

**GENERAL DATA DISSEMINATION SYSTEM, (GDDS PHASE 2)**

**Agriculture Module**  
**MISSIONS 3 – SWAZILAND**  
**Improving questionnaire design and data capture**

**TECHNICAL ASSISTANCE**  
**To the Agriculture Statistics Unit (ASU)**  
**Of the CENTRAL STATISTICAL OFFICE (CSO)**  
**Mbabane**

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### **Preface: Preparations for the mission**

This mission is the third in a series of three missions planned by the GDDS2 program for Swaziland. Missions 1 and 2 reviewed questionnaire design and data capture. Subsequent to this combined mission, the Central Statistics Office of Swaziland (CSO) requested that Mission 3 focus on the establishment of a strategic plan for its Agriculture Statistics Unit. Mission 3 was negotiated over a few months prior to its start. It was initially scheduled for early November 2008. It was postponed for logistical reasons (no confirmed airline seat on parts of the journey, no confirmed hotel, etc...). We did however succeed to schedule it back-to-back with Mission 3 for Ghana and achieved substantial savings in travel costs.

The original Terms of Reference for the mission were agreed upon in September 2008 they were however revised in January 2009 to take into account the amount of work involved in developing a strategic plan.

Upon confirmation of this contract the consultant gathered documentation necessary for the mission on the basis of the revised Terms of Reference. The research undertaken by the consultant covered documentation in offices of international organizations and on websites of these international organizations and the websites of management oriented training institutions as well as correspondence with other experts in the field.

Contact was established by the consultant with the CSO in Swaziland and logistical issues were hammered-out. An understanding of the needs of the counterpart was confirmed. Documents on previous statistics strategic plans were exchanged. These documents were studied and a preliminary plan of actions for achieving the stated objectives was drafted by the consultant.

Preparations for health requirements were undertaken including vaccinations and related certificates required for entry to Swaziland.

Travel plans were confirmed with the AMEX travel office and the CSO.

## **1. Summary and main findings**

According to the findings of GDDS Missions 1 and 2 completed in support of the Agriculture Statistics Unit (ASU) of the CSO in Swaziland, agricultural statistics in Swaziland suffer from a high non-response rate among Individual Tenure Farms (ITF). These are the large farms in Swaziland and the major producers of agricultural products destined for export. The same type of low response problem is manifested among Large Timber producers and Round wood Processing industries. During this mission, similar problems were identified with other agriculture statistics producers in Swaziland.

While poor questionnaire design is an important factor contributing to non-response, other factors, such as PR (relationship with respondents), respondent motivation, seriousness of follow-up with non-respondents and legal penalties related to non-response are also important. In fact, the non-response rate among the ITFs, the Timber producers and the Round wood processors is so high that no valid results could be published by the Agriculture Statistics Unit (ASU) since the mid-90's. It had been suggested that these respondents do not have an interest in responding to agricultural surveys, because, unlike the Republic of South Africa, the Swazi Government does not offer any subsidies to its large farmers. There are however many other factors hence the need for a concerted strategy to remedy this and other important problems facing agriculture statistics collected by the ASU in Swaziland.

Agriculture and forestry in Swaziland have gone through important structural changes during these last decades about which no reliable information is available

Aware of the importance to remedy this problem Swaziland requested from GDDS that the technical assistance originally specified at the Maputo workshop as their priority 3 in their 'Country Plans' be modified to allow for the development of a Strategic Plan for the Agricultural Statistics Unit in Swaziland. This Strategic Plan is aimed at strengthening the statistical capacity of the ASU. It builds on the broader "Strategic Plan for Central Statistical Office in Swaziland (2004//05 – 2008/09)" elaborated in 2003, but not fully implemented. It is also designed to complement the new National Strategy for the Development of Statistics (NSDS) being currently developed within the CSO. The new NSDS aims to enable key stakeholders and institutions involved in producing and disseminating official statistics to work closely together so that a coordinated and harmonised National Statistical System (NSS) is created in Swaziland.

In addition to the surveys undertaken by the CSO's ASU, several agricultural surveys are taken in an uncoordinated fashion by different departments and international organizations in Swaziland (see for example a few of the questionnaires used for these surveys in Annex XV). This creates some duplication and leaves data gaps open (interviews with selected stake-holders at the beginning of the mission led to a systematic analysis of this situation: See Annexes VI, VII, and VIII). The CSO's ASU has been successfully undertaking surveys among the very small holdings of the Swazi Nation Lands (SNL) and has good collaboration with other ministries and with other sections of the CSO interested in data on

agriculture, e.g. National Accounts (see Annex XIV for a ‘Typical list of activities/surveys undertaken by the CSO’s ASU over the course of one year’). The small professional staff is knowledgeable of the means of data collection and has extensive field experience in Swaziland and is well motivated and reasonably equipped (aside from complains about shortage of vehicles for the field surveys). These ‘strengths’ and weaknesses were discussed with the staff and stake-holders at various stages during the mission, particularly during the User-Stakeholder Strategy Workshop held at the end of the mission. A SWOT analysis exercise was held during the workshop and helped identify the major problems that need fixing so that the ASU can produce reliable statistics within the NSS. The results of the gap analysis were used to define (to the extent possible during this mission) a minimum set of indicators that need to be published (see Annex VIII).

Consultations took place with the staff responsible for Swaziland’s System of National Accounts (SNA) to help clarify how the agricultural statistics are linked to the national accounts, and the identification of missing information.

Finally, the outline of a Strategic Plan was formulated and finalized during (and after) the User-Stakeholder Strategy Workshop and a Strategic Plan document produced (see Annex I). The Strategic Plan document provides a road map to the ASU to help it overcome the major hurdles it faces presently. It also identifies underfunded areas in the field of agriculture statistics as well as the main technical shortcomings in the system and suggests remedies.

## **2. Observations about the situation in Swaziland.**<sup>1</sup>

The Kingdom of Swaziland is classified by the UN System as a “low middle-income country”. It is not endowed with plentiful exploitable natural resources (it is known to have asbestos, coal, clay, cassiterite, hydropower, forests, small gold and diamond deposits, quarry stone, and talc). Only 10% of its land is arable, of which about 500 sq kms are irrigated and are used for cash crops. Traditional (subsistence) agriculture therefore relies on weather and is subject to periodic droughts. The country suffers from weak macroeconomic performance, sluggish growth, and poor social indicators. The budget deficit represents 4.8% of GDP resulting in a decline of the Government’s net foreign exchange reserves. This undermines the Government’s ability to finance future development programs. Swaziland has one of the world’s highest Gini Coefficients with the top 10% of the population controlling 40% of wealth, while the bottom 40% of the population controls only 14% of the wealth. This shows the extreme income skewness in the country. The last legislative elections in September 2008 together with the looming economic crisis led to some popular unrest.

