

# SPARS

STRATEGIC PLANS FOR AGRICULTURAL AND RURAL STATISTICS



**GUIDELINES**

# **SPARS**

STRATEGIC PLANS FOR  
AGRICULTURAL AND RURAL  
STATISTICS

**June 2014**

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# Acronyms

AfDB	Africa Development Bank
BMGF	Bill and Melinda Gates Foundation
CAADP	Comprehensive African Agriculture Development Program
CAQ	Country Assessment Questionnaire
DQAF	Data Quality Assessment Framework
DFID	Department for International Development (UK)
GDP	Gross Domestic Product
GNP	Gross National product
GSBMP	Generic Statistical Business Process Model
IdCA	In-depth Country Assessment
ICT	Information and Communication Technology
IMF	International Monetary Fund
INE	National Statistical Institute
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MfDR	Managing for Development Results
MINAG	Ministry of Agriculture
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
NASS	National Agricultural Statistical System
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
NSO	National Statistical Office
PEDSA	Strategic Development Plan for the Agriculture Sector
RECs	Regional Economic Communities
SCA	Steering Committee on Agricultural Statistics
SPARS	Strategic Plan for Agriculture and Rural Statistics
SRF	Statistics for Results Facility
S-TWA	Sub-sectoral Technical Working Committee
SWOT	Strengths, Weaknesses, Opportunities, Threats
TFSCB	Trust Fund for Statistical Capacity Building (World Bank)
TWA	Technical Working Group on Agricultural Statistics
UNSC	United Nations Statistical Commission
WB	World Bank

# Preface

The development of these guidelines falls under the framework of the Global Strategy to Improve Agricultural and Rural Statistics. The Global Strategy provides the framework essential to meet the current and emerging data requirements and the demands of policy makers and other data users. Its goal is to contribute to greater food security, reduced food price volatility, higher incomes and greater well-being for rural populations through evidence-based policies. The Global Action Plan of the Global Strategy is centered on 3 pillars: (1) establishing a minimum set of core data; (2) integrating agriculture in the National Statistical System (NSS); and (3) fostering sustainability of the statistical system through governance and statistical capacity building.

The second pillar (i.e. integrating agriculture in the NSS) recommends that countries design and implement Strategic Plans for Agricultural and Rural Statistics (SPARS) in the framework of the National Strategies to Develop Statistics (NSDS) to support the integration of agriculture into NSSs.

These guidelines are the result of a comprehensive effort to develop a standard methodology to design strategic plans for agricultural and rural statistics in line with the NSDS methodology developed by PARIS21. The guidelines present a set of operational tools, methods and good practices that have been developed through a long process, taking advantage of country experiences and existing material on statistics strategic planning developed over the last 10 years. Countries will be expected to use the SPARS as a platform for long-term sustainable development of agricultural and rural statistics, as a coordination platform for producers and data users and as a means to address immediate needs and direct priority assistance. The guidelines will be regularly updated thanks to the feedback and experiences of the countries that are implementing the SPARS.

# Acknowledgments

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Valuable inputs and comments were provided at different stages by the following contributors: Gérard Chenais, Vincent Ngendakumana, Allan Nicholls and Anna Sarotte. A long list of documents, available under the knowledge base of PARIS21, was used as a basis for the preparation of these guidelines<sup>1</sup>.

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<sup>1</sup> All documents can be found at: <http://www.paris21.org/Knowledge-Base>

# Objectives

Specific reasons have led to the development of SPARS guidelines. Some of these reasons are:

- evidence that the agricultural sector had not been sufficiently mainstreamed into the first round NSDSs nor mainstreamed at all, as opposed to the need to raise the profile of agricultural statistics;
- the recognition of the importance of SPARS as part of one of the three pillars of the Global Strategy to improve Agricultural and Rural Statistics;
- the need to address issues specific to the SPARS process because of the extreme complexity of the agricultural and rural statistical systems, which include a great number of sub-sectors and stakeholders, which produce, compile and use agricultural statistics;
- the need to propose a simplified approach compared with the NSDS approach, tailored to the needs of the agricultural sector and focused on the practical processes aimed at designing the strategy in an efficient and rapid manner.

The SPARS guidelines' scope is to provide a coherent and logical structure for countries that are going to design and implement SPARS, to integrate them effectively into the NSDSs and into the National Development Plans. They aim to provide countries with specific guidance as they implement their respective statistical plans. Furthermore, the guidelines will serve as a reference document for developing countries that are implementing the Global Strategy, as they provide a comprehensive set of recommendations and procedures aligned to the NSDS guidelines developed by PARIS21.

In particular, these guidelines are designed to support staff in the sector in mainstreaming agricultural statistical systems into the National Statistical Systems (NSSs) and can be systematically used without further reference to other documents. Another purpose of these guidelines is to assist countries in which the NSDS process has not been developed or implemented yet, in formulating SPARS as a temporary response prior to the development of the NSDSs.

# Background

Agriculture plays a critical role in food and nutrition security, increasing incomes and employment and providing environmental services for most populations in developing countries. Enhancing agriculture's impact in these areas requires additional and improved investments in the sector, particularly in view of the world's food price spikes over the last years, the ongoing medium-term price uncertainty, and the already detectable crop yield losses due to global warming. This awareness has led to a renewed commitment of the international community regarding agriculture as an engine for economic transformation in developing countries and as a development tool for achieving the Millennium Development Goals (MDGs).

## **BOX 1** **Contribution of agriculture to the GDP**

To date, Agriculture contributes substantially to the Gross Domestic Product (GDP) in most developing countries and remains a major source of national income and foreign exchange earnings. It accounts for about a third of the overall economic growth in agriculture-based developing countries. According to the World Bank Group Agriculture Action Plan (2013), countries that are on track to reach the MDGs had faster overall per capita GDP growth between 1990–2009. While 14 out of 49 developing countries with available data had real agricultural GDP growth rates over 5 percent in 2010, only 10 of these countries managed to sustain this level of growth (5 percent annual growth over five years). Indeed, estimates show that a 1 percent increase in crop yields could reduce poverty by 0.72 percent in Africa, by 0.48 percent in both South and East Asia and by 0.1 percent in Latin America.

It has been argued that economic growth and poverty reduction can be achieved if agricultural development is well-managed in developing countries. The structure of the workforce in these countries is predominantly engaged in the agricultural sector for their livelihood.

## **BOX 2** **Engagement of workforce in agriculture in developing countries**

In the Sub-Saharan African countries 89 percent of the rural population is employed in the agriculture sector. For example, in Mozambique, agriculture is a major source of livelihood for the majority of the population (i.e. 80 percent of households are involved in the sector); it contributes to up to 22 percent of the Gross National Product (GNP) and it constitutes a major source of revenue and foreign currency earnings for the country. In Laos PDR, approximately 75 percent of the population lives in the rural areas. They are mainly engaged in agriculture and related activities. The labour force and employment statistics (2005) indicated that agriculture was the largest source of employment in Lao PDR, including about 80 percent of the workforce.

The importance of the agriculture sector requires that planning, management and monitoring be evidence-based. As a consequence, this calls for quality statistical information and comprehensive data/statistics to be generated and made available. The agriculture sector has faced a decline in the quantity and quality of statistical data since the early 1980s, mainly as a consequence of the lack of integration of agricultural statistics into the National Statistical Systems (NSS). This has principally been an issue in decentralized statistical systems where agricultural data are produced by line ministries without regard to the National Statistical Office (NSO). In a number of countries, statistical data within the agriculture sector is split amongst several Ministries, such as Fisheries, Livestock, Forestry, Land and Water. As well as increasing coordination difficulties within the sector, and between the sector and the NSO, this practice has often resulted into duplication of statistics and lack of harmonized data for decision makers.

The changing face of the agriculture sector in the 21st century has affected the quality of statistics produced in developing countries. This has been attributed to political and economic issues related to the sector, and underdeveloped production systems which have constrained institutional and policy reforms that would potentially improve agricultural productivity and make growth a more inclusive process.

Agricultural statistics in developing countries are characterized by the proliferation of uncoordinated agricultural and rural statistics' producers from the public and private sector. The capacity to develop collaborative linkages has been penalized by poor or lacking governance systems. Furthermore, the limited understanding, awareness and acknowledgement of existing national development policies and international initiatives are seldom taken into account by respective data producers, including the MoAs. Consequently, key decision-makers in developing countries approve and implement agricultural policies that are limited in scope and that focus more on economic aspects. In addition to this, developmental issues on poverty monitoring and enabling the environment for the production of agricultural statistics are not prioritized as they should. In this respect, there has been strong resistance, poor coordination within the system, insufficient and unsustainable financial resources and ultimately, questionable quality and quantity of agricultural and rural statistics in a number of national agricultural systems. Agricultural statistical systems face countless challenges, as illustrated below.

### **BOX 3**

#### **Main challenges of national agricultural statistical systems**

- uncertain and inadequate financial resources;
- limitedly skilled and demotivated human resources for developing agricultural statistics;
- weak institutional and organizational processes;
- weak and underdeveloped methodological processes;
- inadequate IT and statistical infrastructure for collecting and analysing agricultural statistics;
- inappropriate alignment of the statistical offer to demand (national policies and international requirements);
- lack of adequate capacities to analyse data from a policy perspective;
- limited access to existing agriculture data for users;
- lack of metadata on agricultural statistics or quality indications.

Generally speaking, the totality or most of the challenges listed above have constrained the prioritization, regularity, timeliness, scope, completeness and comprehensiveness of agricultural activities and outputs. These challenges also caused a duplication of statistical activities, which has resulted into the production of multiple statistics without an agreement on final figures, occasional collection of data, and absence of harmonized data for decision-makers. In several countries the development of national agricultural statistical systems with well-defined objectives and clear strategic directions did not turn out to be successful. Most agricultural statistical programmes remain dependent on the support of donors. Even in countries where a NSDS is in place, agricultural statistics are rarely included and in those cases where they are, coverage is very limited. The agricultural domains represented were mainly production and prices. Other domains such as trade, marketing, resources, and consumption, or agricultural sub-sectors (forestry, fisheries), are not sufficiently accounted for.

### **Strengthening the Agriculture Sector statistics in developing countries**

The improvement of agricultural sector statistics in developing countries may be guided by the Global Strategy to improve agricultural and rural statistics through the development of **Strategic Plans for Agricultural and Rural Statistics (SPARS)**.

SPARS are recommended to guide sectoral implementation and pave the way for robust agricultural and rural statistics' production and use in developing countries. SPARS provide a basis for establishing policy strengths and priorities, and respective data needs, critical gaps, deficiencies, duplications and inconsistencies. They help define future short and long-term statistical programs and interventions in the sector and better inform policy design and decision-making of governments, private sector, civil society and the general public. SPARS are to be considered as a building block of the NSDSs; constituent parts of the SPARS, which combined together, build up the NSDSs. Spread across the vision, mission and strategic goals, they form a broad strategy for the NSS - the NSDS. The process and result of this blend enhances system coordination within and between statistical programmes and activities and supports increased sharing and comparability of statistical information.

Developing SPARS in the countries will in fact: aid in the resolution of coordination issues among different elements of the agricultural statistical system; serve as a framework for coordinating efforts between agricultural systems, subsystems and the NSO, as well as between governments and donors for financing agricultural and rural statistical activities; and enable the incorporation of the new dimensions advocated for by the Global Strategy to improve Agricultural and Rural Statistics.

#### **BOX 4**

##### **The Global Strategy to Improve Agricultural and Rural Statistics**

At International level, the *Global Strategy to improve Agricultural and Rural Statistics* was endorsed in February 2010, by the United Nations Statistical Commission (UNSC) and is currently being implemented by various countries. The purpose of the Global Strategy is to provide a framework and methodology that will improve the quality and availability of national and international food and agricultural statistics to guide policy analysis and decision making.

The Global Strategy is based on three pillars, namely: (i) the establishment of a minimum set of core data that countries will provide to meet the current and emerging demands; (ii) the integration of agriculture into their National Statistical Systems (NSSs) in order to meet the needs of data policy makers and other data users and to ensure data comparability across countries and over time; and (iii) helping countries to enhance the sustainability of the National Agricultural Statistical System through governance and statistical capacity building.

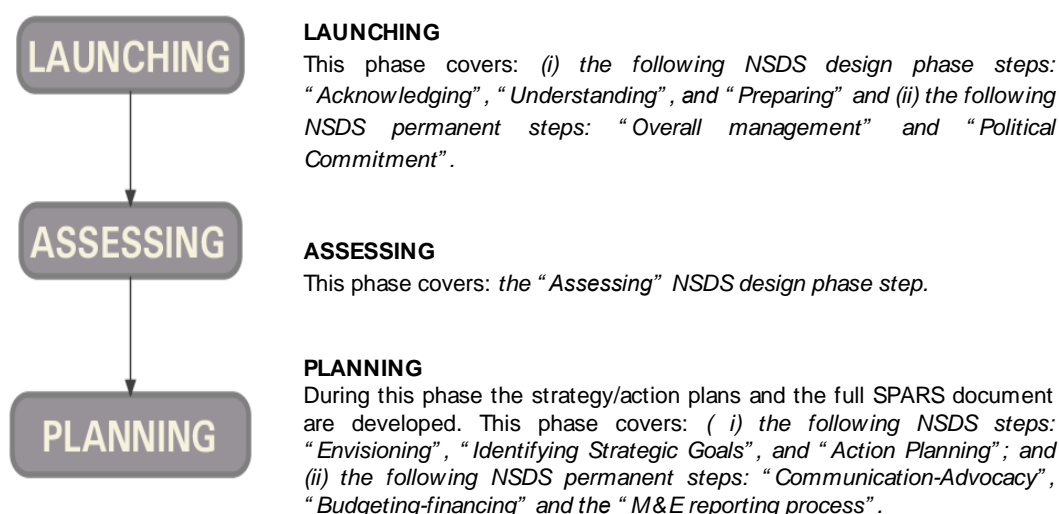
The integration of agriculture into the NSS is a key component of the Global Strategy. The strategy recognizes that the first step for improving agricultural statistics is the incorporation of SPARS in the NSS, starting with their integration in the National Strategy for the Development of Statistics (NSDS).

# 1

## The SPARS design process

The Global Strategy to Improve Agricultural and Rural Statistics recognizes that the first step for improving agricultural statistics is the inclusion of agriculture in the NSS and its integration in the NSDS. This integration process needs to undergo a sequence of critical steps, which will lead to the design of the SPARS. These steps include three phases: (i) the **LAUNCHING phase**, which will provide a roadmap endorsed by national authorities; (ii) the **ASSESSING phase** which will include an In-depth Country Assessment of the existing agricultural statistical system; (iii) the **PLANNING phase** which will lead to developing a mission statement, a vision, priority strategic objectives and a costed action plan including a communication-advocacy plan, a financing plan and a Monitoring and Evaluation (M&E) framework. This phase will be followed by the actual implementation of the strategic plan.

The design and implementation phase of the SPARS will involve some general processes, called “permanent processes” in the NSDS guidelines, which are crucial for the success of the preparation and implementation of the SPARS. These processes cover: “overall management”, “advocacy”, “political commitment”, “budgeting-financing” and the process of “monitoring-reviewing-evaluating and reporting”. While these processes are continuous, the approach proposed by the SPARS is slightly different as these processes will be addressed in the description of activities included in the initial design phase and will be further illustrated in the specific chapter dedicated to the implementation phase. The sequenced steps for designing the SPARS include the following phases:

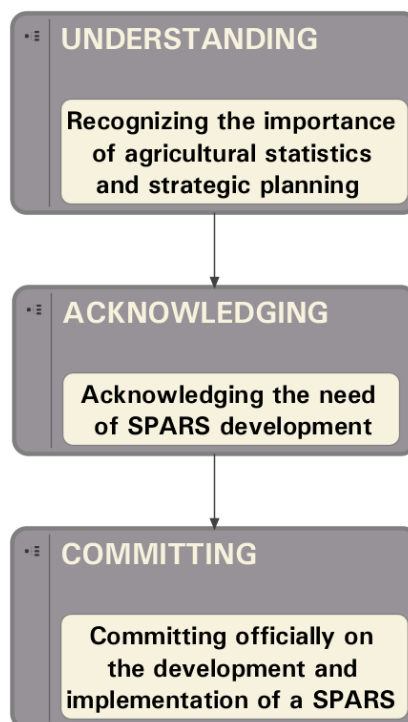


# 1.1 Launching

Before starting with the assessment of the agricultural statistical system's status and the design of the strategic plan, there is an important **preparation phase**, which can be split into two main stages: a first stage, where the national authorities need to understand and acknowledge the importance of a strategic planning approach for the development of the agricultural statistical systems in response to the national demand and to match international requirements; and a second stage, which includes building a constituency, putting in place a design team and developing a roadmap.

## 1.1.1 Understanding, Acknowledging, Committing

This is an essential and important stage where national authorities acknowledge the importance of a strategic approach for developing the agricultural statistical system and committing to its proper development.



## What needs to be understood and acknowledged?

Before launching the whole process, the prerequisites are that the **main national stakeholders**:

- 1) Recognize that **agricultural statistics are essential for development** and that the existing system in the countries is sometimes fragile and does not always fully meet the demand.

It is necessary for the national stakeholders to demonstrate the importance of statistics to the economy of the country, in particular, the input of agriculture to GDP, food security and livelihood in most rural households. Agriculture is a major source of livelihood for 75 percent of the population in most developing countries and this fact has been globally noted. The Global Strategy highlights that agriculture contributes to development as an economic activity, as a source of livelihood and as a provider of environmental services – roles that were spelt out in substantial detail in the World Development Report (World Bank 2008a).

### BOX 5

#### Contribution of agriculture as an economic activity and a source of livelihood

In **Mozambique**, 80 percent of households are involved in the agriculture sector, which contributes to up to 22 percent of the Gross National Product (GNP) and constitutes a major source of revenue and foreign currency earnings for the country.

In **Peru**, agriculture accounts for about 10 percent of national GDP and 29 percent of its total population, estimated at 29 million across the country, live in rural areas and depend wholly or partly on agriculture for their survival. This is equivalent to around 2 million families among others.

In **Ethiopia**, the agriculture sector greatly influences its economic performance. About 11.7 million smallholder households account for approximately 95 percent of agricultural GDP and 85 percent of employment. Ethiopia has a comprehensive and consistent set of policies and strategies which reflect the importance of the agriculture sector in the nation's development aspirations. The key issues in its agricultural and rural development aspirations are to increase the productivity in smallholder agriculture given the high prevalence of rural poverty and the large productivity gap.

The recognition of the need for improving agricultural statistics should be initiated by the MoA, but should be driven by users' demand for high-quality agricultural statistics. For example, in Mozambique the strong demand and pressure on the sector to provide reliable and timely data to inform policies such as 'the presidential initiative of Green Revolution' prompted the need to produce a strategic plan for statistics. In countries such as Uganda, Mozambique, Tanzania, and the Philippines, the development of the agricultural sector is facilitated under the Statistical Act of the NSO.

- 2) Recognize that adopting a **strategic planning approach (i.e. SPARS)** is necessary to bring change.

All effective statistical departments need to plan and manage collectively their activities to deal with situations where the supply of statistics fails to meet demand, when improvements are necessary in critical areas and where critical weaknesses are identified, when resources are limited or when there is a need to raise the profile of statistics and to develop a sustained demand for statistical products and services.

Strategic planning in statistics is now common at national level in developing countries and the NSDS approach is now a benchmark worldwide. The SPARS approach is an adaptation of the NSDS approach in the agricultural and rural sector and provides the opportunity for stakeholders to assess the current status of statistics, review data needs, evaluate the degree of integration of the agriculture sector in the NSDS and develop a long-term and sustainable perspective addressing key constraints and demand. If managed appropriately, the SPARS process can provide a means to raise the profile of agricultural and rural statistics, build a constituency for the future and ensure that main priorities are agreed upon and shared by stakeholders. This is a complex and challenging process which should not be undertaken lightly. It is therefore important that stakeholders understand the 10 principles guiding the design and the implementation of the SPARS illustrated in Box 6 (see details in Annex **PREP 1**):

#### **BOX 6**

##### **The 10 essentials of the SPARS design**

1. Backed by political support, nationally led and owned;
2. Designed through a sound methodological approach, including M&E mechanisms;
3. Mainstreamed into the NSDS national process (if any);
4. Covering the whole agricultural and rural sector;
5. Policy and results based on quality fit for purpose;
6. Taking into account what is in place and international commitments;
7. Drawing on international statistical standards;
8. Setting out an integrated and realistic statistical capacity building programme;
9. Funded by governments for its implementation;
10. Serving as a coherence framework for external assistance.

Countries may consider adopting the complete list of essentials as a checklist for evaluating the quality of the design process they have undertaken (see ACTION PLANNING, How to do it in practice, Step 10).

## High-level commitment

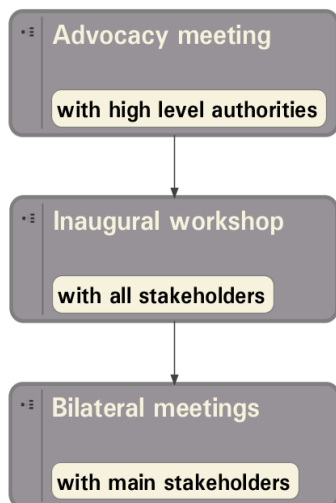
High-level political commitment is needed, not only for launching the SPARS process or increasing funding, but also for extending the use of statistical information to policy and decision-making. Leadership at political level will be required throughout the design phase and also at a later stage, during the implementation. Furthermore, it will be necessary to ensure that all major decisions are endorsed at the same level. In order for the SPARS to be backed by political support and to be nationally led and owned, there is a need for long-lasting high-level commitment, which should be normally obtained through the existing NSDS process. Nevertheless, official commitment to embark on the specific design of SPARS is still needed and it is important that the highest authorities of the Ministry of Agriculture champion the process. It is recommended that all major decisions be approved at high political level and that a genuinely nationally led, nationally owned, and inclusive participatory process be undertaken. Official commitment must be maintained throughout the entire process and beyond. Ideally commitment should be renewed (e.g. via public statements) and consolidated by involving the highest authorities to approve the main decisions/reports at the various stages, particularly during the assessment and the final action plans.

## How to do it in practice?

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There are a great number of opportunities for publicly acknowledging the importance of agricultural and rural statistics for development and the need to bring change and improve the existing statistical system. This can be done, for example, during an international or national event, a roundtable, in the framework of the implementation of the Global Strategy, or through an exchange of letters between the national authorities and one or more development partners. Once the **official commitment** from national authorities is secured, immediate action may be taken to illustrate the SPARS approach to the stakeholders and engage in the process. This commitment is important as it reflects the willingness of countries to use agricultural statistics for policy and decision-making and adds credibility to the SPARS process in the eyes of the stakeholders. In order for an official decision to be made, some preparatory **advocacy work** is necessary. For example, a **meeting** may be organised by the MoA or by other high-level authorities of the NSS and the government must reiterate the importance of having an agricultural statistical system that matches the national data requirements. This could result in the preparation of a document to be used as basis for the decision that needs to be endorsed.

