

MAP OF SWAZILAND



FOREWORD

The Kingdom of Swaziland has in the recent past embarked on a more comprehensive planning process to meet emerging serious development challenges. These challenges revolve around poverty, which is widespread, deep and severe, with about 66% of the population living in abject poverty i.e. below the poverty line of E71 per capita per month. As part of this planning process, a National Development Strategy (NDS) was designed in a consultative manner. The NDS provides a long-term vision – Vision 2022 - for improving the quality of life of the Swazi people. In addition, Government has prepared a Prioritized Action Programme for Poverty Reduction (PAPPR), which seeks to address the medium-term critical poverty-related challenges facing the country. These challenges include food security, social welfare, health, safe water and sanitation, unemployment and HIV/AIDS. It should also be mentioned that the Kingdom like the other 191 member states that are signatory to the Millennium Declaration is now actively engaging its peoples in broad based participatory development in an effort to accelerate action towards achieving the Millennium Development Goals (MDGs). The First National Millennium Development Report has been prepared so as to enable regular reporting on the progress made.

More and better statistics will be required to monitor the implementation of the NDS and PAPPR and indeed to effectively track progress in the MDGs. These statistics will come from different sources – government Ministries and departments, public sector institutions and, of course, the Central Statistical Office (CSO). Government is well aware that increase in demand for statistics is bound to place a huge burden on the already weak, under-staffed, under-resourced, and therefore vulnerable institutions. It has therefore started a process of strengthening these institutions beginning with the Central Statistical Office (CSO). The CSO is the logical starting point because apart from being responsible for the collection and compilation of a wide range of economic, social and population statistics, it is expected to also develop standards, promote best practices and coordinate the National Statistical System to ensure that better statistics are produced for better planning, policy formulation, decision-making, monitoring and evaluation of development policies and initiatives.

It is for this reason that the Ministry of Economic Planning and Development, which is also the key focal point for the national MDGs process, approached UNDP for assistance to strengthen the CSO. Specifically, UNDP was requested to assist in conducting a statistical capacity/needs assessment and in formulating a Strategic Plan for the CSO. UNDP which has embarked on several areas of support at country level to enable the effective reporting on and monitoring of poverty and of the MDGs, found the request to fall within its priority area of support to the country.

This Strategic Plan has been designed by CSO with technical assistance from UNDP. It takes into account the situation analysis – the assessment of data needs for national development and the assessment of the existing capacity (institutional, technical and financial) to meet these needs. The Plan defines where we would like the Central Statistical Office and the National Statistical System to be in five years time and also provides a "road map" and **milestones** for getting there. All this has been operationalized in form of a work programme and a capacity building programme to enhance effectiveness and efficiency in production of official statistics. The activities in these two programmes have been carefully selected, prioritized, sequenced, timetabled and costed.

I am also happy to note that in keeping with the tradition for developing major development initiatives, the design of the Plan was consultative. The designing team held discussions with stakeholders in government Ministries and institutions, the private sector, the civil society, the University and the donors and international organizations in the country. The Plan therefore is country designed, country specific and has wide stakeholder ownership. It is my expectation that this Plan will receive wide support from all stakeholders and that its implementation will be "fast tracked" and smooth so that the implementation of the development initiatives mentioned above can be informed by good statistics.

On behalf of the Government and the Ministry of Economic Planning and Development, I would like to express our deep appreciation to development partners who, over the years, have assisted to develop statistical capacity in Swaziland. I would like particularly to thank UNDP for funding the design of this Strategic Plan and related activities including holding two workshops.

Finally, I would like to express our appreciation to all individuals who played a part in the design of the Plan. In particular, I wish to recognize the role played by the UNDP Consultant - Prof. Ben Kiregyera.

Ephraim M. Hlophe
Principal Secretary

November 2003

PREFACE

This Strategic Plan document has been organized into three related parts.

Part One presents general background information that includes justification for and the process of designing the Plan; the vision, mission, core values and strategic outcomes or goals of the proposed National Bureau of Statistics; the proposed work and capacity building programmes; Plan implementation, monitoring and evaluation; and the tentative budget and proposed funding arrangements.

Part Two presents background information including why, type and hierarchy of good statistics are needed for various purposes including policy design, planning, monitoring and evaluation by different constituencies including government officials, the public and private sectors, the civil society, academia, donors and international organizations and the wider public. It also presents an assessment of the existing capacity for statistical production and management at the CSO and among other institutions that collect and compile data.

Part Three presents a number of appendixes to the Plan document including a logical framework, proposed work programme (2004/05 – 2008/09), proposed capacity building programme (2004/05 – 2008/09), work programme targets and budget, capacity building programme targets and budget, proposed staffing of the Bureau, list of officials met and the proposed Draft Statistics Act.

The report presents a summary, main recommendations and action points.

SUMMARY, RECOMMENDATIONS AND ACTION POINTS

I. SUMMARY

I.I Needs/capacity assessment

The National Development Strategy (NDS) and Poverty Reduction Strategy and Action Plan (PRSAP), and the need to monitor progress towards the Millennium Development Goals (MDGs) have triggered great demand for better, more diversified and detailed statistical data and information. There is also new emphasis on monitoring implementation and evaluating results. Statistical data and information are needed to demonstrate progress against targets and also to plan and monitor the implementation and success of policies developed to achieve the targets. The increased demand for statistics has exposed the weaknesses of the Central Statistics Office (CSO) and the National Statistical System. It has brought out the problem of dearth of data on policy, social and economic indicators and the inadequacy of existing data.

A needs/capacity assessment was conducted with a focus on the CSO. The assessment showed that the National Statistical System (NSS) was facing a number of serious challenges including low profile of statistics in government, lack of a vision and mission, inadequate statistical advocacy, outdated legal framework, inadequate institutional capacity, inadequate coordination, quality problems and lack of real time data. It also showed the need to strengthen the CSO as a precursor to the strengthening of the wider NSS. In particular, it pointed to early introduction of strategic management and turning the CSO into a strategy-focused information-age organization in order to address the aforementioned weaknesses. Strategic management marks the beginning of efficient and effectual managerial system that is forward looking and more competence-based, and confers many other benefits to an organization.

I.II The Strategic Plan

Purpose

This Strategic Plan has been prepared to strengthen the CSO and the National Statistical System by (a) providing a mechanism for statistical advocacy and breaking the vicious cycle of statistical underdevelopment, (b) presenting a strategic trajectory that not only defines where we would like the CSO and the National Statistical System to be in the long-term but also provides a "road map" and milestones for getting there, (c) providing a comprehensive and unified framework for assessing user needs and for the provision of a broad range of statistical data and information to meet these needs in synergic and sustainable manner, (d) providing mechanisms for feedback and learning, and hence improvements in effectiveness and efficiency in the provision of official statistics, (e) providing a framework for mobilizing, harnessing and leveraging a critical mass of resources (both national and international) and energies to build sustainable statistical capacity that will increase both the demand for and supply of statistical data and information, and (f) providing for the creation of quality awareness and enhancement.

The Plan aims to restructure and transform the CSO into an effective, better understood, proactive and efficiently managed semi-autonomous Government agency – the National Bureau of Statistics – responsible for the production of official statistics, coordination and supervision of the National Statistical System, and the authoritative source and custodian of official statistical data and information on Swaziland.

The Process

In order to make the Strategic Plan country-focused and owned, its design was carried out in a consultative and participatory manner with full involvement of national staff at every stage of the process. The process involved interviewing main stakeholders, holding small focused group discussions, using international standards and frameworks and invoking previous work and other country experiences in designing Strategic Plans. The Plan is based on (i) critical assessment of data gaps, (ii) identification and prioritization of current and future data needs especially for evidence-based policy design, decision-making and monitoring implementation of major development initiatives including poverty reduction and attainment of Millennium Development Goals, (iii) strategic analysis viz. assessment of strengths, weaknesses, opportunities and threats (SWOT analysis), and (iv) modern management principles of openness, participation, teamwork and innovation.

Vision

The vision of the Bureau is *“to become the leading agency in statistical production in the region, providing high quality statistical data and information to the national development processes”*

Mission

The mission is *“to effectively coordinate the National Statistical System, provide high quality statistical data and information required for evidence-based policy, planning and decision-making for national socio-economic development, administration, accountability, and to promote a culture of using statistics”*.

Corporate values

The corporate values identified for the Bureau are user-focus, quality consciousness, efficiency and effectiveness.

Strategies

The strategic outcomes or goals of the Plan were identified as (i) user satisfaction with real time and relevant statistical information being made available and accessible in a user-friendly manner, (ii) quality processes delivering quality value-added statistical products and services to users, and (iii) staff satisfaction with staff encouraged to develop to their full potential. The main strategies for achieving these outcomes or goals were identified as:

- Statistical advocacy
- Raising the profile of statistics

- Improving data quality
- Improving data analysis and reporting
- Improving data dissemination and access
- Updating the Statistics Act
- Strengthening the National Statistical System
- Building an effective National Bureau of Statistics
- Human Resources Development

Work and capacity building programmes

The work and capacity building programmes were designed to reflect the priorities for the office and are an integrative tool for achieving coordination and synergy. The programmes include the main activities that will be undertaken during the Plan period together with activity targets for monitoring and evaluation purposes. The activities have been prioritized, sequenced, timetabled and costed.

The focus of the work programme is to provide statistical data and information required for the PRSAP implementation and monitoring as well as monitoring other government development initiatives and to improve the quality, efficiency and timeliness in delivering official statistics. The work programme is divided into periodic and ongoing activities as well as new activities, which mainly include: secondary data compilations, sample surveys, censuses, research, coordination and advocacy, publications and other activities. The capacity building programme aims to enhance existing capacity and create additional capacity. It addresses issues of staffing, infrastructure, IT and communication equipment, other equipment, management systems (recruitment, financial, procurement, etc), training and technical assistance.

Plan implementation, monitoring and evaluation

Provision is made in the Plan document for Plan implementation, monitoring and evaluation.

Plan implementation will translate strategic thought into strategic action and mobilize drivers of strategic success as well as facilitating factors including, (a) establishing a new legal framework, (b) creating a strategy-supporting organizational structure, (c) creating strategy awareness, (d) change management, (e) promoting teamwork, (f) knowledge management, (g) development of IT policy and strategy, (h) development of management systems and procedures, (i) staff motivation, (j) development of business plans, (k) creating quality consciousness, (l) development of a dissemination policy, and (m) mobilizing financial resources and energies.

Plan monitoring which will be done on a continuing, will be undertaken to (i) ensure that stated objectives are being achieved, (ii) track inputs, activities and outputs, (iii) determine if implementation is on course or not, (iv) alert management to problems or potential problems before the situation becomes critical, and (v) take corrective actions to ensure that performance conforms to strategy or that the strategy is revised in light of new experience.

At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally, to assess how well the strategies in the Plan will have met the set objectives. Hence Plan

evaluation will put emphasis on learning for the future. Both internal and external monitoring and reviews are necessary and will be done including presenting a Quarterly Progress Report to the Minister responsible for statistics, Yearly External Reviews and a Terminal Review. In addition, both internal and external benchmarking (peer reviews) will be undertaken.

I.III Funding arrangements

The Government acknowledges that official statistics, like roads, are the sort of “public good” normally provided by Government. Accordingly, the Government will fund a good part of the Plan within the Medium Term Expenditure Framework (MTEF) to cover mainly staff emoluments, creating a conducive environment for the statistical operations to be effectively conducted, provision and maintenance of infrastructures, in-service training, compilation of secondary statistics, part funding surveys and censuses, and other operational costs e.g. telephone and electricity bills.

However, given the resource constraints the Government is facing, it is expected that development partners will provide assistance to fill the funding gap. In particular, development partners will be requested to provide technical assistance in identified areas namely, part funding for surveys and censuses; contributing towards the starting of an in-service training programme, off-shore training and procurement of equipment, vehicles and motorcycles. Possible funding arrangements may include basket funding.

II. MAIN RECOMMENDATIONS AND ACTION POINTS

Given the current state of the CSO and the NSS, it is recommended that the following actions be taken to arrest the declining trend in both the quantity and quality in statistical production:

Organizational development

- Sensitization programmes should be undertaken to create greater awareness about the role and importance of statistics in society, enlist the cooperation of data suppliers in providing needed information and create demand for statistical products and services.
- Government should have the proposed Statistics Act passed into law so that statistical activities and operations including arrangements for data collection, compilation, dissemination and interpretation are underpinned by a congenial statistical legislation.
- Government should raise the profile of statistics and in particular, a modern autonomous agency should be established as proposed in the draft Statistics Act. The agency, National Bureau of Statistics, should be visible, more professional and well resourced.
- The functions and activities of data producing agencies should be better coordinated using the proposed mechanisms.
- In addition to inter-agency (horizontal) coordination, there should be technical coordination to ensure that data from different sources do not conflict and at the very least are comparable. Mechanisms for technical coordination have been proposed.

Data Development

- A review of the methodologies and instruments currently in use for statistical production at CSO should be undertaken.
- A review of the accuracy, reliability and spatial and temporal consistency of existing data should be undertaken, focusing on the soundness of source data and statistical techniques and whether statistical outputs sufficiently portray reality.
- The United Nations Fundamental Principles of Official Statistics should be the overarching guiding principles for the CSO and the NSS in order for the public to have trust in official statistics.
- The CSO and later the Bureau should subscribe to the international statistical community position that data quality enhances their credibility and usability; and that data quality is multi-dimensional and goes beyond the traditional view that equates quality with accuracy.
- The CSO and later the Bureau should develop and promote use of statistical standards and appropriate methodologies.
- All national censuses and surveys, and all methodologies and instruments for collection of official statistics including administrative statistics, should be cleared by the Bureau and the reports and data sets therefrom should be deposited with the Bureau.
- Resources required to undertake censuses and surveys should be made available in time so that activities are undertaken as scheduled.
- Administrative data collection should be improved through training, provision of equipment and other forms of support to agencies that collect them.
- There is a lot of unprocessed data in many agencies. These data should be processed and disseminated as a matter of priority.
- A policy on data quality should be developed on such things as acceptable error rate and non-response rates.
- Data analysis should be improved. As much as possible, subject-matter specialists and Research and Training institutions should collaborate with data producers to add value to data through more detailed analysis especially policy-related analysis.
- A data dissemination policy providing for advance publication of a release calendar and simultaneous release of data to all stakeholders should be developed.
- The Bureau should be proactive in disseminating statistical data and information by providing more information to users in the form of up-to-date product catalogues, providing access to an enquiry point by telephone, fax, the Internet and electronic mail.
- Different media should be used to disseminate data including main bookshops in key towns and the University as main outlets for statistical reports, electronic media, press releases whenever new data are formally released, Internet, etc.
- Data storage and retrieval should be improved by establishing user-friendly and accessible sectoral Data Banks and a National Data Bank.

Infrastructure and equipment

- The infrastructure (physical, technical, management and IT) at CSO needs to be upgraded and equipment supplied.

- A library for CSO and later the Bureau should be established and stocked with up-to-date books and journals as well as Internet facilities to facilitate access to publications that are regularly available on web sites of international statistical institutions and associations.
- Local Area Networks and Wide Area Networks should be established and staff should have full time access to the Internet.
- Equipment to be supplied should include vehicles, IT equipment, and office equipment.
- There should be IT standards and policies to provide guidelines on such things as: computer hardware and software, computer replacement, virus protection, use of computers and Internet resources and electronic mail.

Human Resource Development

- Need-based training should be undertaken to build: competences in management, technical skills (e.g. sampling and data analysis), and soft skills (communication, report writing, etc).
- Training should be undertaken on an ongoing basis and should include induction for new staff, short in-house courses, short outside courses, study tours, and training for surveys and censuses.
- Given the low level of computerization and computer applications by professional and sub-professional staff of the CSO and line ministries, a crash-training programme in computer application should be organized for all staff that lack proficiency in IT.
- There should be training for key data producers in line ministries on how to use data.
- Staff motivation should be made a priority for data producing agencies.

Implementation

- Consensus should be built around the proposed Statistics Act through sensitization meetings, which CSO should organize.
- The transition from CSO to the Bureau should be done in such a way that statistical activities now being undertaken by CSO are not interrupted.
- At the Bureau, building bureaucracy, autocracy and top-down management style should be avoided in preference for a streamlined, participatory and coordinated style of management that breaks down organizational silos and encourages cross-functional and problem-solving teamwork.
- In-process guidance and hands-on technical assistance in those areas in which there is limited capacity or no capacity at all (new areas) should be sought particularly in the early stage of Plan implementation.
- CSO should mount a consistent communication programme to develop an understanding of the Plan strategies throughout the Office, mobilize staff to support them, educate staff about management systems and provide for feedback about the strategies.
- The Master Plan should be implemented in such a way that change is well managed so that individuals can see it as an opportunity to enrich their careers and personal lives.
- For its effective day-to-day implementation, the Plan should be translated into business plans or annual work programmes and budgets, with appropriate mechanisms for monitoring and assessing progress.

Monitoring and Evaluation

- Plan implementation should be effectively monitored and at the end of the Plan period, its impact evaluated using performance indicators and targets set in the Plan.
- Both internal and external benchmarking should be undertaken to assess performance and as a basis for improvements
- Monitoring of Plan implementation should be a continuing process. However, specific reviews have been identified which should be undertaken as specified.
- Reports on Plan implementation should include the statutory Quarterly Progress Report by the Board, Annual Review Report, Mid-term Review Report and Terminal Review Report.

Budget

- The budget for the Plan should be met from two sources, namely donors and the government. Donors should assist government with grants and loans to invest in statistical development.
- Government should fund the recurrent budget and increasingly shoulder the responsibility of funding the whole budget using the MTEF as donor funding reduces.

Sustainability

- To increase prospects for sustainability of the Plan activities, dynamic and responsive organizational structures, systems and cultures should be created, requisite capacity should be built, all advisors should have counterparts for purposes of transferring knowledge and skills, and government should progressively increase its funding for the activities originally funded by donors.