Swaziland is heavily dependent on South Africa from which it receives more than nine-tenths of its imports and to which it sends 60% of its exports and its’ currency is pegged to the South African rand. Despite an estimated 40% unemployment rate, the Government is struggling to reduce the size of the civil service and control costs at public enterprises and is trying to improve the atmosphere for foreign investment.

Overgrazing, soil depletion, drought, and sometimes floods persist as problems for the future. More than one-fourth of the population needed emergency food aid in 2006-07 because of drought.

Since Swaziland’s main exports are mostly agricultural commodities (soft drink concentrates, sugar, wood pulp, cotton yarn, citrus and canned fruit), the importance of maintaining an efficient agriculture statistics system is evident.

## **3. Priorities**

The original priorities presented by Swaziland at the Maputo workshop were modified by the Agriculture Statistics Unit. This third Mission dealt exclusively with the formulation of a Strategic Plan for the Agriculture Statistics Unit in Swaziland.

It is evident from the discussions held for the formulation of the strategic plan that one of the main hurdles facing the ASU is that they are not getting adequate responses for their questionnaires addressed to large farms (agriculture or forestry). This is however a complex issue and requires a multi-pronged approach.

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<sup>1</sup> Information gleaned from International Agencies’ reports and confirmed by personal observations during the mission.

The priorities for the ASU are therefore to:

1. Optimize the allocation of its limited resources by rationalizing the statistical data and products they disseminate, by keeping the ones that can be achieved well with available resources and letting the others go until they get additional resources (i.e. do well the things that are needed and you can afford instead of unsuccessfully spreading yourself too thin on things you cannot achieve).
2. Constantly revise and work to improve the methodologies and instruments currently in use for statistical production and consequently improve the accuracy, reliability and spatial and temporal consistency of existing data and of statistical outputs. In that regard, the building of a farm register is set as a priority.
3. Work to increase the response rate on the selected surveys by avoiding duplication and by using measures to make the respondent's tasks easier to accomplish (questionnaire design and wording, timing of the survey, etc.).
4. Developing a public relations program to regain the confidence of these respondents and to convince them of the utility/importance of the work carried-out by the ASU
5. Invest enough resources in the survey response 'follow-up' activities so that recalcitrant respondents are convinced that the ASU means business, until the response rate returns to 'normal' levels.

Last but not least, adjust the reward system to motivate ASU staff to complete the important priority tasks assigned to them on schedule.

#### **4. Activities during the mission**

This consultant devoted time to this mission from before the day the mission was confirmed in September, 2008 on a part time basis, and between February 7 and 27 on a full time basis, on location in Swaziland. A detailed description of the activities undertaken daily by this consultant to achieve the mission objectives and deliver on the TOR is provided in Annex II.

#### **5. Deliverables**

The three ASU surveys for which information was requested through the TOR were analyzed together with other agricultural surveys taken by other stake-holders in Swaziland. The results were summarized in Annexes VI and VII.

A Gap Analysis was performed and the results summarized in the two documents in Annex VIII. The plan for addressing the Gaps was covered in the Strategic Plan document (see Annex I)

A half-day workshop bringing together important stake-holders of agriculture statistics in Swaziland together with ASU and CSO senior staff was prepared and a three-hour PowerPoint presentation was prepared for the workshop. The PowerPoint presentation is included in Annex IX.

## **6. Design and content of the Module**

GDSS II's Agricultural Statistics module requires flexibility in adapting missions to the varied situations and problems faced by African statistical offices.

### **a) Content and priorities**

The priority originally expressed at the Maputu for Mission 3 was modified at the request of and to the satisfaction of the CSO and the ASU. The new priority was to develop a "Strategic Plan for the Agriculture Statistics Unit". The GDSS II Management responded positively to the client's request and the Mission's TOR were modified to satisfy the priority needs of Swaziland.

### **b) Timing**

The timing of the different missions has to be adapted to the nature of the problems to be addressed and to the availability of the counterparts so they can take maximum advantage of the presence of the consultant. On the other hand, due attention is to be given to minimizing travel costs. It was possible to satisfy both these criteria with this mission, although the accumulated work has taken its toll on the consultant and this resulted in some delay in producing the final "Mission Report".

## **7. Wider statistics issues in Swaziland**

The CSO is a reasonably managed institution. There is however the feeling among staff that it is under-resourced. This consultant has repeatedly heard the expression that they feel like 'Orphaned, Vulnerable, Children' when it comes to obtaining the funds they require from the people in charge of the purse strings. Some of the ASU staff have already won competitions for positions in other areas but are still 'unofficially' performing the required duties in the ASU. The Strategic Plan Document did include among its strategies, goals and tactical plans action items aimed to resolve the budget situation, acquire needed equipment (vehicles) when justified and adjust the reward system for the ASU staff.

Improved coordination is required among agriculture statistics producers in Swaziland to avoid duplication and fill existing data gaps. Improvements in the integration of surveys taken by various CSO units/sections, which are addressed to the same respondents, is needed. Such (perceived) duplication adds to the respondent burden and contributes to the malaise with respondents and is probably one of the causes of non-response. This results in

a vicious cycle which must be addressed by the ‘respondent relations strategy’ recommended in the Strategic Plan document.

Collaboration with the Ministry of Agriculture is cordial and effective, but they are also suffering from a drought of resources at this time and some of the surveys they used to take are now abandoned.

The CSO rightfully enjoys a good reputation as an ‘expertise center’ for statistical survey design and collection, since private and NGO sector organizations often request their services (and pay) for the CSO to conduct ‘private’ surveys.

As in other countries, foreign aid organizations require considerable information to evaluate the effectiveness of their projects. Some of the special information requests on the desks of the Agriculture Statistics staff at the time of the mission came from such NGO’s. The CSO is quite prepared to accommodate such requests and possibilities exist for them to enter into cost-recovery agreements with these donor agencies.

There is no reason why the small but dedicated staff of 4 professionals cannot produce reliable agricultural statistics for Swaziland, however, like in all administrations, the staff is working at their limit, and the additional ‘respondent relations’ effort suggested in the Strategic Plan will necessitate additional resources.

The CSO and other departments and agencies conducting agricultural surveys have in general failed in the development of trusting and cooperative relationships with respondents and they all need to work hard on the Public Relations aspect of their work.

The ASU has established rapports with various ministries and international organizations interested in agriculture and food-production statistics, but considerable work is still required to identify more users and precisely what data they need and how they will use it.