Countries may consider organizing **an inaugural workshop (e.g. 1/2 day or one day workshop)** with the main stakeholders of the agricultural statistical system in order to allow them to get a good understanding of the changes that the SPARS process will bring to the structure of the agricultural statistical system over the following years and the potential benefits and roles they could have in this process. Furthermore, development partners could be invited to participate in this inaugural workshop. To raise the profile of the workshop, it should be opened by the Minister for Agriculture or by his delegated senior officer in the government. The coordinator of the SPARS or the public relations' officer in charge of drafting the Minister's remarks/speech should emphasize the value of agricultural statistics and how the various user categories will benefit. Should an international agency with experience in the NSDS or SPARS process be present, special remarks could be made to re-emphasize the international perspective



and expectations, as well as the willingness to support agriculture statistics' development within the NSDS framework. The MoA should present and demonstrate how agricultural statistical data and information can be employed for decision-making at sectoral level by providing examples of how policy-makers can use available data from a range of sources (i.e. census, survey and administrative sources) to improve policy and day-to-day management. In addition, to improve understanding about the SPARS, it will be necessary to illustrate to stakeholders: their broad strategic directions such as long-term perspectives (10 years and above), medium-term (3 years), and short-term (less than 3 years); the design process; the coordination mechanisms and stakeholders' potential in the process.

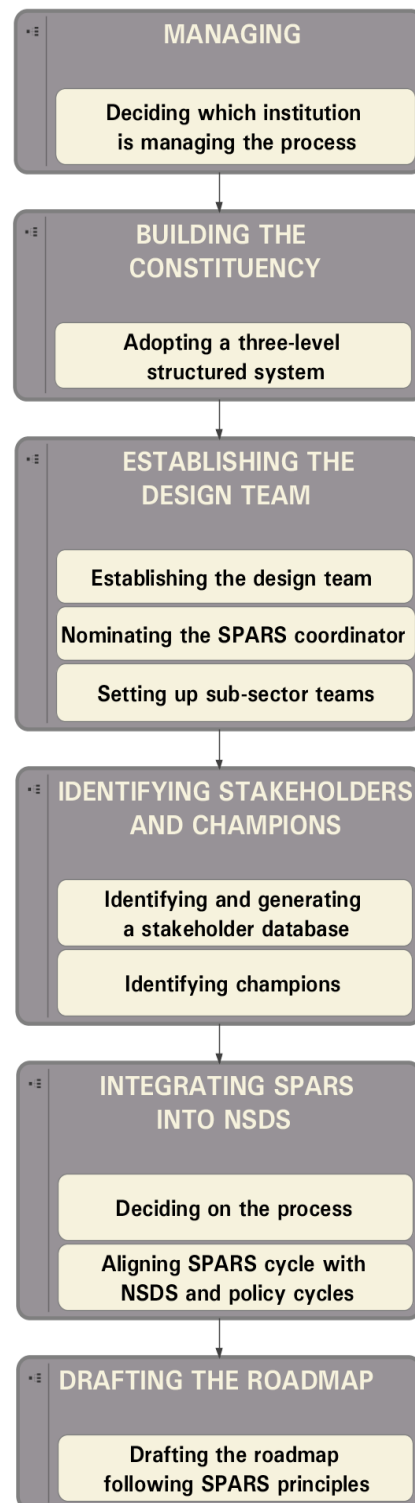
Countries may also organize **bilateral meetings** with key stakeholders and development partners before or after the inaugural workshop. These meetings should however be organized before drafting and presenting the roadmap (see next chapter).

## 1.1.2 The Preparing phase

Prior to the launch of the SPARS design process, it is crucial for the lead agency to ensure that the process includes systematic and logical implementation activities. Hence, as part of preparation activities it will be necessary to establish administrative structures at operational level; identify key individuals to engage with throughout the process; and design communication and documentation mechanisms. This requires an effective management of the process, which translates into the identification of teams in charge of designing the strategy and assigning roles and responsibilities.

The preparatory work should be carried out by the one of the main institutions of the agriculture sector. However, the involvement of the NSO is necessary for the purpose of ensuring integration in terms of administration at this level, and for establishing flexible structures that will facilitate decision-making and communication flow. Where an existing NSDS is in place, the sector plan could be developed under an agricultural statistics working group or sub-group. In this case, the plan would need to be approved through the process established for the NSDS. Under all circumstances, the organisational structure, particularly at the level of the team in charge of designing the strategy, should include all sub-sectors and agencies responsible for agricultural statistics, not only the MoA.

This is a critical step in the overall design process as it involves: (i) decisions on the overall management of the SPARS; (ii) building a constituency; (iii) establishing a team responsible for the design; (iv) identifying and engaging stakeholders; (v) explaining how the SPARS will be integrated in the NSDS process and (vi) developing a roadmap as a guiding document for the full design of the SPARS.



## Managing the overall process

The overall organization of the work should depend on the administrative setup of the country, the degree of integration of the SPARS process in the NSDS process, and the existing arrangements in terms of management of the NSS and of the agricultural statistical system.

The identification of the **agency in charge of the overall management of the SPARS design process** is essential, and it is important to assign appropriate roles within the agricultural statistical system in first place.

### BOX 7

#### Responsibilities in the field of agricultural statistics

In a great number of countries, the agricultural statistics system is decentralized, and the MoA is responsible for producing agricultural and rural statistics. It collects data through surveys and administrative records on crops, livestock, poultry and fisheries. However, the structure of the agricultural sector is complex and could include agencies that may not be covered by the mandate of the MoA (i.e. Water, Environment, Fisheries and Forestry). In this respect, the scope of the SPARS should be extended to the relevant sub-sectors of the agriculture sector in the country. This should help embrace and give sufficient attention to all the relevant sub-sectors, not just to those necessary for production and economic growth.

On the other hand, the NSO is often responsible for nationwide censuses and surveys on agriculture, fisheries, and livestock. The censuses yield agricultural statistics classified by use, size, type and tenure of holder, cultivated area by crop planted, farm operators, and farm inputs. Most of these statistics are basic inputs to the System of National Accounts for which the NSO is responsible. Indeed, in many countries, the NSO has legal responsibility, under the Statistics Act, for the coordination of the NSS, under which, sectors such as agriculture, health, education, gender and energy fall. Besides, the NSO is the executing agency for the NSDS.

Because a wide range of agencies involved in the agricultural sub-sectors play a vital role in the production of agricultural statistics, as a first step towards integrating the SPARS into the NSDS, a decision should be made on **which agency would coordinate the SPARS design and integration process**. Coordination in this context refers to the process of bringing together representatives from different sub-sectors, experts, working groups, departments and development partners to perform a number of different activities to achieve the objectives of the SPARS. If well handled, co-ordination leads to unity of action, encourages team spirit, gives proper unified direction to the sector and motivates the players.

In most countries, the MoA is mandated to oversee and guide agricultural development in the countries. Indeed, some countries are guided by long-term strategic plans and investment plans for agriculture. For example, Mozambique is in the process of implementing a 10 year (2011-2020) Comprehensive African Agriculture Development Program (CAADP) and a Strategic Development Plan for the Agriculture Sector (PEDSA). Similarly, Uganda, Kenya, Ghana, Gambia, and Laos among others, have developed strategic plans and investment plans. Stakeholders will need to understand that the SPARS' goal is to foster statistical capacity in order to generate quality statistics to support national and international development initiatives.

In this respect, the **Ministry responsible for the coordination of SPARS is in principle the Ministry of Agriculture (MoA)**. Being the first institution involved in the process, the MoA should engage the sub-sectors at the earliest planning stage of the process to ensure ownership and buy-in. This will result in developing effective plans and implementing these plans successfully. Only if coordination efforts are made at an early stage will all management functions be performed successfully and the sector achieve its objectives easily and rapidly. The **NSO's role** will be to guide the process and highlight potential areas of integration in the design and statistical programmes related to agriculture. To achieve this, the MoA should engage the NSO at the conceptualisation stage of the SPARS process. This way, the SPARS will be anchored to the national statistical framework in those cases where it is in place. Should the NSDS not be in place yet, the NSO will be prompted to determine mechanisms for linking the SPARS with the NSDSs once they have been developed.

The design and implementation of the SPARS may require that a number of changes be made — changes in work ethic, mind-sets, organizational culture and structures, procedures etc. Understanding and managing these changes and adopting a positive attitude towards them will enhance the chances of a successful implementation of the strategy. Whilst planning change properly through a clear identification of areas to be improved and a realistic set of desired goals is important, it is not sufficient. **Managing change** is about managing people. It is about dealing with the scepticism of those to be affected by it. Throughout the whole process, and at all levels, managing change will have to be considered as an essential part of the SPARS. Beyond the political level and the necessary need for political commitment, the **SPARS process will require effective leadership and management**. It should be considered as a permanent responsibility of the MoA (generally, through the head of the statistical department) to internalise and champion the SPARS as a framework that will, if properly implemented, improve the entire agricultural statistical system and change the course of statistical development in the country.

## How to do it in practice?

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The respective roles of the NSO and the MoA in the process need to be clarified as soon as possible (see Roles and Responsibilities in Annex PREP2). It is crucial to indicate at a very early stage which institution will be in charge of the overall management of the process in the design and implementation phases of the SPARS.

## Building the constituency

Because the MoA alone cannot singly handle all the responsibilities and manage the process, specific **governance structures** should be established to support the process of integration. Through these structures and the Steering Committee for statistical coordination, the NSO should ensure that there is effective coordination, cooperation and collaboration among line agencies. Efforts should be made to build on existing structures, systems and resources. To this end, it is recommended to adopt a three-level structured system including:

- **A Steering Committee on Agricultural Statistics (SCA)**, which represents the process owner (in principle the government, in some cases the National Statistical Council, or the MoA) and includes relevant representatives of significant stakeholders. The SCA, as a new structure, should be chaired by a high-level government representative and should include representatives of the sub-sectors. The SCA can also be constituted by the existing sub-committee in charge of the agriculture sector in the National Council of Statistics or in the NSDS Inter-Agency Committee, and provides political or high-level government backing to the SPARS development process. Meetings of the SCA may take place on a quarterly basis. The Terms of Reference are provided in Annex (PREP3).
- **A Technical Working Committee on Agricultural Statistics (TWA)**, acting as Permanent Secretariat of the SCA. Strategic stakeholders and all sub-sectors should be represented as members. The TWA may be chaired by the MoA or a by a high-level representative of the NSO, or co-chaired by the two representatives of these institutions. Furthermore, it provides the platform to forge collaboration and co-operation among sub-sectors, and to direct the work carried out at agricultural level. Its job is facilitated when a **SPARS coordinator** leading the team responsible for the SPARS design and with sufficient seniority is appointed (see Establishing the Design Team). The employment of other consultants (national or international) may be envisaged for assisting in the tasks that need to be carried out by the TWA. Meetings could be held on a monthly basis.
- **Sub-Sectoral Technical Working Committees (S-TWA)** or Task-Forces may be created for developing sub-sectoral strategies in close co-ordination with the TWA and the SPARS coordinator. It is important to accurately organize the work of these committees and ensure the participation of interested and concerned stakeholders. It is recommended that national consultants assist each of the task forces, assess the state of each sub-sector vis-à-vis long-term and medium-term national development plans, design sub-sector action plans and prepare the committee's working papers.

The following division of roles was determined for the preparation of SPARS in Mozambique:

#### **BOX 8**

##### **Mozambique: Structure of governance of the SPARS (Master Plan)**

Apart from the INE (National Statistical Institute) and the MINAG (Ministry of Agriculture), a number of other government agencies and organizations have provided inputs and benefit from the SPARS design. Government administrators and policy-makers in Ministries of Finance, the Ministry of Development and Planning, the Bank of Mozambique, as well as a wide range of other Ministries, such as the Ministries of Fisheries, and Trade and Industry have also helped determine the priority data needs of the sector. Needs of the international community were also taken into account at this stage and the supervision and implementation of the Agriculture Master Plan were carried out by two committees:

- The Central Commission for the Master Plan, co-chaired by the Minister for Agriculture and the President of INE. This committee includes Directors from relevant Departments of INE and MINAG;
- The Technical Committee chaired by the National Coordinator of the Master Plan, which includes 10 members from different Departments of MINAG, INE, the Ministry of Fishery and the Ministry of Trade and Industry.

## **How to do it in practice?**

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Generally speaking, the initial steps for putting in place the institutional arrangements are taken under the responsibility of an existing co-ordination structure (i.e. the National Council of Statistics or the NSDS Inter-Agency Committee) as the process is facilitated thanks to the fact that the main stakeholders are already represented. It is recommended to put the structure in place as soon as possible in order for the design process of the strategy to commence immediately after the endorsement of the roadmap. It is also important to assign precise roles and responsibilities to the various committees and establish their functioning modalities and planned reporting mechanisms. Attention must be given to the terms of reference of the SPARS coordinator and the national and international consultants (see Establishing the design team).

## Establishing the design team

The **design team of the SPARS** is responsible for guiding the SPARS process. Members should be carefully selected, ensuring their commitment to the process and their willingness to devote significant time to the planning effort. The preparation team scouts existing work and initiatives in the country prior to involvement or sharing with management and other key stakeholders. The preparation/design team is central to the design and oversight of the SPARS. This team is in principle linked to the TWA Committee and is intended to be the main implementing body, which conducts the studies, writes the reports, develops proposals and drives the overall process. Ideally, internal resources from the main stakeholders should be employed and officers should allocate sufficient staff-time to the strategic planning process. To this end, it may be necessary to reduce regular workloads or responsibilities of officers who are expected to play a key role in developing the strategic plan.

A **SPARS coordinator** should be the head of the design team and focal point of the TWA, also representing the agricultural sector in the NSDS Inter-Agency Committee. The nominated officer should be a high-level manager able to influence the Agency's issues and decisions. Tasks attributed to the SPARS coordinator will additionally include the overall coordination of the "launching" stage; drafting, reviewing and approving work plans and activities for the formulation of the SPARS; organizing the technical work; coordinating national consultants' work; and liaising with international consultants. The Terms of Reference should also cover the timeframe of implementation of the SPARS. An example is provided in Annex **PREP4**.

The preparation/design committee must work with other officers to prepare for the SPARS design, especially if no consultant will be employed, and produce a report on the preparation activities. However, if a **consultant/s** is/are to be hired, the Terms of Reference must be drafted and discussed in advance, specifying clear tasks and deliverables for the given timeframe. When necessary, international consultants may be hired, providing that their task is limited to a facilitation role without depriving the process of national ownership. Terms of reference for an international consultant are provided in Annex **PREP5**.

The design of **sub-sector strategies** may be carried out by specific small sized teams and should reflect the variety of the agricultural sector. Where the design team consists of staff from different sub-sectors, it may be necessary to guarantee commitment of staff and their time through a more formal process, such as a Memorandum of Understanding between the lead agency and participating ministries.

## How to do it in practice?

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The technical working committee (TWA) should nominate the SPARS coordinator and the members of the design team, including the sub-sector teams. Specific training for the design team can be envisaged with the support of an external consultant for developing a comprehensive understanding of the existing agricultural statistical system, the importance of strategic planning and the linkages with the NSDS.

## Identifying stakeholders and champions

This process involves identifying and generating a database of stakeholders, including a description of the various stakeholders' interests for future reference and engagement. It is necessary to clarify who influences who, what they want, what motivates them and how they would like to relate to the agricultural statistical system. This information will be used to build relationships with key stakeholders, involve them and ensure that they provide support whenever possible. As part of the SPARS management, the role of key stakeholders in the agricultural statistics system, particularly the MOA, the NSO and the respective sub-sectors should be defined and well managed. Generally speaking, management of the SPARS process will involve a wide range of stakeholders, with diverse professional backgrounds and priorities. It is therefore important for the SPARS initiative to be as comprehensive as possible and involve all those likely to be involved in securing real improvements to agricultural statistical practices.

### BOX 9

#### Producers and users of statistics

**Producers** of agricultural and rural statistics typically include: the NSO; Ministries and Departments responsible for agriculture (such as Crops, Irrigation, Livestock, Fisheries and Forestry); Ministries responsible for Trade and Marketing; food security and early-warning agencies; semi-government agencies or marketing boards linked to the agricultural sector; and the central bank and other agricultural development banks.

**Users** of agricultural and rural statistics include: policy and planning units in government Ministries such as the MoA and the Ministry of Planning at different levels of administration; universities and research organizations; farmers' organizations; agricultural input suppliers; agricultural traders; investors; international agencies; NGOs; development partners and the media.

The process should begin by identifying the key sub-sectors and stakeholders of the agricultural sector. These include: producers, data users, development partners as well as research and training institutions. Efforts should be made to sensitize stakeholders of the sub-sectors to the SPARS. They should realize that integration offers a solution to the problem of lack of coordination (across the sector and across the NSS). It is to be noted that the development of SPARS will generally be guided by management and statistical experts working jointly. Success will depend on the goodwill of heads of the sub-sector and on their perception of user requirements.

It is important at this point to **identify champions**. A champion at institutional level may be a management representative potentially responsible for leading the SPARS development and implementation effort. To steer the process more widely and advocate for buy-in across political and administrative platforms, it will be necessary to identify high-level champions at policy and strategy level. At policy level, the MoA in consultation with key actors of the agricultural statistical system such as the NSO, should identify potential policy-oriented senior government officers who highly regard

evidence based policy-making, and can influence decisions (in particular, for funding the development of the agricultural statistical system).

#### **BOX 10**

##### **Champions of the process: the example of Uganda**

The Head of Public Service and Secretary to Cabinet was identified as the NSDS Champion. Champions may also originate from within the Ministry of Agriculture, for instance, the Minister for Agriculture or the Accounting Officer.

At strategy level, there is a need to build more effective strategic leadership practices and institute dialogue in the sub-sectors below accounting officers or directors and affiliated agencies. One of the best ways to address this issue is to identify and train a cadre of high potential line and middle managers from the sub-sector that can serve as champions of the strategy process for those above and below them. In this case, they would serve both as catalysts for the process and as a bridge between the formulation and implementation phases.

## **How to do it in practice?**

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The design team should undertake a **stakeholder mapping exercise** to determine the power and interest of each stakeholder in ensuring that appropriate messages and approaches are sought. Once the list is in place, the design team can convene a planning meeting and invite representatives of each sub-sector to quickly examine the institutional environment for agricultural sector statistics in order to clarify which sub-sector is producing what, when, why (for who: users) and how. This will not only serve to identify key stakeholders but also help contextualize the future design and integration of the SPARS in the NSDS process. It will help identify and weigh the interests of all key stakeholders and bring about effectiveness and credibility of the sector for the production of official high-quality agricultural statistics. An example of stakeholder analysis in Tanzania is described in Annex **PREP6**.

The MoA should engage as soon as possible in consultation with other stakeholders for the **identification of potential champions**, including ones at sub-sector levels. To achieve this, it is necessary to invest in bilateral meetings during the preparation phase of the SPARS.

## Integrating the SPARS in the NSDS

The integration of SPARS in the NSDS is the second pillar of the Global Strategy. This process of integration includes combining approaches, statistical programmes, tools and bringing key players together at different stages of the design and the implementation of the SPARS through coordination within and between sectors. More generally, integration is an ongoing process that takes place during both the design and the implementation phases of the SPARS. Integration should be the first step of the SPARS design stage, and it must continue throughout the following implementation stage.

The decision to integrate SPARS in the NSDS should be made in collaboration with the corresponding sub-sectors, the NSO and the users to maximize coherence and efficiency of the approach. The success of the proposed integration approach will largely depend on the existence of a NSDS, on the status of the institutional environment for the production of agriculture statistics, the status of national development policies and on the existing schedules of statistical and development policies. Generally speaking, there is no one-size-fits-all model or process for integrating the SPARS in the NSDS. Different countries may adopt different approaches based on whether the country has developed and is implementing a NSDS, has partially developed it, or has not developed it yet.

<b>BOX 11 SPARS approaches based on NSDS status</b>	
<b>Criteria</b>	<b>Action</b>
<b>NSDS in place</b>	SPARS should be designed whilst analysing the existing coverage of the agriculture sector in the NSDS and bearing in mind the necessity to have a schedule aligned not only with the NSDS but also with the main agricultural policies. Existing NSDS administrative processes and institutional arrangements should be employed.
<b>NSDS under design process</b>	This is the best opportunity for integration. All design and consultative processes should be undertaken either simultaneously or sequentially ensuring consistency and effective coordination in order for the design of SPARS to become a building block of the future NSDS.
<b>No NSDS in place</b>	In the absence of a NSDS, the SPARS should be designed independently. Because the SPARS have the same approach of the NSDS, the integration of SPARS as a building block of the future NSDS is guaranteed.

A high level of integration is best achieved when the NSDS design is at its initial stage, partially developed, or in the process of being updated. Integration is particularly important when agreement is needed on a vision and mission of SPARS articulated with the NSDS, and when strategic objectives and action plans need to be adequately

mainstreamed into the overall NSDS. In accordance with the Global Strategy, integration of the SPARS in the NSDS should also serve to develop a master frame for agriculture to be used in an integrated survey system, and to implement a data management system. To attain integration, the MoA and the NSO should work together throughout the entire process (i.e. design and implementation phases).

Another difficult issue that needs to be solved is the **alignment of calendars**. While it is recommended to align the SPARS with the cycle of the NSDS (or sometimes on two NSDS cycles e.g. a 10 year SPARS covering two 5-year NSDS cycles), it is also recommended that SPARS be aligned with the main development policies in the country and particularly with agricultural policies (e.g. National Investment Plans in Africa). This is not an easy exercise and in case of ongoing NSDS or agricultural development plans, temporary or partial SPARS could be proposed prior to a full alignment with the existing plans.

The issue of the necessary alignment of the Agricultural Sector Plan with the existing NSDS was addressed by Peru in 2010.

#### **BOX 12**

##### **Alignment of SPARS with the NSDS in Peru**

In order to ensure an appropriate mainstreaming of the agriculture sector, Peru needed to face the issue of deciding whether to develop a new sector plan for 2012-2016, based on the previous Multiannual Plan on Agriculture (2007-2011), or to whether to adjust the existing agricultural plan so as to have a statistical component in line with the new NSDS (2013-2016). In the end the second solution was chosen.

## Drafting the roadmap

It is critical that, as part of the preparation phase of the SPARS process, a “roadmap” is designed, documented, and agreed upon by key stakeholders as a reference document for all actors involved in the design. The roadmap outlines the organization of the work, identifies specific activities to be undertaken, and sets a schedule and the resources necessary to develop the strategy. The quality of the roadmap therefore has a direct impact on the quality of the SPARS design process. The roadmap helps answer a number of questions as illustrated in Box 13.

### **BOX 13**

#### **Questions addressed by the roadmap**

- How to ensure that the strategy is relevant to the agricultural and rural policies and that it is country-owned? What outputs will be produced and when?
- What are the timelines?
- How far will it be integrated in the NSDS process?
- Who are the main actors?
- How to ensure that the strategy is practical and can be effectively implemented?
- What are the mechanisms for political support, endorsement and reporting?
- Does the country have the capacity and skills to undertake the task or does it need assistance? If so, what type of assistance?

The roadmap should be designed according to a series of principles presented in Box 14.

### **BOX 14**

#### **Four main principles for elaborating the roadmap**

- The process must be participatory and inclusive (involving representatives of the main users) and it must build a consensus;
- All the main options chosen are to be endorsed at the highest political level;
- It needs to take into account the specific conditions of the country;
- It must encompass all the official statistical production of the agriculture sector.