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ACRONYMS

CPI	Consumer Price Index
CSO	Central Statistical Office
CWIQ	Core Welfare Indicators Questionnaire
DQAF	Data Quality Assessment Framework
EA	Census Enumeration Area
EASTC	Eastern Africa Statistical Training Centre
GDDS	IMF's General Data Dissemination Standard
GDP	Gross Domestic Product
GIS	Geographic Information System
GPS	Global Positioning System
HIV	Human Immune Virus
ICT	Information and Communication Technology
IHSP	Integrated Household Survey Programme
ILO	International Labour organization of the United Nations
IT	Information Technology
IMF	International Monetary Fund
MDG	Millennium Development Goal
MIS	Management Information System
NBOS	National Bureau of Statistics
NDS	National Development Strategy
PARIS21	Global partnership for building statistical capacity as a foundation for effective evidence-based policy and decision-making

PRS	Poverty Reduction Strategy
PRSAP	Poverty Reduction Strategy and Action Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
USAID	United States Agency for International Development
WHO	World Health Organization of the United Nations

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NEED FOR THE STRATEGIC PLAN AND THE PROCESS

1.1 NEED FOR THE STRATEGIC PLAN

(a) Challenges facing statistics

There is great demand for better, more diversified and detailed statistical data and information now than ever before. This has been triggered in part by the need to inform national development initiatives such as the National Development Strategy (NDS) and Poverty Reduction Strategy and Action Plan (PRSAP), and the need to monitor progress towards the Millennium Development Goals (MDGs). It has also been triggered by the new emphasis on monitoring implementation and evaluating results. Statistical data and information are needed to demonstrate progress against targets and also to plan and monitor the implementation and success of policies developed to achieve the targets. Indeed it has become a truism that *“without good statistics, governments cannot deliver efficient administration, good management, and evidence-based policy and decision making”*¹.

Meeting this maze of data needs requires a Central Statistics Office (CSO) with a broad range of appropriate skills base and experience, adequate resources efficiently and effectively managed and deployed, and the authority to lead and coordinate the national statistical system. It also requires that other data producers in the country are well coordinated and resourced. In Swaziland, the CSO is responsible for the collection and compilation of a wide range of economic, social and population statistics. It derives its authority from the Statistics Act of 1967. In addition to the CSO, there are other institutions that collect and compile statistical data including the Central Bank and line Ministries. CSO has seconded its staff to different Departments/Ministries to run Statistical Units in those Departments/Ministries, namely the Ministry of Health, Ministry of Enterprise and Employment, Customs and Excise a department under Ministry of Finance and Road Transportation Board of the Ministry of Works.

The increased demand for statistics especially for poverty monitoring has exposed the weaknesses in the National Statistical System, the dearth of data on policy as well as social and economic indicators and the inadequacy of existing data. Clearly, the state of statistics in Swaziland is typical of the “vicious cycle” of statistical under-development in most African countries. In these countries, inadequate resources restrain output and undermine the quality of statistics, while the poor quality of statistics leads to lower demand and hence fewer resources and inability to build and maintain capacity. A statistical audit of the CSO and other main data producers was done in September and October 2003 with technical assistance from the United Nations Development Programme (UNDP). The audit involved an assessment of current and future user

¹ *STATCAP: A new lending program to support more efficient and effective statistical systems in developing countries, World Bank, 2003.*

needs for statistical data and information, how these needs are assessed and the existing capacity to meet these needs. Details of current and future data needs are given in Chapter 5. The assessment of capacities of main data producers is given in Chapter 6. Results of a SWOT (strengths, weaknesses, opportunities and threats) analysis for the CSO is also presented in Chapter 6.

The audit shows in general, that data producing institutions are weak, vulnerable and under-resourced. In their present form, they are unable to meet user requirements for statistical data and information. The following are the major challenges facing official statistics in Swaziland:

Low profile of statistics in government

In spite of its acknowledged importance to national development, statistics has consistently had a low status in government. This is evidenced, *inter alia*, by the low status of the Director of the Central Statistical Office in the Civil Service. While the Director's post was Grade 16 (now Grade E5), the same as that of the Principal Economist in the

Ministry of Economic Planning and Development, her counterparts in government – Director of Agriculture, Director of Health Services, Director of Public Prosecutions, Director of Veterinary Services, Director of Education, Director of Geological Surveys and Mines, Commissioner of Labour and Chief Economist were all Grade 17 (now Grade E6 or F1). The new categorization of government posts was issued on 7 August 2003².

Main challenges facing official statistics

- Low profile of statistics in government
- lack of a vision and mission
- inadequate statistical advocacy
- outdated legal framework
- inadequate institutional capacity
- inadequate coordination
- dearth of data
- quality problems
- lack of real time data

Benchmarks in the sub-region may be relevant here. In South Africa, the Statistician General who is appointed by the President is at the level of Principal Secretary; in Malawi, the Commissioner for Statistics is a Principal Secretary; in Mozambique, the President of the National Statistical Institute is at the level of Vice-Minister (above Principal Secretary); and in Zambia, the Director of the CSO is appointed by the President on special terms.

The Strategic Plan aims to raise the profile of statistics in government and the public eye.

Lack of a vision and mission

There is a lack of an articulated vision, mission or a "road map" for the development of official statistics. These are essential for efficient and effectual management of the Central Statistical Office in particular and the National Statistical System in general and

² *Establishment Circular No. 8 of 2003, Ministry of Public Service and Information*

hence for improved provision of official statistics. Their absence has not engendered achievement of unity of direction and purpose or synergy in statistical production. It has also not enabled harmonization of interventions of development partners to remove overlaps and duplication of effort. The Strategic Plan aims to provide a vision, mission and road map for improvement of national statistics in the country.

Inadequate statistical advocacy

There has been inadequate statistical advocacy to: (i) promote "statistical thinking" in society and to put statistics on national agenda, (ii) demonstrate to Government, politicians and legislators and other users the power and use of statistics, (iii) promote a culture of evidence-based policy and decision-making, and (iv) mobilize and utilize national and international resources for statistical capacity development in the country. Inadequate consultation between data users and producers has made it difficult for data producers to continuously assess emerging data needs and to revise data collection instruments e.g. survey questionnaires in order to meet these needs. Indeed, statistical production has been routinized. The Strategic Plan aims to reposition users of official statistics away from the periphery of the data production process to the center of the process so that they can play proactive upstream roles in the development of national statistics.

Outdated legal framework

Statistical operations in the country are underpinned by the 1967 Statistics Act, which is out-dated and no longer able to provide a legal basis for the provision of official statistics to underpin policy, administrative and economic changes that have taken place in the country since 1967. In particular, the Act does not adequately provide for the professional independence of the CSO and equal and simultaneous access to statistical data and information.

For the last five years or so, work has been going on to update the Act. Within the context of the design of the Strategic Plan, a Draft Revised Statistics Act has been produced.

Inadequate institutional capacity

A consistently given explanation for the poor performance of the CSO, line Ministries and other data producers is inadequate human capacity (understaffing, and/or limited technical skills and competences) and inadequate material and financial resources for data collection, processing and analysis. It is believed that this inadequacy makes it difficult to meet user requirements and compromises data quality and timeliness. Poor quality data can lead to wrong decisions while late release of data can delay effective decision-making. A good part of the Strategic Plan is devoted to statistical capacity building.

Inadequate coordination

Statistical production has largely been fragmented and uncoordinated. This is in spite of the fact that there is a Statistical Common Service with CSO staff seconded to key line Ministries that produce data. Without good coordination, data production cannot achieve synergy and cost-effectiveness. Strengthening, broadening and deepening arrangements for coordination, partnerships and information sharing are at the heart of the Strategic Plan.

Dearth of data

Effective monitoring of development policies and programmes requires a stream of comprehensive socio-economic data. Such data provide baseline values for monitoring indicators. There is a dearth of data on important developmental issues including the profile of rural populations, household food security and nutrition, poverty profiles of the population, state of environment, gender issues, etc. This is bound to constrain effective monitoring especially of the poverty reduction programmes and attainment of the MDGs.

This Strategic Plan provides a comprehensive work programme that will take care of major data gaps.

Quality problems

The existing data were reported to have quality problems caused by a number of factors such things as outdated sampling frames, inadequate survey instruments, definitional problems, very low response rates in business surveys, inadequate or lack of training for and supervision of data collectors, inadequate data scrutiny and handling especially in line Ministries, using outdated weights, insufficient data validation, etc. Lack of data quality is bound to create problems in setting some development targets and there is also the danger that such data may lead to policy-makers drawing incorrect conclusions from movements in certain indicators.

Quality enhancement of official statistics and related issues are addressed by the Plan.

Lack of real time data

Many data series lack timeliness and are useful only for historical purposes. For instance, the last Annual Statistical Bulletin was produced in 1999, the Annual Employment and Wages Statistics were published in 1998, and the Quarterly Short-term Economic Indicators were last compiled in 1999. Lack of timeliness in data affects their usability especially for decision-making. This general malaise in production of official statistics in Africa is addressed by the Plan.

(b) Strategic Management and the Strategic Plan

It is now widely recognized that improvements in national statistics will not be possible until the said vicious cycle has been broken, requisite capacity built and better use made of existing data to manage national development programmes. It was for this reason that the Ministry of Economic Planning and Development (MEPD) sought

technical assistance from UNDP to conduct a needs/capacity assessment and to design a Strategic Plan for the CSO. The assessment which focused on the CSO, pointed to the need for a paradigm shift in the way statistical production and management is undertaken in the country. The focus on CSO was dictated by the fact that it occupies a central position in the production of official statistics in the country and, therefore, its strengthening would be the entry point in the strengthening of the wider National Statistical System (NSS). For breakthrough performance and enhanced value creation, there will be a need for an early introduction of strategic management and turning the CSO into a strategy-focused information-age organization in order to address the weaknesses in the production of national statistics. Strategic management is the “*the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization achieve its objectives*”³. It marks the beginning of efficient and effectual managerial system that is forward looking and more competence-based. Research shows that organizations using strategic management are more successful than those that do not⁴.

This Strategic Plan has been prepared to add value to the CSO and the National Statistical System in general by providing a comprehensive framework for the achievement of breakthrough and sustainable performance using strategic management principles. Specifically, the Plan is expected to, *inter alia*:

- ◆ provide a mechanism for **statistical advocacy** and breaking the vicious cycle of statistical underdevelopment;
- ◆ present a **strategic trajectory** that not only defines where we would like the CSO and the National Statistical System to be in the long-term but also provides a “**road map**” and **milestones** for getting there in a coordinated, synergic and sustainable manner.
- ◆ provides a **comprehensive and unified framework** for assessing user needs and for the provision of a broad range of statistical data and information to meet these needs.
- ◆ provide mechanisms for feedback and learning, and hence improvements in provision of official statistics.
- ◆ provide a **framework for mobilizing, harnessing and leveraging of a critical mass of resources** (both national and international) and **energies** to build sustainable statistical capacity that will increase both the demand for and supply of statistical data and information.

1.2 THE PROCESS

It is widely believed that the process of designing the Strategic Plan is as important as the Plan itself, so careful attention was paid to the process, which is depicted in figure 1.1 below.

The figure shows that the process cascades from needs and capacity assessment to formulating a vision, mission and core values to identifying strategies to

³ *Fred R. David, Concepts of Strategic Management, 6th Edition, Prentice Hall International, Inc.*

⁴ *Robert S. Kaplan and David P. Norton, The Strategy-Focused Organization, Harvard Business School Press, Boston, 2001*

business/operational plans and to personal objectives leading to desired strategic outcomes.

Figure 1.1: Strategic management process that translates the vision and mission of the organization into desired strategic outcomes.



(a) Needs and Capacity Assessment

A data needs assessment was conducted to determine current and future needs of main stakeholders. Main data users were identified and discussions held with them. In order to ensure that no major categories of data users were left out, data users were classified into broad user groups and information collected from selected institutions within each group. The groups are: Government Ministries/Institutions, public sector operators, private sector operators, civil society, training and research institutions and donors and international organisations. The discussions sought to establish how statistical data are used in different institutions, availability and non-availability of required data, the assessment of the officials on the adequacy of available data, and their current and perceived future data needs. The full list of officials interviewed is given in Annex VII.

The data needs assessment was followed by a capacity needs assessment in which discussions were held with officials from main institutions that collect/compile data to determine their ability to satisfy these needs. For each visited institution, the discussions aimed, among other things to: take inventory of existing capacity; what data are produced and how they are produced; co-ordination arrangements with data users and other data

producers; how data are processed, analysed and archived; how data are disseminated to users; major constraints in data production/compilation and management.

(b) Focused Group Discussions

More **focused smaller group discussions** were held mainly with CSO staff to address different aspects of their work. These aspects included, (i) conducting a **SWOT** (Strength, Weakness, Opportunities and Threats) analysis to identify and evaluate internal strengths and weaknesses in functional areas so that the Plan can build on the strengths and aim to mitigate or eliminate the weaknesses, and external opportunities and threats so that advantage could be taken of the opportunities and threats could be avoided or their impact reduced, (ii) conducting a “vision”, “mission” and “core values” exercise, (iii) defining strategies and SMART (Specific, Measurable, Achievable, Relevant and Time-bound) strategic objectives, (iv) defining requirements in terms of human resources, office infrastructure, equipment, communications and transport, (v) developing a work programme and doing preliminary costing of the programme, (vi) developing and costing a capacity building plan, and (vii) identifying any technical assistance that may be required.

Activities to operationalize the vision, mission and strategic objectives have been identified. So too have the expected outputs, performance indicators and measures/verification as well as assumptions. These are summarized in a logical framework matrix presented in Annex I.

(c) Previous work and other country experiences

The design of the Strategic Plan also took into account recommendations from previous assessments made by different development partners such as the IMF (National Accounts Statistics Mission 1998) and the African Development Bank (ICP Pre-Assessment Mission, June 2003). The idea was to avoid a situation whereby development partners work at cross-purpose.

A number of countries in Africa, including those in the sub-region, have in the recent past carried out statistical reforms – revising the statistical legislation, transforming Central Statistical Offices into semi-autonomous government agencies and designing Strategic or Statistical Master Plans. Advantage was taken of the experiences of these countries in the design of this Strategic Plan.

(d) International Standards and Frameworks

International standards and frameworks were used in designing the Strategic Plan. These include but are by no means limited to:

United Nations Fundamental Principles of Official Statistics

These principles, which were adopted by the United Nations Statistical Commission in 1994, give a set of fundamental values and principles, which a National Statistical Office should have in order for the public to have trust in official statistics it produces. These

principles have been codified in the “Fundamental Principles of Official Statistics”⁵ and are now a universally agreed framework for the mission of National Statistical Offices and indeed also for the statistical work of official international organizations⁶. These principles include:

- ❑ **independence** of the National Statistical Office in order to protect the credibility and integrity of official statistics,
- ❑ **relevance** which refers to the appropriateness or comprehensiveness of statistical products,
- ❑ **credibility** which refers to professionalism, transparency and ethical standards that help to create a brand name, and define independence and separation from pernicious political influence, and
- ❑ **respondent relations** which cover suppliers, including private sector, and users of statistics, and involve selling the use of statistics to policy-makers and profiling statistical products to the public.

The principles are presented in Annex VIII.

Data Quality Assessment Framework (DQAF)

This is a comprehensive framework, which was introduced by the IMF for reviewing, in a systematic manner, the essential aspects of statistical operations. It covers the external environment (laws, users, respondents, and resources), processes including managerial and technical support and outputs of a statistical system.

Statistical Capacity Building Indicators

These indicators were developed by PARIS21 consortium to help track progress of countries in building their statistical capacity. The indicators help to identify strengths and weaknesses of NSSs and facilitate communication and coordination among development partners by providing common measuring rods of countries’ statistical capacity needs. The indicators can also be used as a management tool to help data producers improve management of their statistical operations⁷.

General Data Dissemination System (GDDS)

This is an initiative of the IMF Statistics Department, and is intended to assist participating countries by encouraging them to improve data quality, provide a framework for evaluating needs for data improvement, and set priorities in this respect. GDDS also guides member countries in the dissemination to the public of comprehensive, timely, accessible and reliable economic, financial, and socio-demographic statistics.

⁵ *United Nations Statistic: Handbook of Statistical organization: The Operation and Organization of a Statistical Agency, 3rd Edition, December 2001*

⁶ *How we are Doing: Performance Indicators for National Statistical Systems by Willem F.M. de Vries, Netherlands Official Statistics, Vol. 13, Spring 1998.*

⁷ *Statistical Capacity Building Indicators by Lucie Lalibertee, July 2002*

Guidelines for Preparation of STATCAP Master Plan

STATCAP is a new lending facility, which has been designed by the World Bank to enable countries to make significant investments in the future and finance the most urgent current statistical activities. It is implemented using PARIS21 principles of country ownership and donor coordination, adopting a long-term strategy based on individual country needs and taking into account country conditions.

Strategic Management Model

The model comprises three stages, which are: strategy formulation; implementation; and monitoring, control and evaluation. The model was used to design an implementable and monitorable Strategic Plan for the CSO.

(e) Participation and Ownership

The above process was carried out in a consultative and participatory manner with national staff fully involved at every stage of the process. This created opportunities for: (i) staff empowerment (in particular, staff exposure to many international statistical standards, concepts, frameworks and experiences), (ii) participation, (iii) internal and external communication, (iv) understanding and owning the sum and substance of both the process and the product (Plan). Both participation and ownership are reckoned to be essential ingredients for successful strategic management and the key to the success of the Strategic Plan as they lead to more commitment, creativity, imagination, innovation and staff productivity.

Participation and ownership were promoted by the UNDP consultant working on a daily basis with two members of staff and the Director of the CSO (as and when time permitted). In addition, two stakeholders' workshops were organized. The first workshop which focused on basic principles of strategic management against the backdrop of what has gone wrong with national statistics in Africa in general and Swaziland in particular, was organized at the beginning of the assignment to empower the staff of CSO and other data producing institutions to be able to play a meaningful role in the process of designing the Strategic Plan. The second workshop was broad and high profile, held to enable key stakeholders to receive and deliberate on the Strategic Plan, and to build broad consensus on how to improve national statistics.

2

VISION, MISSION, CORE VALUES AND STRATEGIES

2.1 Introduction

It is proposed that the Central Statistical Office (CSO) should be restructured and transformed into an effective, better understood, effectively managed, strategy-focused and information-age semi-autonomous Government agency - the National Bureau of Statistics - responsible for the coordination and supervision of the National Statistical System. It should be the authoritative source and the custodian of official statistical data and information in Swaziland. Turning national CSOs into semi-autonomous agencies is recommended by the SADC Statistics Committee and is the trend in statistical reforms taking place in many African countries. Indeed, there is ample evidence to show that this transformation is turning out better performing national statistical offices than when the offices are mainstream departments of governments.

The new agency should not be a reincarnation of the CSO but rather a new outfit with a new mandate, new paradigms and new dynamics and should have a high profile and standing in Government.

It is proposed that the name of the new agency should be **National Bureau of Statistics (NBOS)**.

2.2 Vision

The vision of the Bureau shall be:

to become the leading agency in statistical production in the region, providing high

2.3 Mission

The mission of the Bureau shall be:

to effectively coordinate the National Statistical System, provide high quality statistical data and information required for

2.4 Core Values

An organization needs **core corporate values** to inspire and galvanize individual efforts towards improved performance, and to guide the conduct and behaviour of staff and decision-making.