## **8. Intended use of the deliverables by Swaziland’s CSO**

The Strategic Plan developed during this Mission with the ASU staff and other stakeholders has recommended a gradual approach for improving the agriculture survey situation in Swaziland. Improved questionnaires were developed during Missions 1 and 2. They will help reduce respondent burden, but additional measures recommended in the Strategic Plan document have to be implemented to secure significant improvement in the agricultural surveys in Swaziland.

## **9. Agreed timeframe of the actions**

The ‘gradual approach’ recommended in the Strategic Plan Document was to be taken under consideration by CSO Management. The CSO Director was present throughout the

workshop and eagerly took a leading role in all the discussions. All recommendations will be implemented as soon as conditions permit.

The Strategic plan will be integrated with the NSDS (presently under formulation).

The ASU will need to work assiduously to resolve the respondent relations problem so that they can be in a position to produce publishable statistics for the ITF part of the Agriculture Sector and for the Timber operations. The implementation of the Strategic Plan will help improve the situation of agriculture Statistics in Swaziland.

### **10. Working relations**

The working relations with the Swazi Counterparts were excellent and this consultant is very grateful for the help, kindness and the hospitality he received in Swaziland.

It was particularly helpful for this consultant to be able to rely on the support of the GDDS2 Agriculture Module Manager together with his willingness to offer advice, suggestions and relevant documentation for the purposes of this mission.

### **11. Recommendations**

As mentioned under section 7 of this report “Wider statistics issues in Swaziland”, the “vicious cycle” under which the ASU is presently operating must be broken. The participation of the ASU staff together with agriculture statistics stakeholders in the elaboration of the Strategic plan has helped them fully understand the problems they face and the proposed solutions and feel some kind of ownership of the Strategic Plan. They have to break-out from the vicious cycle in which they find themselves:

- The data they collect is not needed or they don't know who needs it and for what use.
- They cannot defend collecting the data or motivate the (important) respondents to spend time and effort responding to their questionnaires. This leads to a high rate of non-response.
- They cannot develop good questions/questionnaire because they do not know what indicators they are trying to measure. This leads to irrelevant questions which leads to non-response and to un-publishable data.
- They do not receive enough funds (budgets) because they cannot defend the importance of the surveys they are in charge of, because they do not know how (if) the data is being used. (They lack a user-constituency to defend them).
- They do not have enough funds to do follow-up, this also leads to unpublished data.

To break this vicious cycle, and as mentioned in the Mission 1 and 2 report: It is recommended that the ASU's 'Census of ITF' survey be carried-out at the same time as the Swazi Nation Lands Annual Agricultural Survey, and by the same enumerators. These enumerators will be required to drop-off the ITF questionnaire to the large farm they find

in their EA and offer to pick-it up. The respondent will be given the choice to mail it back. But before then:

- The ASU should first regain the confidence of respondents through a Public relations campaign, then
- obtain the ITFs respondents' name and phone number (for follow-up) and their mailing address during the questionnaire drop-off operation; then
- conduct surveys for a certain period on that basis;
- Then slowly reduce costs by using sampling and by the use of mail-out mail-back questionnaires; then
- consider additional surveys if justified by the demand and resources are available thanks to the savings obtained through sampling and mail-out/mail-back operations.

## **12. Other donors involved**

During the previous mission to Swaziland, this consultant had met with a group from Taiwan working on a database for the Ministry of Agriculture. The Taiwanese were helping the Extension Services of the Ministry of Agriculture with Swaziland's RDAs (Rural Development Areas) and creating a database for these RDA's. They had a group of resident experts based in Swaziland, as well as short term experts visiting Swaziland from time to time.

The Census of Population and Housing of Swaziland, taken in 2007 has received considerable financial support from UNFPA, UNDP and UNICEF. A resident UNFPA 'Census expert' from Chile was based for 2 years in Swaziland, helping with Census processing.

Several donors have been and continue to be involved in providing help to the Swazi people. The hotel in which this consultant was staying continuously receives experts from several countries involved in providing advice and support to the needy in Swaziland, some of them had the opportunity to explain their needs and experiences in agriculture statistics.

**ANNEX I: Strategic Plan document**

# Strategic Plan for the Agriculture Statistics Unit of the CSO in Swaziland

This document sets out a strategic plan for the Agriculture Statistics Unit (ASU) of the Central Statistics Office (CSO) in Swaziland. It reviews strengths, weaknesses, threats and opportunities; presents a series of statements relating to the Agriculture Statistics Unit's vision, mission, values and objectives; and sets out its proposed strategies and goals. It has been "facilitated" by Antoine Terjanian, consultant recruited by the World Bank's GDDS program, in Feb 2009. It was completed after consultations with major stake-holders and a workshop.

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## **Strengths, Weaknesses, Threats & Opportunities**

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities for the Agriculture Statistics Unit (ASU):

<b>Strengths:</b>	<b>Weaknesses:</b>
<ul style="list-style-type: none"><li>▶ Qualified and well-trained staff</li><li>▶ Open-minded staff eager to improve and acquire, adapt and use improved technologies and methods</li><li>▶ Know how to deliver survey results</li><li>▶ Experience in Ag. Statistics: conducting surveys</li><li>▶ Knowledge of the country / countryside</li><li>▶ Have necessary equipment to handle surveys</li><li>▶ Staff has capacity for multi-tasking</li><li>▶ The ASU products are in demand and needed</li><li>▶ Has maintained good rapport with the major stakeholders</li><li>▶ Swaziland being importantly agricultural, their product is really needed</li><li>▶ ASU is supported and financed by government, it consequently has authority</li><li>▶ Located in the CSO, a centralised institution striving to</li></ul>	<ul style="list-style-type: none"><li>▶ Overdependent on a shrinking budget - Insufficient resources</li><li>▶ Understaffed</li><li>▶ Overdependence on few key staff who are already officially working in another CSO section</li><li>▶ Some demotivated staff ??? (Promotions, Training...)</li><li>▶ Management and staff lacking focus (multi-tasking)</li><li>▶ Lost respect/motivation of large producers/respondents</li><li>▶ High rate of non-response</li><li>▶ No data has been published for several surveys / years</li><li>▶ Lack of awareness of uses being made of ASU data</li><li>▶ Absence of strong PR/marketing expertise</li><li>▶ Respondents unaware of importance of info collected from them</li><li>▶ Poor relations with most respondents</li><li>▶ Respondents don't keep records and cannot answer ASU questions well</li><li>▶ Time needed for respondents to</li></ul>

become a centre of excellence

find the info requested

- ▶ Many farmers are absentee farmers, they are hard to locate/contact
- ▶ No up-to-date list from Deeds' office
- ▶ No register of farms available for free
- ▶ Insufficient means of transportation to collect or follow-up
- ▶ Users complain: Not easy to obtain information from ASU