The strategy’s design process will be thus mapped out, setting the major stages and processes, besides including a critical explanation of how and when political and financial commitment for the implementation of SPARS will be secured. Engaging potential donors at this stage is important for the SPARS to serve as a platform for multilateral and bilateral assistance. Full advantage of the process should be taken to advocate for statistics especially among political leaders, decision-makers, and development partners.

## How to do it in practice?

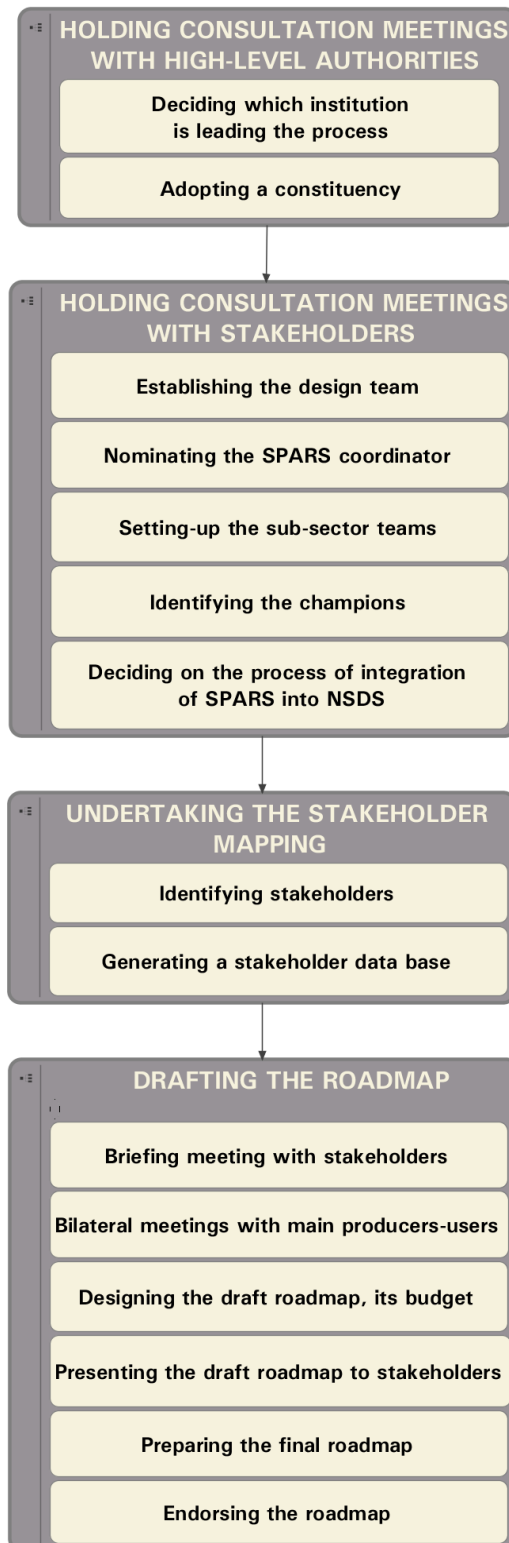
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The roadmap should be drafted by the design team under the leadership of the SPARS co-ordinator. Assistance may be sought from a national consultant and an international consultant with experience in strategic statistics planning. The main steps of the design process are:

- Conducting a briefing meeting with the main stakeholders at the beginning of the process;
- Organizing brief bilateral meetings with important stakeholders (producers and users) to finalize proposals on the constituency and sectoral working committees;
- Designing the roadmap document itself;
- Drafting the budget for the design and identifying potential sources of funding for the design;
- Presenting the draft of the roadmap to stakeholders;
- Preparing the final roadmap for endorsement.

A template for the roadmap document is proposed in Annex **PREP 7** and an example of a roadmap is presented in Annex **PREP 8**. The agenda of a half-day workshop to present the roadmap is also illustrated in Annex **PREP 9**.

## THE FULL PREPARATION PROCESS IN PRACTICE



## 1.2 Assessing

The assessment of the overall agricultural statistical system is a key phase of the SPARS design process. It involves a review of the current status of the agricultural and rural statistical system and aims at answering the question: **Where are we now?**

The assessment provides a primary input in the preparation of the strategic objectives and the action plan. In addition, it will serve as a benchmark to subsequently measure progress and advocate for and strengthen support of the statistical capacity-building programme among national and international partners and donors.

These guidelines aim to illustrate how the assessment of the agricultural statistical system will be carried out for developing the SPARS. The extent of the assessment will be determined by the availability of resources, the level of priority given to the exercise by the stakeholders of the agricultural statistical system and the existence of a former assessment of the sector or of specific sub-sectors. In particular, it is important to determine whether the country has already completed a self-evaluation of its agricultural statistical system in the framework of the Global Strategy through the Country Assessment Questionnaire (CAQ), or whether it has recently carried out an In-Depth Country Assessment (IdCA).

Guidance will be provided in two specific cases: (1) when countries have not carried out an IdCA (see Full SPARS Assessment); (2) when countries have already carried out an IdCA (see Light SPARS Assessment). In both cases, existing Country Assessment Questionnaires will be used to collect background information to orientate and structure the SPARS assessment efforts.

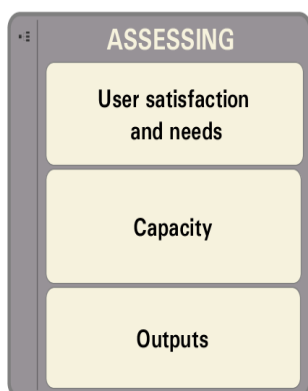
## 1.2.1 Full SPARS assessment

The quality of this assessment will have direct impact on the strategic choices that are to be made. Its results will provide evidence to set appropriate goals for bringing the needed change. This assessment should therefore be realistic, objective, detached, and critical. It should use best practices and be benchmarked against international standards and frameworks as appropriate.

The assessment will highlight the performances of the statistical system (i.e. efficiency, capacity/products), the level of integration of agricultural statistics in the NSS, and present the main internal strengths and weaknesses of the system, as well as the external threats that may affect its evolution and the opportunities that will have to be seized. Success will be evaluated against the starting situation.

The assessment will also identify gaps that need to be addressed. Most of these gaps are brought about by a mismatch between data demand and supply or between products and results - the effectiveness of the system from the user's point of view (i.e. gaps in terms of what type of data are desired in addition to what is available/gaps in terms of quality of available data and service provided).

The full assessment could strongly benefit from the existence of a completed Country Assessment Questionnaire. The assessment should provide understanding of:



- how the existing system meets expectations and needs of users (**assessment of user satisfaction and needs**);
- the performances of the system (**assessment of capacity**);
- the statistical outputs delivered, which represent the linkage between the two former dimensions (**assessment of statistical outputs**).

## Assessment of user satisfaction and needs

The link of the users' needs to national development plans and/or specific national programs will obviously be crucial as to which statistical outputs need be prioritized when final decisions are made. Moreover, user needs and priorities are always changing, and tracking these changes requires that consultation and dialogue with users be an ongoing activity.

There are a great number of different uses and users of agricultural and rural statistics and, normally, it is difficult to clearly define data needs. There are some fundamental data requirements, for example, for the compilation of national accounts and for monitoring socio-economic development, poverty alleviation, MDGs, etc. Often, the data requirements are stipulated as M&E indicators in national development or investment plans and poverty reduction strategies, including at sub-sector levels. Furthermore, there may be key government commitments that demand specific statistics, such as poverty rates or legal requirements to collect certain data, for example where the Statistics Law requires an agricultural census to be conducted every ten years. International agencies also recommend collection of a minimum set of data (e.g. the Global Strategy) and some countries may have adhered to international commitments at international or regional levels.

To the extent possible, the design team should seek to understand how data are actually used in agricultural decision-making and planning. To this end, it will be necessary to examine the government's objectives, policies and programmes in agricultural and rural development – such as those from agricultural sector plans – to get an understanding of the problems/issues that need to be addressed, the decisions that need to be taken and the data required for those purposes. Besides, data demands need to be balanced with the capacity to produce statistics according to financial and other resource constraints. Certain data must be provided for national accounts; however for other data, priorities must be set on the basis of the importance of the data as well as on the importance of the different users. Consultations and discussions with users should aim to answer the questions illustrated in Box 15.

### **BOX 15**

#### **Main questions for assessing user satisfaction and needs**

The perception of users about the adequacy of existing statistics and their current and future statistical needs and priorities needs to be harnessed and reflected in the design of the SPARS. It is recommended that each sub-sector team identifies the top five-to-ten users (policy and decision-makers, as well as technical people, e.g. analysts) and considers the following set of questions as part of the assessment of the current status of agricultural statistics in the country:

- How are statistics used in their own operations?
- Are the required statistics available and what are the constraints due to the lack of statistics?
- How do users assess the adequacy of existing statistics in terms of relevance, accuracy, consistency, completeness, timeliness, level of disaggregation (e.g. geographic, gender, etc.), presentation or readability of publications, practices with respect to the revision of preliminary data and accessibility to data, meta-data and micro-data?

## Capacity assessment

This part of the assessment relates to the institutional and organizational framework of the agricultural statistical system. The governance of the NSS in the country, with particular reference to the agricultural and rural statistics component, should be examined. In most countries, there is a Statistics Law which governs the operations of the NSS. In a number of countries, the agricultural sector is spread over many different agencies and there are often separate agencies responsible for the development of crops, livestock, fisheries and the forestry sub-sectors, each one responsible for collecting statistics in its own area of interest. The dissemination of statistics may be responsibility of the agencies or somewhat centralized such as through the NSO. It is important to understand the allocation of responsibilities among the different agencies and whether this is based on the Statistics Law or on other administrative arrangements. The modalities of statistical coordination should be determined and the effectiveness of those arrangements assessed. Information on the structure of the NSS may already be available in the existing NSDS or be made available via the first-stage assessment.

The following themes should be reviewed (ref: Sections 1, 2 and 3.2 of CAQ):

### **Governance**

- Is the existing statistical legislation adequate?
- Is there a legal basis for collecting agricultural statistics?
- Has any coordinating body been established to coordinate agricultural statistics?
- Are the responsibilities for data production and dissemination clearly identified?
- How are priorities set across the NSS? Does this have an impact on the agriculture sector?
- Do the arrangements for coordination function efficiently (i.e. between users and producers within the agricultural sector/sub sectors; between the agriculture sector and the overall NSS)?
- Are there existing mechanisms in place for consultations between producers and users of agricultural statistics and how do they function?
- Do the existing legal and institutional frameworks adequately reflect the agriculture sector's mandate in relation to the overall NSS?

### **Strategic framework**

- Is there an existing strategic planning approach in statistics?
- Is the agriculture sector appropriately mainstreamed into the NSDS?
- Is there a specific statistical development plan covering the sector or sub-sector statistical plans?
- Are the existing plans linked with national development policies?

**Infrastructure, equipment, IT**

- Is the physical infrastructure adequate for the system to run efficiently (IT technology, office buildings, vehicles, office material)?

**Human resources**

- What are the existing HR policies in terms of adequacy (i.e. numbers, experience, skills, qualifications)?
- What are the existing main policies in terms of HR management (recruitment and retention, incentive structures, existence of a statistics 'cadre')?
- How is staff development organized (i.e. both initial statistical training and ongoing professional development)?
- Does the system provide adequate training to assist users in the sector and in other agencies and sub-sectors to make best use of the data produced?

**Financial resources**

- Is the budget allocated to the statistical system adequate to meet current and projected needs?
- What is the percentage of technical and financial external resources compared to the national budget?
- Is there an appropriate mechanism of dialogue between the government and the development partners on questions related to the funding of agricultural statistics?

## Assessment of statistical outputs

Existing and planned outputs of the NSS need to be assessed. Each of the existing statistical outputs should be examined with a view to assessing the methodology and the implications for data quality. A country may undertake several different types of data collections, including administrative reporting systems, censuses and sample surveys. In assessing data quality, reference could be made to the FAO's Data Quality Assessment Framework but also to the Generic Statistical Business Process Model (GSBMP) which defines the set of business processes needed to produce official statistics. Consultations and discussions with managers and producers should aim at answering the questions indicated below (ref: Sections 3.1, 3.2, 3.4 to 3.9, Section 4 of Country Assessment Questionnaire).

### Availability of agricultural data sets and sources

- What is the extent of coverage of agricultural statistics?
- Which censuses and surveys (e.g. crop, livestock, fishery-aquaculture, water, and forestry) are being conducted? What are their issues and weaknesses?
- Where sample surveys are conducted, what are the sampling methods and sample frames used? Which sample design and sample frames are employed? Are sampling errors assessed? What are the technical issues encountered in the creation of a master sampling frame?
- When administrative reporting systems are in place, are sound statistical concepts, definitions and practices used?
- What core data are available?
- What derived statistics are produced?
- What are the existing inconsistencies and discrepancies in the agricultural data? Which strategy for reconciliation or harmonization is in place?

### Quality of data: how agricultural statistics are produced and disseminated

- How are statistics produced (i.e. production processes, methods and procedures, use of international standards-classifications, use of advanced technology for data collection, constraints and problems)?
- Are there processes in place for verifying the accuracy and reliability of existing statistical series using information from other sources (i.e. prices, trade and household consumption)?
- Are there any agreed and appropriate standards for the quality of data produced by the system and are they being implemented?
- How are statistics processed, analysed and archived (i.e. IT policies, databases)? Are data archived so that they can be accessed by all relevant users and producers throughout the agricultural statistical system and beyond?
- How quickly are statistics made available to users? Are the existing publication and dissemination policies and plans for statistical production adequate?
- Does the system produce an appropriate set of indicators to assess sector performance?

## How to do it in practice?

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### 1. Analyzing the documentation

Preparation for the overall assessment requires a thorough analysis of existing documentation and a review of the findings of earlier assessments. Very few countries will be starting strategic planning from scratch at the level of the NSS and possibly the agriculture sector has already been involved in the preparation of a NSDS. The work will start with a review of policy documents to identify important areas and necessary indicators (i.e. most of these documents may have already been used for preparing the roadmap but an exhaustive review will be necessary at this stage). These documents are likely to include national development policy frameworks and their reviews such as national agricultural and rural plans, national investment plans, poverty reduction strategies, sub-sector strategies, as well as sub-regional, international development policy documents and the commitments the countries have made at international level. It might also be appropriate at this stage to take account of country policy documents of potential donors.

This effort will be completed by an analysis of the existing Country Assessment Questionnaire, statistical reports, evaluations, peer reviews previously carried out, and the consultation of dissemination platforms in the country (e.g. CountrySTAT and the National Data Archives - NADA). The status of the NSDS and SPARS in the country should also be examined. It is important to ensure that existing information is fully utilized in order to avoid duplication of efforts in the assessment process and to ensure that the perspective on the assessment is as broad as possible. This review should be carried out by the design team.

### 2. Finalizing the stakeholder list

It is assumed that a **complete list of stakeholders** with names of contact points has been previously prepared during the launching phase. If this is not the case, this should be carried out before beginning any proper assessment activity. To ensure that no major categories of data users and producers are left out, data users and producers can be classified into broad user and producer groups and information can be collected from selected agencies within each group.

### 3. Conducting the assessment

The assessment phase is to be considered as a full participatory process requiring the organization of meetings with all the stakeholders of the agricultural statistical system. This work is facilitated when the design of the SPARS is envisaged through Sub-Sectoral Technical Working Committees (S-TWA) and the assessment will be organized by the sub-sectors as proposed in the roadmap document. The design team will work alongside the sub-sector teams in order to ensure consistency between sub-sectors and with the overall SPARS design. All potential sources of agricultural statistics should be assessed and developed. These include surveys, censuses and administrative records that have reasonably well-developed administrative systems in place at all levels (e.g. at central and sub-national levels).

For integration purposes, sequencing the assessment between the sector and the NSO may be taken into consideration. For example, the assessment of the system of the MoA could precede that of the NSO's agricultural statistics department, or take place immediately after to enable the participation of both in each other's fora, and allow

appropriate consolidation or future alignment. This will ensure that the NSO is aware of the data needs of the Ministries; and that the Ministries are aware of the statistics available from the NSO. In doing so, the two key agencies and their key stakeholders can easily identify any duplication, inconsistencies and potential areas of collaboration.

The views of the various stakeholders could be obtained by means of a questionnaire but this approach is not recommended as it could result in low response rates. In general, it is recommended to organize bilateral meetings with the main stakeholders and, if necessary, small groups of discussion with other stakeholders sharing an interest in the same theme. Interviews with data producers would aim to establish their capacity to assess user needs and to meet those needs. Interviews with data users would aim to establish: how they use statistical data; availability and non-availability of required data; their assessment of the adequacy and access to available data; and their current and perceived future data needs and priorities.

#### 4. Establishing a list of data collections

On the basis of the sub-sector assessment and the information collected from other sources, it is recommended to **establish a list of all agricultural statistics data collections** (see example in Annex **ASSE1**) and provide for each data collection a one-page summary containing: information on the agency responsible for collecting data; type of data collected; methodology; frequency; timing of release; methods of dissemination and access to data; and use of data in policies.

#### 5. Undertaking a data mapping exercise

On the basis of the list of agricultural data collections and other sources of information, it is recommended that **a data mapping exercise** is carried out to assess the quality of existing agricultural data and the reliability of the different indicators generated by various agencies of the public and private sector in the country. This exercise will provide important information about the data and status including the quality of agricultural statistics assessments carried out by the agencies. Data mapping would therefore help in: establishing the institutions responsible for collecting agricultural data and the methods used; assessing the type and quality of data that is being collected; and identifying at this stage key capacity strengths to improve agriculture for future training purposes. Besides, this will help assess the extent to which current agricultural statistics provide the minimum set of core data recommended by the Global Strategy. An example of data mapping is provided in Annex **ASSE2**.

#### 6. Synthesizing the assessment

The design team will be responsible for the preparation of a **synthesis of the assessment** based on the main findings of the sub-sector assessments, the list of data collections and the data mapping exercise. This summary will present the main internal strengths of the system, its most alarming weaknesses, as well as the external threats or challenges that may affect its evolution and the opportunities that need to be seized, according to a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis grid. An example of a SWOT analysis is provided in Annex **ASSE3**.

## BOX 16

### Strengths and Weaknesses: SWOT analysis

The **strengths and weaknesses** can be presented according to the main components of the statistical system as follows:

- available statistical products and dissemination processes in place;
- results in terms of answers provided by statistics to expectations of national policies;
- the existence of external, national or international commitments;
- the satisfaction of principal users, both national and international;
- the existing capacity (i.e. leadership and management, funding, human resources, partnerships, leadership of production processes);
- the system's overall performances, primarily its efficiency and effectiveness over the last few years.

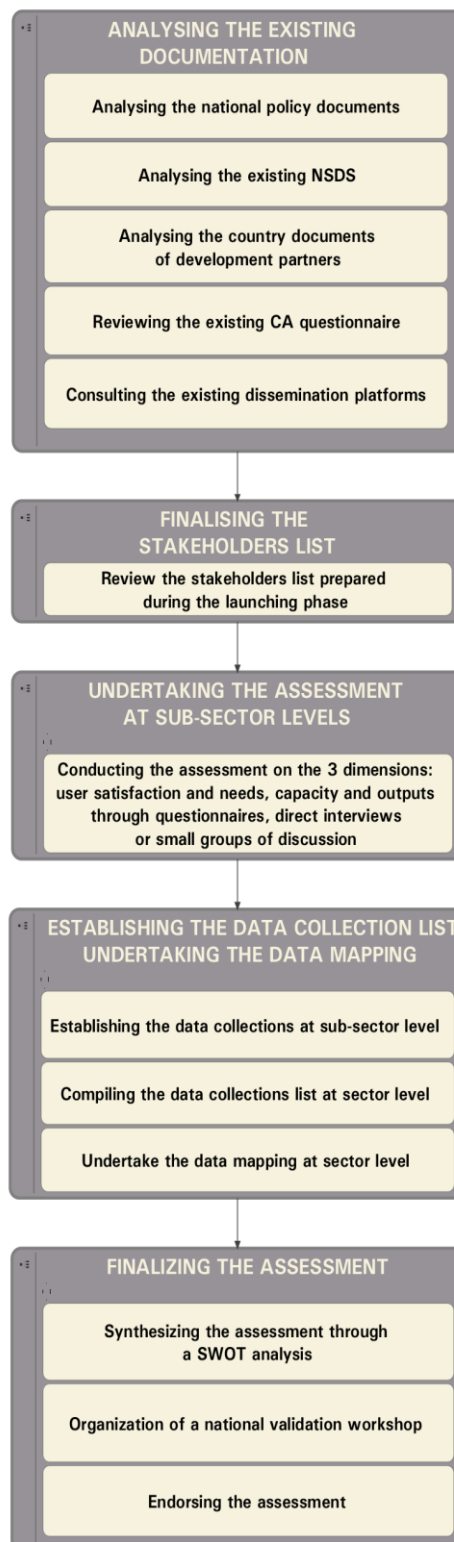
The **SWOT analysis** also involves environmental scanning which identifies and evaluates those economic, social, environmental, political, legal, governmental and technological trends and events that may benefit the organization (**Opportunities**) or harm it (**Threats/Challenges**).

A presentation of the key points of the analysis will allow to formulate proposals in terms of principles and guidelines that will serve the purpose of buttressing strengths and attenuating weaknesses whilst protecting from threats and seizing opportunities. The accuracy of the diagnosis will determine the extent to which the measures subsequently implemented can be successful. As external constraints may change rapidly over, it is important to foresee a revision of this analysis as part of the activities to be undertaken to monitor and assess the implementation of the SPARS.

### 7. Validating and endorsing the assessment

Once the draft of the assessment is ready, it is crucial to organize a **validation workshop** at country level involving all stakeholders at central and regional levels. The assessment report should be consolidated taking into account the comments from the workshop and it should be definitely **endorsed** by the national authorities and subsequently disseminated to all stakeholders.

## THE FULL ASSESSMENT PROCESS IN PRACTICE



## **1.2.2 Light SPARS Assessment**



### **(when an IdCA has been carried out)**

When an In-depth Country Assessment (IdCA) has already been carried out, the design team should review it, particularly if it was conducted over a year after the beginning of the SPARS process. Since the IdCA should have been carried out using the same methodology proposed for the SPARS, major gaps are not to be expected in the results. However, the design team may wish to consult the main stakeholders to understand if the situation has evolved. Particular attention will be paid to the possible impact of changes in responsibilities, additional surveys that require an update of the data collections' list, and potential negative or positive events which could impact the assessment. In principle, the decision to review the existing IdCA should be taken by the national authorities based upon evidence submitted by the design team.

# 1.3 Planning

In the NSDS approach a series of sequential steps is proposed, starting with the definition of a mission and a vision statement, strategic goals and the design of costed action plans. It is recommended for the SPARS to maintain this sequence of activities whilst strengthening and translating the structure of the strategic plan into a Results-Based Management (RBM) approach.

The results-based management framework presented below illustrates the relations between the activities of the agricultural statistical system, the outputs they produce, and the strategic goals (or outcomes) which contribute to the agricultural statistical system’s mission and vision. The results chain is divided into four levels: activities, outputs, strategic goals, and vision/mission.

