USAID
FROM THE AMERICAN PEOPLE

The Government of the Republic of Malawi

2012 Inception Report

Development of the Malawi Agricultural Statistics Strategic Master Plan

Mphatso Janet Nyekanyeka, FAO Consultant

MALAWI
Strategy Support Program

INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE
IFPRI

2012 Inception Report

Development of the Malawi Agricultural Statistics Strategic Master Plan

Mphatso Janet Nyekanyeka, FAO Consultant

Malawi Strategy Support Program

About IFPRI

The International Food Policy Research Institute (IFPRI), established in 1975, provides research-based policy solutions to sustainably reduce poverty and end hunger and malnutrition. The Institute conducts research, communicates results, optimizes partnerships, and builds capacity to ensure sustainable food production, promote healthy food systems, improve markets and trade, transform agriculture, build resilience, and strengthen institutions and governance. Gender is considered in all of the Institute's work. IFPRI collaborates with partners around the world, including development implementers, public institutions, the private sector, and farmers' organizations. IFPRI is a member of the CGIAR Consortium.

About USAID

Since 1961, USAID carries out U.S. foreign policy by promoting broad-scale human progress at the same time it expands stable, free societies, creates markets and trade partners for the United States, and fosters good will abroad. USAID works in over 100 countries to promote economic prosperity; strengthen democracy and good governance; protect human rights; improve global health; advance food security and agriculture; improve environmental sustainability; further education; help societies prevent and recover from conflicts; and provide humanitarian assistance in the wake of natural and man-made disasters.

Program/Project No. Mtf/Mlw/054/Ifp

International Food Policy Research Institute

2033 K Street NW, Washington, DC 20006-1002 USA

Design: Joan Kirstin Stephens Design

Preamble

Malawi's medium term goals as articulated in the Malawi Growth and Development Strategy (MGDS) are wealth creation and poverty reduction through sustainable economic growth. This requires transforming the country from a predominantly importing and consuming to a manufacturing and exporting one. The Government of Malawi (GoM) has implemented several sector-wide development strategies in support of these policy goals. Key among these is the Agricultural Sector-Wide Approach (ASWAp), a strategic development and investment plan for the agricultural sector which began in 2010. The ASWAp document articulates Malawi's ambition to transform, modernize and diversify its agricultural sector with a view to raise agricultural productivity, improve food and nutrition security, and increase agricultural incomes of rural people. The ASWAp is in line with the New Partnership for Africa's Development (NEPAD) Comprehensive Africa Agriculture Development Program (CAADP).

Formulating and implementing an effective development strategy such as the ASWAp is a complex task requiring long-term commitment from stakeholders. Building the country's long-term capacity in generating and utilizing the data and knowledge is needed to design, implement and refine Malawi's development strategies to ensure sustainable success in achieving the ASWAp goals.

In view of this the Statistics Unit (SU) of the Planning Department of the Ministry of Agriculture and Food Security (MoAFS) implemented the *Support to Agricultural Statistics* or "***AgStatsupport***" between June 2012 and September 2013 to build the basis for a well-coordinated and integrated agricultural statistical system within the broader National Statistical System (NSS) of the country. The *AgStat support* was implemented in collaboration with the International Food Policy Research Institute's (IFPRI) Malawi Strategy Support Program (MaSSP), and the National Statistical Office (NSO) with financial support from United States Agency for International Development (USAID). The *AgStat support* has two main outputs as follows:

i. Establishment of an Agricultural Statistics Forum (ASF) that harnesses the buy-in and support of all key stakeholders; and

ii. Development of an Agriculture Statistics Master Plan (SMP) for the country to guide investments and future activities of the agriculture statistics subsector. This was developed in close collaboration with technical support from the Food and Agricultural Organization (FAO)

This series is an output of the *AgStat support* and comprises several reports based on core activities that were carried out separately but which are ultimately interlinked and will culminate in the development of the SMP. These include:

1. Inventory of Agricultural Statistics Stakeholders in Malawi
2. **Strategic Master Plan (SMP) Inception Report**
3. AgStat Study Tour report
4. Agricultural Market Information System (AMIS) assessment
5. Agricultural Production Estimates Survey (APES) information flows assessment (Under Embargo until September 2017)
6. Pilot of field based data entry for the Agricultural Production Estimates Survey (APES) (Under Embargo until September 2017)
7. A Strategic Master Plan of the Agriculture Statistics subsector in Malawi (Abridged version)

Table of Contents

List of Acronyms

AgriStat	Agricultural statistics
AIDS	Acquired Immune Deficiency Syndrome
APES	Agricultural Production Estimates Survey
ASF	Agricultural Statistics Forum
ASWAp	Agricultural Sector-Wide Approach
CIP	International Potato Center
DAC	Development Assistance Committee
FAO	Food and Agriculture Organization of the United Nations
FEWS NET	Famine Early Warning System Network
GDP	Gross domestic product
GoM	Government of Malawi
HIV	Human Immunodeficiency Virus
IC	International consultant
ICRAF	World Agroforestry Center
IFPRI	International Food Policy Research Institute
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MGDS	Malawi Growth and Development Strategy
MoAFS	Ministry of Agriculture and Food Security
NC	National consultant
NSO	National Statistical Office
NSS	National Statistical System
OECD	Organization for Economic Co-operation and Development
SEBAP	Strengthening Evidence-Based Agricultural Policy
SMP	Strategic Master Plan
SWAp	Sector-Wide Approach
SWOT	Strengths, weaknesses, opportunities, and threats
ToRs	Terms of reference
TWG	Technical Working Group
UN	United Nations
USAID	United States Agency for International Development

1. Introduction

1.1 BACKGROUND

Agriculture is the most important sector in Malawi's economy. It contributes about 36 percent (value added) of the country's gross domestic product (GDP), employs about 85 percent of its work force, and contributes about 70 percent of its foreign exchange earnings. Despite the significant role that the agriculture sector plays in the country's economy, it has faced a number of challenges for more than a decade. These include low crop yields, poor uptake of improved farm inputs, weak links to markets, high transport costs, a few well-organized farmer organizations, poor quality control, inadequate information on markets and prices, and poor-quality and unreliable agricultural statistics.