The following three corporate values have been identified for the new Bureau:

User-focus

To make user satisfaction the motivation for all activities of the Bureau.

Quality Consciousness

To promote a corporate-wide quality culture so as to give the products of the Bureau a stamp of quality and authority and to enhance data usability.

Efficiency and effectiveness

To be able to cost-effectively utilize resources both organizationally and in the specific provision of statistical services. Through innovation and commitment, statistical data and information will be supplied in a timely manner.

2.5 Strategic Outcomes and Strategic Objectives

The strategic outcomes or goals of the Plan shall be:

- user satisfaction
- quality processes
- staff satisfaction.

For each strategic outcome/goal, a number of strategies with specific objectives have been identified. So too have the activities to be undertaken to achieve the Plan objectives, expected outputs, performance indicators and measures/verification as well as assumptions. These are summarized in a logical framework matrix, which is given in Annex II.

The following are complementary strategies that will be pursued in order to realize each of the above outcomes:

Strategic Outcome I:	User Satisfaction
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The *raison d'être* for any National Statistical System (NSS) is to support national development by meeting user needs for statistical data and information. Such data and information are required, *inter alia*, for **evidence-based** public policy analysis, debate and design; planning, implementation, monitoring and evaluation of major development

goals and Government initiatives e.g. Poverty Reduction Strategy, governance, etc; decision-making at every level of society; public administration and accountability; reporting; investment and business transactions; and many other purposes.

The Strategic Plan envisages a dynamic system that will adequately identify and reasonably respond to both current and future needs for data and information; generate more demand for national statistics and attract more funding for data production.

The following strategies will be pursued to achieve this strategic outcome. Each strategy has specific objectives.

Strategy 1: Statistical Advocacy

Statistical advocacy is one of those things National Statistical Offices in Africa have done poorly. And yet it is critical for breaking the current “vicious cycle” of statistical under-development. Statistical advocacy is therefore a pre-eminent strategy that will be pursued in order to achieve the following objectives:

- Objective 1.1 to promote "statistical thinking" and create general awareness about the role and importance of statistics to society.
- Objective 1.2 to create a new image of the NBOS and position it in the public's eye as a trustworthy and authoritative source of data.
- Objective 1.3 to demonstrate to users the power and use of statistics.
- Objective 1.4 to promote basic statistical literacy of main data users especially main development actors.
- Objective 1.5 to stimulate demand for data and a willingness to fund statistical programmes.
- Objective 1.5 to keep statistics policy-relevant and to promote a culture of evidence-based policy and decision-making.
- Objective 1.6 to mobilize national and international resources for statistical development. That “official statistics, like roads, are the sort of “public good” normally provided by Government”⁸, will resonate throughout the resource mobilization effort. “They inform the process of government, facilitate better decision-making and hence faster growth and more effective use of valuable resources. As the main user, it is only reasonable that government funds them”⁹.

The activities to be undertaken to realize these objectives include:

- ❑ designing and implementing various awareness/sensitization programmes e.g. the Africa Statistics Day celebrations, radio and TV discussions, articles in newspapers, informational seminars, etc.,
- ❑ establishing a mechanism for adequately assessing the changing data needs especially of policy and decision makers,

⁸ *Why Invest in Good Statistics, leaflet on statistical advocacy by PARIS21 consortium.*

⁹ *Ibid*

- ❑ training main data users and especially main development actors to understand the process of data production, appreciate data, assess data quality, examine data, analyze trends and relationships and give a feedback to data producers,
- ❑ developing communication skills among data producers or outsourcing the skills,
- ❑ disseminating targeted information.

Strategy 2: Raising the Profile of Statistics

Statistics have not been given as much attention as they should. Indeed the profile of statistics has remained low and this has in part contributed to the vicious cycle of statistical underdevelopment. By implementing this strategy, the following objectives will be achieved:

- Objective 2.1 to put statistics on the national development agenda
- Objective 2.2 to upgrade the status of the National Statistical Office and make it become a symbol in the country
- Objective 2.3 protect the integrity and professional independence of official statistics.

These objectives will be implemented by undertaking the following activities, among other things:

- ❑ creating and implementing general statistical awareness programmes on an ongoing basis,
- ❑ creating a semi-autonomous Government statistical agency, the National Bureau of Statistics,
- ❑ creating greater Government commitment and seeking assistance from donors to supplement resources provided by Government.

Strategy 3: Improve data quality

Data quality essentially means “fitness for use” of the products of a statistical office as judged by the users for their purpose. Managing the quality of national statistics is a key organizational strategy. In particular, “*many aspects of data quality need to be well understood and its management needs to be deliberate and pervasive across all aspects of data production and delivery*”¹⁰. The different dimensions of data quality include relevance, consistency, completeness, accuracy, timeliness and accessibility.

- Objective 3.1 to give the products of the NBOS a stamp of quality and authority.
- Objective 3.2 to enhance data usability and engender more confidence in the use of official statistics.

The following activities will be undertaken to improve data quality:

- ❑ creating a culture of data quality,
- ❑ improve statistical infrastructure,

¹⁰ *John Cornish and Robert Templeton, Production and Presentation of official statistics: Strategies for Managing Quality, Proceedings of the International Statistical Institute, Seoul, 2001*

- ❑ o build skills and competences at the Bureau and among other data producers,
- ❑ improve the design of data collection instruments,
- ❑ do follow-ups to increase non-response in business surveys and censuses,
- ❑ computerize data validation routines, carry out checks for data consistency and thoroughly check and edit publications.

Strategy 4: Improve Data Analysis and Reporting

Currently, data analysis is insufficiently done to maximize information content in data. The tendency is to generate statistical tables, do primary analysis and write reports based on these tables for general use. Often the reports give a commentary on many statistical tables, which are appended to the reports. Not much detailed analysis is done as a matter of course to meet specific needs, interests and perspectives of well-targeted users to create impact. Such analysis is essential to illuminate developmental issues, inform policy design and programme development, and form a basis for advocacy. As a result, many end users (policy and decision makers) end up being given masses of data rather than information to support policy and decision-making. This strategy aims to reverse this situation and its specific objectives include:

- Objective 4.1 to add value to data by extracting usable information especially policy-related information from a maze of data.
- Objective 4.2 to produce more innovative, value added and targeted statistical products.
- Objective 4.3 to produce user-friendly and usable reports.

Activities to be undertaken to realize these objectives include:

- ❑ building analytical capacity at the Bureau and among other data producers as well as among data user institutions,
- ❑ writing short thematic reports with policy content,
- ❑ involving subject-matter specialists and research and training institutions in the analysis of various types of data collected by the NSS.

Strategy 5: Improving dissemination and access

It must be emphasized that statistical information is of no value unless it reaches those who need it, can be easily understood and is actually used. It has been observed that there is sub-optimal use of existing data arising from the fact that: (i) some potential users lack information about available data series, (ii) often data are scattered in different forms in producer institutions thereby making it difficult and inconvenient to access and use them, (iii) there is no **central repository** to act as a single access point to the official statistics and this has made data access the more difficult, (iv) in some cases, data are not made available to users in a timely manner or in a usable form (e.g. not disaggregated by important domains like rural-urban, by sex of head of household, etc.), or (v) users feel that available data are not sufficiently accurate.

Dissemination is the last activity in the data production process and it has to be planned and budgeted for well in advance. The dissemination programme should aim to provide

information in the form required by key users. This strategy, therefore, aims to achieve the following objectives:

- Objective 5.1 to ensure that statistical information reaches those who need it, can be easily understood and is actually used.
- Objective 5.2 to ensure that the information is disseminated to users when it is required and in a form that renders it understandable, making it easy for users to understand what story is being told, and is usable.
- Objective 5.3 to ensure that information is readily accessible to all users and especially policy and decision makers, programme managers, civil society organizations, international organizations, etc so that it can feed into policy-making processes, budget decisions, etc.

These objectives will be met by:

- ❑ developing a dissemination policy and programme that, *inter alia*, provides equal access to statistical information,
- ❑ using the IMF's General Data Dissemination Standard (GDDS),
- ❑ developing and sticking to pre-announced release calendar,
- ❑ using different dissemination media consistent with target audiences,
- ❑ developing a user-friendly and accessible national socio-economic database.

Strategic Outcome II:	Quality Processes
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In order to ensure that quality statistical data and information are produced and managed, an effective process value chain will be created. The chain starts with innovation processes – identifying current and future user needs and developing solutions to meet these needs – and proceeds through operations process – delivering quality value-added statistical products and services to users. Quality processes are, therefore, an important strategic outcome of the Strategic Plan.

In order to achieve this outcome, the following strategies will be pursued:

Strategy 6 Update the Statistical Legislation

A Statistical Act is an enduring framework that provides a legal basis for: the establishment of a National Statistical System; the establishment of a National Statistics Office including its functions and governance; promoting professional independence and autonomy in statistical production in order to ensure, *inter alia*, that official statistics have integrity, impartiality and credibility; safeguarding the confidentiality of data to ensure that individual records are not accessed by unauthorized people and in particular, that they cannot be shared with political authorities or regulatory and tax agencies; and data dissemination and access.

- Objective 6.1 to support and enhance statistical operations in the country.
- Objective 6.2 to enhance the integrity and credibility of official statistics.

Objective 6.3 to make production of official statistics more effective, efficient and user-driven.

These objectives will be met by the promulgation of a more congenial Statistics Act to replace the current 1967 Statistics Act.

Strategy 7: Strengthening the National Statistical System

Currently, the National Statistics System (NSS) is not well defined or underpinned by a statistical legislation. It is weak and vulnerable, and coordination arrangements are weak, informal and in some cases not institutionalized. The NSS also lacks a strategic direction. As a result, it has not been able to satisfy user demand for statistical data and information.

- Objective 7.1 to improve inter-institutional coordination arrangements between data producers and users to increase data relevance and usage
- Objective 7.2: to improve technical coordination arrangements among data producers to achieve synergy, data comparability and coherence, and data quality by promoting system-wide application of “best practices” and international standards
- Objective 7.3: to encourage line ministries and indeed all institutions to collect and use routine data
- Objective 7.4 to improve coordination between data producers and research and training institutions to improve data analysis and reporting
- Objective 7.5 to building a culture of networking and information sharing among stakeholders
- Objective 7.6 to improve Management Information Systems (MISs) where they exist in line ministries and to design them where they do not exist. These systems facilitate systematization of management of administrative data ensuring a smooth flow of the data bottom-up within sectors and across sectors. These systems will be the main source of information for monitoring the implementation of the Poverty Reduction Strategy and Action Plan.
- Objective 7.7 to integrate data from different sources including quantitative data from censuses, surveys, MISs and qualitative data from participatory poverty assessments, and to ensure data quality and consistency

Activities to be undertaken to realize the above objectives include:

- ❑ providing for the establishment of the National Statistical System in the new Statistics Act,
- ❑ establishing data user-producer committees,
- ❑ establishing data producer-producer committees,
- ❑ the Bureau setting standards and promoting best practices across the system,
- ❑ building skills and competences at the Bureau and among partners in the NSS,
- ❑ providing technical back up especially to line ministries and setting guidelines for the improvement of administrative reporting mechanisms and data flows,

- encouraging line ministry staff to (i) check veracity and quality of data, (ii) input, systematically compile and analyze data, and (iii) writing and disseminating reports to users.

Strategy 8 Building an effective National Bureau of Statistics

Official statistics will not improve unless there is an effective National Statistical Office to coordinate and supervise their collection and management. This strategy aims at establishment of a semi-autonomous National Statistical Office – the **National Bureau of Statistics (NBOS)** – not as a reincarnation of the current CSO but rather as a new body with a new mandate, new paradigms and new dynamics.

- Objective 8.1 to enhance the organizational effectiveness of the Bureau by having staff work in a safe and healthy environment conducive to serious work.
- Objective 8.2 to strengthen and expand the existing statistical infrastructure at the Bureau including scientific methods, codes and classifications, Master Sample for household-based surveys, Central Business Register and the Geographic Information System (GIS).
- Objective 8.3 to align IT with statistical operations to effectively and efficiently alter the way statistical work is done. Due to lack of IT standards, appropriate strategies and trained personnel in required numbers, the CSO has been at the lowest stage of IT application (localized exploitation stage) where IT has not been fully integrated into its business processes.
- Objective 8.4 to enhance statistical governance focusing on such issues as data relevance, data quality, knowledge management, data management and maximizing benefits from technical cooperation and regional/international initiatives. Knowledge management promotes an integrated approach to identifying, capturing, retrieving, sharing, and evaluating an organization's information assets.
- Objective 8.5 to achieve synergy and cost-effectiveness in statistical operations.
- Objective 8.6 to build requisite capacity as the foundation on which the activities of the Bureau will be sustained. Expanding skills base and expertise
- Objective 8.7 to build a performance-oriented culture based on modern management principles of openness, participation, teamwork and innovation.

Many activities will be undertaken to realize these objectives including:

- keeping policy and decision-makers in the loop and engaged to make national statistics policy relevant and their production sufficiently funded. This will be ensured by getting stakeholders to take ownership of and play a greater role in the development of national statistics.
- establishing a Local Area Network (LAN) and a comprehensive user-friendly and accessible socio-economic national database at the Bureau, building the capacity

for and promoting sensitivity to proper documentation of methodologies, policies and procedures in order to preserve institutional memory.

- ❑ creating a corporate culture of information sharing and teamwork as the pre-requisite to efficient knowledge management.
- ❑ establishing a Central Business Register.
- ❑ integrating statistical activities including establishing an Integrated Household Survey Programme.
- ❑ creating the right conditions for maximizing benefits that are expected from technical cooperation including the transfer of knowledge, expertise and technology to nationals in the country.
- ❑ establishing a major training programme to build a huge statistical and analytical skills base and expertise. In particular, statistics-related skills will be developed to enhance the core competencies of the Bureau. Equally important will be the development of management and other people skills that aid the core functions to deliver statistical products and services more effectively and efficiently.
- ❑ participating more actively in the regional and international statistical capacity building initiatives.
- ❑ improving data entry, data validation, data analysis, data storage and archiving.
- ❑ developing a comprehensive and up-to-date national **socio-economic database** for storage and easy retrieval of statistical data and information,

Strategic Outcome III: Staff Satisfaction

Employees are the most valued asset of any organization. Motivated, well-trained and skilled staff are essential for the sustainable production of quality products and services. There is thus a critical need for systematic and sustained investment in human resources in order to transfer knowledge, broaden the strategic skills base and raise staff motivation.

Strategies to increase staff satisfaction will include:

Strategy 9: Human Resources Development Strategy

- Objective 9.1: to improve staff recruitment, promotion and motivation. This will ensure that staff recruitment and promotion are based on merit without external interference.
- Objective 9.2 to expand skills base and expertise. Capacity building forms the foundation on which the activities of the organization can be sustained. Development of statistics-related skills is critical in terms of developing the core competencies of the Bureau.
- Objective 9.3: to cultivate a performance-oriented culture. The Bureau will aim to establish a performance-oriented culture based on modern management principles of openness, participation, teamwork and innovation.
- Objective 9.4 to create a climate where all staff are encouraged to develop to their full potential.

The following activities will be undertaken to realize these objectives including:

- ❑ developing appropriate procedures for staff recruitment, promotion and motivation. The procedures will take into account the full range of subjects and activities undertaken by a National Statistical Office. A variety of skills, talents, academic backgrounds and work experience, and subject-matter specialists are required for the proper functioning of the NBOS.
- ❑ creating terms and conditions of service that are attractive and competitive so that highly qualified and skilled staff can be recruited and retained.
- ❑ creating the climate where staff are fully informed and sufficiently empowered to participate in the activities of the Bureau.
- ❑ establishment of a training programme in statistics, IT and management.

3

WORK AND CAPACITY BUILDING PROGRAMMES

3.1 Introduction

In order to operationalize the vision, mission and stated strategies, a work programme and a capacity building programme have been designed. These programmes reflect the priorities for the office and are an integrative tool for achieving synergy. The programmes include the main activities that will be undertaken during the Plan period together with activity targets for monitoring and evaluation purposes. The activities have been prioritized, sequenced, timetabled and costed.

Activities were prioritized using a number of criteria including, (a) need for the activities to be PRS compliant, (b) collecting data for which the Bureau will have comparative advantage to collect, leaving other data collection activities to line Ministries and other data producers, (c) giving priority to activities which are less cost intensive relative to other possible data sources or which are integrative, making it possible to realize economies of scale through combining those activities that could be carried out simultaneously or which could be “piggybacked” onto other activities, (d) existing institutional and technical capacity for implementing activities and the potential for their sustainability, (e) ongoing activities e.g. GDP estimation, compilation of CPI which must be continued to maintain data series, (f) giving priority to those activities which need to be undertaken to provide a basis for subsequent activities e.g. establishing a Central Business Register as a pre-requisite for the Economic Census, updating the EA maps before undertaking the next Population and Housing Census, training in GIS and poverty mapping before poverty maps can be produced, etc., and (g) giving priority to activities aimed at building capacity and infrastructure e.g. recruitment of staff, training, office space, etc. have been given higher priority.

3.2 Work Programme (2004/05 – 2008/09)

The focus of the work programme is to provide statistical data and information required for the PRSP programme implementation and monitoring as well as monitoring other government development initiatives and to improve the quality, efficiency and timeliness in delivering official statistics.

The activities in the work programme have been divided into secondary compilation, sample surveys, censuses, Information Technology (IT), research, coordination and advocacy, publications and others. Some of these activities are continuing activities while others are new activities. Annex III presents the work programme activities while Annex IV presents activity targets and the budget for each activity.

3.2.1 Secondary compilations

CSO has been compiling data from secondary sources e.g. line Ministries. These secondary sources give data which are already compiled by the institution holding them. Such data are compiled from administrative records and/or collected through pre-designed reporting systems. Secondary data will continue to be compiled on: public finance, currency and banking, savings and credit, foreign investment, transport and communication, trade, tourism, agriculture, environment, commodities, cooperatives, energy, education, health and housing. The data are used to compile GDP and reports like the Annual Statistical Bulletin.

The Bureau is concerned about the scope and quality of secondary data. It will, therefore, assist the Ministries, institutions and agencies that compile administrative data to increase the scope of data they collect and to build capacity so that more comprehensive, accurate, consistent and real-time data can be collected/compiled following standards that it plans to develop. Where institutions that collect data do not have a Statistics Unit, the Bureau will encourage them to have the Unit established.