 <b>Planning</b>	<b>Vision and mission</b>	Chapter ENVISIONING	<p><b>Vision</b> is the better Agricultural Statistical System the country wants to see</p> <p><b>Mission</b> refers to the main overall purposes of the country’s agricultural statistical system</p>	 <b>Implementation</b>
	<b>Strategic Goals</b>	Chapter IDENTIFYING STRATEGIC GOALS	<p><b>Strategic goals</b> refer to the targets to which the objectives contribute</p>	
	<b>Outputs</b>	Chapter ACTION PLANNING	<p><b>Outputs</b> are the tangible results achieved in the implementation of operational action plans</p>	
	<b>Activities</b>	Chapter ACTION PLANNING	<p><b>Activities</b> are the actions for transforming resources (inputs) into outputs</p>	

The planning phase will be completed with the finalization of the SPARS document.

## 1.3.1 Envisioning

The envisioning exercise will start with the development of vision and mission statements for the SPARS. A clear vision and mission statement, expressed in a concise and positive way, will lead to an inspiring common vision of the future development of the strategy. Reaching an agreement on a mission and a vision statement will help answer the question: **What do we want to become in five to ten years?**

### Vision

The vision, which seeks to create a compelling picture of the desired future state that often represents a quantum leap from the past and present, answers the overarching question: What do we want to become in the longer-term, perhaps 5–10 years from now? The benefits of a vision include: “breaking out of boundary” thinking; identifying purpose and direction; promoting interest and commitment; and encouraging and building confidence as well as creating loyalty through ownership. In creating a vision, the following questions should be asked: Why do we need a vision? What is the objective for it? Whom do we want to attract by it? A vision statement should then be prepared to accurately capture this picture. The statement should be precise, positive, inspiring and energizing. It should be short, usually not more than one or two sentences and should encompass goals, values, beliefs and expected outcomes. There are a few points to note about the vision process:

- vision (and mission statements) should not be banners and slogans with no utility at all;
- they should energize agencies into improved performances especially if the management of the agencies “walks the talk”;
- there will be “vision killers” including traditions, fatigued leaders, negative thinkers, short-term thinkers and “naysayers”. Good communication can help reduce their impact on the process.

### Mission

A mission answers the question: What is our business in agricultural statistics and why do we exist as an agricultural statistical system? It provides the basis for priorities, strategies, plans and work assignments. The mission statement should describe the purpose, customers, products or services, markets, philosophy and basic technology used by the statistical system to realize its vision. It should be inspiring, supplying energy, motivating and galvanizing staff and customers alike. It should create a commonality of interest and a “sense of mission” for managers and staff of the agricultural statistical system.

## BOX 17

### Examples of visions and missions

#### Uganda

- **Vision:** a world-class National Statistical System (NSS) with key partners playing leading roles in nurturing the system through innovative and responsive processes, procedures and practices in accordance with their mandates and competencies
- **Mission:** to develop a coherent, reliable, efficient and demand-driven agricultural statistics data collection system that supports management and development initiatives

#### Mozambique

- **Vision:** to serve as main reference for the production of agricultural statistics for national development
- **Mission:** to provide reliable, relevant and timely agricultural statistics for informing the formulation, M&E of development policies in the agricultural and food security sectors

#### Peru

- **Vision:** to develop, generate and disseminate agricultural statistics of high quality in an integrated and harmonized manner in order to satisfy users' demand
- **Mission:** to become a consolidated and sustainable system able to support the decision making process in the agricultural sector

#### Tanzania

- **Vision:** to become an efficient, sustainable and well-integrated agricultural statistical system that produces quality agricultural statistics for planners, researchers and decision-makers in an objective, timely and cost-effective manner
- **Mission:** to facilitate the process of production, dissemination and archiving of quality agricultural statistics in Tanzania

## How to do it in practice?

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Generally speaking, it is recommended to start with the envisioning exercise before the identification of strategic goals (i.e. methods for achieving the mission and vision). Past experience has shown that in some cases there was a considerable gap between the vision and the mission on one side, and the strategic objectives and the proposed action plans on the other. It would therefore be recommended that the SPARS design team, in consultation with national authorities, make various proposals based on the results of the assessment. The design team should be encouraged to bring into the proposed vision and mission the necessary pragmatism resulting from the elaboration of the strategic goals and action plans. Consequently, it would be important to ensure that the vision and mission are not validated prior to the approval of the strategic objectives for consistency reasons. A draft mission and vision could be prepared beforehand but should be reviewed and validated after the elaboration of the strategic goals and the action plans. Communicating efficiently the mission and vision to the staff of the agricultural statistical system is crucial. Various means can be used to convey and consolidate the vision, such as internal memos, cards, posters, presentations, and video clips. Furthermore, “getting the word out” and reflecting the vision and the values it embodies throughout the entire agricultural statistical system is important.

## 1.3.2 Identifying Strategic Goals and Outputs

After having established where a national statistical system is and where it wants to get to (vision and mission), the next step is to identify the alternative ways in which the desired strategic goals and the expected tangible results can be reached. The strategic planning exercise involves the **identification of strategic goals** (overall accomplishments to be achieved) and the compilation of a list of **related outputs**. It is against these strategic goals that the performance of the SPARS will be measured and evaluated. To this end, indicators will be developed. A great part of the analysis that will be carried out during the SPARS planning process will basically be aimed at helping the agricultural statistical system's stakeholders to develop achievable goals that reflect the realities highlighted in the assessment of the current status of the agricultural statistical system and the designed vision and mission.

In general, strategic choices should aim to resolve major issues and should revolve around enablers or performance drivers. In particular, strategies should provide for leadership or a champion of the process to drive the policy and the strategy, which will be delivered through people, partnerships, resources and processes. Focus should therefore be placed on **structural changes, which are more likely to direct and sustain changes** ascertaining if the strategy is realistic or feasible for the implementation phase (5-10 years) and reconsidering the strategies that have failed in the past. Adherence by all stakeholders will be a success factor and will help ensure that the proposals are in line with the national context and that the actors will be ready to take action and engage in the implementation phase. There is need for a realistic balance between the "ambitions" and the "means" hence the importance of finding out the opinion of the main contributors before making the proposals. At this stage in the design process, the reference period is necessarily open-ended, and covers the next 5 to 10 years along the draft path illustrated in the vision.

Although the national policies and the various regional and international commitments do provide orientation as to the highest priorities, conflicting priorities cannot be avoided particularly in a context of limited resources, thus it is important to build consensus and make choices via consultative processes. The strategic goals will not reflect what is "desirable" but what is "absolutely important and feasible". This leads to the definition of absolute strategic goals, finalized through political arbitration. Successful achievement of these strategic goals and outputs as a consequence, will depend on well-thought-out mid-term and long-term strategies, later broken down into activities/action plans. This however does not mean that strategic goals address immediate needs. The strategies will build the corresponding necessary strength within the agricultural statistical system, both in terms of statistical production and statistical capacity.

For a successful implementation, the SPARS design team should take into account the **anticipated statistical improvements** that will help meet users' needs at national level, policy design, monitoring and evaluation of agricultural and rural plans, poverty reduction strategies, and national investment plans (such as the CAADP in Africa) and address international demand, particularly in order to meet the needs for the monitoring of international policy indicators.

As part of the process, **cross-cutting issues and key aspects** that would bring about harmonization in the production of agricultural statistics should be carefully analyzed and agreed upon. This is a critical step to guide the integration of strategic issues, which should be clear from the onset. These key aspects will include:

- census and survey programmes;
- common standards, classifications and definitions such as agricultural holding etc.;
- current statistics (information on agricultural activities undertaken more or less continuously every year);
- basic statistics, dealing with enduring characteristics of agriculture such as agricultural holdings etc.;
- common dissemination policies.

**Strategic goals** could be further broken-down, if necessary, to generate **specific objectives** indicating what is expected before **outputs** are proposed and activities are defined (i.e. through the action plan). It is desirable that after defining the strategic goals, the team determines the related outputs. Strategic goals aim to address strategic or important issues, which will have been identified during the assessment phase. The strategic goals should be creative and forward-looking, well-defined and SMART (Specific, Measurable, Achievable, Relevant and Time-bound). They will somehow define what the system wishes to achieve over the timeframe of the strategic plan (e.g. over the next five to ten years). Obviously, there will be cross-cutting strategic goals in relation to the whole agricultural sector but also to some components of the NSDS, particularly, the financing strategy, the comprehensive human resource strategy (including training), the advocacy/communication strategy, and finally, the quality management strategy. The main areas of the agricultural statistical system to which the strategic goals will be related may cover the following topics:

**Strategic Goal: improving coordination, management and legal framework for statistics**

***Possible outputs:***

- Improving the existing statistical legislative framework to ensure enhanced visibility and a better mainstreaming of the agricultural sector into the NSS;
- Improving the overall coordination of the agricultural statistical sector (within the sector and with other stakeholders of the NSS);
- Encouraging the whole sector to share common tools (nomenclatures, methods, etc.);
- Developing a coherent advocacy strategy to raise the profile of agricultural statistics in general;
- Managing external technical assistance in the field of statistics and establishing South–South technical cooperation;
- Better representing the statisticians of the sector in the decision-making bodies responsible for designing and implementing national development policies.

**Strategic Goal: meeting the national and international demand**

***Possible outputs:***

- Better integration of the demand of national policies to integrate specific areas in the agricultural statistical system (i.e. poverty reduction strategies, agricultural development policies, national investment plans, sub-sector national plans);
- Improvement of user - producer collaboration;
- Better representation of the statisticians of the sector within the decision-making bodies in charge of designing and implementing national development policies;

- Better integration of the demand for agricultural statistics from regional and international organizations in the agricultural statistical system.

**Strategic Goal: strengthening statistical operations and processes and improving their quality**

**Possible outputs:**

- Fostering the use of sampling frames and promoting an integrated survey framework approach;
- Conducting a standardization policy in close collaboration with the overall NSS (i.e. nomenclatures, definitions, geographic codes etc.);
- Improving data collection linked to surveys and census programmes;
- Ensuring a better access/use of administrative data;
- Implementing a quality policy (i.e. relevance, accuracy, timeliness, accessibility, and comparability) and using international frameworks (e.g. GSBPM);
- Reducing burden that weighs on respondents;
- Improving statistical confidentiality and protecting statistical secrecy;
- Improving data processing and analysis;
- Improving data archiving and documentation;
- Ensuring better policies and access to anonymous micro-data;
- Implementing a dissemination policy (e.g. data release calendars for the entire sector, publishing annual reports).

**Strategic Goal: developing a comprehensive Human Resources strategy**

**Possible outputs:**

- Better management of human resources: comprehensive, or at least coordinated within the sector and in line with existing policies in the NSS;
- Improved policy for recruitment and retention of staff (i.e. incentive structures, existence of a statistics 'cadre');
- Development of a programme of statistical training and ongoing professional development;
- Enhanced staff mobility.

**Strategic Goal: investing in statistical and physical infrastructure**

**Possible outputs:**

- Better coordination of investments within the NSS;
- Better adaptation of premises, transport and equipment (other than software);
- Rationalized use of Information and Communication Technology (ICT) which must be considered as a powerful tool to manage information within the sector and within the NSS;
- Improved linkage with geographical information;
- Use of innovative tools for data collection, analysis, archiving and dissemination;
- Use of statistical classifications to be coherent and consistent with international standards;

### **Strategic goal: establishing better partnerships**

#### ***Possible outputs:***

- Establishing MOUs with national sources of administrative data;
- Improving relationships with suppliers of goods and services;
- Increasing collaboration with other public sector organizations (finances, legal, diplomatic), especially with the data producers (line ministries, agencies) within the sector or the NSS.
- Improving collaboration with external partners: development partners, global partners (e.g. UN system, FAO, WB, IMF), regional partners (RECs) and users (including analysts, media etc.).

### **Strategic goal: developing a sector-wide financing strategy**

#### ***Possible outputs:***

- Better coordinating the funding strategy within the NSS;
- Establishing regular consultations with development partners providing technical and/or financial aid in the field of statistics through specific advocacy efforts;
- Promoting the creation of statistical coordination groups within existing national coordination mechanisms;
- Advocating to the government the importance of agricultural statistics for national policies;
- National budgets (mainly for continuous operations) completed by donors.

## **How to do it in practice?**

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### **1. Elaborating strategic goals and outputs at sub-sector level**

This phase should be considered as a full participatory process which requires the organization of meetings with all the stakeholders of the agricultural statistical system. All stakeholders, in particular, the users of statistical products, the resource providers and the statisticians who will need to take action, must have the essential knowledge for the elaboration of this part of the SPARS. The sub-sector technical committees which were already part of the assessment phase will yet again be instrumental in the development of strategic goals and the choice of outputs, mainly informed by the results of the assessment phase. The SPARS design team will work alongside the sub-sector teams in order to ensure consistency between sub-sectors and with the overall SPARS design. It is strongly recommended to organize numerous consultations with the sub-sector committees and between the sub-sectors and the NSDS team in order to have as many opportunities as possible to reach an agreement on suitable cross-cutting strategies, areas of synergy, as well as complementarities. The design team may consider organizing a large group meeting to prepare the design of the action plan with the participation of representatives of all sub-sectors. All proposals from the sub-sectors should reflect the results of the assessment and focus on realistic and feasible objectives.

*Remark (when an IdCA has already been carried out):* in case an In-Depth Country Assessment has already been carried out, attention must be paid to the existing proposals developed for covering short-term activities. If these activities have not already been implemented, they should be integrated in the objectives and later, in the outputs of the SPARS.

## 2. Reviewing the proposals from the sub-sectors and elaborating a synthesis at sector level

The SPARS design team will be responsible for **reviewing** the various proposals from the sub-sectors and for preparing a **synthesis document of strategic goals and outputs** based on the main findings and orientations of the sub-sector. This will allow to present the main orientations of the system and cover the principal developments, which are meant to bring significant and sustainable change in the development of the national agricultural statistical system. **Prioritizing actions** within the SPARS should be based on a sound understanding of the strategic goals, objectives and outputs proposed for each sub-sector. This will help target the strategy at sector level. Whilst carrying out a prioritization, the design team in consultation with key users should determine and agree upon the statistical outputs that are regarded as urgent and important for the sector and the sub-sectors. Initial steps may involve ranking expected outputs in order of priority, so as to emphasize mandatory requirements, high-risk impacts and cost-effectiveness. It is recommended to focus on few priority areas for immediate action. Although focus should be on the long-term objectives, it is recommended to start with simple ones and build the others overtime. A summary of immediate actions identified during the design process - often known as '**quick wins**' - is recommended to demonstrate current impact. Particular attention still needs to be placed on the need to **review the vision and mission** in close collaboration with stakeholders in order to ensure a strong alignment and consistency between goals and objectives on one side, and the mission and vision on the other side.

## 3. Validation by the technical working committee

Once developed by the design team the strategic goals, objectives and outputs (and if necessary the revised mission and vision) should be reviewed and validated by the Technical Working Committee, which may have to face difficult decisions on the priorities. After those have been validated, the sub-sector committees and the SPARS design team will be able to start elaborating the action plans<sup>2</sup>.

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<sup>2</sup> The NSDS guidelines recommend a full validation and endorsement of this step through the organization of a national workshop and the endorsement by national authorities. In the development of SPARS it is proposed to group the elaboration of strategic goals, objectives and the preparation of action plans (outputs and activities) into a single validation/endorsement phase.

### 1.3.3 Action Planning

The action plan represents the final stage of the strategic planning process, which is important to make sure that tasks are carried out effectively and efficiently. It is a tool for internal business management that informs users and other data producers on agencies' products and it is the key document for negotiating resources with government and donors. It is therefore an important step in preparing the implementation of the SPARS. The initially defined **strategy** (i.e. strategic goals, objectives and outputs) will need to be **translated into an action plan**, which sets out more precisely what needs to be done, by whom, when and at what cost. The core action plan should be structured along the strategic goals, objectives and outputs, and include activities needed to deliver the desired outputs.

It is strongly recommended to include in the overall action plan:

- the core action plan;
- a calendar of censuses and surveys;
- an advocacy and communication plan;
- a M&E framework;
- an overall budget;
- a financing plan.

#### The core action plan

Well-prepared action plans must be **realistic**. Action plans have no chance of being implemented if the corresponding resources have not been sufficiently secured in the preceding phase and rationalized in a funding strategy. The capacity of absorption of the country is a crucial element that needs to be integrated in the preparation and scheduling of action plans. Another aspect to be taken into account is that countries have an ongoing statistical programme that includes planned census or survey operations, which both have to be maintained for the most part, revised and expanded as a result of agreed strategic goals for the period. Attention must be paid to **activities of the agricultural sector already included in the NSDS**.

Complete and extremely detailed action plans are sometimes a heavy burden in the preparation process. In order not to discourage the preparation team, a precise action plan should be developed for the first two implementation years of the SPARS. For the remaining years, estimations of the time framework and of the costs of the outputs can be rougher.

If the strategic goals, objectives and outputs are clearly defined according to the SMART approach (i.e., Specific, Measurable, Achievable, Relevant and Time-bound), and if the assessment of existing resources is adequately completed, it should not be difficult to identify the related activities. The action plan should in fact cover a **list of activities organized by outputs** and include an indication of:

- the responsibilities and targets - who is going to do what for each output/objective?

- the schedule for short-term/long-term objectives - when?
- the sequence and dependence of activities - in which order?
- the human, technical and financial resources needed - how?
- a selection of indicators that can be used to track progress and monitor the performance of the action - what for?

A detailed action plan will be an added value not only for the agricultural statistical system but also for development partners because it will give them a clear idea of the activities that need to be implemented and the costs of each activity by sector. It should however be noted that the action plan is a living document and not set in stone. As the stakeholders and activities grow during implementation, it will be continually revised to fit the changing needs. Attention will particularly be given to the mandatory inclusion of the preparation of thorough annual action plans over the implementation period.

Dependencies between activities should be identified so that the different activities can be ordered and scheduled. Some activities will need to be carried out in sequential order, as the output of one activity will be needed to start the next. Other activities with no dependencies may be conducted in parallel, provided that enough resources are available.

The core action plan should of course be underpinned by a budget, to monitor operations and results. The budget preparation is crucial for the implementation of action plans. All activities need to be carefully budgeted to provide an overview of the total cost of the action plan and to identify ways of financing it. The budget will:

- show the total current and investment costs for the implementation of the actions;
- specify the expected burden on the national budget or external financing requirements and explain how far it is aligned and reflected in national annual budgets in line with government Medium Term Expenditure Frameworks (MTEFs);
- describe in some detail how resources will be used, by main expenditure items, current costs, incremental costs and capital expenditure (e.g. infrastructures).

The **SPARS core budget** should be guided by prioritized activities and expected outputs to inform government monitoring requirements, and must be funded before including any others. The integration of strategies brings about economic benefits owing to economies of scale and cost reductions in both administrative, census and survey undertakings. Hence, an effort should be made to determine the cost of each statistical programme (e.g. censuses and surveys). The possibility of integrating some surveys or modules into censuses should be sought to reduce costs and chances of overlaps whilst increasing synergies.

Each sub-sector must cost its statistical related activities before consolidation into the overall SPARS budget. Priorities of each sub-sector should be listed and funded proportionately. There must be however agreed upon statistical priorities for the sector whose financial requirements supersede the individual priorities of all the sub-sectors. For major statistical programmes such as the Census of Agriculture, more than one stakeholder may put in funds to generate different modules.

Costing the SPARS in developing countries may be a difficult task because of the uncertainties of countries however it is crucial to have a clear cost estimation of the statistical operations and activities to be carried out to help in the definition of the funding strategy. Items of expenditure must be exhaustively identified and properly costed. In case of purchases of goods, state departments can refer to the costs of purchases previously made, which can be found in estimates, pro-forma invoices or tender documents as the case may be. These costs can be used as a reference for costing items of expenditure. In the case of purchases of services, contracts signed in the past can be used. For consultancy services, scales of charges for various qualifications (i.e. national consultants, international consultants, etc.) can be easily obtained, particularly from development partners or in the existing NSDS. Finally, in the case of transfers of expenditures such as the payment of college fees for the training of statisticians or the payment of contributions to regional or international organizations, costs may be communicated by the beneficiary institutions.

Cost control is one of the major original incentives for integration. To achieve this, prioritized SPARS activities integrated in the NSDS must be considered. The source of funds and their mobilization and coordination mechanisms between the government, the agricultural sector and partners should be highlighted in the financing plan.

Accordingly, a total budget covering the specific plans for advocacy, communication, and M&E will have to be prepared and included in the overall action plan.

## **Calendar of censuses and surveys**

It is strongly recommended to include a **long-term programme of censuses and surveys** as an attachment of the core action plan. Undertaking a survey or a series of surveys on an ongoing basis has several advantages for the development of the overall agricultural statistical system such as, for example, ensuring a continuous stream of work for the field team that will result in an improvement their skills in interviewing and recording information. These activities should be planned ahead, as a specific survey may be required at a particular time and be subject to availability of funds. There are arguments for carrying out an ongoing survey, containing specific core modules (e.g. on expenditure, employment and agriculture to meet the needs of national accounts) and one or more rotating modules. It is therefore crucial to establish a list of censuses and surveys, taking into account priorities and with a calendar in line with national policy frameworks so as to build a platform which must be accepted by all stakeholders of the agricultural statistical system. An example is provided in Box 18.

BOX 18: An example of calendar of surveys: Tanzania						
Survey Name	Frequency	Year				
		2014/15	2015/16	2016/17	2017/18	2018/19
Census of Population and Dwellings	10 yearly					
Agricultural Sample Census	10 yearly		•			
Annual Agriculture Sample Survey	Annual	Pilot		Rollout	•	Expanded Module
National Panel Survey – LSMS ISA	2 yearly	•		•		•
Household Budget Survey	5 yearly				•	
NBS Quarterly Production Questionnaire	Quarterly or Annually	•	•	•	•	•
Crop Forecasting and Early Warning	Bi-weekly	•	•	•	•	•
Price monitoring routine collections	Wholesale (3x week); Retail –monthly; Livestock- weekly	•	•	•	•	•
Trade data routine collection		•	•	•	•	•
Fisheries Routine Data Collection		•	•	•	•	•

## The advocacy and communication plan

The SPARS represent an excellent opportunity for **statistical advocacy**, particularly during the design phase, when issues such as ownership, actors, dialogue between producers and users, political support, funding and governance of the agricultural statistical system are debated. Advocacy has always been under-estimated and needs to be considered as a strategic component of the SPARS and as an ongoing activity for raising the profile of statistics, which must be maintained during the implementation phase as well. A specific advocacy plan, part of a **larger communication strategy**, will be extremely valuable if drawn carefully and included in the action plan.

**Communication** in fact plays a vital role in conveying the SPARS objectives to a wider audience as well as to its strategic targets (i.e. the stakeholders). The introduction of new communication methods and tools is therefore crucial to increasing the outreach of the SPARS. Consistency and regularity of communication with stakeholders needs to be improved and a specific plan encompassing advocacy must be developed. The four main communication objectives which need to be taken into account are presented in Box 19.

## **BOX 19**

### **Main communication objectives**

**Visibility:** To support the SPARS objectives by increasing awareness of the approach among its target audiences, and to increase interest and knowledge of the SPARS among the general public;

**Impact:** To increase the outreach of SPARS activities, initiatives and events;

**Dialogue:** To highlight the role of SPARS as a platform for dialogue and advocacy in the field of statistical development in agricultural statistics;

**Knowledge-sharing:** To give the possibility to access new methodologies, tools and good practices in the field of agricultural statistics;

Among the various tools aimed at enhancing communication, four main strategic lines of communication are illustrated in Box 20.