As part of addressing these challenges, development programs and projects have been planned, implemented, monitored, and evaluated in the country. The current norm in both developed and developing countries is to develop plans and to monitor and evaluate the programs against the goals and objectives for (1) Vision 2020, the Malawi Growth and Development Strategy (MGDS I & II), and (2) international development frameworks, such as the Millennium Development Goals (MDGs). The initiative to improve the Malawi National System, which includes agricultural statistics, is in response to the demand for high-quality, reliable statistics for program planning, monitoring, and evaluation.

1.2 DEVELOPMENT OF THE NATIONAL STATISTICAL SYSTEM

These challenges have led the Government of Malawi (GoM) to re-engineer the institutions and mechanisms that are in place to collect, compile, and disseminate statistics in the country. One strategy, which most countries have adopted, is to coordinate the statistical activities of all the agencies involved in collecting, analyzing, and disseminating key statistics and to require them to give the data users a key role in establishing the data quality and timeliness requirements and priorities in what is referred to as the National Statistical System (NSS). In Malawi, the NSS was launched in 2006, and later an NSS Strategic Plan was developed to guide the NSS for five years, from 2008 to 2012.

The objective of the Strategic Plan was to enable the country to meet the increasing demand for high-quality, timely, accessible, and reliable statistical information needed for evidence-based decision- and policymaking. Currently, the NSS Strategic Plan has eight strategies[1] and seven sectoral plans. The seven sectoral plans include one each for the National Statistical Office (NSO) and the Ministries of Education, Labour, Industry and Trade, Agriculture and Food Security, Health, and Justice and Constitutional Affairs.

These sectoral plans have been aligned with ongoing initiatives, such as providing data sets for monitoring for the global and national strategies, and sector-wide approaches (SWAps).

1.3 GLOBAL STRATEGY—PROCESS

At the global level, the Global Strategy to Improve Agricultural and Rural Statistics was initiated by the United Nations (UN) Statistical Commission. This was achieved through close consultation with countries, international agencies, and other stakeholders and was endorsed by the UN Statistical Commission in 2010. The Food and Agriculture Organization of the United Nations (FAO) was asked to take the lead in the implementation.

The Global Strategic Framework is to enable national and international statistical systems to produce the basic information to guide decisionmaking in the 21st century. The Conceptual Framework looks at:

- Scope: Relates the economic, social, and environmental dimensions of agriculture
  - Incorporates forestry, fisheries, and land and water use in addition to the narrower, more conventional treatment of agricultural production
- Identifies linkages between rural households, agricultural holdings, land, and other natural resources
  - Wider range of enumeration units of farms, businesses, households, land parcels

1.4 CHALLENGES FACED BY THE AGRICULTURAL STATISTICS SUBSECTOR

Under the Ministry of Agriculture and Food Security (MoAFS), the Statistics Section is responsible for coordinating the collection, analysis, and dissemination of agricultural statistics in Malawi. However, the section has been unable to collect, compile, and store accurate, reliable, and timely agricultural statistics for planning processes, decisionmaking, and policy formulation and development, mainly as a result of the following challenges: inadequate infrastructure, lack of training and capacity building, poor coordination or lack of harmonization among stakeholders who generate and use agricultural statistics, and low or lack of resources to carry out important functions of the section.

The Agriculture Sectoral Plan in the NSS Strategic Plan identifies the requirement for accurate, reliable, and timely agricultural statistics that are collected, compiled, and stored for policy formulation, decisionmaking, and the planning process in MoAFS and the agriculture sector as a whole. Therefore, MoAFS, in collaboration with the International Food Policy Research Institute (IFPRI), is currently implementing a project entitled Strengthening Evidence-Based Agricultural Policy (SEBAP), which aims to provide decisionmakers and stakeholders in Malawi's agricultural sector with easy access to accurate, reliable, and timely information, as well as data for the ASWAp for program development and evaluation and agricultural sector strategic planning.

1.5 ESTABLISHMENT OF THE AGRICULTURAL STATISTICS FORUM

The foundation of evidence-based decisionmaking is the availability of timely, accurate, and reliable data. Accurate and reliable information on agricultural production patterns and market developments in Malawi will facilitate the informed decisionmaking needed to achieve ambitious goals spelled out in ASWAp.

To ensure the full participation of all key stakeholders in improving the accuracy and reliability of agricultural statistics, an Agricultural Statistics Forum (ASF) was established in June 2012, with the goal to guide and lead the development and implementation of the Strategic Master Plan (SMP) for the agricultural statistics subsector.

2. Scope of Work

To ensure harmonization of the SMP with other initiatives in support of development and coordination of agricultural statistics, an international and a national consultant will be engaged in the SMP's development. See Annex 1.0 for detailed Terms of References.