#### **Threats:**

- ▶ Other agencies are entering the data collection field and carrying out their own surveys
- ▶ New technology is often costly and resources are insufficient
- ▶ Other agencies may lure CSO staff with higher rewards, leading to more acute staff shortage
- ▶ Users will lose confidence and get information elsewhere
- ▶ Financial crisis and shrinking economy
- ▶ HIV pandemic stealing our staff
- ▶ Work ethics is regressing in the government in general
- ▶ CSO is under-powered, has insufficient authority
- ▶ The land-tenure system in Swaziland makes it difficult to collect data from some elements

#### **Opportunities:**

- ▶ Other potential competitors are in the same type of situation
- ▶ Governments and industries are increasingly convinced of the need for fact-based decisions
- ▶ Presence of the UN system, willing to work with them. They are ready to offer support (funds, equipment, training, etc..)
- ▶ A new NSDS is being developed
- ▶ Financial crisis needs good information to be overcome
- ▶ The internet gives us an excellent medium to disseminate data

## **Vision**

CSO's vision is "to become the leading agency in statistical production in the region, providing high quality statistical data and information to the national development processes" (2003):

The ASU will ensure that agricultural and forestry statistical needs

of users and stakeholders are fulfilled efficiently and effectively with high quality data, minimal respondent burden and at optimum cost, on time. High quality data standards will be maintained and the ASU will co-operate / co-ordinate with other agencies producing agricultural information.

### **Mission Statement**

CSO's Mission is "to effectively coordinate the National Statistical System, provide high quality statistical data and information required for evidence-based policy, planning and decision-making for national socio-economic development, administration, accountability, and to promote a culture of using statistics". (2003):

The ASU collects agricultural and forestry data from producers in Swaziland. It will effectively coordinate the Agriculture Statistical System and provide high quality statistical data and information required for evidence-based policy, planning and decision-making for national agricultural and forestry development.

## **Values**

The corporate values identified for the CSO are “user-focus, quality consciousness, efficiency and effectiveness”

The ASU will clearly understand users’ priority needs and fulfill them.  
The ASU will operate in accordance with the highest possible standards in all relationships with respondents, stakeholders, Swaziland tax-payers and the community.

The ASU will foster a climate which encourages innovation and diligence amongst staff and will reward them accordingly.

The ASU will optimise its use of available resources so that the best quality data is obtained processed and disseminated to users and stakeholders in the most efficient, timely and effective manner.

## **Business Objectives**

Longer term business objectives of ASU are summarized as:

To strive towards collaborating with users, respondents, other statistics producers and stakeholders to achieve the CSO’s corporate objectives and provide Swaziland with an integrated and well coordinated Agricultural and forestry statistics system, according to well supported priorities and within budget limits.

## **Key Strategies**

The following critical strategies will be pursued by ASU:

1. Optimise the allocation of ASU’s limited resources
2. Rationalise, set priorities for the statistical data and products we aim to disseminate, by keeping the ones that can be achieved well with available resources, and by involving stakeholders to gain their support
3. Constantly revise and work to improve the methodologies and instruments currently in use for statistical production
4. Improve the accuracy, reliability and spatial and temporal consistency of existing data and statistical outputs
5. Resolve the respondent relations problem by:
  - a) Coordinating with Stakeholders and other data producers to avoid duplication;
  - b) Managing respondent burden by reducing duplication between surveys (co-ordination), by improving the wording and design of questionnaires, by using sampling when possible and by timing the surveys conveniently for respondents.
  - c) Developing trusting and cooperative relationships with respondents by providing them data useful to them and showing them the uses made of the data collected from them;
  - d) Exerting consistent and concerted efforts in public relations activities

- to regain the confidence of these respondents and convince them of the utility/importance of the work carried-out by the CSO.
- e) Strengthening the follow-up activities with those who do not respond to convince them of the seriousness of the agricultural surveys and, as a last resort, prosecute a few 'non-respondents' according to the provisions of the Statistics Act.
6. Create a mechanism to maintain a dialogue with users and stakeholders to acquire and keep up-to-date an understanding of users' needs and what they use the data produced by ASU for.
  7. Build a Data storage and retrieval system : A user-friendly and accessible Agricultural Data Bank as part of a National Data Bank.
  8. Develop Data dissemination channels (for example, devote resources to keeping the CSO website up-to-date).
  9. Pay special attention to Human Resources Development and staff training to avoid staff / skills shortages.
  10. Adjust the reward system to motivate staff to complete the important tasks on schedule.

### **Major Goals**

The following key targets will be achieved by ASU over the next 3-4 years:

- ❖ Improve budget situation
- ❖ Build a "farm register" in collaboration with other stakeholders and the Ministry of Justice
- ❖ Solve the non-response problem

### **Strategic Action Programs (Tactical Plans)**

The following strategic action programs will be implemented:

1. Create a user/stakeholder consultation mechanism, and establish user priorities.
2. Conduct data-use studies (to be able to clearly demonstrate to the respondent how useful the data collected is).
3. On the basis of established user priorities, reduce the number of surveys and the size of the questionnaires by eliminating the questions that do not yield the most essential information required by the most important users.
4. Dedicate special efforts to "Respondent relations and motivation" (e.g., presentation to an annual meeting of producers' association or club).
5. Get a better understanding of our respondents: Pay attention to any feedback received from them or from the enumerators.
6. Build closer personal rapport with the owners or managers (operators) of large farms and plantations (the major contributors).
7. Bring-in experts in the subject-matter of the questionnaire (e.g. for coppicing in forestry questionnaire bring a typical knowledgeable respondent) when designing the questionnaire to ensure the questions are sound and understandable.
8. Successfully complete a smaller number of priority surveys and publish their results; then,

9. Justify the use of additional skilled staff to management.
10. Justify the need for additional vehicles for survey collection.
11. Recruit staff who have the skills we lack.
12. Prepare staff training program.
13. Acquire vehicles and assign them to tasks and plan their rational use.
14. Expand the number of high-priority surveys collected, in consultation/collaboration with users-stakeholders.

## **ANNEX II: Daily activities during the mission**

### **Activities during the mission**

**January 24 to Feb5, 2009:** Mission preparations: Visa / vaccination requirements; itinerary/travel plans; financial arrangements; reviewing TOR (Terms Of Reference), researching TOR requirements; downloading relevant info and background documents from the internet; documentary research; correspondence with Swazi Counterpart and GDDS 2 Module Manager; planning mission to achieve TOR's requirements; prepare and exchange requests for preparations on behalf of Swazi Counterpart. Study all the material sent to me. Review archived material on Agriculture Statistical and strategic planning. A number of reference documents<sup>i</sup> were selected and brought to Swaziland.