## **BOX 20**

### **Possible tools and approaches for improving communication**

**Enhancing web-based presence:** A website is the primary tool for external communication. Development of a specific website for SPARS could target larger audiences and play a major role in reinforcing key messages. The creation of a log-in area that allows stakeholders to upload material may also be considered and links to other related websites included.

**Increasing visibility through advocacy materials:** Advocacy materials (i.e. brochures, leaflets, posters, folders etc.) are useful for raising awareness. A wide range of promotional tools for this purpose could be envisaged.

**Increasing outreach of SPARS activities through e-bulletins or newsletters:** The issue of regular newsletters or e-bulletins helps increase outreach to specific audience groups with the objective of keeping them informed on activities, events, developments and reports and publications;

**Developing an advocacy plan for making the case of statistics:** *See below*

The general objectives of the **advocacy plan** are to: reinforce public confidence in the agricultural statistical system and in the use of agricultural statistics; raise awareness on the relevance of quality statistics for agricultural and rural development and on the need

for developing SPARS; and fully inform relevant stakeholders on the prerequisites and challenges in the design and implementation of effective SPARS. An advocacy plan should also serve to bring change, and for example, to obtain high-level commitment for the allocation of additional national resources necessary to implement the SPARS in the longer term. It is therefore important to have a clear vision of what is to be achieved and over what time-frame (e.g. short, medium or long) to set realistic objectives.

Making a case for agricultural statistics is essential. This should be based on the fact that agricultural statistics have not been appreciated, requested, employed or given due support by policy makers and by the leadership in the sector. Likewise, making a case for the SPARS as a framework for strengthening agricultural statistics' capacity and for its integration in the NSDSs is critical within the sector. Thus, advocacy should be deliberately aimed at making an effort to bring about a virtuous cycle of agricultural statistics' production.

The advocacy plan will need to identify clear target audiences. The primary target audiences will be policy-makers and decision-makers at governmental level; other targets should be management and staff of the agricultural statistical system, the media, non-governmental organizations (NGOs), civil society, development partners, academia, and all the stakeholders previously identified. Advocacy messages will have to be tailored according to each target audience and their level of knowledge of the subject. Concise messages can be built on various themes as presented in Annex **PLAN 1**. Experience in a number of countries shows also that advocacy carried out by senior political champions yields better results (see Identifying Stakeholders and Champions / Launching Phase).

The communication and advocacy plan requires technical, human and financial resources to be successfully implemented. Obviously, typical advocacy activities such as meetings, workshops or the production of advocacy materials, the development of a website all require financial support. It is therefore important to establish what communication resources are available, how they could be used more efficiently and the limitations there are before working out a final budget for all the relevant activities. Even though measuring the impact of communication is difficult, monitoring the effectiveness of the strategy will show if work is headed in the right direction.

## The financing strategy of the action plan

The activities involved in the action plan of the SPARS can be financed from national resources, or from national and external resources. In general, day-to-day running costs are normally financed from national resources whilst recourse to external resources can be justified in the case of investment expenditures (i.e. development of new tools, the completion of national surveys or censuses, training and improvement of human resources, construction of buildings etc.). In order to mobilize the substantial financing required for a successful implementation of the SPARS, governments must balance national and external resources while taking account of the nature of the activities to be financed, the development priorities, the country's financial capacity and the possibilities offered by bilateral and multilateral cooperation.

It is therefore needed to define a **financing strategy**, that is to say an "optimal" combination of the possible choices. The proportion of national resources in this combination may widely vary from one country to another, and, for the same country, from one period to another. A financing strategy must be based on decisions taken at

the highest level of government and the question of the development of a NSS is, above all, a political matter because statistics are a public good. As a consequence, it is important that governments are aware that the statistical system needs medium and long-term investments. There are several existing options for countries that require external support. To this end, specific tools and financial instruments in the field of statistical capacity building are made available (e.g. project aid, budgetary aid, basket funds, statistical development funds, specific financial instruments managed by the World Bank such as the TFSCB/SRF, and the Global Strategy).

The **SPARS financing strategy must be defined at an early stage**, starting with advocacy efforts at the very beginning of the process and following with sharing the results of the assessment in order to establish a sound basis for discussion at the end of the process, when the action plan is presented. This discussion will be much more likely to succeed if the government has clearly determined the proportion of national resources to allocate for financing the SPARS. Of course, thorough knowledge of external sources of financing is required, and this should be one of the objectives of the assessment. Another important aspect is the importance of having a direct linkage between statistical development of the agricultural sector and national agricultural policies. Unless statistics are regarded as a sector to be developed in its own right, development strategies or national agricultural policies should, in their lists of priority actions, include the main activities of the action plans of the SPARS along with their costs and timetable.

Advocacy in favour of financing SPARS, which takes place during discussions and in consultative groups, is of course important, but it is not enough on its own. There must be constant advocacy, using all available channels, such as groups of technical and financial partners involved in national statistical development or existing mechanisms of dialogue on aid coordination at national level.

## The monitoring and evaluation plan

The success of an integrated SPARS design will be guided by a well-developed performance monitoring and evaluation (M&E) system. Monitoring, reviewing, reporting and evaluating the SPARS process are fundamental components of the SPARS cycle. The main objectives of a comprehensive M&E framework are presented in box 21.

### **BOX 21**

#### **Main objectives of a M&E framework**

- (i) ensure that strategic goals and objectives are being achieved
- (ii) track inputs, activities and outputs of the overall sector and report adequately
- (iii) determine whether implementation is on course
- (iv) alert the management to problems or potential problems before the situation becomes critical
- (v) suggest taking corrective actions to ensure that performance conforms to the strategy or that the strategy is revised in light of new experience

## Monitoring

By monitoring the SPARS and tracking performance indicators, managers and stakeholders will be able to get a picture of where the SPARS are going in relation to strategic goals and objectives, learn lessons, take corrective action, and, possibly, revise the strategy. This is to be understood as a continuous process of collecting and analyzing information to judge the quality of the implementation of the SPARS. For this reason, it is important to be able to know, at any point, whether or not one is deviating from the desired path, and if so to take appropriate adjustment measures. Monitoring will be ineffective unless there is action taken in response to what is measured and reported. In that sense, the SPARS are to be considered as a living document that will require adjustments as objectives and conditions change and experiences are gained.

Strong monitoring requires the design of a plan laid out as follows: after having defined the strategic goals, the objectives and the outputs to be achieved, one must specify the indicators that will be used to monitor progress and collect basic information on each indicator to establish a baseline. The means frequency and the person responsible for compiling each indicator must be clearly defined. The compiled indicators must then be evaluated and reports prepared to sketch out trends and arrive at a consensus on the necessary changes to be implemented. Experience shows that in the process of identification of the indicators, not enough attention is paid to the feasibility and regular availability of the indicators. Another limitation is linked to the lack of precise identification and adequate sensitization of the people in charge of compiling the data. All mechanisms will be based on the **logical framework** described in Box 22.

### BOX 22

#### The SPARS logical framework

A logical framework must be developed to provide an overview of the SPARS, highlighting the relationships between the different elements (i.e. vision, strategic goals, objectives, outputs, activities, and inputs) and the underlying assumptions for a successful implementation of the strategy in a results chain. Logical frameworks present a summary of the overall strategic direction in a coherent manner.

To develop a logical frame, the design team should ensure that the strategic framework for the SPARS is complete. That is, that the vision, mission, strategic goals/objectives, outputs and activities are well defined. The information is usually presented in a matrix (see Annex PLAN2) for each flow, and linkage is represented vertically and horizontally. This should provide a logical flow of the vision, strategies, objectives activities and inputs. Each activity or group of activities must be associated with a set of inputs or resources, indicators of outputs and a statement of assumptions. This statement must allow the inputs to lead to the specified outputs so as to form the basis for subsequent monitoring and evaluation activities. The logical framework should have at least one page for each shared strategy, as its implementation will depend on the completion of a set of activities for each sector. The clearer the logical framework, the easier it will be to monitor and evaluate the overall NSDSs.

The framework should be developed jointly with other sub-sectors that are part of the SPARS and it will provide the overall vision, mission, strategic goals, outputs, and activities as well as inputs.

## Evaluation

The evaluation will judge the relevance, performance, and success of the SPARS. It reveals to what extent the SPARS have achieved their strategic goals and vision. Monitoring and evaluation constitute two inextricably linked processes. Monitoring focuses on activity implementation and output delivery while evaluation concerns the achievement of results, the effects and impacts on the global goal of the SPARS. It helps draw lessons and capitalize on experience for the development of future SPARS.

The system of evaluation must incorporate the flexibility necessary to take account of the inevitable changes that will occur during the strategy's implementation period. These changes may result in more or less significant adjustments to the strategic goals selected and/or the result obtained, which will require changes to the schedule of activities and the activities themselves. Evaluation must identify which expected results have not been achieved, and the reasons for this, in order to re-direct the strategy. It generally includes two key steps, a mid-term evaluation and final evaluation. The use of peer-review mechanisms may be also considered.

### BOX 23

#### Objectives of mid-term and final evaluations and peer reviews

The **mid-term evaluation** provides an analysis of inconsistencies between recorded results and expected results. It indicates what changes need to be made, including those to the schedule of activities for the second half of the strategy period and it is required to assess the contribution made by the implementation of the SPARS towards improving the production and use of quality agriculture statistics. In addition, performance of the SPARS against the stated performance indicators presented in the logical framework should be assessed. Any need to adjust activities, outputs and inputs in order to achieve the objectives of the SPARS, suggest changes to activities aimed at improving data usefulness for national policies, and any recommendations on possible rationalization of the surveys' calendar should be taken into account to justify a revision of the existing SPARS.

The **final evaluation** leads to lessons learnt and to making progress for future development of SPARS. At the final evaluation stage, assessment is based on the level of achievement and on the extent of contribution to the strategic goals and objectives. In combination with lessons learnt from the mid-term evaluation and "current best methods" used worldwide, potential areas of improvement on content and structure for continued support to the SPARS may be sought. The evaluation should analyse the objectives with particular reference to the alignment of the SPARS with the NSDS, the national and international development frameworks, the responsiveness to data-user requirements, and the accomplishment of the SPARS' objectives.

**Peer Reviews** are increasingly used to evaluate a national statistical system (NSS) or an official statistical body. They can also be used in the context of the evaluation of SPARS as a friendly exercise relying mostly on mutual trust between countries and a common confidence in the process. They are conducted by "peers", in other words by NSS managers and users who collaborate with their counterparts in another country. It is recommended to use a peer-review process between the SPARS mid-term and final evaluation to monitor achievements on specific issues. If agreed upon, the costs of peer-reviews should be included in the total budget of the SPARS.

## Reporting

Reporting is an integral part of the SPARS monitoring and evaluation framework. Its main goal is to provide and publish comprehensive and regular information on the implementation of the SPARS. On the basis of the reports of various sector agencies, the SPARS coordinator should produce (or supervise and coordinate) annual reports at national level to provide an update on progress in the implementation of the SPARS, a summary of difficulties encountered and proposed solutions. Semi-annual, quarterly, or even monthly reports can be included in a sophisticated reporting system. Finally, the reports should be examined by the Technical Working Agricultural Committee (TWA). Conclusions and recommendations resulting from this exercise may be consequently submitted to the government.

## How to do it in practice?

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### 1. Preparing a list of costed activities in relation to pre-defined outputs at sub-sector level

This phase should also be considered as a full participatory process that requires the organization of meetings with all the stakeholders of the agricultural statistical system. The sub-sector technical committees which have already developed the vision, the mission, the strategic objectives, the objectives and outputs are expected to be yet again instrumental in the development of a list of activities necessary for converting the resources into the previously defined outputs. Whilst identifying the activities, attention must be paid to the responsibilities, the schedule, the sequence of activities, the inputs (resources) and the indicators used for tracking progress and monitoring performance. The SPARS design team will work alongside the sub-sector teams in order to ensure consistency between sub-sectors and with the overall SPARS design. All proposals from sub-sectors will have to reflect the existing structure of strategic goals, objectives and outputs. The design team may consider planning a large group meeting with representative of all sub-sectors for the design of the action plan.

### 2. Reviewing sub-sector proposals and elaborating a synthesis at sector level

The SPARS design team will be responsible for reviewing the proposals of the sub-sectors and for elaborating a synthesis document of the core action plan in line with the predefined strategic goals, objectives and outputs. Particularly, the design team will be responsible for verifying that all the criteria for identifying activities have been met and for reviewing the proposals with the aim to rationalize and seek synergies and complementarities, possibly grouping similar activities in the sub-sectors. On the basis of this review, the SPARS design team will produce a synthesized core action plan.

### 3. Preparing a draft calendar of censuses and surveys

The SPARS design team, in consultation with the Technical Working Committee (TWA), will prepare a draft calendar of censuses and surveys.

### 4. Developing an advocacy and communication plan

The SPARS design team will design a communication and advocacy plan with specific objectives, activities to be carried out, a budget and indicators for

measuring the impact of the sub-strategy. The SPARS design team may consider organizing a specific stakeholder workshop to develop the advocacy plan and messages to promote demand and use of agriculture statistics, and ultimately to raise awareness of the SPARS. This effort may be facilitated by a consultant, or internally handled by the Communication and Public Relations Officer of the MoA or the NSO. Stakeholders may wish to draw upon international experience, including experience from neighboring countries.

**5. Designing the M&E framework**

The SPARS design team will prepare the overall M&E framework to be implemented, which will also include the design of the SPARS' logical framework.

**6. Developing a financing strategy**

Based on dialogue with the government and development partners, a financing strategy built on the overall action plan will be developed.

**7. Consolidating the overall SPARS planning document**

The SPARS design team will consolidate the overall SPARS planning document, which covers: the vision and mission, strategic objectives and outputs and the overall action plan including the advocacy/communication and M&E plans.

**8. Validation of the overall spars planning document by the technical working group on agricultural statistics (TWA)**

Once prepared by the design team, the overall SPARS document should be reviewed by the Technical Working Group on Agricultural Statistics (TWA).

**9. Organization of a national validation workshop**

Following review by the Technical Working Group on Agricultural Statistics (TWA), the SPARS design team should organize a national validation workshop in consultation with the TWA and present the overall strategic plan of the SPARS to the stakeholders. The workshop will provide an opportunity for full discussion of the draft strategy amongst a wider consultative group. It can be structured so as to maximize time for discussion, debate and refinement of strategy proposals. The output of the strategy workshop should be a set of requirements and revisions to the draft SPARS. As this is the final workshop, it is essential that all issues raised by participants are adequately debated. Time constraints may however lead to further meetings on issues on which the final proposals of the strategy have not reached an agreement on yet. To achieve the foregoing, it is important to clearly define roles and responsibilities of representatives of the various key stakeholders in order to maximize the extent of their input in the SPARS design.

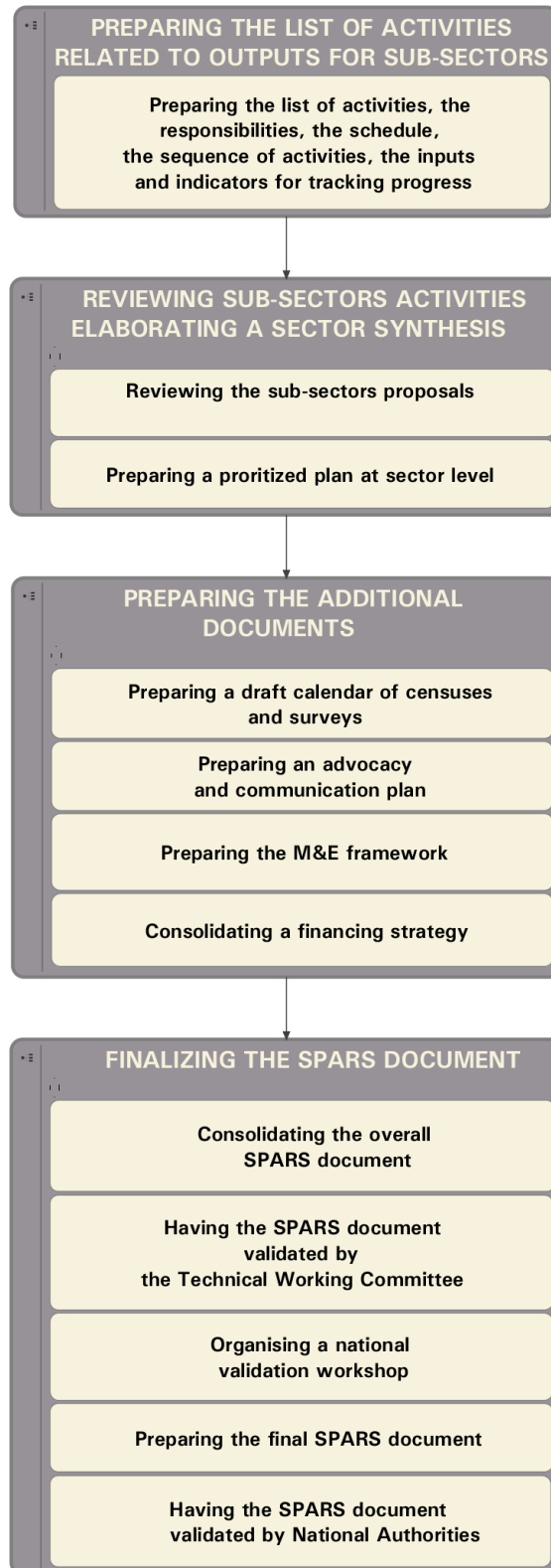
**10. Preparation of the final SPARS document**

Based on the outputs of the national workshop, the SPARS design team will prepare the final version of the SPARS document, which includes the assessment and the planning documents (see Annex **PLAN3**). The SPARS team is also invited to use the 10 essentials SPARS list to evaluate the quality of the design process that has been undertaken.

**11. Validation by the Steering Committee on Agricultural Statistics (SCA)**

The Steering Committee on Agricultural Statistics (SCA) will be required to endorse the final SPARS document. The document may also be presented for endorsement to the government.

## THE PLANNING PROCESS IN PRACTICE



# 2

## Implementing

This is the part of the process where the SPARS are put into action. For the implementation to take place successfully and efficiently, it should be well planned. This is why effectively formulated strategies must take into account the capacity of absorption and the ability to execute a strategy. Plans are easy to prepare but more difficult to implement when statistical capacity has not been strengthened yet, or when financial resources are not available at the time the strategy should start being implemented. The capacity to implement a strategy should drive the design phase and limit the scope of the objectives. Four main principles will guide the implementation phase of the SPARS:

### **1) Consolidating the existing governance and management structure**

It is recommended that the existing Steering Committee (SCA) and Technical Working Group on Agricultural Statistics (TWA) continue to act as main constituency representatives during the implementation phase and that they oversee progress throughout the entire duration of the project. The TWA Committee will meet on a regular basis as a consultative body (e.g. two or three times a year) and the Steering Committee at least once a year. Responsibility for the implementation process of the SPARS should rely on the authority of a high-level professional acting as SPARS coordinator. The coordinator should be in charge of planning and coordinating activities, and will be accountable for the results. The number and type of human resources necessary to carry out the activities should be indicated. Furthermore, the availability of employees with appropriate skills within the project's timeframe needs to be confirmed. Normally, the expert nominated during the design phase should be able to continue the task during the implementation phase. This professional will report directly and on a regular basis to the TWA and will be responsible for organizing Steering Committee meetings, providing information and suggesting initiatives as needed. The implementation of the SPARS should be the highest priority for the MoA.

### **2) Verifying the consistency and feasibility of the action plan**

The implementation phase requires a consistent and robust action plan. As previously outlined, action plans covering the first year or the first two years of implementation are very detailed. Annual action plans need to be prepared each year through a rigorous approach. At the end of the year (T-1) a work plan validated by the TWA and in consultation with the stakeholders and implementing partners should be made available. The quality of the annual action plan is a key element in the success of the implementation of the SPARS.

### 3) Monitoring, evaluating, adjusting and reporting

The **monitoring** of activities against the logical framework should be regularly carried out to ensure that activities are on track with respect to achieving the strategic objectives. Progress should be monitored through regular meetings or reports and include a regular review of budget expenses to ensure financial control. The schedule of activities should also be monitored on a regular basis to make sure that activities are completed within their allotted time and to verify if there are any delays that may hinder the results. It is important to regularly request feedback from key players on the different components via informal group discussions or individual questionnaires. Feedback should touch on what went well, what did not work well and suggestions for improvements. It should cover all the implementation dimensions, including planning, communication, management etc. Issues should be addressed as soon as they arise as they may impact more than one activity and affect the schedule of the project. More important issues may be brought to the attention of the TWA or the Steering Committee for strategic advice. Mid-term and final **evaluations** of the SPARS should be carried out in due time. Based on those evaluations, **corrective actions** and orientations for future SPARS will be taken. In many instances, as projects evolve through time, they will often need to be adjusted based on the knowledge gained. Such a re-organization of the project is not a sign of failure, but rather a sign that newly acquired information is used to adapt to the changing context. Attention will have to be given in particular to **reporting**: it is expected that an annual report on the implementation of the Global Strategy is prepared and submitted to the national authorities for advice.

### 4) Communicating and advocating

An active and regular communication effort is needed. Information about why decisions are made should be clearly and promptly provided to employees. Further interactions between the various components of the agricultural statistical system and the various employees involved should be strongly encouraged. Senior management, governance committees and team members should be briefed regularly on the project's progress and setbacks. Good communication will ensure that the action plan is implemented smoothly. For example, reports summarizing progress can be distributed to senior management, whereas decisions on more technical aspects can be made available electronically for consultation by team members. Advocacy is to be considered as an important task during the implementation phase.

# SPARS

STRATEGIC PLANS FOR AGRICULTURAL AND RURAL STATISTICS



**ANNEXES**

## 10 SPARS Essentials

### 1. **Backed by political support, nationally led and owned**

The SPARS should:

- have political support and commitment and be championed by high-level national officers;
- work within the national context, both cultural and institutional and be the output of genuinely nationally led, owned and inclusive participatory processes including stakeholders and users;
- be the output of a consensus-building process that takes into account the identified needs and problems of the agricultural statistical system and helps build commitment and partnerships with clear processes for consultation throughout;
- be recognized and understood by the agricultural statistical system staff as a process to improve their statistical capacity and knowledge.

### 2. **Designed through a sound methodological approach (including M&E mechanisms)**

The SPARS should:

- provide an assessment of the current status of the agricultural statistical system (where we are), incorporating a comprehensive appraisal of statistical outputs and user satisfaction measured against agreed criteria;
- provide a vision for agricultural-rural statistics (where we want to go), strategies to deliver the vision (how do we want to get there), which address institutional and organizational constraints and integrate all statistical planning frameworks and performance indicators (how do we know we have arrived), not just a work plan;
- incorporate if necessary sub-strategies for leadership and management, financial management, advocacy and communication, human resources, communications, infrastructure, production processes, archiving-access to data and dissemination;
- incorporate effective monitoring, evaluation and reporting mechanisms for the implementation.

### 3. **Mainstreamed into the NSDS national process**

- the SPARS process should be considered as a building block of the NSDS. As such it should be aligned in terms of approach, schedules and aim at rationalizing and finding complementarities between the two processes.

