | 6.3.2. Design of methodological frameworks on processing and analysis   | Existing methodological frameworks                       | Workshop reports and AFRISTAT progress reports            |
|  | 6.3.3. Design of training modules   | Number of training modules designed and disseminated     | Workshop reports and AFRISTAT progress reports            |
|  | 6.3.4. Organisation of training workshops   | Number of workshops organized and number of participants | Workshop reports and AFRISTAT progress reports            |
| <b><u>Specific objective 7</u> : Support Member States in designing operational information systems for PRSP and MDG monitoring and evaluation</b>   |   |  |   |
| <b>Outcome 7.1:</b> The reference framework and common minimum methodological aid for PRSP and MDG monitoring are implemented. Support is provided to Member States for designing their poverty reduction strategy monitoring and evaluation information systems | 7.1.1. Identification of monitoring and evaluation needs of each country  | Needs checklist  | AFRISTAT expert mission reports                           |
|  | 7.1.2. Review of information systems of each beneficiary country  | Review report on information systems prepared            | AFRISTAT expert mission reports                           |
|  | 7.1.3. Validation of information system and proposed database design of each beneficiary country                            | Information systems                                      | Validation workshop reports                               |
|  | 7.1.4. Formulation of decentralized approach in poverty reduction information systems (based on MIS) by mapping out poverty | National and local poverty maps produced                 | National and local poverty maps available and accessible. |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| Specific objectives and expected results   | Activities  | Objectively verifiable indicators  | Sources or means of verification  |
|--|---|--|---|
| <p><b>Outcome 7.2:</b> Support provided to requesting Member States for the launching of three poverty reduction strategy monitoring sub-information systems within the framework of a national network of data collection, processing and analysis stakeholders</p> | <p>7.2.1. Support to the time-bound development of a poverty and household living condition monitoring sub-system</p>                                 | <p>Harmonized data collection of core PRSP/MDG indicators. Specific tools designed in priority sectors</p>                                 | <p>PRSP status report prepared by States annually. Common databases operational.</p>      |
|  | <p>7.2.2. Support to the implementation of an implementation monitoring sub-system of policies, programmes and projects for each strategic sector</p> | <p>Medium-term expenditure frameworks and programme budgets designed for education and extended to other priority sectors</p>              | <p>Network of stakeholders involved, national budget departments</p>                      |
|  | <p>7.2.3. Support to the development of an impact assessment sub-system using appropriate methodologies</p>   | <p>Shortlist of policies, programmes and projects to be evaluated on targeted sub-populations. Methods experimented in pilot countries</p> | <p>National administrations with capacities to conduct such evaluations are mobilized</p> |

**Component III : Support to the strengthening of data collection, processing and analysis capacities and formulation of statistical and economic reports**

**General objective III : Provide support to Member States to strengthen their data collection, processing and analysis capacities and formulation of statistical and economic reports**