**Saturday, February 7, 2009** arrival Manzini airport 2:30 pm, jet lag adjustment.

**Sunday, February 8, 2009:** review of documentation and detailed program preparation.

**Monday, February 09, 2009:** Central Statistical Office. Met **Sabelo Simelane, and Fortune Mhlanga**, then **Oscar Jele** and **Alex** from Timber stats and Mr. T. Shabalala, together with the Head of the Agriculture Statistics Unit, Mr. Choice Ginindza. We reviewed the TORs, agreed that they were very ambitious, given the short time allocated, but decided to try our best to meet all the objectives set. I developed a daily program for the mission and presented it to Mrs. Isabel Hlophe, CSO Director. We agreed on the timing of the workshop and I was made aware of the need to hold the workshop in outside facilities at World Bank expense. I promised to see if I could get approval for these expenses and I did. I met with the NSDS (National Strategy for the Development of Statistics) coordinator, Mr. H Dlamini to ensure that our overlapping mandates are well coordinated. I obtained his list of CSO stakeholders and the questionnaire he sent to these stakeholders, and we discussed his progress (Mrs Hlophë had told me that they did not receive the funds promised by donors for the NSDS study yet). We discussed the training opportunity offered by GDDS in Mozambique in March and agreed to recommend two candidates.

**Tuesday, February 10, 2009:** Obtained authorization and estimate for workshop costs. Paid a courtesy visit to the GDDS coordinator, Ms. Khangeziwe G. Mabuza, Director of Budget and Economic Affairs. Briefed her on the mission TORs and on the daily program we developed. Studied the Agriculture-related surveys taken by the CSO and other stakeholders. Recommended two training candidates for Mozambique.

**Wednesday, February 11, 2009:** Completed the list of major stakeholders, brainstormed on Issues that Stakeholders are likely to have, and completed the information on present surveys with help from Oscar Jele, Sabelo Simelane, Alexey and Simon Tsela. He will make appointments with selected stakeholders tomorrow and will accompany me

**Thursday, February 12, 2009:** Interviewed Central Bank (Armstrong Dlamini 408 2234, mob:615-0285), WFP (Martha Motsa 404-4414) and FAO A/Rep Ms Khansyiliwe Mabuza 404 0797, mob: +268-6027557). Started building gap analysis table.

**Friday, February 13, 2009:** Interviewed National Early Warning Unit of the Min. of Agriculture & Cooperatives (Ms. Vakele Gama 665-6065); Extension Services (Mr. George Ndangamantka 404-9414 ext 2115). Finalised invitation letter, program for workshop and list of people to be invited. Worked on documenting comparing Ag. Surveys of Swaziland.

**Saturday, February 14, 2009:** Negotiated with the hotel the details of the workshop preparations and inspected the locale. Contacted Ghana about mission 3 preparations.

**Sunday, February 15, 2009:** Prepared strategic plan outline and presentation slides. Worked on analysis frame for the different surveys.

**Monday, February 16, 2009:** Reviewed data gathered so far with Mr. Ginindza, discussed and agreed on approach to obtaining stakeholders' and staff input during the workshop. Worked on SWOT analysis, Gap analysis and Vision and goals.

**Tuesday, February 17, 2009:** Researched and developed an outline for the strategic plan and started building the document.

**Wednesday, February 18, 2009:** worked on slide presentation and related notes and questions for participants. Reviewed approach and basic steps for presentation with ASU staff and prepared powerpoint presentation.

**Thursday, February 19, 2009:** Tested equipment and held workshop at Mountain Inn with 20 Stakeholders, users and staff. Analysed and incorporated Workshop discussions in the Strategic plan.

**Friday, February 20, 2009 :** Worked on Agricultural indicators and "whitespot analysis

**Saturday, February 21, 2009:** refined the Strategic plan and worked on the Mission report.

**Sunday, February 22, 2009:** Worked on the Mission report.

### **ANNEX III: Proposed program for the mission**

Monday, February 09, 2009:

Review and discuss TORs with Swazi counterparts and get acquainted specific problems and expectations. Discuss program to achieve the TORs.

Brief CSO Director on program and objectives.

Select two candidates for GDDS training in Mozambique and communicate to Ernie.

Tuesday, Feb 10:

Courtesy visit with GDDS2 coordinator.

Identify all current agriculture surveys taken by the CSO and other Stakeholders. For each survey, identify the target populations, sample sizes, and the orientation of the sector being surveyed. Obtain related budget figures from CSO.

Work with the staff of the CSO to identify the major stakeholders for agriculture statistics.

Wed, Feb 11:

Book appointments with Stakeholders

Brain storm with Agri-stats staff as to the major issues that these stakeholders are likely to be concerned about. Prepare interview strategy and questions.

Thu. Feb 12:

Participate with a few staff members in interviews with at least 5 of the key stakeholders.

Fri. Feb 13:

Analyze the results from these interviews and create a draft analytic framework outlining options and trade-offs. Construct table of outputs. Perform Gap Analysis and draw list of indicators and inputs to the SNA.

Sat. Feb 14:

Negotiate with hotel arrangements for the Workshop function and related meal.

Mon, Feb 16:

Create the outline of a strategic plan to address the problems faced by the Ag-Stats Unit.

Tue, Feb 17:

Work on Strategic plan and ppt presentation.

Wed, Feb 18:

Work on Strategic plan and ppt presentation.

Thu, Feb 19:

Workshop at Mountain Inn. Analysis of workshop discussions

Fri, Feb 20:

Final attempt to identify and confirm the indicators that the CSO needs to fulfill its mandate.

## ANNEX IV: Stakeholders' list

List of Agriculture Stakeholders *those met are highlighted*

Central Bank	4082234	Armstrong Dlamini Bheki S. Bhembe Research Department - Domestic Economy P. O. Box 546 Mbabane, H100 SWAZILAND	Mob: 6150285 TEL: 408-2236
FAO	4043299	Khaneliwe Mabuza	
MoAC /NEWU,	4046363 665-6065	National Early Warning Unit Ms. Vakele Gama	Ministry of Agriculture and Co-operatives
Ministry of Agriculture and Co- operatives	404-9414 ext 2115	George Ndangamantka	Director Extension services
MOPWTMinistry of Public and Information	6073474	Now Min. Tourism, Environment, Forestry	Ms. Futhi Magagula
Meteorology Dept	4042481		Min. Tourism, Environment, Forestry
National Account Unit (CSO)	6086271	Mr. T. Shabalala	
Poverty Unit	4047512	Min. Economic planning & Development	
National Disaster Mgmt Agency	4049356	Deputy PM's Office Swazi VAC	
National Maize Corporation	4046381		
National Marketing Board	60502301		
Red Cross	4042532	Nathi Vilakati	Food assessment, Famine
Royal Swazi Sugar Association-RSSA	4046441		
SADC / REWU		Regional Early Warning Unit	
SWD Federation of Trade Union-SFTU	404 3125		
UNISWA- Stats&Demography	5184011		
Vulnerability	4042731	Ministry of	

Assessment Committee-		Agriculture and Co-operatives	
World Food Program-WFP	6050506	Martha Motsa 404-4414	
World Vision	4221665		
Budget and Economic Affairs	404-8145/9	Ministry of Finance KhangeziweMabuza	

## ANNEX V: Questions to Stake-holders

The questionnaire prepared by the NSDS coordinator seemed too general to use for our purpose. We need to identify the actual user/stakeholder needs and find-out if they collect any agricultural statistics either through their administrative processes or through field surveys, and analyse the gaps.