The Terms of References (ToRs) show that the development of the SMP for the agricultural statistics subsector will be fully integrated and harmonized with the NSS Strategic Plan to establish and institutionalize mechanisms for the harmonization of data and data systems between MoAFS and NSO through the NSS.

At the international level, the SMP will build on and complement the Global Strategy to Improve Agricultural and Rural Statistics to ensure data compatibility and allow comparisons between countries. The strategies developed in the SMP will act as a guide and respond to issues expressed by stakeholders in Malawi's agricultural sector. These stakeholders include decision-makers and data users in the public and private sectors, as well as collaborating partners who have an interest in supporting individual components of the SMP or are prepared to support the implementation of the strategy through more general funding mechanisms.

The SMP will also serve an important function in guiding and coordinating investments by various partners who wish to support agricultural statistics to avoid duplication of efforts or underinvestment in priority areas. It is hoped that the ASF will harness the buy-in and support from stakeholders in the design and implementation of the SMP. The ASF will also provide a platform for information exchange, promote availability of timely and reliable agricultural statistics, and facilitate the mobilization of financial and technical resources, among other things, in line with the development of the SMP.

3. Phases/Steps of the Development of the SMP for the Agricultural Statistics Subsector

The consultants understand that the SMP is intended to provide guidance to the agricultural statistics subsector by defining the progress that has been made in the sector through the review and evaluation of the:

1. Existing national statistics systems
2. Existing agricultural statistics systems and linkages and integration into the NSS (Paris21)[2]
3. Identifying their weaknesses and gaps
4. Assessing the sustainability of the systems' governance and capacity

Following the review and the evaluation, the SMP will devise a medium-term strategy on how to improve the production of quality, accurate, and reliable agricultural statistics for decisionmaking and policy development, and will provide the rationale for meeting the requirements for the global, national, and NSS needs. This will be accomplished through:

- Listing the core items for inclusion in SMP.
- Approving the set framework for the SMP.
- Coordinating and collaborating the data generation, analysis, management, and dissemination of agricultural statistics among various players/stakeholders, and
- Assessing issues of capacity and detailing requirements in the SMP.

3.1 DETAILS OF ACTIVITIES FOR EACH PHASE/STEP

As per ToRs (Annex 1.0), the process of developing the SMP for Malawi's agricultural statistics subsector will include reviewing the existing statistical systems at both the national and the sectoral levels. The team will also assess how the strategies and policies in the sector, if any, have contributed to the attainment of both the sectoral and the national goals in having accurate and reliable statistics at all levels in the country. The consultants will prepare the Inception Report, which will provide details on how the objectives of developing the SMP will be adequately and effectively achieved. Those details will include clarifying the process of developing the SMP (phases/steps/deliverables/timelines); specifying the tasks to be undertaken; identifying the issues that need to be addressed; check for uncertainties, if any; reviewing the various documents provided by the client; and meeting and interviewing the various players and stakeholder involved in agricultural statistics generation and use.

3.1.1 Outlining the steps for developing a strategic plan

Therefore, the Inception Report is the key deliverable of the first phase of this assignment. The first phase/step of preparing the Inception Report will:

- Define strategic planning and provide an understanding of the strategic planning process.
- Discuss its potential value to the organization, in terms of providing a common vision, mission, and focus, with agreed-upon goals and strategies.
- Identify phases and processes in developing the SMP for the ASF.
- Clarify the roles of the national and international consultants and how they will work with the client.
- Identify stakeholders for consultations as part of the process to develop the SMP for the ASF (Annex 4.0).

- Development of guiding tools for consultations with stakeholders.

The original schedule for developing the SMP for the agricultural statistics sector was October 2012–March 2013. That schedule was revised to December 2012–April 2013 (60 days), as stipulated in the ToRs. The work plan and schedule for each of the assignment phases and activities are indicated in Annex 3.0. The following activities have already been undertaken:

1. **SMP development inception meeting:** The inception phase began informally with receiving ToRs for the SMP assignment and reviewing of a number of documents and reports. The consultants presented the initial Inception Report to the ASF members at the second meeting, which was held on October 9, 2012, in Lilongwe. The client approved the Inception Report, and comments from the ASF–TWG members provided the consultants insights on how to proceed with developing the SMP.

2. **Desk review:** The consultants have reviewed some documents, most of which the client provided. The documents have helped the consultants understand the SMP's objectives, the various interventions that have been put in place to improve the quality of agricultural statistics, and the roles required of the various ASF members. In addition to providing details regarding the consultants' assignment, this information has identified institutions and individuals to be consulted for the SMP's development, and has helped the consultants to develop tools for consultations. As the literature review is a continuous process, the next phases of the review will include analyzing documents to be sourced during the consultations, in addition to the documents already reviewed.

3. **ASF–TWG meeting:** As part of strategizing on the SMP development process, the national consultant met with the ASF–TWG on October 23 2012, in Dedza. During the meeting, the participants finalized the list of stakeholders who are to be consulted as part of the SMP development process and reviewed the tools (checklist) to be used as a guide when meeting the stakeholders.

3.1.2 Articulating the problem statement, mission, and vision

At this level there is need to:

- Identify the problem area.
- Create the vision—What success will look like.
- Develop a mission statement—The what, how, and why of an organization's work and
- Develop and agree on strategic goals, objectives, activities.