| Specific objectives and expected results   | Activities   | Objectively verifiable indicators                   | Sources or means of verification               |
|--|--|---|--|
| <b>Specific objective 8 : Strengthening Member State economic data collection, processing and analysis capacities</b>  |  |   |  |
| <b>Outcome 8.0:</b> Common methodological frameworks and tools for the collection and processing of basic economic data are designed with the participation of Member States and sub-regional integration institutions | 8.0.1. Organisation of methodology support workshop to develop sample frames and directories   | Sample frame and directories existing in States     | Workshop reports and AFRISTAT progress reports |
|  | 8.0.2. Design or revision of methodological tools for data collection in the modern and informal sectors (agriculture, enterprises, trade, pricing, services, etc.)                            | Methodological frameworks and guidelines            | Workshop reports and AFRISTAT progress reports |
|  | 8.0.3. Support to economic data collection   | Periodical statistical publications                 | NSS progress reports                           |
|  | 8.0.4. Training on the use of existing computer applications and/or design of data collection and analysis software (household surveys, corporate surveys and use of FSS, price surveys, etc.) | Number of workshops and participants                | Workshop reports and AFRISTAT progress reports |
|  | 8.0.5. Support to sub-regional economic integration institutions for the production of harmonized statistics   | Scope of harmonization defined and concepts defined | Workshop reports and AFRISTAT progress reports |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| Specific objectives/expected results   | Activities  | Objectively verifiable indicators  | Sources or means of verification                     |
|--|---|--|--|
| <b>Specific objective 9: Strengthen the production capacities of statistical reports and economic analyses</b>                       |   |  |  |
| <b>Outcome 9.1:</b> Common methodological frameworks for economic data analysis are designed with the participation of Member States | 9.1.1. Design of common methodological frameworks and training modules on data analysis consistent with development policy formulation and monitoring needs | Methodological frameworks and guidelines and training modules are designed | Workshop reports and AFRISTAT progress reports       |
|  | 9.1.2. Organization of training workshops   | Number of workshops and participants                                       | Workshop reports and AFRISTAT progress reports       |
| <b>Outcome 9.2.</b> Support to updating national accounts is provided on a regularly basis too Member States                         | 9.2.1. Organisation of awareness campaigns on the updating of national accounts   | Popularization aids of NAC93; boxes in LLA                                 | LLA, AFRISTAT progress reports                       |
|  | 9.2.2. Pursuit of introduction of the ERETES system in Member States  | Number of countries with ERETES  | AFRISTAT progress reports and expert mission reports |
|  | 9.2.3. Organisation of training workshops on NAC93  | Number of workshops and participants                                       | Workshop reports and AFRISTAT progress reports       |
| <b>Outcome 9.3:</b> Proposals for the revision of NAC93 are made by AFRISTAT and its Member States                                   | 9.3.1. Design of a review on the use of NAC93 in Member States  | Review report  | AFRISTAT progress report                             |
|  | 9.3.2. Organisation of a seminar to validate the review on the use of NAC93 and drafting of observations and proposals                                      | Number of workshops and participants                                       | Seminar report                                       |
| <b>Outcome 9.4.</b> Support to the production of interim national accounts is provided on a regular basis to Member States           | 9.4.1. Design of harmonized methodological frameworks for the production of draft and interim accounts  | Existing methodological frameworks and guidelines                          | Workshop reports and AFRISTAT progress reports       |
|  | 9.4.2. Organisation of training and sharing workshops on the design of interim national accounts  | Number of workshops and participants                                       | Workshop reports and AFRISTAT progress reports       |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| <b>Specific objectives/expected results</b>   | <b>Activities</b>  | <b>Objectively verifiable indicators</b> | <b>Sources or means of verification</b>        |
|---|--|--|--|
| <b>Outcome 9.5.</b> Support to data production and analysis of economic and social conditions is provided on a regular basis to Member States | 9.5.0. Organisation of training seminars on the analysis of economic and social conditions | Number of workshops and participants     | Workshop reports and AFRISTAT progress reports |
| <b>Outcome 9.6.</b> Support to macroeconomic forecasting and modelling  | 9.6.0. Organisation of training seminars on macroeconomic forecasting and modelling skills | Number of workshops and participants     | Workshop reports and AFRISTAT progress reports |

**Component IV : Support to the strengthening of statistical dissemination capacities**

**General objective IV : Provide technical support and assistance to national statistical systems for developing frames as well as disseminating statistical data, and make available statistical methods and tools**

| Specific objectives/expected results  | Activities   | Objectively verifiable indicators                                    | Sources or means of verification                |
|---|--|--|---|
| <b>Specific objective 10: Support States in the appropriation of nomenclatures and mastery of updated statistical software</b>  |  |  |   |
| <b>Outcome 10.1:</b> NSS are informed and educated on the practice and implementation of basic statistical principles and main international data production frameworks and methods | 10.1.1. Review of methodology literature   | List of publications   | Information notes and AFRISTAT progress reports |
|   | 10.1.2. Awareness actions on the practice and mastery of basic principles of official statistics and methodological frameworks | Information notes  | AFRISTAT progress reports                       |
| <b>Outcome 10.2:</b> NSS have statistical nomenclatures, classifications and software tailored to their activities  | 10.2.1. Review of nomenclatures and software and promotion of these software   | list of nomenclatures and software                                   | AFRISTAT progress reports                       |
|   | 10.2.2. Timely monitoring of developments of nomenclatures and software, information of NSS and dissemination of updates       | Information notes  | AFRISTAT progress reports                       |
|   | 10.2.3. NAEMA and NOPEMA revision  | Updates of NAEMA and NOPEMA are designed, validated and disseminated | Seminar report and CD-ROM published             |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| Specific objectives/expected results  | Activities  | Objectively verifiable indicators              | Sources or means of verification       |
|---|---|--|--|
| <b>Specific objective 11: Provide support to NSS in building centralized socio-economic databases, archiving household survey data and designing geographical information systems</b> |   |  |  |
| <b>Outcome 11.1:</b> Each Member State has a centralized socio-economic database and survey databanks   | 11.1.1. Support to States in adopting methodologies for database design                   | Methodology available in each State            | AFRISTAT expert mission reports        |
|   | 11.1.2. Support to States in identifying data sources                                     | Data index by source available in each State   | NSO progress report                    |
|   | 11.1.3. Support to States in the building of survey databanks (data collection and input) | Databanks are available in each State          | NSO progress report and Internet sites |
| <b>Outcome 11.2:</b> NSS officers are trained on data archiving skills  | 11.1.4. Training of national database and databank managers                               | Information chain with data producers defined  | AFRISTAT progress reports              |
|   | 11.2.0. Organisation of workshops   | Number of workshops organized and participants | AFRISTAT progress reports              |
| <b>Outcome 11.3:</b> Each State has a Geographical Information System (GIS) for sound socio-economic data dissemination   | 11.3.1. Support to States in choosing GIS design methods                                  | Methodology available in each State            | AFRISTAT expert mission reports        |
|   | 11.3.2. Training of national officers   | Number of workshops and participants           | Seminar and workshop reports           |
|   | 11.3.3. Support to GIS design   | Number of countries with operational GIS       | AFRISTAT progress reports              |