3.2.2 Sample Surveys

Sample surveys are one of the main sources of socio-economic data, which the CSO has been collecting over the years. They have definite advantages over the census. The main advantages include having a shorter time lag, being less costly and providing more accurate data. However, they have a number of limitations including failure to provide highly disaggregated data and being subject to sampling errors. These errors, however, can be controlled and their magnitude can be measured when the samples used are randomly (scientifically) selected.

Two types of surveys have been and will continue to be carried out, albeit in an improved way, namely household-based surveys and establishment-based surveys.

(i) Household-based surveys

Household surveys are a major source of statistics on households including statistics on:

- demographic characteristics of the population
- household income, consumption and expenditure
- labour force (employment, unemployment and under-employment)
- conditions of health, nutrition, housing, water supply, education, literacy, culture and access to and use of related services
- food consumption
- household enterprises (agriculture, handicraft, trade, transport, etc.).

The following household-based surveys will be conducted to collect household statistics during the Plan period:

Agricultural Survey

Agricultural surveys are the main source of current agricultural statistics that are required for monitoring the performance of the agricultural sector. Normally these indicators include, *inter alia*, planted area, yield and production, amounts of inputs used (inorganic fertilizers, pesticides, improved seeds, etc), use of temporary labour, and agricultural prices.

The CSO has not been carrying out an integrated agricultural survey but different stand alone agricultural surveys, namely the Swazi Nation Land Survey, Individual Tenure Farms Survey, the Crop Forecast and Crop Cutting/Agricultural Production Survey and Timber Statistics Survey. These surveys are carried out each year and there is a lot of synergy that could be achieved by integrating them.

In addition to integrating the surveys, there is a need to reduce the time lag with which results are released. Data users have indicated that they would like to get agricultural data in a more timely manner. They have also raised the issue of scope for the surveys. Finally, some users have indicated a need for subject-matter specialists e.g. agronomists and agricultural economists to get involved in the analysis of agricultural data.

Income and Expenditure Survey

This survey is the main source of data on income, expenditure and consumption from private households. The survey also collects data on demographic characteristics, economic activities of household members, housing conditions and assets ownership. The survey is particularly useful in determining the proportion of households living below the poverty line, determining wage and welfare policies, determining weights for use in the computation of Consumer Price Index (CPI) and providing data for compilation of National Accounts. In some countries, data from this survey have been combined with data from the Population Census to produce poverty maps (more on this later).

The last Income and Expenditure Survey was conducted in 2000/2001. Data from the survey are usually collected over a twelve-month period in order to ensure that income and expenditure patterns for all seasons of the year are captured. One main limitation of this survey is that due to its complexity, a small sample is usually used, making it difficult to provide highly disaggregated data, say down to Tinkhundla level where targeting takes place. Another main limitation is the periodicity of 5 years.

This survey should be maintained but in between these surveys, a lighter Indicator Monitoring Survey e.g. CWIQ Survey (see later) should be carried out.

Labour Force Survey

This survey provides information on both current and usual economic activity, obtains measures of the size of employment in the informal sector, provides measures of

employment and unemployment and provides measures of cash income from non-agricultural employment of all types including fishing.

Swaziland has never held a Labour Force Survey and one has been scheduled for the 4th quarter of 2003/04.

Informal Sector Survey

The 1993 System of National Accounts recommends that where the informal sector is significant in the economy, a distinction should be made in the compilation of national accounts between formal and informal sector. This sector includes unincorporated non-agricultural enterprises owned by households. These enterprises are typically small in size and engage in production of a whole range of items. No Informal Sector Survey has been undertaken in the country before and it is important to provide comprehensive informal sector indicators for poverty monitoring. In order to realize economies of scale, this survey will be undertaken together with the Labour Force Survey scheduled to start in the 4th quarter of 2003/04.

Demographic and Health Survey

The Demographic and Health Survey is the main source of data on fertility levels and preferences, family planning use, maternal and child health, breastfeeding practices, nutritional status of young children, childhood mortality levels, knowledge and behaviour regarding HIV/AIDS, and the availability of health services within the community.

This survey is generally held after every 5 years. It is supported by the USAID through MACRO International. In Swaziland, a Family Health Survey was undertaken in 1988. This was followed by a Demographic and Housing Survey in 2002. And the Ministry of Health and WHO commissioned the University of Swaziland to undertake a Health Status Survey in 2003. A Demographic and Health Survey has been scheduled for the third quarter of 2003/04.

Core Welfare Indicators Questionnaire (CWIQ) Survey:

As was pointed out earlier, one of the main sources of data for informing the PRS is the Income and Expenditure Survey. This survey was last carried out in 2000/2001. Not only have the results not come out as yet but when they do, they will be disaggregated only down to the four administrative regions and not to sub-regional level, and in particular

HIGHLIGHTS OF CWIQ

- **Uses a short questionnaire (8 pages)**
- **Collects data for households, household members and children;**
- **Structured training for field work and data processing;**
- **Uses scanning technology for data entry;**
- **Robust computer in-built data validation checks;**
- **Data quality is enhanced by early feedback to enumerators from data processing;**
- **Short mean interview duration of about 40 minutes (with anthropometry);**
- **Results can be made available in a short time – about three months.**

to Tinkhundla level. And yet it is known that poverty is location specific and data are required at these lower levels for targeting interventions and for poverty mapping.

In order to collect more disaggregated poverty-related data for the above purposes, it is proposed that a CWIQ survey be undertaken biennially starting in 2004. CWIQ survey is a household survey tool developed by the World Bank in close collaboration with UNDP, UNICEF and the ILO. It has been designed to provide countries with an instrument to generate essential and timely statistical data for measuring changes in key social indicators for different population groups – specifically indicators of access, utilization and satisfaction with core social and economic services. Highlights of CWIQ are given in the text box.

Additional modules can be added to collect data on such items as HIV/AIDS, gender etc. While traditionally CWIQ does not collect consumption and expenditure data required for measuring poverty levels, development work is currently underway to equip CWIQ to collect this data¹¹.

CWIQ is a very effective tool for improving project and sector program design and targeting of services towards the poor and most disadvantaged communities. When repeated, the CWIQ becomes a monitoring tool for assessing implementation, effectiveness and impact of programmes/projects on living conditions. This tool has been used in several African countries including Tanzania (Mainland), Ghana, Mozambique, Nigeria and recently in Malawi and Lesotho. Given the existing data gaps, it is expected that data collected from CWIQ can be a good starting point for monitoring the outcomes of development initiatives such as the PRS.

CWIQ has capacity building features as well. Acquired capacity through CWIQ could benefit other data production processes. In addition, a team of consultants who have been trained at the EASTC, with assistance of the World Bank, to bring about rapid technology transfer to Africa, are available to assist with the design, implementation, data processing and analysis of CWIQ. Also, the World Bank has established a fund for meeting any technical assistance whereas other survey costs are met by the Government and other development partners.

Integrated Survey of Businesses

The National Accounts Section of CSO conducts a business survey every year. This is a postal survey with follow-ups via phone and site visits. The business census is needed to obtain estimates for national account purposes, such as value added, capital formation, compensation of employees, etc. The business survey covers 8500 businesses both large and small scale. These businesses include banks and financial institutions, hotels, restaurants and bars, industries, insurance companies, real estate companies, NGOs, service industries, agricultural enterprises, construction engineering companies and distribution and trade companies. From this survey, a report is produced which has a detailed analysis of industries.

¹¹ *The Strategic Plan for the Office of Chief Government Statistician, Zanzibar, 2002*

Questionnaires are sent by post during the period October – November each year and follow-ups are done from March to May each year. The national accounts estimates should be released in June each year. The response rate is very poor as can be seen in the following table. It was reported that the section concentrates on the larger businesses, which are the major contributors to national accounts. Collecting data from the smaller businesses was reported to be problematic.

Table 3.1 shows the response rates in the annual business survey by sectors for the year 2000.

Table 3.1: Response rates by sector in the annual business survey

Sector covered	Response rate (%)
Agriculture	18.9
Construction	8.7
Distribution and commerce	13.8
Financial institutions	14.8
Banks	100
Hotels	27.9
Manufacturing industries	33.7
Insurance	16.7
Real estate	40.8
Restaurants	11.8
Services	17
Social, charitable, religious	29

Emphasis will be put on constructing and continuously updating a more comprehensive Central Business Register and in making follow-ups to increase the response rate to at least 60%. A lot of effort will be devoted to sensitizing the business community especially smaller businesses.

Improvements to be effected in survey taking at CSO

A number of improvements will be effected in survey taking. These include:

(a) More active engagement of users

Data users will be more actively engaged in the survey process – at the conception stage to agree on survey coverage and at data analysis and reporting stage to add value to the collected data by bringing subject-matter knowledge to bear on analysis and reporting. This will have the effect of increasing the relevance of collected data and conferring ownership of the data on users.

(b) Revision of data collection instruments

By engaging users in the survey process, the emerging needs for new data will be evaluated and incorporated in various survey instruments. However, this will be done in such a way that critical data series are maintained.

(c) Making surveys lighter, faster and cheaper

This trinity of objectives will be achieved by:

- (i) ensuring that the agricultural survey collects current agricultural data, leaving the structural-type of questions e.g. on irrigation, machinery and equipment, agricultural buildings, etc. to the Census of Agriculture.
- (ii) establishing an **Integrated Household Survey Programme (IHSP)**. Under the IHSP, multi-purpose and multi-round surveys will be carried out to collect integrated and inter-disciplinary data on a continuing basis and on a wide spectrum of subjects including: household income and expenditures, health and nutrition, demographics, housing, labour force, literacy, agriculture, food consumption and migration. The above major household surveys will constitute “**core modules**” of the IHSP. Other modules will be “piggybacked” onto the core module as need arises e.g. to meet data needs of a new policy. Among integrating features of the programme will be “**core items**” in all the surveys and a Master Sample framework (see later). The IHSP has a number of advantages including utilizing scarce resources more effectively, continuity, ability to do cross-survey analyses, etc.
- (iii) The process of developing an IHSP requires that sample selection for different surveys and survey rounds be rationalized. This is often done by selecting and maintaining a multi-purpose and flexible sub-frame consisting of units representing the population and from which further samples can be selected for different surveys or survey rounds. Such a sub-frame is called a **Master Sample**. Essentially a Master Sample is selected and used for the above purpose for a defined period of time usually 4-5 years after which it is revised (up-dated).

A Master Sample is an important tool for integrating different surveys or survey rounds. The advantages of master samples include:

- ❑ reduction in costs of frame construction and maintenance,
- ❑ samples for individual surveys can be selected more quickly and economically,
- ❑ possibilities for integration, micro-level linkages and combined analysis of data from different surveys e.g. linking child nutritional status from one survey with data on socio-economic variables collected in another,
- ❑ the possibility to select a common sample of clusters of households so as to permit linkages and

- improvement of the accuracy of survey results from different rounds of the survey programme

Master Samples have been developed and are operational in a number of African countries especially those countries in which integrated household surveys have been implemented.

- (iv) Combining surveys. In particular, the Labour Force Survey and the Informal Sector Survey will be rolled into one survey; the Swazi Nation Land and Individual Tenure Farm and Crop Cutting/Agricultural production Surveys will be rolled into one Integrated Annual Agricultural Survey; etc.
- (v) Processing of survey data will be speeded up. In particular, data entry for the surveys will not wait until all the questionnaires are received as is the case now. Data entry will be started when the first questionnaires are received from the field.
- (vi) As much as possible, subject-matter specialists will be encouraged to participate in data analysis. This will enrich the analysis and also spread ownership of the data.

(d) Integrating establishment-based surveys

Currently, several business establishment registers are maintained and used for statistical purposes. A business register is maintained for national accounts purposes, an establishment register based on National Provident Fund records for labour statistics, and a small register for hotels and restaurants. The Central Bank maintains its own register for its balance of payments survey, etc.

There is a need for creating and maintaining a **Central Business Register**. The business register usually contains structural information about each business, including name, location, economic activity, employment, year establishment started operating, type of ownership and annual turnover. Some countries are now using the Global Positioning System (GPS) to provide spot identification of each establishment, giving the spherical coordinates (longitude and latitude of each business) and also, street name and/or block where possible. The register is central to the collection of business statistics because it provides a starting point for many studies and surveys. It provides the sampling frame for the selection of the sample of business of establishments for further surveys. It will be used to integrate establishment-based surveys.

3.2.3 Censuses

Censuses are mega-statistical activities that seek to cover the whole population (or universe) of interest. The most important censuses carried out in Swaziland are the Population and Housing Census, Agricultural Census and Census of Business Establishments. Censuses are the main source of benchmark data needed for planning for socio-economic development. The main advantages of censuses are that: they

provide basic or benchmark data, can provide highly disaggregated data (estimates for various domains – geographical, agro-ecological, gender, administrative or some other domain, etc.) and provide supplementary information that is required for efficient planning of sample surveys. However, censuses have a number of disadvantages including high cost (it is partly for this reason that Population and Housing Census is generally conducted in Swaziland and in the African region generally at long intervals of time, usually after every 10 years) and lack of timeliness. Because of the enormity of the census operation, it is not possible to recruit highly skilled enumerators and supervisors, adequately train them and intensively supervise them as is the case with sample surveys. Hence, censuses tend to provide less accurate data than sample surveys. The following main censuses will be carried out during the Plan period:

Census of Population and Housing

This census was last conducted in 1997 and the next one is planned for 2007. However, preparations for this census and especially cartographic work will start in 2004/05. Improvements that will be built into the coming census include computerized mapping of EAs and including poverty correlates in the census questionnaire to make poverty mapping one of the main outputs of the census programme.

Census of agriculture

The agricultural census is the main source of basic data on the organization and structure of the agricultural sector (e.g. structure of farms and farming practices) and use of agricultural resources such as land, manpower, machinery, etc. The census is a complex operation that takes a lot of resources, time, attention and organizational effort. In developing countries, agricultural censuses are usually conducted at intervals of 10 years.

The last census was carried out in 2002/2003 and during the first years of the Plan period, the data will be processed and then disseminated.

3.2.4 Information Technology (IT)

A number of activities will be undertaken under IT. These include:

- (i) data entry. All data collected in different surveys and censuses have to be entered into the computer before they can be aggregated and analyzed.
- (ii) installation and general maintenance of data processing equipment including limited computer repairs.
- (iii) the provision of support for software application including training CSO staff on use of particular software.

Many IT related activities to be undertaken are of a capacity building nature and are taken care of under Section 5.3.

3.2.5 Methodological Work

Research and methodological development work will be undertaken in a number of areas to improve the quality of statistics. The following methodological work will be undertaken:

(i) Poverty Correlates

Poverty is a multi-dimensional phenomenon that is caused by many factors. It is important that these factors are studied to establish their impact singularly and in combination on poverty levels. This will be done using multiple regression analysis and other analytical tools. This work will help to include in various questionnaires and other data collection instruments appropriate variables.

(ii) Poverty and vulnerability mapping

The phenomena of poverty and vulnerability is not only multi-dimensional but also complex. Their analysis demands that different approaches are used to collect information from various sources and combine the information for improved analysis. And the technologies for doing this are available, including **Geographic Information System (GIS)** functionality i.e. using location to integrate information from heterogeneous sources. **Poverty maps and vulnerability maps** are products of such analysis.

Broadly, the basic methodology in poverty mapping involves linking household survey and large scale data sets (e.g. Population and Housing Census data). Prediction models are derived for consumption or income on the basis of household survey data using variables that are also found in the large data (census) set. The models are used to impute household income or consumption in the large data (census) sets. On the basis of this imputed income for large data (census) sets, poverty measures (e.g. headcount, poverty gap, inequality measures) are obtained. Then poverty maps for various administrative hierarchies are constructed and poverty profiles developed according to user needs.

It should also be mentioned that not only have they been used to analyse and describe the risk factors to which vulnerable population groups are exposed, but also poverty and vulnerability maps are used to simplify the presentation of often complex sets of information and relationships.

Capacity for poverty mapping will be developed at the Bureau in close collaboration with the Poverty Analysis Unit at the Ministry of Economic Planning and Development.

(iii) Agricultural production

Objective estimation of agricultural production requires that we estimate planted area and crop yield and then obtain production as a product of estimated area and yield. Objective estimation of area using compass and tape as recommended by FAO is cumbersome,

time consuming and expensive. It has also been realized that it may not give as accurate estimates as theory would have it.

Experimentation will be made on alternative, less cumbersome and in the long run cheaper method of using the Global Positioning System (GPS), which has already achieved good results in countries like Uganda where it has been tested.

(iv) Construction of a Central Business Register

The national accounts section has developed a business register of all formal establishments as a basis for the business census. The business register is computerized and was set up for the national accounts and is maintained by the Section. Updates are taken from the registrar of companies, the revenue department, the telephone directory and the Ministry of Enterprise and Employment. These updates take place before the mailing out of questionnaires in order to incorporate new establishments.

A more comprehensive Central Business Register will be created and used by all main data producers including the Central Bank of Swaziland. Provision for its creation has been provided for in the revised Statistics Act.

(v) Social Accounting Matrix

A Social Accounting Matrix (SAM) is a presentation of the system of national accounts in matrix terms that incorporates whatever degree of detail is of special interest including displaying the interconnections, disaggregating the household sector, showing the link between income generated and consumption, etc.

As part of the methodological development work, a start will be made at constructing a SAM later during the Plan period, beginning from the 3rd quarter of 2007/08. This is because to construct a SAM, many requisites will need to be put in place first.

3.2.6 Coordination and Advocacy

During the Plan period, strong coordination arrangements will be established and/or broadened and deepened among data producers, between data producers and users, between data producers and research and training institutions, and among donors. More details on coordination are provided in sub-section 4.1.4. The Bureau will advocate for the establishment of Statistics Units in line ministries where these do not exist and assist to strengthen them where they exist.

A Compendium of Main Concepts, Definitions, Norms and Classifications will be designed, discussed and used across the board in the NSS.

The Bureau will be undertaking vigorous advocacy using different media. The Bureau will be celebrating Africa Statistics Day, 18 November each year with renewed vigour to create greater awareness about the role and importance of statistics to society as

recommended by the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s. Also several awareness workshops will be held at national and regional level.

3.2.7 Other Activities

There are other activities to be undertaken during the Plan period. These mainly include:

- Compilation of National Accounts
- Implementation of the New System of National Accounts (SNA 93)
- Updating the Industrial Codes and ISIC Rev. 3
- Input/Output Tables analysis
- Updating of the Central Business Register
- Implementation of GDDS
- Improving the Population Register
- Updating the Master Sample
- Building GIS capability
- Digitization of EA maps
- Strengthening the Vital Registration System
- Implementation of the International Comparison Programme (ICP) project

3.2.8 Publications

Statistical data and information have value to the extent that they are disseminated and used. Statistical publications will remain the main data dissemination medium for the Bureau.