3.1.3 Assessing the current situation

Situation assessment obtains the current information about the organizations through:

1. **SWOT analysis:** This analysis will be part of the process of developing the SMP for the agricultural statistics subsector to understand the strengths, weaknesses, opportunities, and threats (SWOT) of the existing agricultural statistics systems and policies in place. The SWOT analysis will provide guidelines for the development and implementation of the SMP as part of improving the quality, accuracy, timeliness, and reliability of agricultural statistics.

2. **Assessment of sectoral programs:** This assessment will use the Organisation for Economic Co-operation and Development Data Assistance Committee (OECD/DAC)[3] criteria to evaluate the relevance, effectiveness, efficiency, impact, and sustainability of the existing systems used for data collection in the sector and the existing strategies and policies (see Tables 1 and 2). Using both the secondary data and the findings from the consultations, the assessment will:

    a. Determine if the systems used in collecting agricultural statistics are consistent with the NSS goals and strategies, and are aligned with the Global Strategy, MGDs, ASWAp, and SEBAP.

    b. Determine if the current systems are contributing efficiently and effectively in improving the quality of agricultural statistics.

    c. Evaluate how effective the collected data have been to data users in decision-making, policy formulation, and program development in the agriculture sector.

    d. Identify problems and constraints that have been encountered in the course of using the current systems of data collection, analysis, and dissemination, and capacity issues.

    e. Identify important lessons to be learned and make recommendations to GoM—mainly the MoAFS Statistics Unit and NSO—on how these systems could be improved.

3. **Lessons learned:** Developing a successful SMP for agricultural statistics in Malawi will include applying lessons learned by countries that have already developed SMPs for their agricultural statistics systems.

Tools have been developed to guide the consultants. Areas of focus for carrying out the assessment include:

- General information
- Existing programs
- Global agricultural statistics initiatives
- Generation and use of agricultural statistics
- Type and quality of statistics systems in place
- Assessing the quality of agricultural statistics
- Collaboration among stakeholders
- Existing regulations
- Changing needs in the client population
- Capacity building
- Funding issues
- Lessons learned and challenges
- New program opportunities
- Sustainability and way forward for agricultural statistics
- Development of the SMP for Agricultural Statistics (AgriStat)

3.1.4 Developing strategic goals, objectives, and activities

These will be derived from:

- individual inspiration,
- group discussion, and
- formal decisionmaking techniques.

From the consultations with stakeholders, the consultants, in collaboration with the ASF—will assess the proposed strategic goals for the SMP–AgriStat and develop the objectives, activities, and action plans.

3.1.5 Producing the SMP–AgriStat

Through reviewing documentation and consultations with stakeholders, the consultants will produce the SMP–AgriStat using the proposed format (Annex 2.0).

TABLE 1 Assessment matrix of the existing agricultural statistics systems and methodologies

Criteria	Main questions to be addressed in the assessment	Data sources	Collection methods	Analysis
Relevance	a. To what extent have the current systems and methodologies used in the agriculture sector been consistent with government and sectoral strategies and policies in addressing the issue of having quality and reliable agricultural statistics? b. To what extent have these systems and methodologies been consistent with the goal for the agriculture sector? c. Have the outputs and products from the systems and methodologies met the expected agricultural statistics goal and the intended impacts?	National and sectoral documents. Statistical bulletins/ reports. Systems and methodology manuals. Progress reports. Monitoring reports. Respondents.	Literature review. Key informant interviews (all stakeholders involved in generating, using, and supporting agricultural statistics).	Review matrices. Rates & scores.
Effectiveness	a. How were the systems and methodologies identified and developed? b. Were any reviews undertaken on these systems and methodologies as part of improving their effectiveness? c. To what extent have these systems and methodologies been aligned to global, national, and sectoral strategies, and sectoral programs and projects? d. What are the major factors that have affected the effective use of the systems and methodologies in place? e. To what extent have these systems and methodologies have been aligned to the NSS Strategic Plan? f. Has data analysis using these systems and methodologies mainstreamed issues in relation to gender, HIV/AIDS, environment, and governance?	National and sectoral documents. Statistical bulletins/ reports. Systems and methodology manuals. Progress reports. Monitoring reports. Respondents.	Literature review. Consultations with stakeholders. Assessment reports.	Transcriptions. Review matrices. Rates & scores.

TABLE 1 Assessment matrix of the existing agricultural statistics systems and methodologies *(continued)*

Criteria	Main questions to be addressed in the assessment	Data sources	Collection methods	Analysis
Efficiency	a. To what extent have MoAFS and the Statistics Unit efficiently managed the systems and methodologies used for data collection in the agriculture sector? b. To what extent have MoAFS and the Statistics Unit involved other stakeholders (both data generators and users) in improving efficiencies in the use of the systems and methodologies, data analysis, management, and dissemination in the agriculture sector? c. Were these systems and methodologies implemented or used in the most efficient way compared to other available alternatives, if any? Were there any impediments to their implementation or use? d. Overall, do you think the investment in these systems and methodologies has been worthwhile? e. To what extent has there been any value for money in relation to the use of these systems and methodologies in the agriculture sector?	Respondents.	Key informant interviews. Consultations with stakeholders.	Rates & scores.
Impact	a. What has been the impact of using the existing systems and methodologies? b. How have these systems and methodologies contributed toward addressing the issues of poor-quality and unreliable agricultural statistics in the sector? c. What, if any, challenges have stakeholders in the sector (data generators and users) faced in using these existing systems and methodologies? d. Has the sector faced any negative outcomes or impacts arising from the use of the existing systems and methodologies (e.g., delay in release of data, poor analysis, lack of publication of statistics)?	Respondents.	Key informant interviews. Consultations with stakeholders.	Influence matrices. Contribution & statistical analyses.
Sustainability	a. Is the sector likely to sustain any positive outcome from these existing systems and methodologies? b. Were any mechanisms put in place by GoM through MoAFS's Statistics Unit when the existing systems and methodologies were being designed and developed to ensure the sustainability of the outcomes of the analysis agricultural statistics? c. Are there any proposed initiatives or activities that stakeholders feel need to be scaled up or removed in the existing systems and methodologies in the agriculture sector as part of improving the outcome of agricultural statistics?	Respondents.	Key informant interviews. Consultations with stakeholders.	Statistical analyses. Transcriptions.

