

**African Conference:  
Transformative Agenda for Official Statistics**

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**Session 3:**

**Securing foundations to modernization and integrated statistical  
systems**

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# Rehabilitation of Internal Communication: Source of Positive Changes

African conference on a Transformative Agenda  
for Official Statistics

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# Presentation outline

1. Internal communication initiatives and impact on worker productivity
2. Other challenges that can affect progress made in internal communication

# Director General's experience

1. Strategic reflection starting with:
  - a) an operational diagnostic of Senegal's Agence nationale de la Statistique et de la Démographie (ANSD)
  - b) National Strategy for Statistical Development (SNDS)
  
2. Three weaknesses:
  - a) Teams have lost motivation
  - b) Low application rate of current policies
  - c) Resources and ambitions are mismatched

# Recommendations

- a) Employee satisfaction survey
- b) Dissemination of work plans, priorities and budget to all employees
- c) Minutes of the senior management meetings sent to the employees
- d) Call for suggestions from all employees
- e) Clear communication of procedures for internal services
- f) Establishment of an internal communication body

# Implementation of recommendations

## **1st target: Employee satisfaction survey**

- a) Participation rate: 81% (341 invitations);
- b) Permanent and contract officers included in the survey;
- c) All filters that identified the respondents removed;
- d) Drivers and other staff who did not have an email address were given one;
- e) Individuals who did not know how to complete the questionnaires were assisted by an individual of their choice.

# Implementation of recommendations

## **1<sup>st</sup> target: Employee satisfaction survey (cont.)**

Strongest results:

- Work setting appreciated;
- Satisfying relationships;
- Suitable work;
- Benefits appreciated.

# Implementation of recommendations

## **1<sup>st</sup> target: Employee satisfaction survey (cont.)**

Weakest results:

- Certain decisions not understood;
- Lack of communication;
- Branches working in silos;
- Social dialogue needs improvement;
- Inadequate support to the officer during and after;
- Tremendous need for training;
- Lack of awareness of the information technology framework.



# Implementation of recommendations

## **2<sup>nd</sup> target: Internal communication**

- Creation of the first ANSD newsletter;
- Creation of a news flash;
- Systematic publication of management committee reports intended for all staff;
- Recruitment of a communications professional;
- Establishment of the ANSD leadership committee that meets the first Thursday of every month. This committee is made up of heads of offices, divisions, cell chiefs, directors and advisors;
- Sharing the Director General's and his associates' activities;
- Etc.

# Implementation of recommendations

## **3<sup>rd</sup> target: Development of the ANSD strategic plan**

- Participation process with a bottom-up approach;
- Roadmap and terms of reference shared with all stakeholders;
- Creation of an operations office for monitoring the strategy (BOSS/ANSD);
- Appointment of individuals in charge of strategic priorities;
- Filling in the template starting with the lowest level (offices), validation at the division level, second approval at the branch level;
- Two-day retreat outside at Mbodiène (seashore site) to finalize the strategy document;

# Implementation of recommendations

## **3<sup>rd</sup> target: Development of the ANSD strategic plan (cont.)**

- The exercise has made it possible to agree on the following, among other things:
  - Set-up of a cost-recovery service delivery unit;
  - Creation of a new training branch at the ENSAE for certification in survey interviewer and census cartographer occupations. The three certifications are:
    1. Data Collection Techniques Certificate;
    2. Data Collection Management Operations Certificate;
    3. Survey Cartography Techniques Certificate;
  - Strengthening training for managers and other staff (drivers, assistants, etc.);

# Effects and lessons learned

- The immediate effects of internal communication were felt in employee mobilization and buy-in to the ANSD Strategic Development Plan (SDP);
- Today the strategic plan is a point of pride for the officers and the recommendations in it have for the most part been implemented without turning to the director general office to ensure implementation;
- For example, the certification program was completely conducted by the School's guidance department with the participation of experts from all the other ANSD departments;
- Another example: establishment of the Partnership Management Cell, which generated approximately 300 million CFA francs in resources in its first year.

# Other challenges affecting knowledge acquired on internal communication

- Officers' socioeconomic conditions may be factors limiting the positive effects of internal communication;
- The 2014 ANSD employee satisfaction survey revealed that 41% were satisfied, 44% were dissatisfied, and 9% were neutral. In 2015, the satisfaction rate increased to 51% compared with 37% dissatisfied and 9% neutral;
- As to whether the ANSD effectively communicates its vision, mission and objectives, only 26% of the ANSD staff were satisfied in 2014. In 2015, the satisfaction rate rose to 66%, while the dissatisfaction rate fell from 48% to 22%, a decrease of 26 percentage points.

# Other steps

- Continue improving internal communication with greater emphasis on the external communication component;
- Plan for disseminating survey results and internal work;
- Upgrading staff pay levels for better productivity;
- Senegal's compliance with the NSDS.



Thank you for your attention.