Expected key results

- Publications that give real time data
- Publications which are user-friendly
- Publications which meet new publications standards and guidelines (including structure)

In order to establish publications standards and create uniformity in the Bureau publications, a Publications Unit will be established and skills built in desktop publishing. The following publications will be compiled:

Quarterly Statistical Bulletin

CSO used to produce a quarterly publication – the Short-Term Economic Indicators - until March 1999 when production was halted due to capacity problems. This was a very useful publication, presenting the most recent data on important economic indicators such as inflation, tourism, economic growth, employment rate, population growth rate, etc.

This Quarterly Publication should be resumed and improved upon. It should mainly provide data on the most recent quarter and leave annual figures for inclusion in the Annual Statistical Bulletin. It should also include some social indicators and perhaps its title should change to Quarterly Statistical Bulletin. It should be produced in more user-friendly manner by presenting some of the data in charts and by providing concise and precise commentary on the data. The Bulletin should be published with a short time lag.

Annual Statistical Bulletin

The **Annual Statistical Bulletin** is the flagship of the office. It provides annual data from administrative sources, censuses and surveys on the whole economy. CSO last produced the Bulletin in 2000.

There is a need to publish this important report with a minimum time lag. There is a need to make sure that the Bulletin for a particular year is produced as early as possible but in any case before the fourth quarter of the following year. This will enhance the credibility of the office as a dependable source of statistical data and information. Also as much as possible, charts should be used to make the Bulletin user-friendly and attractive. In addition, there is a need to define main concepts and definitions used in the Bulletin.

Swaziland in Figures

The Bureau should begin to prepare a small brochure at the same time as it prepares the Annual Statistical Bulletin to give users a glimpse of the country in figures. Like the Annual Statistical Bulletin, this publication should be prepared not later than fourth quarter of each financial year.

3.2.9 Linkage between the Strategic Plan activities and PRSAP and MDGs

It was mentioned earlier that the Strategic Plan aims to provide statistical data and information for, among other things, monitoring the implementation of PRSAP and progress towards attainment of MDGs. Table 3.2 gives some of the proposed PRSAP and MDG indicators that will be monitored by some of the statistical activities to be undertaken during the Plan period.

3.3 Capacity Building Programme (2003/04 – 2007/08)

One single most important factor affecting the production and management of official statistics is inadequate capacity. Indeed the work programme in this Plan will not be effectively implemented unless the requisite statistical capacity is built. This capacity building programme aims to enhance existing capacity and create additional capacity. It will address issues of staffing, infrastructure, IT and communication equipment, other equipment, management systems (recruitment, financial, procurement, etc), technical assistance and training.

Table 3.2: Linkages between Plan Activities and PRSAP and MDG indicators

Some proposed PRSAP and MDG Indicators*	Plan Activities
Real Annual GDP Growth Rate	GDP Estimation
Real Annual Per Capita GDP Growth	GDP Estimation
Incidence of Poverty	Household Budget Survey
Rural Incidence of Poverty	Household Budget Survey
Urban Incidence of Poverty	Household Budget Survey
Poverty Gap (Incidence and Depth)	Household Budget Survey
Income Distribution	Household Budget Survey
Human Development Index	Various Censuses, Surveys, Administrative Records
Employment	Various Censuses, Surveys
Health e.g. life expectancy, nutrition	Various Censuses, Surveys
Annual Rate of Inflation	Consumer Price Index
Real Annual Growth in Agricultural GDP	Annual Agricultural Survey
Rural-based Industrial Enterprises	Informal Sector Survey
Employees in Rural-based Enterprises	Informal Sector Survey
Access to Transport	Various Censuses, Surveys
Food Security indicators	Agriculture Census, Surveys
School Attendance Rates	Various Censuses, Surveys
Literacy Rate (Population Aged 15 – 24)	Various Censuses, Surveys
Children who are stunted	DHS
Access to safe drinking water: Urban, Rural	Various Censuses, Surveys
Access to improved sanitation: Urban, Rural	Various Censuses, Surveys
Average distance to the nearest safe water facility	Various Censuses, Surveys
Rural Households with Access to Electricity	Various Censuses, Surveys
Urban Households with Access to Electricity	Various Censuses, Surveys
Households using Wood Fuel for Cooking	Various Censuses, Surveys
HIV/AIDs prevalence among 15 – 49 group	Demographic and Health Survey
HIV/AIDs prevalence among 15 – 19 group	Demographic and Health Survey
15 – 49 year olds requesting an HIV test, receiving a test, and receiving test result	Demographic and Health Survey

* *The PRSAP indicators are still tentative.*

3.3.1 Staffing

The proposed organizational changes as well as the work programme point to the need for enhanced capacity in terms of number of staff, skills and competencies. According to the proposed structure for the Bureau, there should be 4 Heads of Divisions and 12 Heads of Sections and 3 Heads of Special Units. It is estimated that the Bureau will require a total staff complement of about 135 workers for its regular operations in 2003/04, up from the current strength of 107, rising to 148 in 2007/08.

The estimates assume that:

- implementation of some new activities will require more staff. These include new surveys; development and maintenance of a LAN and a socio-economic database; building GIS capability and starting to produce poverty maps; implementation of ICP; undertaking new methodological work, etc.
- the CSO will become a semi-autonomous agency in which case it will need to have a whole Division of Finance and Human Resources and three special units with appropriate staff;
- some data collection activities will be handed to other producers e.g. education statistics which will be undertaken by the Ministry of Education and surveys of banks and financial institutions which will be handed over to the Central Bank of Swaziland to undertake. The duties of the Bureau will be to set up standards and advise on methodology, review questionnaires, and assist in the building of databases.
- the Bureau will continue to hire and use temporary enumerators and other staff to collect field data.

The following table summarizes the proposed staff for the Bureau during the Plan period. The detailed staffing position by Division is presented in Annex VI.

Table 3.2: Summary of proposed staffing of the Bureau

Staff Category	2004/05	2005/06	2006/07	2007/08	2008/09
Professional Staff	39	43	46	46	46
Sub-Professional Staff	39	40	42	42	42
Support staff	57	59	59	60	60
Total	135	142	147	148	148

3.3.2 Infrastructure

(i) Offices

It was mentioned earlier that the current physical environment for the Bureau is not conducive to work and that government has decided to move the Bureau to a new building. It is expected that the building will have enough room for standard offices, a conference/training room, library facilities and stores.

(ii) IT and other equipment

The PCs and other IT equipment are outdated and will need to be replaced. The following table gives the list of the items to be procured during the Plan period. Equipment to be bought includes computers and accessories, software, photocopiers, equipment for agricultural surveys, vehicles and air conditioners, heaters.

Table 3.4. IT and other equipment to be purchased

Type of equipment	2003/04	2004/05	2005/06	2006/07	2007/08	Total
Computer equipment						
PCs	30		10	10	10	60
Uninterruptible Power Supply	30		10	10	10	60
Computer Servers with Operating System	2					2
Backup power	2					2
Laptops	6	6				12
Network Printers	4					4
Printers	5			2	1	8
Software Licenses						
Communication system	1					1
SPSS corporate license	1	1	1	1	1	
Photocopiers						
Heavy duty	3	4				7
Medium		3	2	3		8
Equipment for Agricultural Surveys						
Moisture content measuring machines	8				4	12
Compasses				10	10	20
Spring balances		20				20
Tape measures	20	20	10	10	10	70
GPS			3			3
Transport						
Vehicles	8	10	10	12	12	52
Other equipment						
Fax machines	2					2
Fans	6					6
Air conditioners	12				6	18
Heaters	6					6

(iii) Local Area Network (LAN) and Wide Area Network (WAN)

A full Local Area Network (LAN) will be installed to optimize use of IT resources and increase information sharing. It is expected that a Wide Area Network (WAN) will be introduced at some stage between the Bureau and main data users e.g. line Ministries, the Central Bank and the University of Swaziland.

(iv) Internet Access

All professional staff will have full access to the Internet. This will enable staff and the Office to benefit from Internet resources. Also the CSO Website will be enhanced and used more to disseminate data.

(v) Library

A library is an essential infrastructural component of a statistical institution. It is used as the main depository of textbooks and other reference materials e.g. journals, periodicals, magazines, maps, etc. The CSO does not have its own library but rather it shares a small library with the Ministry of Economic Planning and Development at the Ministry headquarters.

A new and computerized library for CSO will be established.

(vi) Socio-economic database

A **Socio-Economic Database** for monitoring national development will be created to, (i) allow the consolidation of all official statistics from different sources in one location, a **central repository**, (ii) provide powerful, yet easy to use analytical tools, (iii) help “tell a story” and thus improve decision-making, and (iv) facilitate dynamic publishing and web dissemination to various constituencies.

The Bureau will adopt the **Devinfo** computer software that was first developed by UNICEF India in the early 1990s as **Childinfo** to store and present data from multiple databases, and display it in simple and user-friendly formats using its strong display features. Devinfo has been adapted and is currently in use in more than 80 countries. In Africa, it has been used by Zambia (Common UN database), Tanzania (TSED), Mozambique (ESDEM) and Malawi (MASEDA).

Devinfo database consists of socio-economic indicators that are supported by the following elements: data values, units, time periods, geographical areas, subpopulation such as rural-urban, males-females and sources of data. The Bureau, however, should continue to participate in the SADC regional initiative on development of a live database.

(vii) Statistical infrastructure

Building of the statistical infrastructure has been provided for under the work programme in the last section.

(viii) Management systems (recruitment, financial, procurement, etc)

Management systems and procedures will be established to ensure that the Bureau is run in a scientific, transparent and efficient manner. The following systems and procedures will be established as a matter of priority:

System and procedures for staff recruitment and promotion

The Bureau will need high caliber staff to be able to perform well. Stringent systems and procedures will be established to ensure that the process of staff recruitment and promotion is not externally influenced, and that staff recruitment is based on merit. In particular, provision will be made for advertisement of every post to be

filled. Women will be particularly encouraged to apply. These procedures will need to be put in place before staff recruitment to the Bureau can begin. It is, therefore, proposed that development of these procedures should start in the second quarter of 2003/4.

Terms and Conditions of Service

One of the main problems facing the Bureau is the unattractive Terms and Conditions of Service. This has led to low morale and failure to attract and retain skilled staff. Early action will be taken to design attractive and competitive Terms and Conditions of Service. These should be properly documented and made known to all staff.

Financial Regulations

To ensure transparency, accountability and efficiency in the management of financial and other resources, the Bureau will establish financial regulations. These regulations will cover such things as receipt of funds, storage, disbursement and budgetary controls. The regulations will indicate the signatories to the accounts and reporting of financial transactions.

These regulations will be properly documented and made known to all staff of the Bureau.

Accounting Guidelines

Accounting guidelines laying down procedures for managing accounts records including bookkeeping, payment procedures, payrolls and accounting system will also be established, properly documented and used by accounts staff.

Procurement Guidelines

These will be established for laying down the guidelines and procedures to be used in procuring goods and services. They will make cross-reference to the financial regulations and will be good for general use in the Bureau. These guidelines will also be properly documented.

3.3.3 Training

Training at CSO has largely been intermittent, ad hoc and unplanned. Accordingly, it has not been as effective as it could be. It is, therefore, crucial that training becomes an ongoing process aimed at continuously improving the quality of statistical outputs and services. Emphasis will be put on hand-on training. Two basic types of training will be undertaken, namely training for data producers and training for data users.

Training for data producers

Different types of training will be carried out for data producers. Some of the training will be done in-house and some of it will be done outside the Bureau. The following table summarizes the training that will be undertaken:

Group training for data collectors/compilers

There is a need to establish some minimum level of competence among data collectors and/or compilers in order to improve the quality of data collected especially by line Ministries. In the Ministry of Health, for instance, Regional Health Information Officers will need training and skills upgrading. The same goes for other line Ministries. CSO will devise periodic training programmes for these staff. It is expected that altogether, a total of 200 such staff will undergo training during the Plan period. There is also need for improved training of enumerators used by CSO. This training will be part of the budget of the surveys or censuses they will be conducting.

In-house training

Most of the training will relate to building skills and competences. It is therefore important that it is carried out at the place of work. The following training will therefore be done in-house.

(i) Induction course

All staff recruited to the Bureau will have to undergo induction to enable them to understand what the Bureau is about; what it does; its vision, mission and core values, organizational structure, work programme and the National Statistical System. A one-week induction course will be periodically organized for new staff. At the launch of the Bureau, all staff will have to get some orientation on what the new Bureau is about.

(ii) On-the-job training

Technical assistance in the past has not been as beneficial as it could have been had advisors been given counterparts to train and transfer technology to. In the end, the advisors did work which should have been done by nationals. It is planned that all advisors focus on training and imparting workplace skills and expertise on staff of the Bureau.

(iii) Short courses, occasional seminars and workshops

Short courses, occasional seminars and workshops will be organized for the Bureau staff from time to time to meet specific needs of the Bureau and other data producers in the country. These will be conducted, for instance, on data collection, data analysis, data interpretation, report writing, use of computer packages, GIS, poverty mapping, GDP estimation on a quarterly basis, new areas in statistics (e.g. energy statistics, environment statistics), management especially for line managers, etc. Short courses

and workshops will be particularly crucial in developing soft but essential skills including writing and communication skills.

It is expected that 57 such courses/occasional seminars and workshops will be held on statistical subjects (23), IT subjects (8) and management (25). It is important that all line Managers have a clear understanding of and are able to apply modern management principles in running Divisions and Sections. They need to get exposed to such subjects as work scheduling, activity planning, budgeting, etc. Line managers are expected to benefit from the basic training in management, which the Bureau will organize in the first two years of its existence.

Table 3.4. Summary of numbers of staff to be trained

Type of training	Number of Staff involved					Total
	2003/04	2004/05	2005/06	2006/07	2007/08	
Group training						200
In-house training						
Induction course	44	7	5	1		57
Short courses, occasional seminars and workshops						
Statistics	5	6	4	4	4	23
IT		2	2	2	2	8
Management	20	5				25
Outside courses						
Management	2					2
Study tours	2	3		3		8
Certificate course						
<i>Statistics</i>	4	4	3	3	3	17
<i>IT</i>		2	2	2	2	8
Diploma						
<i>Statistics</i>	3	5	5	4	4	21
<i>IT</i>	3	4	4	5	6	22
<i>Other</i>	2	2	3	3	3	13
Bachelor's degree	1	2	2	1	1	7
Masters degree		5	1	1		7

Outside training

(iv) Management

If they do not already have background training in management, the Director General and the Deputy Director General will be required to undergo intensive training in

management. Swaziland Institute for Management and Public Administration (SIMPA) would be the right place for such training.

(v) Study Tours

Study tours will be organized to give staff an opportunity to study statistical systems and methods used elsewhere and learn from the experiences of other countries especially those with similar socio-economic conditions. For instance, the Bureau staff can learn a lot from the experience of Statistics South Africa in poverty mapping and data management, Uganda in establishment of a semi-autonomous agency and in fostering inter-institutional coordination mechanisms, Ethiopia in agricultural statistics, etc. Provision has been made for a total of 8 study tours during the Plan period.

(vi) Certificate courses

Certificate courses aim to impart knowledge of basic statistics to low and middle level statistical personnel. It is expected that there will be vertical mobility of staff to higher positions as a result of promotions and horizontal mobility of some staff to other departments, the private sector, etc. As a result, new and untrained low and middle-level staff will continue to be recruited and these will need basic training in statistics.

Discussions will be held with the University of Swaziland to mount certificate courses periodically. It will help if the Eastern Africa Statistical Center (EASTC) in Dar es Salaam (Tanzania) is invited to participate in the design of the course with a view to having holders of the certificate qualify for admission into the EASTC diploma course and/or get exemption for the higher certificate in statistics (formerly Stage I) of the Royal Statistical Society (RSS) (formerly the Institute of Statisticians - UK).

In the same way, it will be necessary to train staff in IT up to certificate level. Provision has been made for certificate training of 17 members of staff in statistics and 8 in IT.

(vii) Diploma

Some staff will be identified for diploma training in statistics (21), IT (22), other courses e.g. cartography, management, accounts (13). Institutions that offer practical-oriented training will be preferred for this purpose. For statistics, EASTC will be an ideal training centre.

(vii) Degree training

During the Plan period, 7 officers will be trained at Bachelor's degree level and 7 at M.Sc. level. Again the institution for training the officers will be judiciously selected. For practical –oriented degree training, the Regional Institute of Statistics and Applied economics at Makerere University (Uganda) will be the best choice.

Training for data users

Informational workshops will be held for data users in the first instance to get them to appreciate the role and importance of statistical data and information and secondly, to demonstrate the use of statistical data for decision-making at sectoral level by presenting examples of how policy-makers can use available data from a range of sources to improve both policy and day-to-day management. These workshops will initially be held at national level and then rolled out to regional level. Two informational workshops will be held at national level each year. Also two such workshops will be held at each region each year.

3.3.4 Technical Assistance

There will be a need for hands-on technical assistance in those areas in which the Bureau has limited capacity or no capacity at all (new areas). A total of 37 person-months of technical assistance have been identified in the following areas:

Statistics and IT

- Poverty analysis (2 months) (*limited capacity*)
- GIS and poverty mapping (4 months) (*limited capacity*)
- IT and data management (5 months) (*limited capacity*)
- Statistical organization and management (2 months) (*new area*)
- Integrated Programme of Food and Agricultural Statistics (1 month) (*new area*)
- CWIQ Survey (3 moth) (*new area*)
- Informal Sector/Labour Force Survey (1 month) (*new area*)
- Trade Indexes (1 month) (*limited capacity*)
- GDP estimation on quarterly basis (2 months) (*new area*)
- Development of Producer Indexes (1 month) (*new area*)
- Development of Trade Indexes (1 month) (*new area*)
- GIS and Poverty Mapping (2 months) (*new area*)
- Improvement of Central Business Register (1 month) (*new area*)
- Creating a Household Master Sample (1 month) (*new area*)
- Regional Data Development and Reporting (1 month) (*new area*)
- Social Accounting Matrix (3 months) (*new area*)
- Input/Output Analysis (3 month) (*new area*)
- Implementation of GDDS (2 months) (*new area*)

Development of management systems

- System and procedures for staff recruitment and promotion (1 month)
- Terms and Conditions of Service (3 months)
- Financial Regulations and Accounting Guidelines (2 month)
- Procurement Guidelines (1 month)
- Management Information System (2 months)

The above technical assistance will be provided in one or more missions.