TABLE 2 Ratings for the existing agricultural statistics systems and methodologies

Criteria/Rating	1	2	3	4	5
Relevance	Irrelevant	Less Relevant	Relevant *(average)*	Very Relevant	Highly Relevant
Effectiveness	Ineffective	Less Effective	Effective	Very Effective	Highly Effective
Efficiency	Inefficient	Less Efficient	Efficient	Very Efficient	Highly Efficient
Sustainability	Unsustainable	Less Sustainable	Sustainable	Very Sustainable	Highly Sustainable

At each step, the consultants will work closely with the ASF–TWG or a representative and will prepare and submit a draft final document for review to all key decisionmakers and policymakers. (see full deliverables in Annex 1.0)

It is expected that after the presentation of the final draft SMP to all stakeholders, MoAFS and all the ASF members will take ownership of the implementation of the SMP–AgriStat for its inclusion in the NSS Strategic Plan–Agriculture Sectoral Plan and Sustainability of the Road Plan.

4. Profile for Malawi FAO SMP Consultants

The SMP–AgriStat will be developed by two consultants with extensive international experience in the evaluation and development of integrated agricultural statistics programs and information systems based on sound statistical practices and internationally accepted concepts and standards. The consultants are Mr. Michael Trant (Team Leader—International Consultant) and Ms. Mphatso Janet Nyekanyeka (Agricultural Economist—National Consultant). The short profiles of the consultants are indicated below:

MICHAEL TRANT—Team Leader

Michael Trant holds an MSc. in Agricultural Economics from the University of Guelph, Ontario, Canada (1976) and a Bachelor's degree in Economics and Geography from Wilfred Laurier University, Waterloo, Ontario (1973). He began his career with Agriculture and Agri-Food Canada, but most of his time has been with Statistics Canada, Canada's centralised statistical office with responsibility for all statistical activities including agriculture. Mr. Trant has held a number of positions of increasing responsibility at Statistics Canada, including Chief, Livestock Section (1983–85); Chief, Crop Section (1986–99); and Chief, Analysis and Development Section (2000–6). From 1993 to 1995 he was given a leave of absence by Statistics Canada to work in FAO's Statistics Division in Rome. Since his retirement from Statistics Canada in 2006, Mr. Trant has worked as an FAO consultant. He has extensive international experience in designing and managing the development of administrative data and complex integrated sample surveys and census programs for the agriculture and food sectors, using sound statistical practices and internationally accepted concepts and standards. Mr. Trant was elected a Fellow of the Canadian Agricultural Economic Society in 2007 for his contributions to the advancement of agricultural economics, institution building, and the Canadian agricultural economics profession. He has also been an Elected Member of the International Statistical Institute since 2005.

MPHATSO JANET NYEKANYEKA—Agricultural Economist

Mphatso Janet Nyekanyeka holds an MSc in Agricultural Economics from Wye College, University of London (1997) and a Bachelor's degree in Agriculture from Bunda College of Agriculture, University of Malawi (1992). She is a freelance consultant who has served in the public sector in various capacities since 1994. Ms. Nyekanyeka has been involved in various activities, such as designing surveys; developing, monitoring, and evaluating data, projects, and programs; food security updates; producing and updating food security bulletins, and food balance sheets; preparing annual work plans and budgets; coordinating and developing strategic plans; and coordinating, supervising, and managing planning programs. Ms. Nyekanyeka also has professional experience and skills in agricultural policy analysis and modeling, dynamic budgeting, early-warning systems, vulnerability assessments, participatory rural appraisal, meteorological forecasting, advanced security in the field, general gender issues, and leadership development. Ms. Nyekanyeka's numerous research assignments consultancies and will add value to this assignment. Specifically, as part of developing the SMP for the agriculture subsector in Malawi she will play an important role in assessing and reviewing the current status of Malawi's agricultural statistics and general statistics as a whole.

5. Way Forward

The consultants look forward to working with the guidance of the clients, the ASF–TWG, and all the ASF in developing the SMP–AgriStat. The consultants expect to be able to complete the deliverables diligently and in a timely manner in line with the assignment terms of reference and the proposed work plan.

6. Bibliography

Government of Malawi. 2000. *Vision 2020—A National Long-Term Development Respective for Malawi.* Lilongwe, Malawi.

Government of Malawi. 2002. "Malawi: Poverty Reduction Strategy Paper," Lilongwe, Malawi.

Government of Malawi. 2005. *Malawi Millennium Development Goals: Progress Report for the 60th UN Summit 2005*, Lilongwe, Malawi.