#### **4. Covering the entire agricultural and rural sector**

The SPARS should:

- cover the entire agricultural and rural sector including all data collection, analysis, dissemination and use from censuses, surveys and administrative systems, as well as the mechanisms for coordination and consultation (recognizing that implementation might need to be sequenced);
- facilitate an appropriate integration of sub-sector statistics strategies.

#### **5. Policy and results based with a quality fit for purpose**

The SPARS should:

- be demand-focused and user-friendly, responding to needs and priorities for information to enable governments and decision-makers to manage for results and allow analysis by all users;
- be aligned with national development policy, including for the design, monitoring and evaluation of National Development Plans, Agricultural and Rural Development Plans, National Investment Plans (i.e. CAADP in Africa), sub-sector development plans (fisheries, forestry etc.), as well as assessing progress towards agreed international and regional goals;
- be designed so as to incorporate results-based management principles and implemented with performance indicators (e.g. for the supply of statistical information, value for money, user satisfaction, governance, support to national policies, confidentiality etc.) and a performance reporting, monitoring and evaluation plan;
- provide a platform for the long-term, sustainable development of agricultural statistics whilst also addressing immediate data needs for development progress;
- aim at providing statistics as a resource for evidence-based decision-making, with quality (i.e. “fit for purpose”, relevance, accuracy, timeliness, independence).

#### **6. Taking into account what is in place and international commitments**

The SPARS should:

- respect all relevant legislation or regulation, recommending changes where appropriate;
- maintain statistical production and procedures, building on existing activities and ongoing processes (during the design and implementation);
- take into account regional environment, international commitments and the existing development agendas;
- draw on lessons learned by other countries.

#### **7. Drawing on international statistical standards**

The SPARS should:

- follow the values and principles portrayed by the UN Fundamental Principles of Official Statistics to produce useful high-quality data that will have the confidence of users of statistics.
- draw on international standards, recommendations and experience to capitalize on worldwide knowledge and for consistency between countries.
- not be normative but lead to meaningful change according to the situation of the NSS as the starting point of the process.

## **8. Setting out an integrated and realistic SCB programme**

The SPARS should:

- set out an integrated statistical capacity building programme (SCB), which: builds capacity to implement and adapt the strategy; turns statistics into information through analysis, dissemination, publicity and user education;
- incorporate existing initiatives at international level on statistical capacity building (e.g. the Global Strategy);
- provide prioritized, rationalized and timetabled tasks (not everything can be done at once);
- provide the framework for (annual) implementation work plans;
- be realistic and pragmatic about resources (i.e. this implies prioritization, sequencing, cost effectiveness; for example, considering alternative ways of compiling data such as administrative sources and sample surveys);
- take into account the fact that implementation will need to start with a reduced statistical capacity to be progressively improved during the period of the SPARS (capacity of absorption);
- be flexible enough to cope with changes in priorities, new information needs and lessons learnt.

## **9. Funded as a priority by governments for its implementation**

- The SPARS should aim at developing statistics as a public good funded from government budgets and complemented where appropriate by international support.
- They should assess the existing system of financing/funding of the NSS and the existing mechanisms of support from technical and financial partners (e.g. Paris Declaration on Aid Effectiveness).

## **10. Serving as a coherence framework for external assistance**

- The SPARS should serve as a coherence framework for international and bilateral assistance for agricultural statistics and to avoid parallel systems for monitoring and evaluation originated from donor programmes.

## PREP2

### Possibility of sharing responsibilities between NSOs and Ministries of Agriculture in the SPARS process

Agency	Responsibility
Ministry of Agriculture	<ul style="list-style-type: none"> <li>• Overall coordination of the SPARS design and implementation</li> <li>• Planning, development and implementation of the roadmap</li> <li>• Determine the relevant organizational structures, institutional arrangements and coordination mechanisms.</li> <li>• Provide a single entry point for advocates of the SPARS and coordination of the approval processes across the sector</li> <li>• Identification and supervision of national consultants/Technical Assistance</li> <li>• Organization of stakeholder workshops and related internal technical meetings e.g. Agricultural Statistics Committee</li> <li>• Identification of champions for the SPARS</li> <li>• Initiate and sustain partnership and collaboration in agricultural statistics' production</li> </ul>
National Statistical Office	<ul style="list-style-type: none"> <li>• Overall coordinator of the NSDS</li> <li>• Provide the framework for censuses and surveys for agricultural statistics</li> <li>• Guide and support integration of the SPARS in the NSDS</li> <li>• Support the MoA in the integration of censuses and surveys to determine priority areas</li> </ul>
Sub-Sectors (fisheries, livestock, forestry, and research and training institutions)	<ul style="list-style-type: none"> <li>• Support the evaluation and the development of sub-sector strategies in line with SPARS strategic goals</li> <li>• Participate in all stakeholder workshops and technical meetings</li> <li>• Implementation and monitoring of activities</li> <li>• Identification of champions for the sub-sector</li> </ul>

## ToRs Steering Committee on Agricultural Statistics (SCA)

The SCA represents the process owner and should give political or high-level government backing to the SPARS development process. Its terms of reference should cover the following tasks:

- Provide guidance and supervision on the alignment of SPARS with national policy and development priorities in direct liaison with the Technical Working Committee on Agricultural Statistics (TWA);
- Ensure that SPARS are in line with the existing NSDS approach and ensure that the agriculture sector is represented adequately in the existing coordination mechanisms of the NSS (i.e. National Council of Statistics, NSDS Steering Committee);
- Approve the key SPARS documents and processes:
  - Throughout the design phase of the SPARS: endorse the roadmap document and the evaluation and final SPARS strategic documents;
  - Throughout the implementation phase of the SPARS: validate the mid-term and final reviews of the SPARS and contribute to the preparation of the next generation of SPARS.

The regularity of meetings is a key factor for ensuring a proper preparation and implementation of the SPARS. During the design phase it is important that the SCA meets at least three times for endorsing the roadmap, the evaluation and the final SPARS document. During the implementation phase the frequency of meetings can be lower but at least an annual meeting must be organized for analyzing the annual report prepared by the Technical Working Committee (TWA) and for endorsing the next annual workplan.

## ToRs SPARS Coordinator

The principal tasks entrusted to the SPARS Coordinator could be the following:

Under the direct supervision of the Technical Working Committee on Agricultural Statistics (TWA):

### **SPARS Design**

- Coordinate the design of the sectoral strategy (SPARS) according to the principles established in the roadmap
- Ensure that the preparation of the SPARS falls within the National Strategy for the Development of Statistics (NSDS)
- Supervise the national group elaborating the SPARS, including the work of its sectoral sub-committees
- Coordinate the activities of national and international consultants in charge of supporting the SPARS design process
- Consult, generally, all stakeholders to ensure that the SPARS process is inclusive and participatory
- Ensure that the final SPARS document is prepared in accordance with the principles recommended in the roadmap
- Prepare the reports listed in the roadmap and ensure that they are submitted on a timely basis to the SPARS Monitoring Committee or to all other coordinating groups in charge of approving the main steps of the SPARS design

### **SPARS Implementation**

- Act as permanent SPARS focal point, especially with the NSDS Coordinator, and ensure that communication between stakeholders is operational
- Monitor SPARS-related implementation activities with reference to the Logical Framework
- Prepare annual workplans and draft the advocacy documents for financing the set of activities planned
- Organize consultative and monitoring meetings with stakeholders
- Alert national bodies in case of delays or problems in implementation
- Provide advice and assistance to sub-sectors in implementing activities
- Organize the SPARS mid-term and final reviews
- Ensure that the evaluation recommendations and changes proposed are reflected in the action plans
- Draft yearly implementation reports
- Contribute to planning the next SPARS, at least one year before the completion of the previous one

## ToRs International Consultant

### Background

The elaboration of a strategic plan for the development of agricultural statistics in ... is a crucial element for ensuring the development of a coordinated system of agricultural statistics that can meet countries' needs for information. The development of this plan falls within a favourable context in which the National Strategy for the Development of Statistics (NSDS-...) is in place, and ... (national development policies) ...

### Tasks and responsibilities of the international consultant

Under the responsibility/supervision of ... and in close collaboration with national consultants, ... , the international consultant's principal task will be to support the government of ... in elaborating a strategic plan for the development of agricultural and rural statistics (SPARS), in accordance with the roadmap approved by national authorities. In particular, the international consultant will support ... in controlling the elaboration process, coordinating the work of the national team and preparing the presentation of results and report phases.

Specifically, the tasks will be the following:

- 1. Undertake a first consultative mission, of two weeks in duration (Step 1: Launching), to:**
  - Support the national team in preparing the launching workshop
  - Review the set of procedures established, the calendar of activities and propose, in close collaboration with ... , changes and updates, if so required
  - Support the national team in preparing advocacy material
  - Prepare, with national teams, a training session on strategic planning, accessory to the SPARS launching workshop
  - Participate in the launch meeting and in the training seminar on strategic planning
  - Organize, parallel to the launch workshop, a meeting with the national team, to prepare the evaluation stage
  
- 2. Undertake a second consultative mission, of four weeks in duration (Step 2: Assessing), to:**
  - Support the national team in analysing and reviewing the evaluation performed by the sectoral sub-committees
  - Support the national team in preparing a synthesis of the assessment of the national system of agricultural statistics
  - Support the national team in preparing the workshop presenting the assessment
  - Participate in the workshop in which the evaluation is presented
  - Organize, parallel to the evaluation workshop, a meeting with the national team to prepare the planning phase

- Support the national team in preparing the assessment document for approval by ...
  - Support the national team in preparing a communication on the main results of the assessment, to be presented to ...
- 3. Undertake a third consultative mission, of four weeks in duration (Step 3: Planning), to:**
- Support the national team in analysing and reviewing the work performed by the sectoral sub-committees and by the national team, in light of the strategic directions and action plans
  - Support the national team in preparing summaries on the definition of the main strategic directions and relevant action plans
  - Support the national team in elaborating a vision, a mission, as well as mechanisms for monitoring, evaluation and reporting
  - Prepare, with the national team, an integrated budget for the action plan
  - Support the national team in consolidating the final document of the strategic plan
  - Support the national team in preparing the presentation workshop of the strategic plan

### **Reports**

For each mission, the international consultant will prepare a report on the activities performed, the problems encountered, the solutions provided and useful lessons for implementing this approach in other countries. The final report must also include an overview of the set of activities performed. The reports must be delivered to ...

### **Qualifications and experience**

The consultant must have:

- A Masters-level university degree in statistics, agronomy, or related field
- At least 5 years of professional experience in organizing national statistics systems, and sound knowledge of agricultural statistics, preferably in ... (name of region)
- The capability to work in a multidisciplinary team and to draft reports clearly and concisely, good oral and written communication skills.

### **Working language**

...

### **Duration**

... days, over 3 missions.

### **Duty station**

... (place), with some travel to provincial locations if necessary.

# PREP6

## An Example of Stakeholder Analysis in Tanzania

Stakeholders	Service Offered	Expectations
President's Office Public Service Management	Accommodation and facilitation of human resources' requirements, and production of quality routine statistics for the Ministries	
Ministry of Finance	Provision of adequate and timely financial resources including sourcing funds from development partners	A sustainable coordinated agricultural statistical system; good management of financial and human resources
Prime Minister's Office, Regional Administration and Local Governments	Identification of priority data at regional and district levels. Provision of human resources for data collection at sub-national level. Jurisdiction for management of sub-national level officers	
National Bureau of Statistics (NBS) and Office of Chief Government Statistician (OCGS) (Zanzibar)	Production and coordination of official agricultural statistics (agriculture sample census, sample surveys and administrative records)	Compliance with statistical standards and methods to produce quality agricultural statistics' products and services
Agriculture Sector Lead Ministries and Other Key Producers: Ministry of Agriculture, Food Security and Co-Operatives; Ministry of Industry and Trade; Ministry of Livestock and Fisheries Development; Ministry of Natural Resources and Tourism; Zanzibar: Ministry of Livestock and Fisheries; Office of Chief Government Statistician; Ministry of Agriculture and Natural Resources; Local Government Authorities; and Tanzania Revenue Authority	Collection, analysis, dissemination and storage of agricultural data and marketing information	Guidelines for producing official statistics from NBS/OCGS; a sustainable coordinated agricultural statistical system; adequate and timely financial and human resources; production of quality agricultural statistics' products and services; and use of agricultural data for policy purposes
Other Ministries with interest in Agricultural Data (users)	Use and analysis of agricultural data for policy design and monitoring and evaluation	

Stakeholders	Service Offered	Expectations
Eastern African Statistical Training Centre and Higher Learning Institutions	Training in Statistics and Agricultural Statistics for long-term and short-term courses; Research; and Consultancies	Quality agricultural statistics products and services; qualified trained professionals employed in the agricultural statistics system
Research Institutions and Universities	Further analysis of agricultural data	
Development Partners	Provision of Technical Assistance, capacity building and additional funds	Quality agricultural statistics' products and services; A sustainable coordinated agriculture statistical system; Good management of financial and human resources
Non-Governmental Organizations (NGOs)	Provision of Technical Assistance, capacity building and additional funds	Quality agricultural statistics' products and services; a coordinated sustainable agriculture statistical system; good management of financial and human resources
Private Sector/investors	Decision making on investments and marketing	
Farmers/Producers	Agriculture, livestock, forestry and fisheries' production and marketing decisions	
Media	Dissemination and discussion based on agriculture, livestock, forestry and fisheries' data	
General Public	Provision of quality agricultural data; good cooperation throughout agricultural data collection	Confidentiality of data; feedback on results of surveys and censuses

## Roadmap Template

The proposed overall structure of a roadmap is as follows:

### 1. Context and justification

This may include: (1) an overall presentation of the country at political, social, and economic level; (2) a reminder of the most important related dates (i.e. political elections or specific dates in terms of development policies); (3) a reminder on the importance of the agricultural sector for the country, the existing development policies (i.e. poverty reduction strategy, agricultural and rural development plans and national investment plans) and the use of agricultural statistics for policy purposes (i.e. with examples from policy documents and development partners' strategies); (4) a description of the overall national statistical system including the NSDS; (5) a reminder on the importance of the Global Strategy for the country, the role of development partners in support to agricultural statistics and the existence of ways and areas of cooperation (e.g. existence of national partnerships).

### 2. Objectives of the roadmap and expected results

This short section will explain the scope of the roadmap. This includes: the preparation process of the SPARS; defining the organization that needs to be set up; the steps to be taken including a timetable; the division of roles; the resources to be mobilized; the identification of sources of funding and the overall expected results of the SPARS; and a final agreed upon and implementable version of SPARS (costed, owned by its key stakeholders and endorsed and approved at the highest political level). Intermediate steps will include a report on the assessment and a report on the strategies and action plans which will also need to be officially endorsed. In addition, it will be important to clarify how the validation needs to be carried out (e.g. in a workshop or specific commission, or during a National Council meeting or through a Ministerial Council).

### 3. Methodology and organization

**Methodology.** This section will cover the main principles used for the elaboration of the roadmap. Six principles are recommended: (1) an inclusive and participatory process, bringing together all stakeholders of the agricultural statistics system and implying coordination, commitment from the government, efficient mechanisms of dialogue between producers and users and a dynamic advocacy process; (2) the need to formulate SPARS in coordination with the existing NSDS processes in the country; (3) the need to formulate SPARS as a response to the demand from national policies and international commitments; (4) the need to be pragmatic and build a progressive programme for implementing activities taking into account the existing capacities and those that will be built in the medium-long term; (5) integrating a financing strategy using possible concertation mechanisms at country level between the government and the development partners; (6) using a management approach for results including a logical framework with appropriate indicators for monitoring and reviewing the process.

**Organization.** This part will integrate the description of the proposed constituency and the role and responsibilities of the participating entities.

#### **4. Tasks and timetable**

This section will describe the various design steps of the SPARS process, including: the planned activities, modalities and reports; the endorsement and validation processes; planned workshops; responsibilities; and mobilization of resources. A detailed calendar of activities may complete the section.

#### **5. Budget, resources and contributions to the SPARS design process**

The resources necessary for designing the SPARS will have to be identified and estimated. The range of activities to be costed may cover: logistical aspects (e.g. workshops costs), secretariat costs, national coordinator costs, functioning costs of the committees, consultation fees (plus travel if required for international consultants), dissemination of documents, advocacy etc. Sources of financing will have to be identified (e.g. national sources and development partners) and external financial instruments such as the TFSCB should be mobilized at an early stage. Finally, in-kind contributions should be taken into consideration.

#### **6. Annexes**

***Note:** The NSDS guidelines recommend a clarification of the M&E mechanisms to be envisaged during the elaboration of the roadmap as there is no reason to introduce the M&E mechanisms before drafting the strategic plan. A design of the M&E framework should be addressed when drafting the strategic objectives and action plans.*

**PREP8**

## **Burundi Roadmap**



Roadmap for

# **PSABU**

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**Strategic Plan for the Development**

**of Agricultural and Rural Statistics in Burundi**

## **1. BACKGROUND AND MOTIVATION**

### **1.1. The importance of the national sector in Burundi**

The Burundi National Plan for Agricultural Investment (Plan National d'Investissement Agricole du Burundi – PNIA) provides an important account of the agriculture sector in Burundi, confirming its importance, constraints, and challenges:

“The agriculture sector is the engine of national economy, and should be able to guarantee food security for the population. It is the national economy’s predominant activity. Although some good performance has been recorded, the sector’s overall growth rate (estimated at 2.6%) remains lower than the rate of demographic growth (2.9%). However, [agriculture in Burundi] is essentially subsistence agriculture. The food crops that occupy 90% of cultivated land contribute to about 80% of agricultural GDP and are largely self-consumed (80%). Livestock activities contribute to 14% of the national GDP and 29% of agricultural GDP. The rest consists of export crops, which provide over 90% of foreign currency earnings...the sub-sector of fisheries is in constant regression and provides only a marginal contribution.”

“Agriculture is performed rudimentarily by about 1.2 million rural families (90% of households), on very small plots of land, of which the average size is about 0.5 hectares. Almost one million hectares are acid, high-altitude soils... the demographic pressure on the land exacerbates the land ownership problems, which in turn intensify the level of productivity and environmental deterioration...”

“Despite its important economic position (in terms of GDP contribution and the percentage of population engaged in agricultural activities), the productivity of the agricultural sector is very weak compared to that of other African countries... The many problems of Burundi’s agriculture are of both structural and economic/cyclical nature: ... (i) agronomic problems, (ii) climate problems, (iii) technological problems, (iv) socio-economic problems and (v) institutional problems.”

However,

“The agriculture sector presents real potential, which has enabled it to maintain, at least before the crisis, a relative balance between population growth and production growth: (i) an abundant and laborious agricultural population, (ii) possibility to grow a variety of crops (tropical and temperate crops), (iii) an abundant water precipitation (6 to 9 months of rainfall per year) enables two crop seasons per year, which in turn enables year-round production if water control is ensured; (iv) a significant hydrographic network; (v) limestone, dolomite and phosphate deposits; (vi) a possible expansion of the import/export market within the East African Community (EAC).

“...there are, therefore, certain challenges that the agricultural sector must address: (i) integral resort to good practices in protecting land and water resources, (ii) generalized resort to best practices in managing agricultural exploitation; (iii) greater resort to input products (iv) a greater use of water resources for agricultural production (v) implementation of a chain approach; (vi) solution of land tenure problems.”

### **1.2 National development policies**

#### **VISION BURUNDI 2025**

In 2010, Burundi adopted a prospective guidance document, entitled Vision Burundi 2025. This document is a point of reference for development, and traces the overall direction for the

economic and social growth of the country, including quantitative indications for GDP pro capita and reducing the poverty rate. Control of demographic growth, food security and economic growth based on agriculture are among the major challenges identified, considering the country's limited resources and the necessary priorities in terms of political action, objectives and strategies.

### **Strategic Framework for Growth and Fighting Poverty** (*Cadre Stratégique de Croissance et de Lutte contre la Pauvreté*) **2012-2016, CSLP-II**

In 2006, the Government adopted a first CSLP, in which, in the context of the second objective, development of the agricultural sector was already identified as the first source of economic growth. A second plan (CSLP-II) was approved in 2012 and concerns the implementation period 2012-2016. The CSLP-II seeks to create an environment capable of fostering sustainable development in Burundi, with the view to achieve the aims of the MDGs and of Vision 2025. Among the 4 directions maintained, the second (Transformation of Burundi's economy for a sustainable and job-creating growth) again recognises agriculture as the principal source of economic growth. This direction is integrally aligned with the National Plan for Agricultural Investment (PNIA – Plan National d'Investissement Agricole).

### **National Agricultural Strategy (NAS) 2012-2015** (*Stratégie Agricole Nationale – SAN*)

A National Agricultural Strategy (NAS) was elaborated in 2007, but was not made operational, although an action plan and a set of sub-sectoral strategies were drafted. In the framework of the NEPAD and of the CAADP initiative (Detailed Plan for the Development of African Agriculture – Programme Détaillé de Développement de l'Agriculture Africaine, PDDAA), it was agreed that the National Plan for Agricultural Investment (PNIA) would be the strategic framework for the prioritization and planning of investments in the agriculture sector, and would therefore be elaborated specifically to enable the operability of the NAS.

### **National Plan for Agricultural Investment 2012-2017** – *Plan National d'Investissement Agricole* (PNIA)

Within the context of NEPAD's PDDAA initiative, Burundi developed the PNIA, to create a coordinated framework of reference for bilateral and multilateral financing of the sector. **Therefore, the PNIA is the strategic framework for the prioritization and planning of investments in the agriculture sector, and was developed for the specific purpose of enabling operability of the NAS and the PDDA-Burundi.** Thus, it is consistent with the government's strategic documents and the common regional policies. The PNIA defines four programs: (i) sustainable increase of agricultural production and food security; (ii) professionalization of producers and promotion of innovation, (iii) development of distribution chains and agro-business, (iv) enhancement of public institutions. A highly detailed logical framework, with a set of indicators requiring reliable statistics, is also included. However, it must be recalled that at the time of the stocktaking exercise, it was envisaged to provide a support component for the development of a coordinated system of agricultural statistics and information.

The government has approved several sub-sectoral strategies: the National Program for Food Security (Programme National de Sécurité Alimentaire – PNSA), the Strategic Guidance Document for Livestock Activities (Document d'Orientation Stratégique pour l'Élevage, DOS-Élevage), the National Strategy for Aquaculture (Stratégie Nationale pour l'Aquaculture), the Strategy for Developing Watersheds and Swamps (Stratégie des aménagements des bassins versants et marais), the National Strategy to Combat Soil Degradation (Stratégie Nationale de Lutte contre la Dégradation des Sols), the National Forestry Strategy (Stratégie Forestière

Nationale), the National Water Strategy (Stratégie Nationale de l'Eau), and the Research Master Plan (Plan Directeur de la Recherche). **The PNIA was conceived as the framework for the operationalisation of all investments required to implement all these sub-sectoral strategies.**

### **1.3 Using agricultural statistics in Burundi**

#### **1.3.1 DOCUMENTS RELATING TO NATIONAL DEVELOPMENT POLICIES**

##### **National Plan for Agricultural Investment (PNIA) 2012-2017**

The system for monitoring and evaluating the PNIA implies monitoring of its technical and financial aspects, as well as the measurement of its effects and impact. The system for monitoring and evaluating the PNIA is based on a set of indicators, which must be measured with the frequency necessary to enable analysis, and, ultimately, decision making.