1	Does your department collect / compile statistical information or data?	No: skip to question 2	Yes: please give us the questionnaires or the data collection forms	What is the geographical coverage of the data?  i.All regions and districts? Or ii, Some regions or districts, please list these.	Does your Ministry/Institution have a statistics unit or has officers that collect, compile and publish statistics for use of the institution and others? YES / NO
2	What data/variables / indicators do you now use for effective and efficient monitoring and evaluation of development programmes? For: i.Decision making ii.Policy monitoring and evaluation iii.Management and administration iv.Annual plans and budgets v. Other – specify	List variables	List sources and data formats	Explain how you use the data	
3	What data/variables / indicators you need to use now for effective and efficient monitoring and evaluation of development programmes but cannot find ? For:	List variables needed		Explain how you would use the data if it were available, and state the geographical detail required.	Quantify the damage caused by the unavailability of this data

	i.Decision making ii.Policy monitoring and evaluation iii.Management and administration iv.Anual plans and budgets v. Other – specify				
4	Stakeholders' questions				

**ANNEX VI: Study of Agriculture surveys in Swaziland**

<u>Name of survey</u>	<u>Period in the field</u>	<u>Periodicity</u>	<u>Target population</u>	<u>Sample size</u>	<u>Sector surveyed</u>	<u>CSO Budget</u>	<u>Main users/use</u>
Swaziland Agriculture Survey	November to June	Annual	Rural small-farm population Homesteads	15% of EA's 250/1667 rural Homesteads	Subsistence farming	E. 6,496,201	Agric Min FAO WFP
Individual Tenure Farms Survey	Discontinued since 1999. Considering restarting	Annual	Large and commercially-viable farms	300.Exhaustive enumeration	Commercial	E. 15,250 + E. 13 250	N/A
Census of Timber Plantations		Annual	Timber farms and farms with timber	25. Exhaustive enumeration	Wood production		
Roundwood processing		Annual	Wood mills	10. Exhaustive enumeration	Wood production		
Census of Agricultural Enterprises and Timber Plantations (NA)		Annual	Large and commercially-viable farms and timber producers	240 Exhaustive mail-out 15% response rate	Commercial	E. 50,000	National Accounts
Crop and Food Security Assessment Mission WFP	March-May	Annual	NGOs and farming/pastoral households	No more than 10%	Subsistence farming		WFP /FAO
Crop and Food Supply Assessment	March-May	Annual	Rural small-farm population Homesteads	Transect Journey	Major crops and Livestock		WFP /FAO

Mission CFSAM-WFP										
Community and Household Surveillance-WFP	Sept-Oct	Annual	Rural small-farm population Homesteads	less than 10%	Rural households				WFP /FAO	
Crop & rainfall reports by NEWU	Year-round	Monthly	All Agricultural regions	Entire country	All farms				Min of Ag WFP	
Real Sector Survey - Citrus Industry(CBS)	Jan-Feb	Annual, ad-hoc	Commercial fruit farms	Entire country	All fruit farms				CBS	



Data Dissemination	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Data Management	No database exists.							

**3 and 4 Census of Timber Plantations and Roundwood processing:** These small surveys have been discontinued since 1999. The questionnaires were redesigned in 2008

	Forestry areas	Production Values	Stocks and inventories	Labour	Pesticides	Forestry areas	Production Values
Survey design	G	G	G	G	G	G	G
Questionnaire design	VG	VG	VG	VG	VG	VG	VG
Sample design	G	G	G	G	G	G	G
Data collection	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Data processing	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Data analysis	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Data production	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Data Dissemination	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Data Management	No database exists.						

### 5. Census of Agricultural Enterprises and Timber Plantations :

This survey is undertaken annually by CSO's National Accounts because the Agriculture Statistics Unit has discontinued some relevant surveys

	Animals	Crops	Production Values	Stocks and inventories	Fisheries/ aquaculture	Horticulture	Organic	Forestry
Survey design	Basic	Basic	G	G	N/A	N/A	N/A	Basic
Questionnaire design	G	G	G	G				G
Sample design	G	G	G	G				G
Data collection	Poor	Poor	Poor	Poor				Poor
Data processing	G	G	G	G				G
Data analysis	G	G	G	G				G
Data production	Basic	Basic	Basic	Basic				Basic
Data Dissemination	Basic	Basic	Basic	Basic				Basic
Data Management	Reasonably maintained							

**6. Crop and Food Security Assessment Mission, by WFP:** This is a survey financed by the WFP, run by the CSO, taken “as conditions dictate”, basically “annually”

	Animals	Crops	Rain & Irrigation conditions	Stocks and inventories	Agricultural inputs and practices	Horticulture	Market conditions	Household Livelihoods
Survey design	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Questionnaire design	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Sample design	OK	OK	Poor	Poor	OK	OK	Poor	OK
Data collection	G	G	G	G	G	G	G	G
Data processing	G	G	G	G	G	G	G	G
Data analysis	VG	VG	VG	VG	VG	VG	VG	VG
Data production	OK	OK	OK	OK	OK	OK	OK	OK
Data Dissemination	OK	OK	OK	OK	OK	OK	OK	OK
Data Management	Not known at time of writing							

**7. Crop and Food Supply Assessment Mission:** This survey is an innovative approach used by WFP to determine growing

conditions in the vulnerable areas of the country. It uses “Transect Journeys by specially trained observers.

	Animals	Crops	Production Values	Stocks and inventories	Fisheries/aquaculture	Horticulture	Organic	Forestry
Survey design	G	G	N/A	N/A	N/A	N/A	N/A	N/A
Questionnaire	G	G	N/A	N/A	N/A	N/A	N/A	N/A



**8. Community and Household Surveillance:** This survey is undertaken by WFP on an ad-hoc basis, so far annually, in collaboration

with CSO.