Government of Malawi. 2006. *Malawi Growth and Development Strategy (I &II): From Poverty to Prosperity: 2006–2011 and 2012–2016.* Lilongwe, Malawi.

Government of Malawi. 2010. *The Agriculture Sector-Wide Approach (ASWAp)—Malawi's Prioritized and Harmonized Agricultural Development Agenda*. Lilongwe, Malawi.

Ministry of Agriculture and Food Security. 2012. *Agricultural Statistical Forum in Malawi: Meeting Proceedings.* Lilongwe, Malawi.

Ministry of Agriculture and Food Security. 2012. *The Agricultural Statistical System in Malawi: An Inventory of Stakeholders*. Lilongwe, Malawi.

National Statistics Office. 2006. *National Statistical Systematic Strategic Plan: 2008–2012*. Lilongwe, Malawi.

National Statistics Office, 2012. *National Statistics Office Strategic Plan: 2012–2016*. Lilongwe, Malawi.

World Bank. 2002. *Building Statistical Capacity to Monitor Development Progress*. Washington DC, United States of America.

Annexes

ANNEX 1. Terms of Reference for the SMP Consultants

1. BACKGROUND

MoAFS has received assistance from the United States Agency for International Development (USAID) through IFPRI Malawi to support a project called "Strengthening Evidence-Based Agricultural Policy (SEBAP)." One of the project's components is aimed at strengthening agricultural statistics in Malawi. An ASF has been constituted, with the main objective of guiding the development of an SMP.

Developing the SMP–AgriStat will be fully integrated and harmonized with the NSS Strategic Plan to establish and institutionalize mechanisms for the harmonization of data and data systems between the Ministry of Agriculture and the NSO through the NSS. At the international level, the SMP will build on and complement the Global Strategy for Agricultural Statistics, to ensure data compatibility and allow easy comparison between countries. The SMP will be responsive to requirements expressed by stakeholders in Malawi's agricultural sector, including decisionmakers and data users in the public and private sectors, as well as collaborating partners who have an interest in supporting individual components of the SMP or who prefer to support the implementation of the strategy through more general funding mechanisms. The SMP will also serve an important function in guiding and coordinating investments by various partners who wish to support agricultural statistics to avoid duplication of efforts or underinvestment in priority areas.

The ASF will harness the buy-in and support from stakeholders in the design and implementation of the SMP. The ASF will also provide a platform for information exchange, promote availability of timely and reliable agricultural statistics, and facilitate the mobilization of financial and technical resources, among other things. The ASF will be meeting once every quarter. While the ASF will be guiding the process of the development of the SMP and activities under the statistics component of the SEBAP project, the resolutions of the ASF will be implemented by a smaller TWG, which will be meeting more regularly.

2. OBJECTIVES OF THE ASSIGNMENT

The main objective of the assignment is to take a lead in the development of the SMP for the supporting agricultural statistics in Malawi. To ensure harmonization of the SMP with other initiatives that are supporting the development and coordination of agricultural statistics, an international and a national consultant will be engaged.

The consultants will jointly:

- Facilitate the development of the SMP in close collaboration with the ASF–TWG.
- Provide technical assistance to the ASF–TWG in developing the SMP.
- Engage in consultations with members of the ASF and other key stakeholders during the SMP development process.

The international consultant (IC) will:

- Develop a general overview of the SMP, including,
  - Harmonization with FAO's Global Strategy for Agricultural Statistics and the Malawian NSS.
- Provide technical input on statistical issues in the SMP (for example, review the sample frame for the APES and APES methodology).
- Calculate investment requirements for implementation of the SMP.

The national consultant (NC) will:

- Interlink the SMP with the ASWAp, the NSS, and other relevant national strategies/documents.
- Ensure that all relevant stakeholders/institutions will be included in the SMP development process, including appropriate institutional linkages and coordination mechanisms.
- Coordinate with the ASF secretariat and participate in ASF meetings (collection of inputs from and provision of updates to the ASF).
- Liaison with and provide in-country services to and on behalf of the IC.
- Assist the IC in all other tasks, including drafting the SMP.

3. TIME FRAME

The consultancy will cover a period from October 2012 to March 2013, but has been revised to a period from December 2012 to April 2013 (60 days).

4. QUALIFICATIONS AND EXPERIENCE REQUIRED

The consultant(s) should have the following qualifications and experience:

- The consultants should have a Ph.D. or master's degree in Agricultural Statistics or Economics, preferably with at least 5 years of experience in similar assignments.
- He/She must have a good track record of developing sectoral strategic plans.
- He/She must possess a good understanding of and experiences with international and national initiatives in supporting the drafting of statistical strategic plans.
- He/she should have a good understanding of the institutional landscape around agricultural statistics and international and national levels.

5. DELIVERABLES

1. Draft SMP submitted to the ASF before the end of the assignment (January–February 2013).
2. Presentation of a summary of the draft SMP to the ASF at one of its quarterly meetings.
3. Incorporation of inputs provided by ASF members on the draft SMP.
4. Submission of a final draft SMP to the ASF (March–April 2013).
5. Additionally, the NC will participate in all ASF meetings and work closely with the ASF–TWG, while the IC will present the draft SMP, jointly with the NC, to the ASF at one of the ASF–TWG meetings.