**Component V : Applied research for the development of methodologies tailored to national statistics systems and for development policy formulation, monitoring and evaluation**

**Specific objective V: contributing to applied research for developing methodologies tailored to the capacities of national statistics systems of Member States as well as for development policy design, monitoring and evaluation**

| Specific objectives/expected results  | Activities  | Objectively verifiable indicators  | Sources or means of verification   |
|---|---|--|--|
| <p><b>Specific objective 12 : Pursue statistical methodological investments to capitalize survey findings in AFRISTAT supported States and to sustain various national arrangements</b></p> |   |  |  |
| <p><b>Outcome 12.0:</b> Survey findings in States supported by AFRISTAT are capitalized and different arrangements sustained.</p>   | <p>12.0.1. Conduct of a diagnostic review on poverty profiles designed by Member States</p>   | <p>Diagnostic review and poverty profile prepared in Member States implemented</p> | <p>Available at AFRISTAT and from stakeholders concerned</p>   |
|   | <p>12.0.2. Due diligence of methodology documents of each phase of the survey system 1.2.3.</p>                                       | <p>Evaluation report</p>   | <p>Available at AFRISTAT and from stakeholders concerned</p>   |
|   | <p>12.0.3. Conduct of a study on the technical conditions to extend the national scope of survey 1.2.3.</p>                           | <p>Study report</p>  | <p>Available at AFRISTAT and from stakeholders concerned</p>   |
|   | <p>12.0.4. Establishment of an employment and informal sector panel based on data from phases 1 and 2 of the survey system 1.2.3.</p> | <p>Panel established and operational</p>   | <p>Methodological documents on the employment and informal sector panel produced, published and disseminated</p> |
|   | <p>12.0.5. Conduct of a diagnostic review of existing survey systems</p>  | <p>Diagnostic review report</p>  | <p>Diagnostic review report available and widely disseminated</p>  |

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| <b>Specific objectives/expected results</b>  | <b>Activities</b>   | <b>Objectively verifiable indicators</b>                              | <b>Sources or means of verification</b>   |
|--|---|---|---|
| Expected outcome 12.0 (cont'd)   | 12.0.6. Design of improved household survey tools (questionnaires, collection nomenclatures, analysis manuals, reconciliation manuals) mainstreaming gender, governance, democracy and subjective poverty, etc.). | Tools designed  | Tools available at AFRISTAT and from all stakeholders concerned and used in analyses; |
| <b>Specific objective 13 : Conduct analysis and applied research activities based on household surveys, including forecasting issues</b> |   |   |   |
| <b>Outcome 13.0. :</b> Analysis and applied research centred on household surveys including forecasting are conducted                    | 13.0.1. Design of a methodology document on ex ante government policy impact assessment   | Methodology document designed   | Available at AFRISTAT and from stakeholders concerned                                 |
|  | 13.0.2. Design of a methodology document on ex post social policy impact assessment   | Methodology document designed   | Available at AFRISTAT and from stakeholders concerned                                 |
|  | 13.0.3. Design of a poverty analysis guidelines for the purpose of regional poverty profiling   | Methodology document designed   | Available at AFRISTAT and from stakeholders concerned                                 |
|  | 13.0.4. Design of methodology toolkit to calculate budget expenditure coefficients by household surveys   | Methodology toolkit CD-ROM designed                                   | Methodology toolkit CD-ROM available and disseminated in all Member States            |
|  | 13.0.5 Design of simplified and cost-effective agricultural survey methods to calculate farmland and crop yields  | Methodology document on calculating farmland and crop yields designed | Document available at AFRISTAT and in Member States                                   |