4

IMPLEMENTATION, MONITORING AND EVALUATION OF THE PLAN

This chapter presents elaborate arrangements for the implementation, monitoring and evaluation of this Strategic Plan.

4.1 Plan Implementation

Plan implementation will essentially involve mobilizing drivers of strategic success as well as facilitating factors including: establishing a new legal framework; creating a strategy-supporting organizational structure; creating strategy awareness; change management; promoting teamwork; knowledge management; IT policy and strategy; development of management systems and procedures; staff motivation; development of business plans; creating quality consciousness; development of a dissemination policy; and mobilizing financial resources.

4.1.1 Establishing a New Legal Framework

A new Statistics Act has been proposed to replace the outdated 1967 Act and to support and enhance the effectiveness of the CSO and the National Statistical System. The proposed revision provides, among other things, for (a) the definition and more effective coordination of the National Statistical System, (b) transforming the CSO into a “semi-autonomous” government agency to be called the **National Bureau of Statistics (NBOS)**, in order to make provision of official statistical data and information more efficient and responsive to user needs, (c) establishing a **Board of Directors** (the Board) with seven members as the governing body of the Bureau, (d) establishing the posts of **Director General** to be appointed by the Minister responsible for statistics on the advice of the Board and the **Deputy Director General** to be appointed by the Board.

The proposed Act also provides for: (i) powers to collect data, (ii) promoting professional independence and probity of official statistics with regard to “***the way facts are assembled and combined into statistics, or in the method and timing of their release to the public***”¹², (iii) rules for compliance and statistical confidentiality to ensure that individual records are not accessed by unauthorized individuals and in particular, that they cannot be shared with political authorities or regulatory and tax agencies, (iv) data dissemination, (v) funding of the Bureau, and (vi) transition arrangements. The proposed revised Statistics Act is given in Annex VIII.

¹² *Handbook of Statistical Organization, Third Edition: The Operation and Organization of a Statistical Agency, United Nations Statistic, December 2001*

It is important to point out that although the current Statistics Act provides for the independence of the Central Statistical Office, the Ministry has put in place administrative arrangements to ensure that the Head of the Ministry sanctions statistical product prior to publication. While there are no reports of any prevention of publication of some products, this kind of arrangement contravenes the principle of equal access to statistical data and information and could also lead to suspicion that CSO data are “doctored” by the parent Ministry. This problem will be solved by making the CSO a semi-autonomous agency of government.

4.1.2 Creating a Strategy-supporting Organizational Structure

An organizational structure can improve or hinder efficiency in an organization. The structure plays a crucial role in an organization. It defines the allocation of responsibilities and powers, reporting relationships and processes, hierarchy levels and value added, allocating resources and determining skills requirements and affordability. The current structure of CSO is inappropriate and needs to change. In any case, a change in strategy often requires change in the organizational structures to make it support the strategy. Accordingly, a new structure based on function has been proposed for the Bureau to take account of its expected role, status and challenges that lie ahead. The proposed structure of the Bureau is presented in Figure 4.1.

Board of Directors

The proposed Statistics Act provides for the establishment of a Board of Directors (the Board) as the governing body of the Bureau. The Board will be responsible for ensuring that the Bureau fulfills its mission and that its profile is commensurate with its new role in national development. In particular, the Board will be responsible for:

- advising the Minister on the national statistics policy, procedures, methods and regulations,
- setting policies and guidelines for the management of the Bureau,
- appointing, promoting and disciplining all senior staff of the Bureau except that of Director General,
- setting guidelines for the recruitment, disciplining and promotion of junior staff,
- providing the Minister with a Quarterly Progress Report on activities of the Bureau in each quarter,
- reviewing the structure of the Bureau from time to time,
- approving the corporate plans, work plans and budgets.

The proposed Statistics Act provides for the Board to have seven members of equal representation from various stakeholder groups. The Board will comprise the following members:

- A Chairperson;
- The Director General of the Bureau, who will also be the Secretary of the Board;
- A representative of the Ministry having jurisdiction over statistics;

- A representative of the Central Bank of Swaziland;
- A representative of the private sector;
- A representative of the civil society;
- A representative of research or training institutions.

This composition of the Board is very similar to the composition of Boards created under the statistical legislation of other African countries. The Act also spells out the qualifications one should have to become a member of the Board, the tenure of the Board (3 years), how one's membership ceases, frequency of Board meetings, and the conduct of the meetings. The Act provides for the selection of members, based on merit, so as to ensure that all appointees are motivated, and have relevant knowledge and experience.

Director General

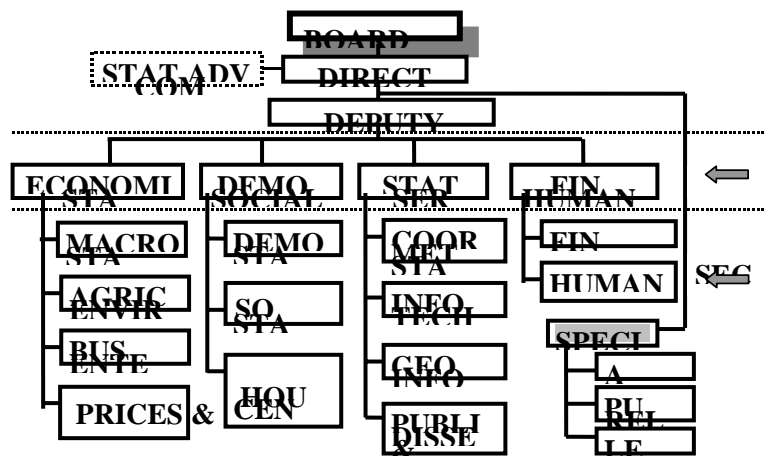
The new structure provides for a post of Director General (DG) as the Chief Executive Officer of the Bureau. The DG shall be appointed by the Minister on the advice of the Board and on such terms as the Board may determine. The Statistics Act specifies that for a person to be appointed Director General, he/she must have recognized professional qualifications and experience in statistics and/or related fields as well as proven managerial ability. The duties and responsibilities of the DG include among others:

- ❑ interpreting the Board policies and forming a link between management and the Board,
- ❑ embodying the status and professionalism of the organization, inspiring confidence, providing a vision for the organization, developing, supporting and promoting organizational culture and championing change,
- ❑ being a full member of and Secretary to the Board,
- ❑ chairing Senior Management Team Meetings
- ❑ setting management priorities,
- ❑ resource mobilization,
- ❑ overall accountability for operational and financial performance of the Bureau,
- ❑ public relations.

Deputy Director General

The holder of this post shall be a highly trained and experienced statistician who will report directly to and act for the Director General in his/her absence. While the Director General shall be involved in the overall day-to-day management of the Bureau, the Deputy Director General shall be responsible for the co-ordination of all the technical Divisions of the Bureau. The Deputy Director General shall be appointed by the Board.

FIGURE 4.1 PROPOSED STRUCTURE OF THE



Divisions and Sections

The proposed structure includes three technical Divisions and a Finance and Human Resources Division. The technical Divisions are:

1. Economic and Financial Statistics
2. Demographic and Social Statistics
3. Technical Services

The Divisions are divided into Sections, which are in turn divided into Units. Table 4.1 presents the proposed Divisions and Sections of the Bureau.

Table 4.1 Proposed Detailed Structure of the Bureau

Division	Sections	Scope of Work*
1. Economic and Financial Statistics	Macro Economic Statistics	National Accounts, Money & Public Finance, Tourism, Commerce, International Trade & Balance of Payments, Transport
	Agricultural & Environmental Statistics	Crops, Livestock, Forestry, Fisheries, Environment
	Business Enterprises	Manufacturing, Mining & Quarrying, Energy, Energy, Construction, Register of Establishments
	Prices & Consumption Studies	Consumer Prices, Wholesale Prices, Farmgate Prices, Consumption Surveys
2. Demographic and Social Statistics	Demographic Statistics	Demography, Civil Registration, Migration
	Social Statistics	Education, Health, Labour, Gender, Poverty, Crime and Governance
	Census & Household Surveys	Population and Housing Census, Household-based surveys
3. Technical Services	Coordination, Methods & Standards	Methods and Standards, Coordination (Users and Other Data Producers – Statistical Units in Departments & Ministries)
	Information Technology**	Technical Operations (hardware and software support, networking), Applications Development, Database Management, Web Development and Maintenance
	Geographic Information	Community Statistics, Cartography & GIS
	Publications, Library Dissemination	Publications, Library & Dissemination
	Finance	Budget, Payroll, Procurement, Benefits & Stores
4. Finance and Human Resources	Human Resources	Office Management, Training, Public Relations & Transport
	Special Units	Audit Internal Financial Controls
	Communication and Public Relations	Communication, Public Relations & International Relations
	Legal Affairs	Legal Services

* *These subjects will be grouped into suitable Units.*

** *To become a full Division at some future date.*

The Divisions will be headed by Directors who will be Principal Statisticians. Directors will be responsible for defining corporate and work, managing and monitoring performance, allocating resources to Sections, supervision and coordination of management and broad programme activities. Sections will be headed by Senior Statisticians.

Special Units

Three Special Units should be created and these Units will be reporting directly to the Director General. These are Audit Unit, Public Relations Unit and the Legal Unit.

Communication and Public Relations: CSO has in the past had problems connecting with the public. It is, therefore, important that a Unit is established to handle communication, public and international relations functions of the Bureau. In order that these functions are handled in a professional manner, this Unit should be manned by professional communications experts.

Internal Audit: This Unit will work closely with the Division of Finance and Human Resources but report directly to the Director General. It will be responsible for developing and reviewing the systems of internal controls to ensure that there is no fraud at the Bureau and that the assets of the Bureau are protected. This Unit will review and monitor all financial and accounting information to ensure completeness and accuracy of entries. The Unit should be headed by a Principal Internal Auditor.

Legal Unit: This Unit will provide legal services to the Bureau including handling of contractual agreements, handling any litigations, etc. The Unit should be headed by a Legal Officer who should be a qualified lawyer.

4.1.3 Creating Strategy Awareness

Often strategies are designed but not communicated to the workforce. In a study contrasting high- and low-performing organizations, Kaplan and Norton show that in 67% of well-performing organizations, staff have a good understanding of overall organizational goals and 26% of senior managers are highly effective communicators as opposed to 33% and 0% in poorly-performing organizations respectively. It is imperative, therefore, that everyone in the Bureau understands and shares the vision and mission of the Bureau, the strategies for achieving them and how his/her individual actions and those of their Units will contribute to the success of the strategy. Strategy awareness will, therefore, be created in the Bureau and the strategy will be made everyone's everyday job as is now the norm in strategy-focused organizations.

Communication being key to successful strategy awareness, an extensive and consistent communication programme will be mounted to develop an understanding of the strategy throughout the Bureau, mobilize staff to support the Bureau's strategy, educate staff about management systems and provide for feedback about the strategy. Creation of **strategy awareness** will be followed by testing if staff understand the message (**strategy mind share**), checking that staff believe the strategy is being followed (**strategy loyalty**) and determining how many are teaching others about the

strategy (**becoming strategy missionary**). The communication programme will aim to use different communication media including seminars and workshops, newsletters, brochures and bulletins, electronically through Intranet, etc.

It should be emphasized that the communication programme will also aim to break communication barriers (the silo mentality) at the Bureau; encourage a two-way free flow of information and ideas on initiatives for achieving the objectives of the Plan, viz. top-bottom and bottom-top; change the work ethics and mindsets; and create strong strategy-supportive corporate culture and inculcate core values of:

- user-orientation,
- credibility and integrity,
- human resource focus; and
- quality focus.

Apart from the staff of the Bureau, strategy awareness will be created among stakeholders in the NSS and especially policy and decision-makers, other main data users and data producers. This will be done through news releases, seminars, etc. The Plan will also be publicized among the public as part of repositioning the Bureau.

4.1.4 Deepening and Broadening Coordination, Partnerships and Networking

Coordination, partnerships and networking are important as they lead to a shared view of goals and objectives; a clear understanding of and agreement on the roles and responsibilities of the different partners; reciprocal, open dialogue and good communication; mutual support, synergy and accountability; and trust (honesty and transparency).

Existing arrangements for co-ordination, partnerships, networking will be broadened and deepened and new arrangements will be made where they do not exist. In particular, these arrangements will be made among data producers, between data providers and users, between data providers and research/training institutions, and among donors. This will be one way to strengthen the National Statistical System.

Arrangements among data producers

Coordination among data producers will be enhanced by: (i) maintaining a list of all major data producers and establishing a standing **Data Producer-Producer Committees**, and (ii) preparing a “**Compendium of Main Concepts, Definitions and Terms Used in the National Statistical System**” in consultation with users and other data producers to be used as a technical co-coordinating tool in statistical production. This tool had been used to great effect by the Uganda Bureau of Statistics.

Arrangements between data producers and users

One of the “best practices” in the development of a National Statistical System is full involvement of users in the process. This is essential for advancing “**common understanding of policy issues and related data requirements, setting data priorities, clarifying the objectives for data collection and agreeing to the best methods for collecting data**”¹³. Data users need to routinely specify their data needs which are ever-changing, the form in which data are required (e.g. summary data in form of indexes, trends, rates, etc.), the detail the data should take (level of disaggregation) and the time frame for data presentation (e.g. monthly, quarterly, annual) and to be informed on potential application for existing data.

On the other hand, data producers need to indicate what data are available and their quality, how available data can be accessed, what data are expected to be collected and when, what problems are experienced in data production, etc. Usually informal consultations have in the past taken place between data users and producers. However, these consultations have tended to be infrequent and far in between. What is more, these consultations have not been elevated to a formal and institutionalized level. It is, therefore, important to establish and institutionalize data user-producer committees to provide a forum for regular dialogue between data producers and users as recommended in the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s.

The experience in many African countries, however, is that thematic and more focused Data User-Producer Committees tend to be more active than general Committees. Indeed the National Statistics Committee in Swaziland has been inactive. It is, therefore, proposed to have standing thematic and sectoral Statistical Advisory Committees. These Committees will be advising the DG and the Board on various matters related to statistical production in various sectors while the Board handles more policy-related matters.

The Bureau will work closely with main data users to establish standing **Statistical Advisory Committees** for different sectors of the economy. As the Secretariat for these Committees, it will endeavour to make sure that these Committees meet regularly. It will, therefore, be preparing interesting agendas and sending out invitations for the meetings in good time.

Arrangements between data producers and subject-matter specialists: It is crucial that subject-matter experts participate more actively in the production of national statistics. In particular, they will be encouraged to participate in the definition of the objectives for data collection, determination of coverage of data collection and in the analysis especially policy-related and targeted analysis and reporting. It is expected that through feedback mechanisms, these arrangements will improve not only the analysis of

¹³ *Household Surveys of Agriculture in Africa, a Methodological Study, Department of Technical Cooperation in Development, Statistics Office, N.Y, 1991.*

data but will also lead to improvements in the design of questionnaires and data collection. They will also lead to wide stakeholder ownership of the collected data.

Coordination of donor assistance

Very often, donors fund statistical activities to collect specific data without regard for what other statistical activities are taking place in the country. This has often led to distortion of national priorities for statistical development. In addition, such assistance has not had lasting impact it would otherwise have had were it to be coordinated. The Bureau will create partnerships with donors to ensure that their support achieves intended purpose, namely the exchange and development of know-how and technical expertise in order to build capacities to produce and use statistics¹⁴.

4.1.5 Knowledge management

Knowledge management is a major aspect of governance and is essential for effective performance of any organization. It will be promoted by:

- (i) designing an integrated approach to identifying, capturing, retrieving, sharing, and evaluating the Bureau's information assets. In particular, data and information from different sources will be integrated and shared using the Management Information System (MIS), the Local Area Network (LAN) and a comprehensive user-friendly and accessible socio-economic national database (described elsewhere).
- (ii) creating organization-wide awareness about the need for proper documentation of methodologies, policies and procedures.
- (iii) developing writing skills among staff to enable them carry out the said documentations. The above awareness as well as writing skills will be developed through staff training in report writing and other areas outlined earlier in the In -Service Training Programme.
- (iv) preserving institutional memory through documentation rather than in peoples' heads. This is crucial for continuity and sustainability of the Bureau's activities. In particular, explicit sets of documents will be produced on such subjects as basic values, purpose and direction for the Bureau and communicated to all staff. Documents that provide legal constraints and code of conduct will also be produced. Of special interest will be production of self-contained Step-by-Step Manuals on different statistical operations.

¹⁴ *Some Guiding Principals for Good Practices in Technical Cooperation for Statistics, UN Statistical Commission, E/CN.3/1999/19*

4.1.6 Quality management

Quality management will be given special attention in Plan implementation because at the end of the day, users will require statistical products and services of high quality. The IMF's General Data Dissemination System (GDDS) will be used as the framework for quality management. GDDS was established to, (i) encourage member countries to improve data quality, (ii) provide a framework for evaluating needs for data improvement and set priorities in this respect, and (iii) guide member countries in the dissemination to the public of comprehensive, timely and accessible statistics. Specifically, quality will be managed by:

- a) creating quality awareness throughout the Bureau. The staff of the Bureau will be educated on the importance of quality statistical products and services, the various dimensions of data quality and actions that will contribute towards data and service quality enhancement;
- b) introducing Total Quality Management (TQM) to ensure that every element of Bureau processes has a quality dimension. After all, the quality of statistical products depends on the quality of the statistical processes;
- c) keeping policy and decision makers as well as other key stakeholders fully involved in the development of national statistics. That way, statistical systems become **demand-driven** rather than **supply-driven**, leading to better response to user needs, generation of more demand for statistical data and information, and attracting more funding for data production;
- d) deepening and broadening inter-institutional coordination and linkages; system-wide adoption and application of standardized concepts, definitions and classifications; and collecting data during the same period of the year. A Compendium of Main Concepts, Definitions, Classifications used in the NSS will be developed by the Bureau in collaboration with main stakeholders;
- e) designing more comprehensive and holistic statistical programmes so that data can be collected to fill data gaps and meet a whole array of user requirements. The Framework described above provides a convenient vehicle for developing such comprehensive programmes;
- f) using "best practices" and appropriate methods, properly designed and administered data collection instruments by the right personnel, and proper handling of data in the post-enumeration period. Research and experimentation work will be done to develop appropriate methodologies and to apply quality control procedures in data production processes; and
- g) combining data from surveys with data from the Population and Housing Census to generate local area estimates. Attempts will also be made to build community-based information systems to provide data at local levels.