ANNEX 2. Proposed Format for the National SMP for Agricultural Statistics 2013–17

PREFACE
ACKNOWLEDGMENTS
LIST OF ACRONYMS
EXECUTIVE SUMMARY
TABLE OF CONTENTS
INTRODUCTION

- Background
- National Context [who is producing which statistics, any overlaps between institutions, how coordination is among initiatives achieved?)
- National Statistical Systems [each Ministry producing agricultural statistics should be mentioned]
  - ASWAp
  - Agricultural Statistics Forum
  - International Statistical Initiatives
  - Objectives of the National Strategy for Agriculture Statistics (NSAS)
- User needs
- List statistical data collections and administrative data sources
- SWOT Analysis
  - Institutional Structure: Statistical Law and Coordination Mechanisms
  - Human and Material Resources
  - Data Collection Methodologies
- Weakness Mitigation (Table)
- Outline of the National Strategy for Agriculture Statistics (NSAS)

STRATEGIC FOCUS

- Vision
- Mission Statement
- Core Values

STRATEGIC GOALS [there should be at least one goal covering changes required for institutional structure and another covering human and material resources]

- Strategic Goal 1
- Strategic Goal 2
- Strategic Goal 3
- Strategic Goal 4
- Strategic Goal 5
- Strategic Goal 6
- Strategic Goal 7

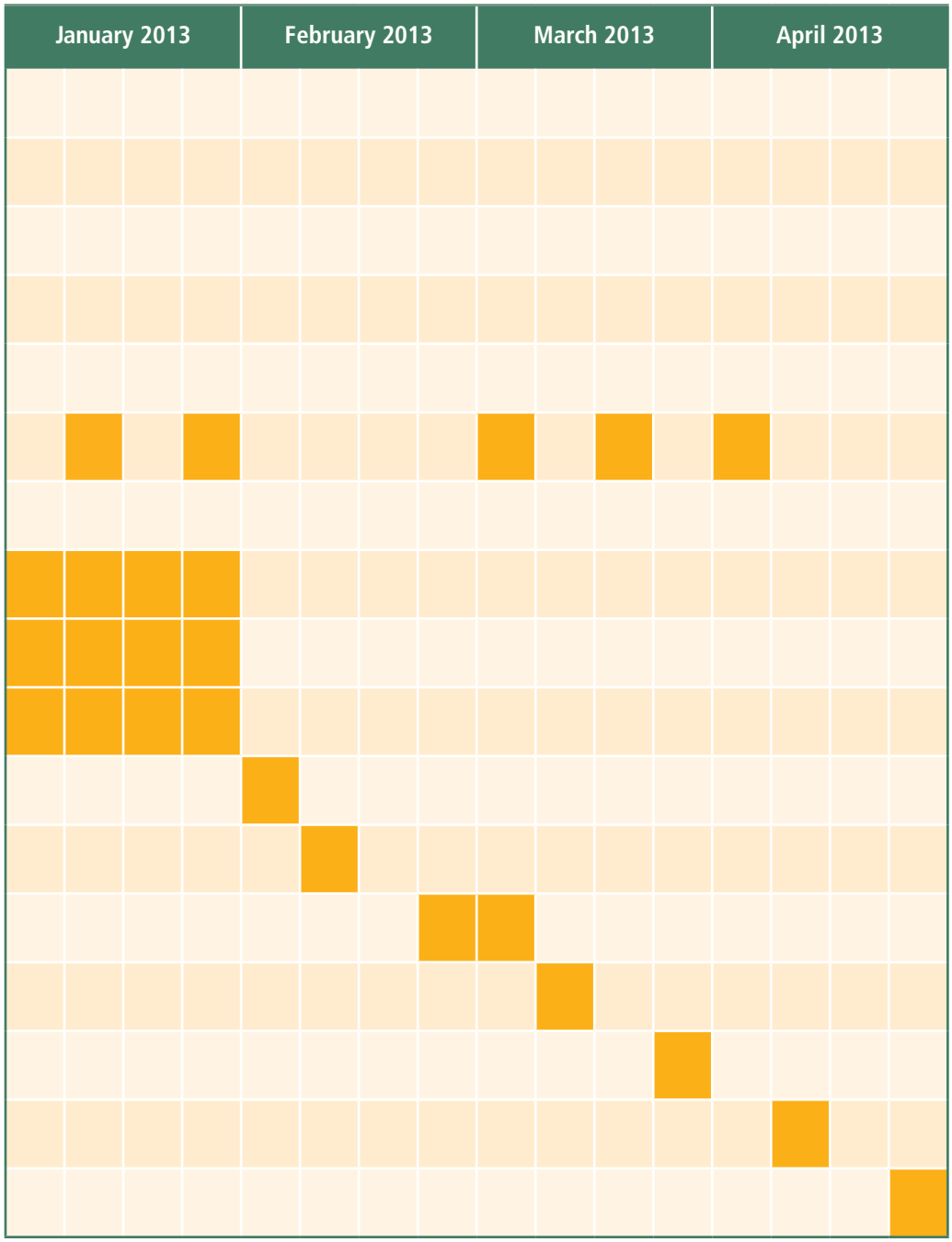
IMPLEMENTATION AND MONITORING AND EVALUATION ARRANGEMENTS I would separate implementation and M&E into two sections, as they are conceptually distinct

- Introduction
- Implementation Arrangements
  - Role of MoAFS
  - Role of NSO
  - Role of Key Stakeholders
- Monitoring and Evaluation
- Budget
- Strategic Action Plans – the budget should be outlined for each action plan not just a small section under M&E. The action plans should also prioritize activities:
  - Strategic Action Plan – Goal 1
  - Strategic Action Plan – Goal 2
  - Strategic Action Plan – Goal 3
  - Strategic Action Plan – Goal 4
  - Strategic Action Plan – Goal 5
  - Strategic Action Plan – Goal 6
  - Strategic Action Plan – Goal 7
- Timeline