Eighty-seven indicators were defined on the basis of the logical framework: 5 impact indicators between now and the expiry, in 6 years' time, of the PNIA (100% of the population enjoying food security, a 100% increase in average annual revenue at the end of the plan, equilibrium of the agricultural trade balance, a 60% evolution in the agro-industrial sector, a 100% increase in agricultural sector GDP, as well as in the rate of accumulation of goods by vulnerable groups); 13 effect indicators for sustainable increase of production capital and production, professionalization of producers and the promotion of innovation, development of distribution chains and agro-business, and improvement of the institutional framework (4 indicators); and, finally, 68 product indicators (results).

The PNIA document emphasises: "to measure these indicators, it is necessary to define how the basic information is collected, beginning with the framework for the measurement of performance... which is a tool that enables the systematic planning of the collection of relevant information, with a view to illustrating the degree of advancement of a given program or initiative in relation to the desired results...for this reason, it specifies, for each indicator, the collection method, the basic information, the frequency of collection and the parties responsible for collection."

##### **Strategic Framework for Growth and Fighting Poverty 2012-2016 – *Cadre Stratégique de Croissance et de Lutte contre la Pauvreté (CSLP-II)***

The CSLP-II fully recognises the role and importance of reliable statistical information:

"The scope and effectiveness of the CSLP II depend largely on realism and on the quality of the sectoral strategies. Remarkable progress has been made in this field. However, it must be noted that the reliability of statistical information, the technical quality of analyses and, naturally, the effectiveness of dialogue between all parties (the Government and its partners, civil society and user representatives) on the adjustments to be made to policies and programmes, must be enhanced."

"One of the weaknesses of the current systems for planning and managing programs is the absence of an effective monitoring and evaluation mechanism. For this reason, reinforcing the statistical system and the institutions to which it is entrusted (ISTEEBU) is a precondition for effective monitoring and evaluation. The Government will complete the logical framework of the second CSLP with precise indicators of the results. Likewise, the harmonisation, if not the unification, of the monitoring systems used by the Government and donors is required. This harmonisation will necessarily occur with the implementation of the plan of prioritised actions of the National Strategy for the Development of Statistics (Stratégie Nationale de Développement de la Statistique – SNDS) adopted in 2010."

“A monitoring and evaluation mechanism that privileges results-based management, and indicators measured regularly by the National Statistics System, will enable the progress made in executing the strategy to be verified.”

### **1.3.2 STRATEGIC DOCUMENTS OF DEVELOPMENT PARTNERS:**

#### **Country Assistance Strategy (CAS) 2012-2016 – World Bank**

The World Bank strategy document for Burundi emphasizes:

“While there is no recent estimate of the poverty level, there have been improvements in some social sector outcomes. Burundi still ranks at the bottom of UNDP’s Human Development Index (185<sup>th</sup> out of 187 countries in 2011) but education and health outcomes improved significantly over the past few years.”

“At the core of the poverty reduction challenge are fragmented and insufficient data and/or information systems necessary for monitoring and evaluation and effective decision making.”

“In general, the statistical information is not readily available. The National Statistics System (NSS) produces limited data on an irregular basis, standard surveys are not conducted at regular intervals, and analytical capacity is weak making it difficult to discern major trends and their policy implications.”

“The NSSD was expected to improve harmonization among development partners’ interventions in the area of statistics and led to better alignment of these interventions with Government priorities. But the lack of a leading donor and relatively small allocation of domestic and external financial resources have limited the results of the NSSD action plan. Low domestic budget allocation, weak human capacity, and lack of easy access of users to timely and reliable information are the main difficulties faced by the NSS.”

### **1.4 Organization of the National Statistics System (NSS) and the National System of Agricultural Statistics (NSAS)**

#### **1.4.1 BURUNDI’S NATIONAL STATISTICS SYSTEM (NSS)**

According to Law N. 1/12 of 25 September 2007, and Law N. 100/58 of 18 March 2009, Burundi’s statistics system is constituted by:

- The **National Council for Statistic Information** (Conseil National de l’Information Statistique – **CNIS**), the NSS’ national consultative body; the CNIS proposes the general direction of the country’s statistical policy, especially the elaboration of Burundi’s National Strategy for the Development of Statistics (Stratégie Nationale de Développement de la Statistique – **SNDS**), and submits these plans to the Government for adoption. The CNIS is presided by the Second Vice-President of the Republic and includes the Ministerial Authorities of the key sectors.
- The **Burundi Institute of Statistics and Economic Studies (Institut de Statistique et Etudes Economiques du Burundi – ISTEERU)**, the main body for technical coordination of the NSS’ activities; this body constitutes the CNIS’ permanent technical secretariat.
- **The services in charge of elaborating sectoral statistical data**
- **The statistical and demographic schools and training centres**

- **The Technical Committee of Statistical Information** (Comité Technique de l'Information Statistique – **CTIS**), presided by the Director General of the ISTEERU, and includes a representative of each NSS component.

#### 1.4.2 THE SNSA INSTITUTIONS PRODUCING AGRICULTURAL STATISTICS

The principal producers of agricultural statistics within the SNSA are the following:

- The **Direction of Agricultural Statistics and Information** (Direction des Statistiques et Informations Agricoles – **DSIA**) of the Ministry of Agriculture and Livestock
- The **ISTEERU**
- The **General Directorate for Livestock** (Direction Générale de l'Elevage) of the Ministry of Agriculture and Livestock
- The **Unit for Fisheries Statistics** (Unité des Statistiques des Pêches – **USP**) of the Fisheries Directorate
- The **Forestry Department** of the Ministry of Water, Environment, Land Management and Town Planning.

The DSIA is the main body responsible for producing general agricultural statistics. Its tasks are established by Decree N. 100/115 of 30 April 2013, on the reorganization of the Ministry of Agriculture and Livestock:

- Conceive and supervise, in collaboration with the ISTEERU, the elaboration of surveys, censuses and other agricultural information systems, and to facilitate and supervise their implementation;
  - Organize and discuss statistical data gathered by the relevant bodies, or in the context of surveys, analyse them at national and sub-regional level, and construct a database on food and animal production and industrial cultures;
  - Organize and manage sectoral documentation, and establish and manage the national information network on the sector at national level;
  - Develop relations with other sectoral international circuits for information on the sector;
  - Prepare the agricultural economic information for the sector's private parties.
- All statistical activities are performed in collaboration with the ISTEERU, which also provides "Studies and Statistics on Agriculture and Production Prices".

#### 1.4.3 MAIN OUTPUTS OF THE SNSA

After independence, some studies conducted between 1967 and 1970 by the Institut Rundi des Statistiques (IRUSTAT) enabled agricultural production to be estimated for the period between 1960-1970 and constituted the basis for the implementation of several agricultural development projects. Between 1980 and 1986, a set of agricultural surveys was conducted across the whole country by the Service National des Etudes et Statistiques (SNES). These studies facilitated the drafting of the Five-Year Plan 1988-1992, and made available essential information for elaborating Burundi's Economic Accounts. Some tests on agricultural survey methodology were performed in 1999-2000 on five pilot provinces, by the Département des Statistiques et Informations Agricoles, through the "Support to the Rehabilitation of the Agricultural Statistics System" (Appui à la Réhabilitation du Système des Statistiques Agricoles – ARSSA) project and other agricultural surveys conducted between 2003 and 2005 by the Information System on

Food Security (Système d'Information sur la Sécurité Alimentaire – SISABU). To date, the main outputs of the Burundi SNSA may be summarised as follows:

- The Ministry of Agriculture and Livestock, and the ISTEERU, with the support of the Belgian Technical Cooperation, the European Union and the World Bank, conducted the **Burundi National Agricultural Survey** (Enquete Nationale Agricole du Burundi – **ENAB**) for 2011-2012. The report of the results drafted in April 2013 provided annual statistics for the province level, thus meeting the great demand for agricultural statistics often advanced. The ENAB was again repeated in 2012-2013; its report is yet to be finalised.
- Since 1996, the Ministry of Agriculture and Livestock, in collaboration with FAO, WFP, UNICEF and USAID, has performed a regular evaluation of harvests, food supply and the nutritional situation at the end of agricultural seasons A and B (**System for Early Warning and Monitoring of Food Security in Burundi** – Système d'Alerte Précoce et Surveillance de la Sécurité Alimentaire au Burundi). Weekly records of the market prices of food commodities and a monthly bulletin of significant food security news are compiled.
- The **Information System for Food Security and Agricultural Product Prices** is managed by the MINAGRIE's SIP project. The System consists in collecting the market prices of agricultural products in 24 markets, across 8 provinces. The dissemination takes place through advertisements placed at the markets, and the construction of a database at the DSIA, used in planning MINAGRIE activities and consulted by several parties requiring agricultural statistical information.
- The **MINAGRIE** is currently establishing, through the "Programme for Food and Nutritional Safety PROSANUT", financed by the EU, information material on the agricultural sector.
- The **Fisheries Directorate** maintains a system for the collection of information on captures with land agencies; also, it performs, albeit irregularly, framework or socio-economic surveys.
- The **General Directorate for Livestock** has a system for collecting purely administrative information, on production and on animal health.
- In terms of dissemination, an **Agricultural Statistics Yearbook** is published by the ISTEERU Office in charge of Agricultural Statistics. This Office collects, analyses, processes and publishes agricultural data concerning the various sectors of agricultural activity. Recently, the **Countrystat** tool for the dissemination of agricultural statistics was implemented in Burundi, with the assistance of FAO.
- There is also a communication body within the MINAGRIE (the **Agricultural Messenger** – Messenger Agricole), in charge of circulating the information collected from all projects, distribution channels and rural families.

### **1.5 The National Strategy for the Development of Statistics (Stratégie Nationale de Développement de la Statistique – SNDS)**

In March 2012, Burundi adopted its first National Strategy for the Development of Statistics (Stratégie Nationale de Développement de la Statistique – SNDS), the objective of which is to enable the NSS to respond effectively to user needs concerning the production of reliable and updated statistical data, for the period 2010-2014. Its implementation enabled important reforms to be achieved, at the levels of both central structure and sectoral services. However, despite the results obtained, difficulties within the NSS persist. Some activities could not be pursued due to the lack of ownership by NSS members, lack of budgetary resources and a likely overdimensioning of the objectives, compared to the absorption capacities and resources available.

These difficulties relating to the capacity and coordination of parties still persist. The first strategy will be completed in 2014; the second NSDS (2015-2019) is being prepared and will seek to achieve greater coherence with the other development strategies, so that the NSS can gain the sustainable capacity to produce the statistical information required to monitor and evaluate development policies, programs and projects.

## 1.6 The Global Strategy for the Development of Agricultural and Rural Statistics

The Global Strategy to Improve Agricultural and Rural Statistics (2012-2017) is an international initiative that aims to (i) reinforce the statistical capacities of developing countries, to enable them to provide the reliable statistics on agriculture, food and rural development required for implementing and taking decisions relating to national development policies; (ii) create a sustainable statistical framework in which agricultural statistics is better integrated within National Statistics Systems, there is better governance of the statistical system, and statistical capacities are reinforced. The Global Strategy benefits from funding by the DFID and the Bill & Melinda Gates Foundation (BMGF), and Italian cooperation.

The Global Strategy is implemented, at the global level, by a World Office hosted by FAO in Rome, and at the African level, by two partners: the African Development Bank (BAD) for coordination at the continent level and technical assistance, and the United Nations Commission for Africa (UNECA) for training. This implementation is based on a Global Action Plan (2012-2017) and a Regional Action Plan for Africa (2011-2017).

Among the main recommendations proposed by the Global Action Plan, countries are strongly encouraged to develop a **Strategic Plan for Agricultural and Rural Statistics (SPARS)**, integrated within the NSDS. The Plan should be a framework of reference for agricultural sector coordination, propose a long-term vision of development of agricultural statistics and present an approach that is integrated with national development policies and national consultative mechanisms between the government and development partners.

The manuals for elaborating this strategic planning approach are currently being finalised. Burundi will be the first country in the world to pilot this new approach and serve as model for other countries.

## 1.7 The support of development partners

Over the past few years, Burundi's Agricultural Statistics System has received significant assistance from development partners (or technical and financial partners). Support was provided by the following parties, for the elaboration or implementation of the operations listed:

- **African Development Bank**
  - ✓ Elaboration of the National Strategy for the Development of Statistics (NSDS)
  - ✓ Provision of assistance to the National Statistics System in preparing the Strategic Framework for Growth and Fighting Poverty II (CSLP II)
  - ✓ Collection of data in the context of the implementation of the Regional Program for the Development of Aquaculture and Fishing (PRODAP)
- **European Union**
  - ✓ Burundi National Agricultural Survey (ENAB)
  - ✓ Collection of information in the context of the implementation of the Programme Supporting the Restoration of Sustainable Agricultural Development (PARSAD)
  - ✓ SMART FISH Software for data processing
  - ✓ Agricultural information system (PROSANUT)
- **Food and Agriculture Organization of the United Nations (FAO)**
  - ✓ Establishment of Countrystat
  - ✓ Information System on Fisheries, within the implementation of the Regional Program for the Integrated Planning for Lake Tanganyika
- **World Bank**
  - ✓ Elaboration of the National Strategy for the Development of Statistics (NSDS)
  - ✓ Burundi National Agricultural Survey (ENAB)
- **Belgian Technical Cooperation (PAIOSA Program)**
  - ✓ Burundi National Agricultural Survey (ENAB)
- **Dutch Technical Cooperation**
  - ✓ Burundi National Agricultural Survey (ENAB)

It must be noted that beyond the NSDS, all interventions are of sub-sectoral and specific nature (data collection and processing), and do not hinder the improvement of the agricultural statistical system as a whole.

## 2. ROADMAP OBJECTIVES, EXPECTED RESULTS

### 2.1 Objectives

The roadmap proposes a coherent framework for formulating the plan for developing Burundi's agricultural and rural statistics (PSABU). The roadmap will therefore have the following objectives:

- Define how relevant parties will elaborate the development plan;
- Define how the activities will be coordinated;
- Propose a realistic timeline for elaborating and approving the plan; and
- Estimate a budget and the sources of financing available for its elaboration.

### 2.2 Expected results and outputs

The implementation of the roadmap will result in a strategic document: the **Plan for Developing Burundi's Agricultural and Rural Statistics (Plan de Développement des Statistiques Agricoles et Rurales du Burundi – PSABU)**, which must be approved by the **National Agricultural Statistics Committee**.

The **expected results** are described in the Table in Chapter 4, on the operations to be performed in the three stages of preparation, assessment and planning.

The **outputs achieved** during the various stages of the procedure will be reports, which should be approved by national authorities. Four reports are planned:

- An evaluation report
- A report on the vision, mission and strategic directions
- A report on the action plan and its financing
- The final PSABU document

Also, a summary of the PSABU document in French and English will be drafted, to serve as advocacy document.

## 3. METHODOLOGY AND ORGANIZATION

### 3.1. Principles for the elaboration of the PSABU

The development of the PSABU will be based on these six principles:

1. **The process will be inclusive and participatory.** It will address all involved parties and stakeholders of the agricultural statistical system (system which should be defined as broadly as possible, including sub-sectors and decentralised offices), to foster process ownership at all levels. This will imply (i) effective coordination at the level of process control (ii) a concrete engagement of national authorities (iii) effective mechanisms for consultation between national authorities, development partners and civil society (iv) the organization of workshops and meetings with all system stakeholders, especially to enable dialogue between users and producers and (v) a dynamic advocacy strategy.

2. The PSABU must be formulated in close collaboration with the development work of the **second Burundi NSDS**. Close collaboration between the PSABU and NSDS teams will be indispensable, and will ensure integration of the agricultural sector into the national statistics system.
3. In formulating the PSABU, due consideration must be given to the **requests and needs of national development policies, especially the PNIA**, the CLSP-II, and all existing sub-sectoral development strategies. The PSABU will also be able to make use of the preparatory stocktaking exercise undertaken within the preparation of the PNIA; in this connection, a component of reinforcement of agricultural statistics was proposed. It will also have to take into account the government's **international or sub-regional commitments**, in terms of statistics provision, as well as the existing international recommendations concerning statistical collection, compilation and dissemination.
4. Considering the relatively limited capacities for new activities, for progressive implementation of technical assistance and for the proposed training activities in the context of the Global Strategy for the Improvement of Agricultural and Rural Statistics, and of the envisaged duration of the PSABU, the action plans proposed must be **pragmatic and follow certain priorities; they must adequately integrate the survey mechanisms and reinforce existing capacities**.
5. The PSABU development process must integrate a **financing strategy when the roadmap is approved**. This strategy must be based on existing **national consultative mechanisms** between the government and development partners (CNCA – Comité National de Coordination des Aides), together with the Medium Term Expenditure Framework (Cadre de Dépense à Moyen-Terme – CDMT) to ensure that the implementation of the PSABU will be financed.
6. In the interests of a results-based management, a logical framework as well as a set of result indicators and a risk analysis must be proposed, for the monitoring and evaluation of the PSABU.

### 3.2 Governance structure, roles and responsibilities of interveners

To ensure better coordination of agricultural statistics, Ministerial Order N. 540/710/1519 of 5 September 2012 established the following governance structures:

- The **National Committee of Agricultural Statistics (Comité National des Statistiques Agricoles – CNSA)**. The Committee's mission is to provide direction for the national policy for the development of agricultural statistics, to identify sources of funding and to supervise the elaboration of the NSDS within the NSS. The CNSA is presided by the Permanent Secretary of the Ministry of Agriculture and Livestock and includes, *inter alia*, the Permanent Secretaries and/or Directors General of the key services of the various sectoral ministries.
- The **National Working Group (Groupe National de Travail – GNT)**, in charge of technical issues. It is presided by the DSIA Director and includes the officials in charge of the bodies producing agricultural statistics.
- A **Coordinator of the National Strategy for the Improvement of Food and Agricultural Statistics (Coordonnateur de la Stratégie Nationale pour l'amélioration des Statistiques alimentaires et agricoles)** of the DSIA, and his deputy (of ISTEERU), responsible for coordinating all activities regarding the development of this strategy.

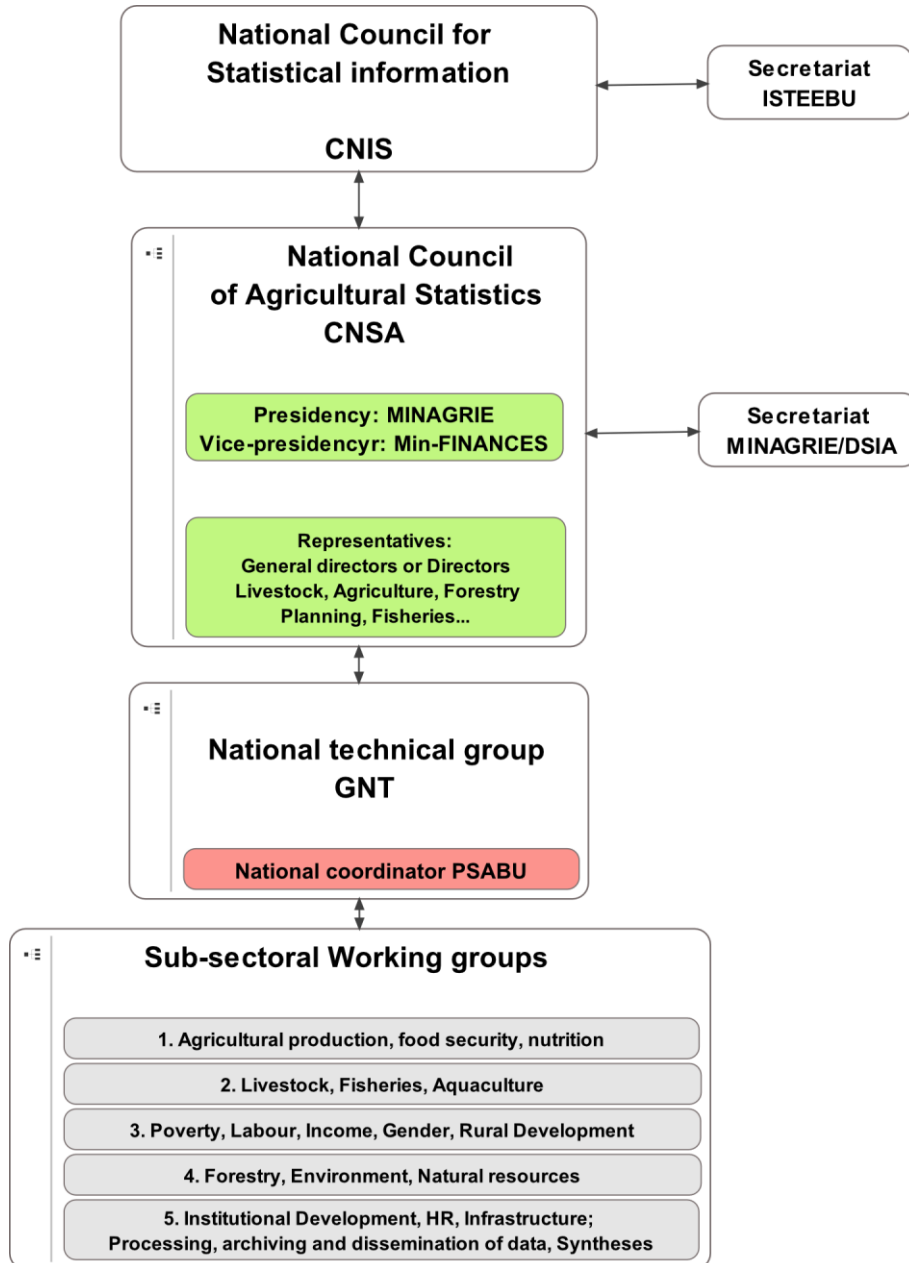
Thus, it is proposed that the existing structure (please see the chart on the following page) be used in elaborating and implementing the PSABU. Bearing in mind the complexity of the sector, it is also proposed that **sub-sectoral working groups (groupes sous-sectoriels de travail – GSST)** be established in the following sectors and sub-sectors:

- **Agricultural Productions, Food – Nutritional Security**, in conjunction with the PNIA objectives: intensification of agricultural production (crops and livestock); Export distribution channels; Food distribution channels; Food security, nutrition and vulnerability management.
- **Livestock; Fisheries, Aquaculture**, in conjunction with the PNIA objectives: Intensification of livestock agricultural production; Export distribution channels; Livestock distribution channels; Development of fisheries and fish-rearing.
- **Poverty; Employment-Income-Gender; Rural Development**, in conjunction with the PNIA objectives: Food security, nutrition and vulnerability management; Rural financing and Rural infrastructures.
- **Forestry, Environment, Natural resources**, in conjunction with the PNIA objectives: Protection of production capital, Planning and rehabilitation of irrigated perimeters.
- **Institutional Development, Human Resources, Infrastructure; Data Processing, Storage, Dissemination, Syntheses**, in conjunction with the PNIA objectives: MINAGRIE reform, improvement of the work and research and development frameworks and conditions.

National consultants (one each, per GSST, and one for the sector group at the GNT level) and one international consultant will be recruited, to support the GNT and the GSSTs in elaborating a strategic plan for the development of agricultural statistics. The national consultants will be in charge of evaluating their respective sub-sectors, by assessing demand and supply, and preparing sub-sectoral plans.