4.1.7 IT policy and strategy

The purpose of the IT policy and strategy will be to provide overall and long-term development needs in IT to make the Bureau IT-focused. In designing an IT policy and strategy, the following will be considered:

- use of IT to strengthen and standardize the work processes,
- Internet and Intra-net connectivity,
- development of standardized hardware platform and software,
- training in IT as part of human resource development,
- development of a national socio-economic database for monitoring national development.

The policy will take cognizance of the fact that within a 5 year time horizon, technology will change. Capacity building in IT has been given prominence in the previous chapter.

4.1.8 Development of Business Plans and Resource Allocation Business Plans

Each Division will be required to develop its own annual objectives and a business plan, with detailed business objectives that are linked to the Strategic Plan. The business plans are essential for strategy implementation because they:

- i. serve as guidelines for action and represent the basis for allocating resources,
- ii. serve as standards of performance and are the major instrument for monitoring progress towards achieving long-term objectives, and
- iii. establish priorities for the organization, Divisions, Sections and Units.

Every effort will be made to ensure that the annual objectives and business plans are well perceived and consistent with the overall objectives of the Plan. The business plans will be compiled outlining the specific actions to be taken, when and by whom in order to achieve the Bureau's objectives within a budgetary and resource framework and will be monitored through quarterly reports. The successful completion or progress towards achieving the business objectives will ensure that the organization's strategic objectives are being achieved. Furthermore, each business plan will be attached to the respective business plan owner's performance schedule.

Resource allocation

All organizations have at least four types of resources that can be used to achieve desired objectives. These are financial, physical, human and technological resources. Allocation of these resources is a central management activity that allows for strategy implementation. Every effort will be made to minimize the factors that commonly prohibit effective resource allocation including too much emphasis on short-run financial criteria,

organizational politics, vague strategy targets, a reluctance to take risks and a lack of sufficient knowledge¹⁵.

4.1.9 Data Analysis and Dissemination Policy

Data analysis

Data analysis remains a big problem in many National Statistical Offices in Africa. What these offices do by way of data analysis is to generate statistical tables, do primary analysis and write reports based on these tables for general use. Often the reports give a short commentary on many statistical tables, which are appended to the reports. These reports are meant for general users. However, not much detailed analysis is done as a matter of course to meet specific needs, interests and perspectives of well-targeted users to create impact. Detailed analysis is essential to extract information from masses of data to illuminate developmental issues, inform policy design and programme development, and form a basis for advocacy. Because detailed analysis is generally not done, end users of data including policy and decision-makers are provided with masses of data rather than information. What they need most is information of a policy nature.

In order to improve data analysis and reporting, capacity for improved data analysis will be developed at the Bureau. This will be done through training and possible staff attachment to institutions endowed with analytical capabilities. In addition, the Bureau will collaborate with subject-matter specialists in different subjects e.g. gender, poverty, environment, agronomy, etc. to enrich data analysis and add value to data. Such collaboration will lead to policy-related analysis and production of thematic and targeted reports.

Dissemination policy

A well-defined and forward-looking dissemination policy will be formulated. The policy will provide for advance publication of a release calendar and simultaneous release of data to all stakeholders – principle of equal access to data consistent with the Fundamental Principles of Official Statistics adopted by the United Nations Statistical Commission in 1994 and GDDS guidelines. It is important that the Bureau does every thing possible to stick to its data release calendar.

The spirit of the policy will be four fold, namely to:

- (i) develop an effective public relations and marketing function at the Bureau,
- (ii) make statistical data and information liberally and readily accessible as a “public good” and in a timely manner following the GDDS guidelines,
- (iii) ensure that data are disseminated in a user-friendly manner and that they can be understood and interpreted by users. This will require providing **metadata** or information about the data to accompany whatever data are disseminated, and

¹⁵ *Fred R. David opt cit.*

- (iv) disseminate specific statistical products to well-targeted users to meet their specific needs, interests and perspectives and to create impact. In order to do this properly, there will be “**market segmentation**” after assessment of user requirements so that the Bureau can target particular users.

The new Publication Unit will work closely with the Coordination, Research and Methods Section to build and maintain a comprehensive mailing list of stakeholders for purposes of data dissemination. Every quarter, the Publication Unit will release information on available data and publications and how these can be accessed. Every census or survey will be preceded by a consultative workshop and then followed by a dissemination workshop as a matter of course. The dissemination policy will require use of new information and communications technologies and effective public relations and marketing. Data access modalities will be designed based on “best practice” in this area, including public use of micro-data files in the national socio-economic database, charges for preparing and duplicating datasets, production and distribution of CDs, etc.

4.1.10 Motivating Staff

Motivating is defined as the process of influencing people to accomplish specific objectives. Motivation explains why some people work hard and others do not. It is well known that objectives, strategies and policies have little chance of succeeding if employees and managers are not motivated to implement strategies once they are formulated. Major emphasis will be put on three important components of the motivating function of management: leadership, communication and organizational change.

(a) Leadership

Good leadership will be necessary for effective implementation of the Plan. Good leadership lifts a person’s vision to higher sights, raises a person’s performance to higher levels and builds a person’s personality beyond its normal limitations. It develops, supports and promotes organizational culture; embodies the status and professionalism of the organization; inspires confidence, provides a vision for the organization and champions change; articulates the organization’s strategy; and it fosters teamwork - executive leadership teams which are cross-sectional problem-solving mechanisms that benefit from cross –fertilization of ideas.

Leadership will be called for at every level – at Board level, the level of Director General and Deputy Director General and at Division, Section and Unit level. Leadership skills will be developed through orientation and training.

(b) Communication

A primary reason for instituting strategic management is to build and support effective communication networks throughout an organization. Indeed, communication which is reckoned to be perhaps the most important word in management is a major component of motivation. A communication system in an organization determines whether

strategies can be successfully implemented or not. A good two-way communication system – top-bottom and bottom-up - will be established to gain support for the corporate-wide objectives. This system will make it easier for subordinates to discuss their concerns, reveal their problems and give suggestions on how things should be run at the Bureau.

The communication system will include extensive use of the LAN by staff and managers to communicate. Also staff meetings will be encouraged at various levels – Division, Section and Unit, and at the level of the Bureau. Suggestions from Unit level meetings will feed into Section level meetings and then Division level meetings and in turn, suggestions from Division level meetings will feed into the meetings of the management team.

(c) Change management

No organization or individual can escape change. Change is caused by the ever-present social, economic and technological trends in society. Change is always underway with all organizational systems and processes intrinsically subject to constant review. For organizations, change is a way of life and is the way to stay competitive and to grow. Change should be viewed as an opportunity rather than a threat to an organization. It is, therefore, important that strategy creates a “**learning organization**” in which change-oriented thinking becomes a habit for every individual. For individuals, change can enrich careers and personal lives.

The above notwithstanding, there is always resistance to change. Indeed “**resistance to change can be considered the single greatest threat to successful strategy implementation**”¹⁶. Fred R. David (1997) identified main causes of resistance to change as feeling of loss of status, implied criticism of present competence, fear of failure on the new situation, annoyance at not being consulted, lack of understanding of the need for change, or insecurity in changing from well-known and fixed methodologies or false comfort in the status quo and working with a fixed mindset. Change will be managed, among other things, by anticipating the focus of resistance, eliminating unnecessary resistance caused by misconceptions through communication and creating a situation of participation and full explanation when changes are envisaged.

(d) Remuneration

In order to attract and retain staff, the Board is expected to design fairly attractive Terms and Conditions of Service so that highly qualified and skilled staff can be recruited, motivated and retained. It must be stressed that the Bureau will need to compete for bright University graduates and required skills with the private sector, parastatal organizations, etc. and should not lose out on account of unattractive Terms and Conditions of Service.

¹⁶ *Ibid.*

4.1.11 Development of Management Systems and Procedures

The following systems will be established to facilitate better management of the Bureau.

Recruitment Procedures

The Bureau is involved in “**knowledge**” work. This makes it necessary to remain conscious of the need to run the organization on **scientific lines** by ensuring that the process of staff recruitment is not externally influenced, and that only highly qualified personnel are recruited, motivated and retained.

In order to make sure that staff recruitment is carried out on merit, it will be necessary to establish recruitment procedures. These procedures should be put in place before new recruitment can be done.

Terms and Conditions of Service

There will be a need to put in place attractive Terms and Conditions of Service as a matter of priority in order to attract, motivate and retain staff. These should be properly documented and made known to all staff.

Financial Regulations

There will be a need to develop general guidelines for the management of financial resources of the Bureau. These should cover such things as receipt of funds, storage, disbursement and budgetary controls. The regulations should also indicate the signatories to the accounts and reporting of financial transactions. These should be properly documented and made known to all staff.

Accounting Guidelines

These guidelines lay down procedures for managing accounts records including bookkeeping, payment procedures, payrolls and accounting system. The guidelines, which should be properly documented, will be used by accounts staff.

Procurement Guidelines

These guidelines lay down the procedure to be used in procuring goods and services. They have cross-reference to the financial regulations and are for general use in the Office. These should be properly documented.

4.2 PLAN MONITORING AND EVALUATION

It is important to emphasize that even the best-formulated and -implemented strategies become obsolete as external and internal environments change. The question is not whether these factors will change, but rather when they will change and in what ways. It

is, therefore, essential that strategy implementation is systematically monitored and evaluated.

Monitoring is essential: (i) to ensure that stated objectives are being achieved, (ii) for tracking inputs, activities and outputs, (iii) to determine if implementation is on course or not, (iv) to alert management to problems or potential problems before the situation becomes critical, and (v) for taking corrective actions to ensure that performance conforms to strategy or that the strategy is revised in light of new experience. There will be many factors such as ineffectual policies, unexpected turns in the economy, ineffective strategies, which can result in unsatisfactory progress towards meeting objectives. Also problems can result from ineffectiveness (not doing the right things) or inefficiency (doing the right things poorly). Monitoring will keep track of these factors and changes and enhance the Bureau's ability to adapt successfully to these changes – this is sometimes referred to as corporate agility. Such changes will include for example alterations to the Bureau's structure, replacing one or more key individuals, establishing or revising objectives, devising new policies, allocating resources differently or developing new performance incentives. Monitoring will need to be done on a continuing basis to keep close to the pulse of the Bureau.

Evaluation involves comparing expected results with actual results, investigating deviations from plans and measuring individual and organizational performance.

The Logical Framework in Annex I presents some performance indicators which will be used to measure progress towards the objectives of the Plan. At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally to assess how well the strategies in the Plan will have met the set objectives. It has been observed that evaluation works best when the emphasis is on learning for the future. Evaluations of the Plan will very much take this into account¹⁷. Both internal and external monitoring and reviews are necessary and will be done.

Quarterly Progress Report (QPR)

The proposed Statistics Act provides for presentation to the Minister a Quarterly Progress Report (QPR). This report will cover all statistics activities undertaken during the quarter, constraints and successes, and highlight plans for the next quarter(s). In addition to the Minister, a similar report should be presented to main donors funding statistical production.

Yearly External Review (YER)

In addition to the QPRs, there will be Yearly External Reviews (YERs) to be carried out by the Ministry of Economic Planning and Development, the Ministry of Finance and development partners.

¹⁷ *Why invest in good statistics? PARIS21 advocacy brochure.*

Terminal Review (TR)

At the end of the Plan period, there will be an external evaluation, Terminal Review (TR), which will be carried out again by the Ministry of Economic Planning and Development, the Ministry of Finance and development partners. The external reviews will also use the identified performance indicators.

Benchmarking

Benchmarking is a method of making systematic comparisons in specific areas with other relevant Units and organizations with best performance. The aim is to determine areas where improvements can be made. Two types of benchmarking will be done, namely internal and external benchmarking.

Internal benchmarking

This will be done by comparing results from different Divisions, Sections and Units with reference to such things as timeliness of data, data quality, user consultation and user satisfaction. This will make it possible to monitor Divisions, Sections and Units that have high and/or low performance. The benchmarking will form a basis for assessing performance in some Divisions and Sections of the Bureau and for improvements.

International benchmarking

This will be done to compare the Bureau's performance with that of high performing National Statistical Offices in the SADC and COMESA sub-regions. This will be done by comparing the adequacy of the Bureau's products and services with those of other countries of the sub-region. There will also be room for "**peer reviews**" which are now being promoted internationally e.g. by NEPAD, PARIS21 as a way to monitor and enhance performance.

5

TENTATIVE BUDGET AND FUNDING ARRANGEMENTS

This section provides indicative costs of the Plan and proposes funding arrangements. The costs are required to give an indication of the required level of investment for effective implementation of the Plan. A number of considerations and assumptions made in the budgeting process are given in the following tables.

5.1 Budget Estimates

Table 5.1 presents a summary of the budget for the Strategic Plan. The full budget is presented in Annexes IV and V. The total budget for the Plan amounts to E 128,511,000 over the five-year Plan period. Of this budget, the work programme accounts for E35,773,000 (28%), the capacity building programme for E87,392,000 (68%) and technical assistance for E5,346,000 (4%).

Of the estimated cost for the work programme, about 93% is accounted for by surveys and censuses (56% surveys and 37% for censuses). Four surveys, namely Demographic and Health Survey, Demographic and Housing Survey, Household Budget Survey and CWIQ Survey account for about half of the total cost of surveys. And the Population and Housing Census accounts for about 50% of the total cost of censuses.

Staff emoluments account for 66% of the total cost of the capacity building programme, office infrastructure including transport for about 25% and training for about 10%.

Of the total budget over the five year Plan period, about 13.8%, 25.8%, 22.8%, 18.3% and 20.9% will be spent in 2003/04, 2004/05, 2005/06, 2006/07 and 2007/08 financial years respectively. The high share of the budget in 2004/05 and 2005/06 and 2007/08 is accounted for by the various surveys and the Population and Housing Census.

Table 5.1: Tentative budget for the work and capacity building programmes

Work programme						
Activities	Financial Year					
	Cost (E. '000)					
	2004/05	2005/06	2006/07	2007/08	2008/09	Total
1 Secondary Compilations	18	22	25	27	31	123
2 Surveys	3907	6581	4183	2599	2933	20203
3 Censuses	2550	3061	500	2500	4500	13111
4 Information Technology	129	105	72	69	47	422
5 Coordination and advocacy	72	143	95	107	120	537
6 Publications	141	158	176	193	212	879
7 Others	70	82	98	118	131	498
Sub-Total	7388	10553	5483	5900	8225	35773
Capacity building programme						
1 Staff emoluments	890	13578	14088	14844	14844	57855
2 Training	1166	1928	1651	1537	1822	8103
3 Office infrastructure including transport	6123	6146	6832	704	1629	21434
Sub-total	8179	21652	22571	17085	18295	87392
Overall Budget						
Work programme	7388	10553	5483	5900	8225	35773
Capacity building programme	8179	21652	22571	17085	18295	87392
Technical Assistance	2112	980	1244	584	396	5346
Grand Total (E '000)	17679	33185	29298	23569	26916	128511

5.2 Assumptions Made in Budgeting

Notes on the budget

Hereunder, in a summary form, are facts which were taken into account when preparing budgets for each activity in both the work and capacity building programmes:

Table 5.2: Facts taken into account in budgeting

Work Programme	
Compilation of Secondary Statistics	Surveys And Censuses
<p>The budget in this category considered the following:</p> <ul style="list-style-type: none"> • Stationary for printing data collection forms; • Data collection; • Transport for field work; • Computer consumables; • Allowances for personnel used; • Printing and publication; • Other expenses; • Price changes through time. 	<p>The budget estimates were made based on the CSO's experience with data collection procedures and similar undertakings.</p> <p>The following items were considered in the estimates:</p> <ul style="list-style-type: none"> • Preparatory costs; • Development of the survey/census materials/instruments; • Conducting pilots, listing and training of field staff; • Cost of enumeration (field work); • Costs of processing and publication; • Costs for technical assistance in some specialized Areas; • Price changes through time.
Other Activities	
<p>The estimates were based on the following:</p> <ul style="list-style-type: none"> • Ongoing activities that have already been paid for by the Government, for example estimation of GDP and CPI; • Activities that are already funded by development partners like UNFPA, UNDP, World Bank, IMF, ADB. • Activities which will need technical assistance to build the related capacity, like: <ul style="list-style-type: none"> (a) Development of IT Policy and Strategy, etc. (b) Development of GIS and Poverty Mapping (c) Development of management systems, etc. 	

Capacity Building Programme	
Staff Requirement and emoluments	Training
<p>The budget assumes that the Government will be responsible for employing the extra-required staff.</p> <p>Staff emoluments which have been scheduled to start in 2004/05 financial year have taken into account salary scales in government institutions with semi-autonomous status e.g. Posts and Telecommunications Corporation, Water Corporation, etc.</p>	<p>While the costs for training focus on the Bureau, there is a flexibility to bring in people from Sectoral Ministries as part of coordination. The following considerations have been taken into account:</p> <ul style="list-style-type: none"> • Training for data collection will be undertaken in-house. The rate used considers: <ul style="list-style-type: none"> (a) Allowances for trainers; (b) Training materials; NOTE : The programme gives room for a person to attend more than one course. • The costs for study tours are standard costs for an off-shore one-week tour, diploma course rates are based on training costs at the Institute of Statistics and Applied economics, Makerere University (Uganda). • In-service training rates are based on EASTC rates for a certificate course. • Short-term training and in-house specialized courses are standard rates for courses conducted in-country.

Technical Assistance	Office Infrastructure
<p>This budget category considered the following:</p> <ul style="list-style-type: none"> • Consultants will be engaged on short missions • The budget assumes an average daily honorarium rate of US\$500 and DSA rate of US\$ 160 for experienced International Consultants and US\$ 350 for Experienced National Consultants. 	<ul style="list-style-type: none"> • Office infrastructure includes IT equipment (Computers, installation of a LAN, WAN, etc) and other equipment and transport. • The requirements are based on the inventory analysis and the costs are based on the current market prices for different items. • The Bureau will move into a new building that needs to be customized.
Development of Management System	
<p>The rate used for technical assistance is applied to this category as well. The activity will require people who have experience in Human Resources and Financial Management Systems. There are national consultants who can assist the Bureau develop and document the systems.</p>	

5.3 Funding Arrangements

As was mentioned earlier, “official statistics, like roads, are the sort of “public good” normally provided by Government They inform the process of government, facilitate better decision-making and hence faster growth and more effective use of valuable resources. As the main user, it is only reasonable that government funds them”¹⁸. For these reasons, it is expected that Government will fund a good part of the Plan. However, given the resource constraints the Government is facing, development partners should be requested to provide assistance to fill the funding gap.