ANNEX 1: List of Contributors
ANNEX 2: References

ANNEX 3. Work Plan for the Assignment to Develop the SMP for the Agricultural Statistics Subsector in Malawi

Phases of the Assignment	October 2012				December 2012			
Development of an Inception Report								
Desk-based research & tools development								
Inception report presentation								
Finalization of the Inception Report								
Presentation of assignment phases/activities to ASF								
Consultants meeting ASF–TWG members								
Signing of the Consultancy Contract								
Data collection and consultations								
Data analysis								
Preparation of the First Draft SMP								
Submission of First Draft SMP for feedback								
Presentation of First Draft SMP to ASF								
Incorporation of comments from ASF members to First Draft SMP								
Submission and presentation of Final Draft SMP								
Presentation of Final SMP to ASF members								
Submission of Final SMP								
Launch of Agriculture SMP by MoAFS								


January 2013
February 2013
March 2013
April 2013

ANNEX 4. List of Key Stakeholders to be Consulted as Part of the Process of Developing the SMP for Agricultural Statistics in Malawi

1.0 SUPPLY/GENERATING INSTITUTIONS	**1A. AGRICULTURE CLUSTER**	
	1	Ministry of Agriculture and Food Security - Headquarters - Departments – Technical – Department of Crops Production, Department of Agricultural Research Services, Department of Agricultural Extension Services, Support—Planning Department – Statistics Unit, Agro Economic Survey, Food Security Unit, M&E Unit, Agricultural Trade and Marketing Development Units Sections, the Technical Secretariat - Agricultural Development Division – 2/ District Agricultural Development Office – 2/ Extension Planning Area – 2 - Research Station – Bvumbwe - ASF–TWG
	2	NSO
	3	Department of Climate Change and Meteorological Services
	4	Famine Early Warning System Network (FEWS NET)
	Statutory Institutions	
	5	National Food Reserve Agency
	6	Agricultural Development Marketing Corporation
	7	Tobacco Control Commission
	Other Crop Growers	
	8	Ilovo Sugar (Malawi), Limited
	9	Coffee and Tea Association
	1B. RURAL DEVELOPMENT CLUSTER	
	Nongovernmental Organization	
	10	World Vision International
	1C. PRIVATE TRADERS CLUSTER	
	11	Agricultural Traders Centre
	12	Farmers World
	1D. AGRICULTURE ASSOCIATIONS	
	13	Civil Society for Agricultural Network
	14	Farmers Union of Malawi
	15	Fertilizer Association of Malawi
	16	Seed Traders Association of Malawi
	17	Agriculture Commodity Exchange
	18	Market Linkage Initiative
	19	Grain Traders Private Association

2.0 DEMAND/USER INSTITUTIONS	**2A. ACADEMIA CLUSTER**	
	20	Lilongwe University for Agricultural and Natural and Agricultural Research – Bunda College of Agriculture – (Economics Department, Centre for Agricultural Research and Development, and Natural Resource College
	21	Chancellor College (Economic and Statistics)
	2B. INVESTMENT INSTITUTIONS CLUSTER	
	22	Ministry of Trade and Industry
	23	Malawi Confederation of Chambers of Commerce and Industry
	24	Reserve Bank of Malawi
3.0 SUPPORT ORGANIZATIONS	**3A. LOCAL**	
	25	Ministry of Economic Planning and Development
	26	Ministry of France
	27	Department of Disaster and Relief Management
	28	Office of the President and Cabinet
	29	Department of Human Resource Management
	3B. DEVELOPMENT PARTNERS	
	30	FAO
	31	USAID
	32	World Food Programme
	33	World Bank
	34	United Nations Development Programme – capacity issues
	35	European Union
	36	African Development Bank
	37	Royal Norwegian Embassy
	38	Japan International Cooperation Agency
	39	Irish Aid
	40	Department for International Development
	3C. CGIAR	
	41	IFPRI
	42	International Potato Center (CIP)
	43	World Agroforestry Center (ICRAF)
	44	International Institute of Tropical Agriculture

Notes

1. 1) Improve awareness and utilization of statistics; 2) Improve management of the statistical common service; 3) Enhance human resource capacity for the production, compilation, and use of statistics; 4) Improve the coordination and harmonization of data collection, analysis, and dissemination; 5) Improve compatibility of supporting technologies; 6) Improve storage, accessibility, and dissemination of statistics; 7) Minimize risks associated with data collection and associated activities; and 8) Develop NSS work plan and financing strategy.

2. The role of PARIS21 is to foster more effective dialog among players who produce and use development statistics, by facilitating international events and supporting country-based activities, regional workshops, and subject matter task teams. PARIS21 focuses on promoting high-quality statistics, making these data meaningful, which leads to designing sound policies.

3. These are the assessment criteria that are used by OECD member countries to discuss and assess issues about how aid, development, and poverty reduction initiatives and programs are being undertaken and performing in development countries.

International Food Policy Research Institute
Malawi Strategy Support Program
P.O. Box 31666
Lilongwe, Malawi

Tel.: +265-(0)1-771780/789747
Email: ifpri-lilongwe@cgiar.org
www.ifpri.org/book-6186/ourwork/program/malawi-strategy-support-program