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| <b>Specific objectives/expected results</b>  | <b>Activities</b>   | <b>Objectively verifiable indicators</b>   | <b>Sources or means of verification</b>             |
|--|---|--|---|
| Expected outcome 13.0 (cont'd )  | 13.0.6. Conduct a comparative study for the choice of a crop yield forecasting method   | Methodology document on crop yield forecasting prepared                              | Document available at AFRISTAT and in Member States |
|  | 13.0.7. Design and launching in a pilot country of an agricultural and food information system (indicators, calculation methods, data sources...) that responds to the needs of national accounting and food security | Reference manual on the launching of an agricultural information system designed.    | Manual available at AFRISTAT and in other States    |
|  | 13.0.8. Design of methodologies to develop medium-term macroeconomic models   | Methodology document on the development of medium-term macroeconomic models designed | Document available at AFRISTAT and in Member States |
| <b>Specific objective 14: Conduct information-sharing and capitalize findings through publications, presentations, hosting of researchers, etc. for the purpose of integration into the scientific community (economic and statistics)</b> |   |  |   |
| <b>Outcome 14.0.</b> Information-sharing and capitalization for the purpose of accessing the international scientific community (economics and statistics) are developed.  | 14.0.1. Sharing of publications and papers  | Titles and number of publication and papers shared                                   | Correspondences                                     |
|  | 14.0.2. Publication of articles in scientific journals  | Titles and number of articles published in scientific journals                       | Journals concerned                                  |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| <b>Specific objectives/expected results</b> | <b>Activities</b>  | <b>Objectively verifiable indicators</b>                      | <b>Sources or means of verification</b>     |
|---|--|---|---|
| Expected outcome 14.0 (cont'd)              | 14.0.3. Exchange of researchers  | Number of visiting research teams and number of teams fielded | AFRISTAT mission and progress reports       |
|   | 14.0.4. Participation at international scientific meetings   | Number and nature of meetings                                 | Meeting report, papers presented            |
|   | 14.0.5. Revitalizing the AFRISTAT publication series "Annuaire" (directories), "Méthodes" (methods) and "Etudes" (studies) | Number of publications by series                              | Dissemination and AFRISTAT progress reports |
|   | 14.0.5. Revitalizing the AFRISTAT publication series "Annuaire" (directories), "Méthodes" (methods) and "Etudes" (studies) | Number of publications by series                              | Dissemination and AFRISTAT progress reports |
|   | 14.0.5. Revitalizing the AFRISTAT publication series "Annuaire" (directories), "Méthodes" (methods) and "Etudes" (studies) | Number of publications by series                              | Dissemination and AFRISTAT progress reports |