FAO and the African Development Bank will guarantee regular following up, by means of timely missions within the implementation of, respectively, the FAO GTFS/RAF/465/ITA project and of the Global Strategy Action Plan.

## Proposed Governance Structure



#### 4. DESIGN PHASES AND TIMELINE

The PSABU design conforms to the principles for elaborating NSDSs, as described in the PARIS21 manual and the manual for the formulation of strategic plans for agricultural and rural statistics (SPARS) currently being finalised by the World Bank and the Global Strategy. This conformity will facilitate the integration of the PSABU into Burundi's NSDS. The PSABU will be elaborated in three main phases, as indicated in the tables on the following pages. A summary timechart is provided below.

- The **first step** will be the **launching**, pursuant to the preparation of the draft roadmap. It will have the following main objectives: (i) approval of the roadmap by the CNSA, (ii) establishment of teams and subcommittees, including the recruitment of consultants, (iii) holding an information meeting at the CNSA and (iv) organization of a national launching workshop.
- The **second step** will be an **assessment** of the NSDS. The evaluation will have the following main objectives: (i) preparation of an evaluation document of the NSDS, on the basis of the sub-sectors' evaluations (ii) holding a national workshop presenting the evaluation's findings and (iii) approval of the evaluation document.
- The **third step** will be the PSABU **planning**. Its main objectives will be: (i) preparation of a synthesis of the strategic objectives and action plans based on the sub-sectors' work, (ii) preparation of a PSABU document integrating the results of the assessment phase, the mission, the vision, the synthesis of the strategic plan, the survey calendar, the costed action plans and the system for monitoring and evaluation reporting, (iii) a financing plan for the PSABU implementation, (iv) the strategy presented during a national workshop, (v) the government-approved strategy and (vi) the activities of advocacy and dissemination of the PSABU document.

#### Elaboration calendar

Month	June	July	August	Sept	October	Nov.	December
Step 1 - Launch							
Step 2 - Assessing							
Step 3 - Planning							

	Activity	Activity Type	Responsibilities	Deadlines	Main results	Resources			FAO-BAD Backstopping Support	
						GNT Consultant	Sub-committee Consultants	International Consultant		
<b>Step 1: Launching</b>										
1	Finalisation of the consultants' terms of reference (sectoral working group consultants and international consultant)	ADMINISTRATIVE	GNT	05 April 2014						
2	Constitution of the team elaborating the PSABU and sectoral sub-committees	COORDINATION	GNT	30 May 2014	Team established					
3	Recruitment of national teams and the international consultant	ADMINISTRATIVE	GNT	30 May 2014	Consultants recruited					
4	CNSA official approval of the roadmap	APPROVAL	CNSA	25 June 2014	Roadmap approved					
5	Preparation of the complete list of sector stakeholders (producers and users)	TECHNICAL	GNT	30 June 2014		●				
6	Collection of information and documentation concerning ongoing projects, national sectoral and sub-sectoral policy documents, and strategies of development partners	TECHNICAL	GNT	30 June 2014		●		25 June - 5 July		
7	Logistical preparation of the national launching workshop	ADMINISTRATIVE	GNT	5 July 2014		●				
8	Technical preparation of the national launching workshop	TECHNICAL	GNT	5 July 2014		●				
9	Organisation of a national PSABU launching workshop together with a training seminar on the PSABU strategic approach	ADVOCACY	GNT	5 July 2014	Official launch of the PSABU; Stakeholders informed of the proposed process and methodology	●				FAO Mission
10	Organisation, parallel to the workshop, of a briefing session for national consultants	TECHNICAL	GNT	5 July 2014	National consultants briefed	●	●			
11	Coordination meeting to prepare the following step, accessory to the workshop	TECHNICAL	GNT	5 July 2014	GSSTs have a clear mission on fulfillment of the following step: Evaluation	●				
12	In consultation with the CNCA, prepare a presentation session for the roadmap, within a joint meeting with the Agriculture and Statistics sectoral groups	ADVOCACY	GNT	First Thursday of the month of August	Advocacy achieved at the CNCA level	●				
<b>Step 2: Assessment</b>										
13	Conduction of evaluations, by sub-sector	TECHNICAL	GSST	5 August 2014	Completion of the sub-sector evaluations	●	●			
14	Review and analysis of the sub-sector evaluations	TECHNICAL	GNT	15 August 2014						
15	Preparation of an synthesis of the overall evaluation of the sector	TECHNICAL	GNT	1 September 2014	Completion and approval of the sector evaluation	●		15 August - 15 September		
16	Logistical preparation of the workshop presenting the evaluation findings	ADMINISTRATIVE	GNT	15 September 2014						
17	Technical preparation of the workshop presenting the evaluation findings	TECHNICAL	GNT		●					
18	Organisation of the workshop presenting the evaluation findings	PRESENTATION OF FINDINGS	GNT							BAD Mission
19	Coordination meeting to prepare the next step, parallel to the workshop	TECHNICAL	GNT							
20	CNSA approval of the final evaluation report	APPROVAL	CNSA	20 September 2014		●				
21	In collaboration with the CNCA, prepare a session to present the assessment step, on the basis of the sectoral groups	ADVOCACY	GNT	20 September 2014	Advocacy achieved at the CNCA level	●				

						Resources			
Activity	Activity Type	Responsibilities	Deadlines	Main results	GNT Consultant	Sub-Committee Consultants	International Consultant	FAO-BAD Backstopping Support	
<b>Step 3: Planning</b>									
22	Preparation of strategic objectives and expected results, by sub-sector	TECHNICAL	GSST	25 September 2014	Elaboration of the strategic objectives of the sub-sectors	●	●		
23	Review and analysis of strategic objectives and expected results by sub-sector	TECHNICAL	GNT	3 October 2014					
24	Preparation of an executive summary on the strategic objectives and expected results for the sector, and proposal of a vision and a mission	TECHNICAL	GNT	10 October 2014	Completion of the executive summary of the strategic objectives, mission and vision	●			
25	Preparation of sub-sectoral action plans, including a budget	TECHNICAL	GSST	15 October 2014	Elaboration of sub-sectoral action plans	●	●		
26	Review and analysis of sub-sectoral action plans and relevant budgets	TECHNICAL	GNT	31 October 2014					
27	Preparation of an executive summary on the sectoral action plan, and the envisaged mechanisms for monitoring, evaluation, reporting, and integrated budget	TECHNICAL	GNT	5 November 2014	Elaboration of executive summaries of sectoral action plans, monitoring and evaluation mechanisms and reporting, and an integrated budget	●			
28	Preparation of the PSABU final document, including the evaluation of the results, strategic directions and budgeted action plans	TECHNICAL	GNT	10 November 2014		●			
29	In consultation with the CNCA, prepare a session presenting the PSABU document, possibly within a strategic forum	ADVOCACY	GNT	15 November 2014	Engagement of the government and development partners to support the implementation of PSABU	●			
30	Logistical preparation of the final PSABU presentation workshop	ADMINISTRATIVE	GNT	30 November 2014					
31	Technical preparation of the final PSABU presentation workshop	TECHNICAL	GNT			●			FAO - BAD Mission
32	Organization of the final PSABU presentation workshop	ADVOCACY	GNT		PSABU presented to all SNSA stakeholders	●			
33	CNSA approval of the final PSABU document	ADVOCACY	CNSA	10 December 2014	PSABU approved by the CNSA				
34	Prepare a summary advocacy document in French and English	ADVOCACY	GNT	December 2014				●	
35	Ensure the reproduction and circulation of PSABU	ADVOCACY	GNT	December 2014					

## 5. PSABU BUDGET AND FINANCING

The PSABU budget is estimated at about USD 112,000. The details of the activities to be financed, exclusive of national contributions is as follows:

Activity	Quantity	Unit Cost	Number of	Budget (USD)	Financing
<b>Recruitment of international consultant</b>				<b>40900</b>	
<i>Fees</i>	1	350	52	18200	FAO (Project GTFS/RAF/465/ITA) and Global Strategy Global Office Rome
<i>Per diem</i>	1	200	61	12200	
<i>Travel (return trips)</i>	3	3000		9000	
<i>Logistical support</i>				1500	
<b>Recruitment of national consultants</b>				<b>31250</b>	
<i>Sub-committee Consultants</i>	5	125	30	18750	BAD (Global Strategy: African Action Plan)
<i>GNT Consultant</i>	1	125	60	7500	
<i>GNT Logistical support</i>				5000	
<b>Organization of national workshops</b>				<b>21000</b>	
<i>Launch workshop</i>	1	5000	1	5000	FAO (Project GTFS/RAF/465/ITA) and Global Strategy World Bureau Rome
<i>Workshop to present the evaluation results</i>	1	8000	1	8000	
<i>PSABU presentation workshop</i>	1	8000	1	8000	
<b>Communication, dissemination</b>				<b>5000</b>	
<i>Preparation of advocacy documents</i>				2000	Global Strategy Global Office Rome
<i>Finalisation and reproduction of the PSABU document</i>	300	10		3000	
<b>Technical, monitoring and advocacy</b>				<b>17600</b>	
<i>2 FAO missions</i>	2	4400	7	8800	FAO (Project GTFS/RAF/465/ITA)
<i>2 BAD missions</i>	2	4400	7	8800	BAD (Global Strategy: African Action Plan)
<b>TOTAL</b>				<b>115750</b>	
				55500	FAO (Project GTFS/RAF/465/ITA)
				20200	Global Strategy Global Office Rome
				40250	BAD (Global Strategy: African Action Plan)

The funding is 100% acquired. It benefits from three contributions: one FAO project supporting the countries of the sub-region (Project GTFS/RAF/465/ITA), funded by the Italian Cooperation; funding from the implementation plan for the Global Strategy in Africa provided by the African Development Bank; and funding from the Global Strategy Global Office hosted by FAO, within the framework of its work to elaborate methods for strategic planning in agricultural statistics.

## Workshop Agenda Presentation of the Roadmap

**Workshop participants** should include:

- Policy makers (Ministries of Agriculture, Planning, Finances etc.)
- Heads of Policy, Planning and Statistical Departments from all sub-sectors
- National Statistical Offices (NSOs), NSDS Coordinator, Head of National Accounts
- National Board or Council of Statistics
- National Agricultural Technical Committee Members
- Members of Parliament
- Development Partners (UN system, World Bank, Bilateral donors)
- Farmers' associations, Professional organizations
- NGOs engaged in the agricultural sector
- Universities, Research and Training Institutions
- Private Sector Institutions engaged in agriculture
- Regional offices
- Media

**The Agenda of the meeting** (half-day) should cover at least the following items:

- An introduction by a high-level national officer pointing out the importance of the agricultural sector in the country, the need to build policies based on evidence, the importance of ensuring a long-term planning approach for agricultural statistics and the commitment of the government
- A presentation of the roadmap by the Chair of the Technical Working Group (TWA) or the SPARS coordinator
- An open discussion on the SPARS' objectives and proposed design process and responsibilities
- A presentation of the next steps

# ASSE1

## Statistical Collections Example of a summary page for national statistical collections

### SRI LANKA

1. Paddy Production Survey	
Data collecting agency	Department of Census and Statistics (DCS).
Data collection frequency	Twice a year, at the end of the Maha and Yala seasons.
Data collection methodology	Sample survey of rice growers to carry out crop cutting for yield estimation.
Data collection staff	Agricultural Research and Production Assistants.
Sample size (if applicable)	3,000 rice farmers in 1,500 villages (Maha season); 2,000 rice farmers in 1,000 villages (Yala season).
Sample selection (if applicable)	DCS selects sample villages from village list; District Statistical Office selects sample households based on lists of rice-growers; crop-cutters select random sites for crop-cutting.
Data collected	Yield by irrigation type, land tenure, seed variety, land preparation method, seeding method, fertilizer use, insecticide use, fungicide use and weedicide use.
Data processing	Household forms sent to DCS for computer processing using SPSS; data combined with area data from Paddy Area Survey to provide rice area and production data.
Data dissemination	Published <i>Paddy Statistics</i> report; and data available on DCS website.
Level of disaggregation available	National and District.
Timeliness of data release	Provisional estimates shown on the DCS website two months after end of season; final data available on website four months after end of season. <i>Paddy Statistics</i> issued six months after end of season.
Latest data available (at 31 December 2013)	Final data for 2012/13 Maha season available on DCS website and in <i>Paddy Statistics</i> .
Remarks	The Paddy Production Survey has been conducted since the 1950s and uses a well-established data collection methodology. Questions have been raised over the ability of data collection staff to coordinate the crop-cutting with farmers. The processing operation might be able to be streamlined. The timeliness of data release could be improved. The need for a sample of this size could be reviewed.

# ASSE2

## An example of data mapping in Tanzania (Extract on Land tenure and Ownership, Crop and Livestock variables)

Main Data Items (based on questionnaires)	Annual Agriculture Survey in development (yearly)	Agriculture Sample Census (every 5 years) 2007	ARDS m=monthly form q=quarterly form a= annual form	MAFC Early Warning Forms (uses LGA data) FSQ1 yearly, RRS and WRS 1-5	LSMS-ISA Panel 08-09, 10-11, 12-13	MITM prices	Fisheries Routine Collection district level, quarterly and annual	Population and Housing Census 2012 Agriculture Module
Conducted	yearly	5 yearly	Routine	Routine	2 yearly	Routine	Routine	10 yearly
Geographical Level of Estimates	national, regional	national, regional, district	District, Regional, used for National	District, Regional, National	national, urban, rural	Regional and District Markets, raw prices	district (national, regional?)	
<b>LAND TENURE AND OWNERSHIP</b>								
Area of land by land use types		Area by land use; area of available land used, area used for agriculture, annual	grazing land by type of animal and no of animals on the land, land by categories (used, demarcated area, leased, improved pasture, area for seed production, area for hay (a))		3 land use types (cultivated, forest, fallow), value of land and cost for rented land by season			presence of agriculture
Holdings/Farm households	total area of holding only	Area of holding and no of holdings	no of holdings and total population in agriculture vs total households and pop in village (a)		total area: plots owned or cultivated; measured with GPS/farmers estimate and GPS location by season. All land owned/used by household. Information on co-ownership and management			
Land tenure and ownership		Land tenure and ownership by gender	no of households in contract production or out growing schemes, no of contractors and major products (a)		land tenure and ownership by gender and season			
Soil			type of erosion by village, area affected, controls and area controlled (a)		soil type, quality and degradation by season			
Economic					income from land by season, distance from plot or home to market			
<b>CROP PRODUCTION</b>								
Crop type only		by season		FSQ 1: food and cash crops grown by importance no production				
Area	Area planted, harvested, by crop type, by season	Area planted, by crop type, by season	Area planted by crop type (m) + targets	WRS 1: area planted by crop type - main food crops and cash crops + targets	Area planted (w/ gender), harvested (w/ details on harvest), by crop type, by season			
Production	Annual by crop type, by season, incl. crop products	annual by crop type, by season, incl. crop products, decisions on use by gender	by crop type, yield (asked directly) (m)	WRS 1: forecasted production and final production by main food crops (wording = "estimated yield (ton)"; + forecasted target. RRS1: by main food crops and % change from previous season	by crop type, by season, value, gender			
Storage		Storage, presence (y/n), by crop type, quantity stored, by method of storage; Commercial - amount stored by crop type. All annual by season			quantity stored and method, purpose and protections, all by season			
Marketing		Marketing: producing for sale (y/n), quantity sold, where sold, issues. Commercial - amount sold by crop type, annual (all by season)			quantity sold, value season, by customer by crop, includes secondary products and value of sales gender disagg			
Pre and Post Harvest Loss					presence, by season			
Crop Residue			type of crop, amt of hay bales, areas of farm plots (a)		use, quantity sold and value, customers			
<b>LIVESTOCK</b>								
Livestock (age=category) (type = dairy, meat, castrated, improved, indigenous)	nos by age, type, annual	nos by age, type, annual, + no of households rearing, no of herds	Nos by type, age, total registered (a)	FSQ1: types of livestock by importance. RRS1: nos by age and type	Nos, by age and type, flows (born, purchased, gifts, etc)			presence of livestock rearing only
Sale: live and products	Live nos, products sold, annual	Live Nos, annual, ; products (Inhold: nos, type, quantity, by season); honey incl: type of market+ commercial farms (as hhold + price);	Live no slaughtered and avg retail price by type (m); milk quantity, cheese, butter, ghee, skin/hides (processed and unprocessed, method of processing)		Live Nos, value, live weight; products (as above + price, market) all by gender; milk production (animal conditions, home consumption, sale, market, value, by gender			
Other details on production		No of days milked by type and age, by season; price of product by category and season; method of cattle						
Animal power					Dung use, sales, value, use for draught animals			

# ASSE3

## An Example of SWOT Analysis in Tanzania Strengths and Weaknesses (Internal to the agricultural statistical system)

	Strengths to build on	Weaknesses to be addressed
<b>Legal and Institutional Framework</b>	<p>A statistical legal framework with responsibility assigned to one institution (NBS-National Bureau of Statistics). Production should be delegated to the ASLMs (Agriculture Sector Lead Ministries).</p> <p>The Tanzania Statistical Master Plan (TSMP) provides a framework for agricultural statistics' improvements.</p> <p>The collaboration between NBS/OCGS (Office of Chief Government Statistician) and ASLMs, and between the Technical Working Group for the development of the Agricultural Statistics' Strategic Plan and the AASS (Annual Agriculture Sample Survey).</p> <p>The existence of NBS/OCGS and Statistics' Units in some of the ASLMs.</p>	<p>The decentralization of powers to local government units has led to lack of control from central line ministries in Mainland over data collection and reporting at district and village levels.</p>
<b>Financial Support</b>	<p>The existence of the Tanzania Statistical Master Plan (TSMP). Funding and advocacy were already initiated through the TSMP for agricultural statistics' improvements.</p> <p>The existing collaboration between Government and Development Partners.</p> <p>Willingness and commitment of Government to support agricultural statistics.</p>	<p>Budgets of ASLMs for statistics below level requested and major activities rely on external funding</p>
<b>Human Resources</b>	<p>Availability of experienced staff involved in census undertakings, surveys and administrative data.</p> <p>The existence of statistical training institutions that teach agriculture.</p>	<p>Number of professional statisticians to be increased and use of agriculture and livestock experts to conduct statistical work.</p> <p>Lack of statistical skills for the following: Village Agriculture Extension Officers (VAEOs), Ward Agricultural Extension Officers (WAEOs), District Agriculture and Livestock Development Officers (DALDOs), Regional and Livestock Officers of Zanzibar (RALOS), District Agriculture and Livestock Officers of Zanzibar (DALOS), Block Extension Officers of Zanzibar (BEOS).</p>

	<b>Strengths to build on</b>	<b>Weaknesses to be addressed</b>
	The EASTC (Eastern Africa Statistical Training Center) should establish a MSC programme for Agricultural Statistics in 2014.	<p>Training at district and village level needed for field enumerators.</p> <p>Sensitization of district level management on the importance of evidence-based policy and data use.</p> <p>Lack of skills in data analysis, data quality assessment, interpretation of statistics and reporting.</p>
<b>Data and Methods</b>	<p>Availability of the National Sample Census of Agriculture (NSCA) for 2002/03 and 2007/08, which provides benchmark data.</p> <p>Improved methodologies for ARDS, AASS, livestock conversion factors and methodologies available (international and national guidelines).</p>	<p>Need to improve skills and knowledge in agricultural data analysis.</p> <p>Need to update methodologies for collection and analysis of data on agricultural production, and estimation.</p> <p>Data collection and reporting carried out by VAEOS, WAEOS, VAEOS, RALOs, DALOs, and BEOs not implemented systematically.</p> <p>Lack of timely and complete data owing to data flow collection issues and delays in processing.</p> <p>An overlap in data collection systems for agricultural statistics.</p>
<b>Dissemination</b>	The existence of the CountrySTAT website and the Tanzania National Data Archive for agricultural statistics.	ASLMs do not routinely publish data on existing databases.
<b>Infrastructure</b>	Effective IT platforms exist at central level and new technologies for data collection are in use at village and district level for specific collections.	<p>Inadequate office space, office equipment (computers, printers, photocopiers) and statistical software for data analysis.</p> <p>Lack of field equipment at district and village level.</p>

**An Example of SWOT Analysis in Tanzania**  
**Opportunities and Threats/Challenges**  
**(External to the agricultural statistical system)**

	<b>Opportunities to be exploited</b>	<b>Threats/ Challenges to be addressed</b>
<b>Institutional and Legal</b>	Existence of statistical legal reforms processes.	
<b>Support</b>	Development Partners willing to support and collaborate on initiatives to strengthen agricultural and rural statistics in the country.  Participation in the Global Strategy's capacity development activities for the Africa Region	Lack of coordination of initiatives among DPs for strengthening agricultural statistics.  Inadequate and uneven flow of financial resources for production of agricultural statistics.
<b>Institutional</b>	Availability of regional blocks to support agricultural statistics (EAC, SADC, AU).	
<b>Use</b>	Strong demand from users of agricultural statistics at international, national, regional and other lower levels.  Strong use of statistics in the M&E of the agriculture sector Development Plans	A need to encourage even greater use of statistics by district and regional governments.  Required data is not always available for M&E purposes.

# PLAN1

## Advocacy Messages

Who to advocate to?	Key messages
<b>Better response from data providers/ suppliers</b>	
Permanent Secretary	Promote open access to statistics for policy development, planning and programme monitoring
Sub Sector Heads	Better response, better statistics, better planning, improved service delivery
Local opinion leaders and household heads	Provide the correct information for better diagnosis of agricultural outcomes
<b>Better understanding of statistics by decision-makers/ improved use of statistics</b>	
Cabinet and Parliament Sub-National leaders Accounting Officers Development Partners	<ul style="list-style-type: none"> <li>• Statistics for evidence-based management</li> <li>• What cannot be measured cannot be managed</li> <li>• Statistics for effective national planning</li> <li>• Measuring is necessary to know where you are</li> <li>• Statistics and planned development are complementary</li> </ul>
<b>Increased government and development partner funding for statistical activities</b>	
Development Partners	<ul style="list-style-type: none"> <li>• Better agricultural statistics for better results</li> <li>• Improved aid allocation decisions as a result of improved statistics</li> </ul>
Policy makers (Cabinet, Parliament)	<ul style="list-style-type: none"> <li>• Use agriculture statistics, don't "guess"</li> <li>• Good agricultural statistics mirror the food context</li> <li>• Improved agricultural statistics, better agricultural policies, increased food security</li> </ul>
Top managers in national administrations	<ul style="list-style-type: none"> <li>• Improved agricultural statistics, better policies, better interventions</li> <li>• Improved sectoral development programs and policies to monitor their outcomes</li> <li>• Statistics for improved agricultural planning</li> </ul>

# PLAN2

## Logical framework

Logical Framework		
Indicator	Baseline Year Y	Target Year Y+n
<b>IMPACT:</b>		
I1		
I2		
<b>Strategic Goal 1:</b>		
SG1A		
SG1B		
Output 1.1:		
O111		
Output 1.2:		
O121		
O122		
<b>Strategic Goal 2:</b>		
SG2A		
SG2B		
Output 2.1:		
O211		
O212		
Output 2.2:		
O221		
O222		
Output 2.3:		
O231		
O232		

# PLAN3

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