	Animals	Crops	Production Values	Stocks and inventories	Fisheries/aquaculture	Horticulture	Organic	Forestry
Survey design	VG	VG	VG	VG	VG	VG	VG	VG
Questionnaire design	VG	VG	VG	VG	VG	VG	VG	VG
Sample design	OK	OK	OK	OK	OK	OK	OK	OK
Data collection	OK	OK	OK	OK	OK	OK	OK	OK
Data processing	VG	VG	VG	VG	VG	VG	VG	VG
Data analysis	VG	VG	VG	VG	VG	VG	VG	VG
Data production	OK	OK	OK	OK	OK	OK	OK	OK
Data Dissemination	VG	VG	VG	VG	VG	VG	VG	VG
Data Management	Not known at time of writing							

**9. Crop & rainfall reports:** This exhaustive survey collected through Extension officers by the National Early Warning Unit has not

been collected for 2 years because of staff change. It is hope that it will start again soon.

	Animals	Crops	Expected Production Values	Rainfall & Ecological zone	Adverse effects	Input use: Fertilizer, seed, other
Survey design	N/A	G	Rough	Approximate	Opinion	N/A
Questionnaire design	N/A	G	G	G	G	G
Sample design	N/A	Poor	Poor	Poor	Poor	Poor
Data collection	N/A	Bad	Bad	Bad	Bad	Bad
Data processing	N/A	N/A	N/A	N/A	N/A	N/A
Data analysis	N/A	N/A	N/A	N/A	N/A	N/A
Data production	N/A	N/A	N/A	N/A	N/A	N/A
Data Dissemination	N/A	N/A	N/A	N/A	N/A	N/A
Data Management	No data Management					



**ANNEX VIII: “Gap analysis” and “Indicators required”**

**Gap Analysis Matrix for Ag surveys in Swaziland (partial)**

<b><u>Stakeholder</u></b>	<b><u>Representative interviewed</u></b>	<b><u>Ag data they publish</u></b>	<b><u>Data source</u></b>	<b><u>Gap / Duplication</u></b>
Agriculture Statistics Unit at CSO	Choice Gimindza and staff	Not published for a few years	Swaziland Agriculture Survey; Individual Tenure Farms Survey; Census of Timber Plantations; Roundwood processing;	
National Accounts Unit at CSO	Thembiskosi Shabalala and staff	National Accounts including Agriculture and forestry industries	Census of Agricultural Enterprises and Timber Plantations	<b>Employment, Sales/export of Ag products, Farm Capital; Expenditures;</b>
Central Bank	Armstrong Dlamini, Bheki S. Bhembe Research Department	Quarterly: Loans & advances Value of exports: Sugar, woodpulp, citrus fruits, canned fruit, cottonseed & linters, meat, other	CB own records, Customs, special ad-hoc surveys	collects annual survey data from companies in conjunction with Economic Planning (see <b>citrus survey questionnaire</b> )
Min. Agriculture and cooperatives, Forestry	Ms. Futhi Magagula			Qualified forestry officers; Production & utilization of timber, Indigenous forest (use of firewood, artisanal carving, Non-timber forest products: medicinal plants, indigenous fruits,
World Food Program	Martha Motsa	Swaziland Fact Sheet: Food consumption, Livelihood	Community HH surveillance; Crop Food	<b>Demographic characteristics of farm population; Areas for Major crops;</b>

		sources and expenditures, Vulnerability, Nutrition, Asset wealth and consumption	Security Assessment Mission; Crop and Food Supply Assessment Mission	
National Early Warning Unit	Vakele Gama	Not published for 2 years: Crop condition, expected production, rainfall by ecological zone	Crop & rainfall reports	

**ANNEX IX: Workshop Invitation** (*please see a separate Word Document entitled “Workshop Invitation final”*)

Friday, February-13-09

Dear Sir /Madam:

We are honoured to invite you to participate in our “Workshop to discuss our Strategy for Agricultural Statistics”, **starting at 9:30 sharp, on Thursday February 19, at the Mountain Inn, Princess Ave in Mbabane.** The workshop will be facilitated by **Mr. Antoine Terjanian**, a Canadian Expert and Statistical Consultant for the World Bank.

**The program is as follows:**

**9:30** Welcoming the participants by Mrs. I Hlophë, Director CSO

**9:35** Introductions by each participant about themselves explaining their involvement and interest as users and/or producers of agricultural statistics.

**9:50** Opening remarks by Mr. Choice Ginindza, Head Agriculture Statistics Unit (CSO) on the importance of the Strategy for Agricultural Statistics and introduction of the facilitator: Mr. Antoine Terjanian,

**10:00** Presentation by Mr. Terjanian of the concepts of strategic planning and development, and of the discussion procedures for this workshop.

**10:15** Tea and cake break, informal discussions

**10:45** Presentation by Mr. Terjanian of his observations on the “Problems And Opportunities Facing Agricultural Statistics In Swaziland”, followed by a question and answer period.

**11:30** Presentation by Mr. Terjanian of the “Preliminary Elements of a Strategy for the Sustainable Development of Agricultural Statistics in Swaziland”, followed by a question and answer period

**12:30** Summary of discussions and recommendations by Mr. Ginindza, and closure of the workshop by GDDS Co-ordinator Ms. K. Mabuza.

**13:00** Buffet lunch and informal discussions

**We are looking forward for your participation.**

**Y ours faithfully**

**I. S. Hlophe**  
**Director of Statistics**

***RSVP by Tuesday Feb 17 to S. Tsela Phone: 6044568***

## **ANNEX X: SWOT ice-breaking questions used during the Workshop**

### **In what sector is your Organisation mainly engaged?**

Not-for-profit

Government decision making

Statistics production

### **How would you rate medium-term prospects of your Organisation relative to your sector?**

Should achieve exceptional growth which is well ahead of expectations for the sector

Should achieve growth which is moderately ahead of expectations for the sector

Should develop in line with the sector

Likely to under perform against the sector

Very poor prospects/ potential

### **How would you rate your Organisation's financial condition?**

Has surplus funds

Has reasonable cash flows and/or could make strong case for more finance

Cash flow is tight but chances of raising additional finance are reasonable

Struggling to maintain positive cash flow and prospects of getting additional finance are poor

Financial condition is critical/ terminal

### **How would you characterize your management team relative to your Organisation's size/ potential?**

Exceptional experience, expertise and depth

Bit stretched but adequate coverage

Just about coping with some gaps

Weak with some serious short falls

Very poor and inadequate

How would you rate your product/service offerings in terms of price, quality, features and benefits?