| <b>Component VI : Strengthening AFRISTAT's working capacities</b>  |  |  |   |
|--|--|--|---|
| <b><u>General objective VI</u> : Provide AFRISTAT with the requisite resources to provide efficient support to strengthening national statistical systems</b>  |  |  |   |
| <b>Specific objectives/expected results</b>  | <b>Activities</b>  | <b>Objectively verifiable indicators</b>                                   | <b>Sources or means of verification</b> |
| <b><u>Specific objective 15: Scale up AFRISTAT's human, material and financial resources</u></b>   |  |  |   |
| <b>Outcome 15.1:</b> AFRISTAT intervention and management capacities are strengthened  | 15.1.1. Increase AFRISTAT's staff strength (recruitment of experts and administrative and financial support staff) | Number of experts and administrative and financial support staff recruited | New employment contracts signed         |
|  | 15.1.2. Revision of administrative management and accounting procedures  | Administrative and accounting manual of procedures revised                 | Audit report and staff opinion polls    |
|  | 15.1.3.. Continuous training for AFRISTAT personnel  | Number of staff trained by category and by area                            | Progress and training reports           |
|  | 15.1.4. Pursue policy on use of external consultants   | Number of paid consultations   | AFRISTAT Management budget reports      |
| <b>Outcome 15.2:</b> Management has requisite equipment to perform its duties  | 15.2.1. Acquisition of furniture, specialized data processing equipment and sundry supplies                        | Number and specification of acquired equipment                             | Delivery slips and registration numbers |
|  | 15.2.2. Acquisition of requisite computer software   | Number and nature of specialized software acquired                         | Delivery slips                          |
| <b>Outcome 15.3:</b> Member State contributions to the AFRISTAT Fund for the period 2006-2015 are fully paid up and AFRISTAT receives additional funding from Technical and Financial Partners (TFP) | 15.3.1. Awareness actions targeting Member States and TFP  | Annual level of contributions mobilized                                    | AFRISTAT Fund                           |
|  | 15.3.2. Design of projects for funding   | Number of projects designed and submitted to donors                        | Progress report of AFRISTAT Management  |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| <b>Specific objectives/expected results</b>   | <b>Activities</b>   | <b>Objectively verifiable indicators</b>   | <b>Sources or means of verification</b>                      |
|---|---|--|--|
| <b>Outcome 15.4:</b> AFRISTAT's statutory meetings are organised and the implementation of AFRISTAT's strategic plan of activities is examined regularly                            | 15.4.0. Organisation of statutory meetings  | Number of meetings   | Summary of meeting conclusions and AFRISTAT progress reports |
| <b>Specific objective 16: Make AFRISTAT known widely (its statutes, missions, activities, achievements, etc.) through well targeted awareness raising and communication actions</b> |   |  |  |
| <b>Outcome 16.0:</b> AFRISTAT's communication strategy is designed and implemented  | 16.0.1. Design AFRISTAT's communication strategy  | Communication strategy designed  | AFRISTAT progress reports                                    |
|   | 16.0.2. Design of communication media   | Communication media designed and printed where necessary   | AFRISTAT progress reports                                    |
|   | 16.0.3. Information and awareness of Member States and technical and financial partners on AFRISTAT activities  | Information media designed, number of press conferences, number of articles or boxes in <i>La lettre d'AFRISTAT</i> (AFRISTAT Newsletter) and other publications and number of communication events or actions organized | AFRISTAT progress reports                                    |
|   | 16.0.4. Participation of AFRISTAT experts e in symposia and conferences organised by Member States and partners | Number of meetings   | Mission reports and AFRISTAT progress reports                |

**AFRISTAT STRATEGIC PLAN OF ACTIVITIES 2006 - 2010**

| <b>Specific objective 17: Strengthen AFRISTAT's dissemination and publishing capacities</b>   |   |  |  |
|---|---|--|--|
| <b>Specific objectives/expected results</b>   | <b>Activities</b>   | <b>Objectively verifiable indicators</b>                             | <b>Sources or means of verification</b>  |
| <b>Outcome 17.1:</b> AFRISTAT regional database (AFRILDB) is updated regularly  | 17.1.1. Incorporation of PRSP and MDG indicators in AFRILDB   | List of indicators completed   | Compendium of indicators published   |
|   | 17.1.2. Timely collection, verification and processing of data                                      | Computer files and content of data base                              |  |
| Expected outcome 17.1 (cont'd)  | 17.1.3. Publication of AFRILDB data   | Nature and number of publications                                    | AFRISTAT progress reports  |
| <b>Ourtcomet 17.2:</b> A regional databank is developed   | 17.2.1. Consolidation of methodology and development of the regional data base                      | Existing methodology   | AFRISTAT progress reports  |
|   | 17.2.2. Formalizing data sharing protocols with countries   | MOU signed   | AFRISTAT progress reports  |
|   | 17.2.3. Survey data collection in Member States   | Collected data   | Data collected and inserted in database  |
|   | 17.2.4. Digitization, formatting and archiving  | Databank content   | AFRISTAT progress reports  |
|   | 17.2.5. Establishment of dataflow systems via the Internet  | System operational   | <a href="http://www.afristat.org">www.afristat.org</a>   |
| <b>Outcome 17.3:</b> AFRISTAT's documentation centre has appropriate equipment and large number of books that are relevant to AFRISTAT's missions | 17.3.1. Listing and purchase of equipment, regular book updates and acquisition of new publications | Number of equipment and books  | Annual expenses earmarked for the acquisition of equipment and books and AFRISTAT progress reports |
|   | 17.3.2. Improving the management of the documentation centre  | Borrowing procedures designed, number of users and/or borrowed books | Borrowing management document of Centre. AFRISTAT progress reports                                 |

**ANNEX II: BIBLIOGRAPHY**

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