Very superior to most competitors

Superior to some competitors

In line with the competition

Inferior to some competitors

Very inferior to most competitors

### **How strong/effective is the marketing and PR function/ thinking within your Organisation?**

Marketing/PR plays a leading role in the Organisation's overall development

Marketing/PR is an important part of the data dissemination and respondent relations functions

Marketing/PR is weak and has very limited role/ influence

Marketing/PR function does not really exist

**How would you describe the efficiency/ cost competitiveness of your Organisation's operations?**

- Better than most competitors
- Better than some competitors
- In line with competition
- Worse than some competitors
- Worse than most competitors

**For the current year, how beneficial is your Organisation in terms of the “benefits you provide” expressed as a percentage of capital employed (or total assets)?**

- Very beneficial (e.g. annual return above 25%)
- Moderately beneficial (e.g. annual return in range 10% - 25%)
- Limited beneficialability (e.g. annual return below 10%)
- Break even
- Loss making
- Not-for-profit organization

**ANNEX XI: PowerPoint presentation to User-Stakeholder Strategy Workshop**  
*(please see a separate ppt file entitled “User-Stakeholder Strategy Workshop”)*

**ANNEX XII: Study of response rate increase after telephone follow-up** (*please see a separate Excel file entitled “Response rate increase after SNA follow-up”*)

## **ANNEX XIII: Terms of Reference for Mission 3.**

### **Terms of Reference for GDDS-Agriculture-Swaziland Mission 3**

#### ***Introduction***

Missions 1 and 2 reviewed questionnaire design and data capture. Subsequent to this combined mission, the Central Statistics Office of Swaziland has requested that the mission 3 focus on the establishment of a strategic plan for Agriculture Statistics. This work is to build on the broader National Strategy for the Development of Statistics (NSDS) that was recently developed for the agency.

#### ***Terms of Reference***

The objective of the mission is to help the Central Statistics Office of Swaziland develop a strategic plan for its agriculture statistics. While a 2 week mission may seem to be inadequate to create a complete strategic plan, it should be sufficient to work out an overall plan even if it has to be carried after the consultant has completed his mission.

A strategic plan is a series of well defined priorities with proper motivation. In the case of agricultural statistics we are look three surveys that are being carried out.

1. Annual agricultural survey; this is a Household survey of 2000 households from a frame of 95.000 households. It deals with subsistence activities.
2. Individual Tenure Farms (Firms) Survey. That includes about 1014 holdings and does not seem to be based on a register that is maintained by the CSO (or Agricultural ministry?)
3. The Timber Statistics Survey. The main respondents are not replying.

The main problems are here to have reliable outcomes (sampling and estimation), and to deal with the non response. The strategy should first of all deal with the major problems in those existing surveys. For this reason these surveys and their problems need to be well described in a systematic way, all relevant problems need to be identified for each survey, and solutions formulated.

Next: tables of outputs need to be defined and constructed to show which important data needs presently can be addressed with available information and which data gaps remain to be filled. This can be dealing with agricultural information, or information about agricultural units that are relevant. For each of the areas with major gaps, approaches to filling them should be formulated.

The outcomes of the gap analysis will be the development of a plan to:

- Define a minimum set of indicators or statistics that need to be published.
- Describe how the agricultural statistics are linked to the national accounts, and identify areas which those links are missing.
- Identify underfunded areas in the field of agriculture statistics
- Identify the main technical shortcomings in the system and suggest remedies

The consultant is expected to complete **the following tasks; Actions:**

Preparation:

1. Carry out background research on the agriculture sector of Swaziland in preparation for the mission. It is assumed that the expert is already well informed.
2. Correspond beforehand and after arrival, meet with the senior staff of the Central Statistics Office in order to set up the program for the two week mission.

Main tasks during the mission: (see above).

3. Write down the structure of the production processes of the three mentioned surveys, in a systematic way, all relevant problems need to be identified for each survey, and solutions formulated.
4. In conjunction with the staff, develop a plan which includes the following:
  - A definition of a minimum set of indicators or statistics that need to be published.
  - A description of how the agricultural statistics are linked to the national accounts, and the identification of missing information.
  - An Indication of the extent to which funds are insufficient to meet the priority needs.
  - A description of the main technical and institutional shortcomings in the system, and recommendations for improvement.

Half day closing workshop for stakeholders and staff:

5. To finish the mission: Prepare and lead a seminar/workshop of half a day, involving appropriate CSO senior staff. The workshop will review and illustrate the problems faced by the Agricultural statistics unit. For example
  - a. Low response rates and respondent relation issues,
  - b. User relations, What users need and information gaps
  - c. Lack of resources, etc Rough estimation about what it takes to change.

The workshop will discuss options to better calibrate the use and deployment of resources within the Ag-Stat unit and its collaboration with other divisions. The workshop will also discuss the possible trade-offs

between user needs and available resources. This is about priority setting. The workshop will be at the end of the visit.

6. In preparation of the workshop: Work with the staff of the Central Statistics Office to identify the major stakeholders for agriculture statistics. These should be known.
7. Brain storm with the staff as to the major issues that these stakeholders are likely to be concerned about.
8. Participate with a few staff members in interviews with at least 4 of the key stakeholders. This should take not more than one day.
9. Analyze the results from these interviews and create a draft analytic framework outlining options and trade-offs.
10. Create the outline of a strategic plan that will address the problems faced by the Ag-Stats Unit.
11. In the final workshop to CSO and Ag-Stats Unit senior staff, present:
  - the descriptions of the three surveys with their main problems and solutions.
  - Analysis of what is missing and remains to be done.

Deliverables:

- Mission report that includes:
- Description of the three main surveys and their problems.
- The gap analysis and the plan for addressing the gaps
- The presentations for the half day closing workshop.

***Schedule and Effort Required***

The consultant will be contracted for 14 days to complete this work. This will include the preparation time, 10 days in the country and prepare of a mission report. For preparation and report writing there are 4 days. It is advised to use time of being in the country for making notes and the presentations for the workshop.

The mission will be carried out in February/March 2009. The final report is to be prepared by the end of March, 2009. (The normal timing for mission reports of 2 weeks is amended in this case in light of the fact that the mission to Ghana will immediately follow this one.)

**ANNEX XIV: Typical list of activities/surveys undertaken by the CSO's Agricultural Statistics Unit over the course of one year** (*please see a separate Word Document entitled "Agric One Year Plan 2006-7"*)

**ANNEX XV: Questionnaires for agriculture surveys undertaken by other Stakeholders in Swaziland** (please see separate Word Documents and Excel files entitled: “209-Machinery-2008” and “209-Pesticides-2008” and “CFSAM Questionnaire” and “Citrus2 questionnaire” and “WFP CHS questionnaire”)

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