It is expected that the Government will provide funding to cover the following:

- Paying staff emoluments;
- Staff recruitment;
- Creating a conducive environment for the statistical operations to be effectively conducted;
- Provision and maintenance of infrastructures;
- In-service training;
- Compilation of secondary statistics;
- Part funding surveys and censuses; and
- Other operational costs e.g. telephone and electricity bills.

The development partners will be expected to contribute in the following areas:

- Technical assistance in identified areas;
- Part funding surveys and censuses;
- Starting the In-service Training programme;

¹⁸ *Opt. Cit*

- Off-shore training;
- Procurement of equipment, vehicles and motorcycles.

It is expected that the funding needs for the Bureau will be reflected in the **Medium Term Expenditure Framework (MTEF)** which involves a multi-year rather than annual budgeting, re-orienting expenditure towards priority and critical areas while restraining overall spending levels.

It will help if contributions from development partners can be deposited in a **basket fund** to be managed by the Bureau or the Bureau jointly with some development partner. However, there may be development partners who for some reason will want to make direct contributions to the Bureau. Such contributions should also be welcome to the extent that they do not conflict with Plan priorities and objectives.

5.4 Way Forward

A number of early actions will need to be systematically taken to ensure that Plan implementation gets off to a good start. These actions include the following:

(a) Statistics Act

CSO will need to get the Ministry of Economic Planning and Development to prepare a Cabinet Brief on the Draft Statistics Act and the Strategic Plan. The Brief should be submitted together with the Draft Statistics Act to the Cabinet.

In the meantime, the Draft Statistics Act should also be sent to the Attorney General's Office at the Ministry of Justice through appropriate channels. This Office will work with CSO to finalize the Draft Act before it is submitted to Parliament for enactment.

The Ministry will need to make a very strong case for the CSO to become a semi-autonomous agency of Government. In spite of the ban on creation of new parastatals, CSO can be treated as a special case given the urgency to create a robust capacity for monitoring development efforts – poverty reduction, MDGs, etc. Development Partners should join the Ministry in making this case to Government.

(b) Strategy awareness

The CSO should become very proactive in creating strategy awareness first among the staff of the office and then among stakeholders including legislators and development partners. This will require CSO to organize a number of seminars/workshops about the Strategic Plan and the Draft Statistics Act.

(c) Budget for the Plan

It is important that the Plan features in the 2004/05 national budget. In addition, a round-table meeting with development partners should be organized by the Ministry of Economic Planning and Development to discuss Plan implementation arrangements including funding.

(d) Appointment of a Council and later, a Board of Directors

Even before the Statistics Act is passed, it is important that the Ministry of Economic Planning and Development works out some transition arrangements for the CSO including appointing a substantive Director for the office, seeking technical assistance for some of the activities which have been identified and appointing an Advisory Statistics Council which could later on help to restructure the CSO into a National Bureau of Statistics. This Council could also later become the Board of Directors for the Bureau. As soon as the Statistics Act is enacted, the Minister for Economic Planning and Development should appoint the Board of Directors for the Bureau. The urgency for appointment of the Board arises from the fact that the Board has to formulate policies for the new Bureau and recruit staff.

(e) Other actions to be undertaken by CSO

There are many activities which the CSO needs to undertake whether the semi-autonomy is granted or not. Some of these activities do not require extra resources or they require minimal resources but can begin to make a difference in the way CSO is perceived by stakeholders. These activities include enhanced user-consultations, development of a mailing list, indicating to users what data are available and can be accessed, clearing the backlog of unprocessed data, etc, etc.

PART TWO

BACKGROUND

“Not only are statistics needed to monitor progress towards achievement of development goals but also in order to

6

DATA NEEDS AND USES

6.1 General Context

The Country

The Kingdom of Swaziland occupies a total area of 17,364 sq. km. She gained her independence from Britain in 1968. She shares borders with South Africa and Mozambique. Swaziland is a member of the 14 nation Southern African Development Community (SADC) and the Southern Africa Customs Union SACU).

Administratively, the country is divided into four administrative regions (districts): Hhohho, Lubombo, Manzini and Shiselweni. Each of the regions is divided into Tinkhundlas of which there are a total of 55 in the country.

Economic overview and development framework

The natural resources of the country include coal, clay, hydropower, forests, small gold and diamond deposits, quarry stone and talc. About 80% of the population derive their livelihood from subsistence agriculture. Remittances from the Customs Union and Swazi workers in South African mines substantially supplement earned incomes by the country.

The economy grew rapidly in the late 1980s, recording an average of 9% growth rate during the period 1986-1990. This growth rate declined thereafter to an average of 3.4% for the period 1992-1997. Although the Kingdom of Swaziland is described as a middle-income developing country, “poverty is widespread, deep and severe, with about 66% of the population living in abject poverty i.e. below the poverty line of E71 per month¹⁹. The 1995 Swaziland Household Income and Expenditure Survey (SHIES) indicates that the richest 10% control 40% of the national income while the poorest 40% control only 14% of the national income. This shows that income distribution is highly skewed with a small population having disproportionately high income.

In 1998, the Kingdom of Swaziland embarked on an improved and more comprehensive planning process to meet emerging serious development challenges. As part of this process, a National Development Strategy (NDS) was designed in a consultative manner. The NDS provides a long-term vision – Vision 2022 - for improving the quality of life of the Swazi people²⁰. In addition, the Government has prepared a **Prioritized**

¹⁹ *Prioritized Action Programme on Poverty Reduction, Ministry of Planning and Development, March 2002*

²⁰ *National Development Strategy (NDS): Vision 2022 (Key Macro and Sectoral Strategies), August 1999*

Action Programme for Poverty Reduction (PAPPR), which seeks to address the medium-term critical poverty-related challenges facing the country, namely²¹:

- Food security
- Social welfare
- Health, safe water and sanitation
- Unemployment
- HIV/AIDS

The Kingdom of Swaziland like the other 191 member states that are signatory to the Millennium Declaration is now actively engaging its peoples in broad based participatory development in an effort to accelerate action towards achieving the Millennium Development Goals. The First National MDG report will soon be published and will serve to show that the MDGs are central to the Swaziland National Development Strategy.

To enhance the performance of the public sector, and in particular in order to achieve effective and efficient planning, budgeting and financial management of the public sector, Government started implementing a medium term Expenditure Framework (MTEF) beginning in 2003/04. The MTEF involves a multi-year rather than annual budgeting and will re-orient expenditure towards priority and critical areas while restraining overall spending levels.

More and better statistics are required to monitor the implementation of the NDS and PAPPR and indeed to effectively track progress in the MDGs. Like in other African countries, the increase in demand for statistics is bound to place a huge burden on an already weak statistical system and infrastructure²².

6.2 Why Good Data are Needed

(a) Statistics - a strategic resource of the 21st Century

Statistics are a strategic resource of the 21st Century that needs to be developed and harnessed for national development. It is now well recognized that management of the affairs of a modern society, let alone a state, requires statistics. Statistics are used by societies, institutions and individuals. They are used by Government, public and private sectors, research and training organizations, NGOs, donors and international organizations, the press and the wider public for a wide variety of purposes as can be seen in the table below.

Statistical data and information are used for a variety of purposes including (but not limited to) policy and other analyses, planning, decision-making, administration, monitoring, evaluation and reporting. In particular, Government will need statistics to demonstrate progress against development targets and also to plan and monitor the implementation and success of policies developed to achieve the targets.

(b) Examples of how statistics are used

²² *Medium Term Budget Review (2003/04), Ministry of Finance 2003*

The following examples illustrate the relevance and use of statistics in the country.

(i) Government

The Government is the major user of statistical data and information in any country. It uses them to:

- assess policy and programme options aimed at improving the well being of the population e.g. building roads, providing clean water, building schools, providing relief in case of disaster, etc.;
- monitor implementation of development activities and to measure their impact;
- for governance and administration such as deciding on grants to give to different administrative units, demarcating constituencies for electoral purposes, etc.
- identify vulnerable groups in society (e.g. the poor) for whom it designs special programmes usually multi-sectoral in nature e.g. Poverty Reduction Strategy and Action Plan.

For poverty monitoring, it is important that information is collected on inputs, process, outputs, outcomes and impacts of different programmes and interventions. This information is then fed into the administrative and political structure, and then acted upon. The following table presents levels of poverty monitoring and evaluation

Table 6.1: Levels of poverty monitoring and evaluation

Level	What is involved
Inputs	Delivery and use of resources (including budgets) on poverty-related activities by responsible organizations
Process	Procedures and operational mechanisms used for various interventions
Outputs	Intermediate results of activities/interventions implemented e.g. school buildings, clinics built, trained teachers
Intermediate outcomes	Achievements and changes in status e.g. increased income, better social conditions, etc.
Final outcomes (impact)	Actual changes or improvement in poor peoples' welfare or quality of life

At each level, a number of measurable indicators are used. These indicators can be broadly classified into two groups, namely intermediate and final indicators. *“Intermediate indicators are mostly composed of factors that are under the control of implementing agencies such as line Ministries. On the other hand, final indicators are mostly composed of aspects of welfare not directly under the implementing agency’s control”*²³.

(ii) Sectoral Ministries

²³ *Zambia: Poverty Reduction Strategy Paper 2002 –2004, Ministry of Finance and National Development, May 2002.*

Sectoral Ministries need a lot of statistics, as can be seen below:

Ministry of Health: The Ministry of Health uses statistical data to better plan health programmes and facilities e.g. child health and immunization programme (against measles, Diphtheria, etc.), build health facilities e.g. health clinics, and to monitor implementation of health programmes and use of health facilities (e.g. maternity wards). The Ministry of Health uses statistics to monitor the spread of epidemics such as HIV/AIDS, malaria, etc.

The Ministry of Education: The Ministry of Education always wants to know the following: Are there enough teachers in schools? Are there enough classrooms for all the children? Are there enough books? Which parts of the country have shortages of teachers, classrooms and books? Is there gender disparity in school enrollment? To be able to answer these questions, the Ministry will need statistics on school enrolment, teachers and classrooms. Statistics will guide the Ministry in planning where, when and how many new classrooms should be built, new teachers recruited and more books bought and supplied to schools. It will also decide how to get more girl children enrolled in schools.

Ministry of Agriculture: The Ministry uses agricultural data to formulate policies and intervention programmes e.g. extension programmes. Such programmes will have greater impact if they are targeted at particular classes of farmers. So data disaggregated by various classes of farmers are crucial.

(iii) Private sector

Economic agents (enterprises, associations, trade unions, etc) use data to assess opportunities, risks and prospects. They also use data to plan, make decisions, monitor, evaluate and report on business activities. For instance, traders use statistics to determine where to buy and sell products and to take critical investment decisions. The trader will want to know the prices of produce at the farm and the price of produce in the market before he decides to buy.

(iv) Non-Government Organizations (NGOs)

Non-Governmental Organizations (NGOs) are voluntary organizations that work for specific causes, mainly humanitarian in nature. They work with and among targeted communities – e.g. rural poor, women, the disabled, children, the displaced, etc. They need and use a lot of population and other statistics to plan, implement, monitor and evaluate their activities. They also use statistics to report back to their headquarters.

(v) Donors and international organizations

There are many donors (bilateral and multilateral) assisting Government with its development programmes. The donor community uses statistics a great deal to assess requirements for assistance and/or participation in development initiatives and to evaluate the effectiveness of the assistance given e.g. on reduction of poverty. They also use statistics to report back to their headquarters.

(vi) Farmers

Farmers also need data to make informed decisions. For example, farmers need market information to determine whether it is worthwhile taking their produce to the market, check on the price they are receiving vis-à-vis prevailing market prices, to decide whether or not to store produce in anticipation of price changes, decide whether to grow different crops, etc.

The Press

The press uses statistics to inform analysis and reporting on various issues.

The general public

Members of the general public use statistics for a variety of purposes including public debate and making individual decisions.

6.3 Typology of Required Data

Broadly two types of data are required, namely quantitative data and qualitative data and information.

Qualitative data

These are data collected using participatory approach. The Conference held in Uganda in 2000 on Combining Participatory and Survey-based Approaches to Poverty Monitoring and Analysis noted that the approach “*provides a richer definition of poverty and insight into casual processes. More accuracy and depth of information on certain questions and in certain cases can be collected and there is a possibility of being holistic (looking at a set of relationships as a whole). The approach makes it possible to go immediately back to data and interrogate initial findings/puzzles (further interviews and observation). It also takes advantage of a wide range of resources for “triangulation” (systematic cross checking)*”. The workshop further noted that “*.....such data are an important complement to the quantitative information collected through surveys and routine administrative records. Use of these approaches also gives more opportunity for civil society to participate in the generation of data than in some other forms of data collection*”. The weaknesses of the approach were given as real observer bias issues (lack of guarantee of objectivity), failure to know how representative the data is of the national situation, unsuitability for providing definitive tests of hypotheses that apply to such wider populations, difficulties in verifying information and inability to do systematic data disaggregation.

Quantitative data

These are hard data collected in surveys and routine administrative records. Survey

data make aggregation possible (data can be generalized) and allow systematic disaggregation of data (can measure trends within sub-groups), allow comparison over time (particular strength with panel survey data), allow simulation of different policy options and provide results whose reliability is measurable. The weaknesses of survey data include increased occurrence of sampling and non-sampling errors (e.g. in under reporting of income and some expenditure), failure to measure what is not easily quantifiable, inability to capture intra-household allocations, difficulty in measurement of attitudes and behavior (typically uses closed questions), expensive in terms of cost and time required for analysis and the approach is viewed as extractive which is morally questionable.

Combining qualitative and quantitative data

The priority in this area is to clarify how qualitative data will be combined and integrated with quantitative data for policy making at different levels. For instance, participatory approaches can be used to improve questionnaire design by re-phrasing questions and using local units of measurement (area, volume, weight). It is crucial that those who produce qualitative data and those who produce quantitative data work together to avoid producing contradictory results e.g. participatory poverty assessments and survey-based consumption-poverty measures giving contradictory signals as to the direction and/or magnitude of changes in poverty. This occurred in Uganda and is likely to happen elsewhere, since the two sets of techniques use different definitions of 'poverty' and so measure different things.

6.4 Hierarchy of Data Needs

The following pyramid presents a hierarchy of data needs for the country. The top block represents data needs for monitoring PRS indicators e.g. infant mortality rate, maternal mortality rate, employment rate, literacy rate, etc. These indicators are limited.

The middle block of the pyramid represents the data that need to be collected to derive the above indicators. It should be noted that although the above number of indicators is small, a lot of data need to be collected to obtain these indicators e.g. births, deaths, financial statistics, economic statistics, etc.

The last block in the pyramid represents all the other data that do not necessarily feed into the PRS indicators but is nonetheless necessary to run the country e.g. statistics on industrial production, mining and quarrying, construction, national accounts, etc.

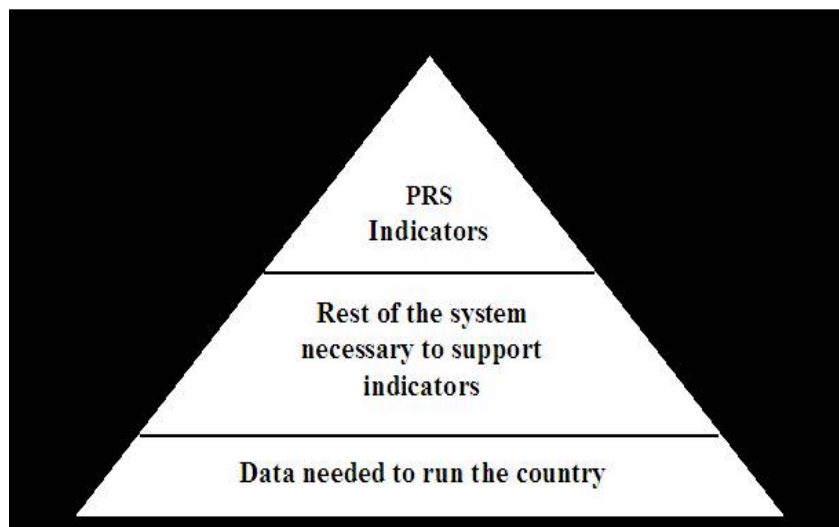
It should be clear from the above that in order for poverty monitoring to be effectively done, the whole National Statistical System has to be strengthened.

Currently, the Poverty Monitoring Task Force has identified only 11 categories of indicators to be monitored in Swaziland. These categories of indicators are given in the following table. Progress in poverty reduction will be measured in two ways: (i) improvement from a baseline, and (ii) attainment of a target. A lot of data will be required to establish baselines and monitor attainment of targets. These data will come from:

- a) 1997 Population and Housing Census,

- b) Various Social-Economic Surveys (e.g. Demographic and Health Survey, Annual Agricultural Survey, Manpower and Labour Force Surveys, etc)
- c) Annual Budget Estimates,
- d) Employment Statistics reports,
- e) Prices and Cost of Living Indices,
- f) Management Information Systems (MISs) of the Ministries of Health, Education, Agriculture, etc.
- g) Participatory Poverty Assessments,
- h) Specific studies by NGOs and Consultants.

Figure 6.1: Poverty monitoring Versus the Statistical System



Challenges

One consistent complaint about the existing statistical data is that they are not current. The challenge for the National Statistical System will be to ensure that data are produced in a more timely manner. The second challenge will be to ensure that data produced by different institutions and in particular, data from Institutional Management Information Systems are consistent with data from household surveys with regard to operational definitions, concepts and classifications as well as data release time tables.

Table 6.2. Categories of poverty monitoring indicators

Category of indicators
1. National and Household income
2. Micro finance
3. Employment
4. Primary health
5. Water and sanitation
6. Land
7. Environment
8. Food security
9. Basic infrastructure
10. Population
11. Basic education
12. Housing
13. Domestic energy

Source: *Poverty Reduction Unit, Ministry of Economic Planning and Development*

7

EXISTING CAPACITY FOR DATA COLLECTION AND MANAGEMENT

7.1 Introduction

What is required to meet data needs identified in Chapter 5 include a National Statistical Organization comprising a National Bureau of Statistics with a broad range of appropriate skills and experience, adequate resources efficiently and effectively managed and deployed, and the authority to lead and coordinate the National Statistical System, and other data producers.

7.2 Existing Capacity at CSO

An assessment of the capacity at CSO was done and it covered its legal authority, organizational structure, resources (financial and other), infrastructure (physical, statistical and IT) and a SWOT analysis.

(a) The Legal Framework

A Statistical Act is essential to underpin the production of official statistics. Currently, CSO is operating under an outdated 1967 Statistics Act. The need for its revision was realized some time back and work to revive it started over 5 years ago. At the time work started to design this Strategic Plan, there were definite proposals for revising the Act. These were taken into account in the revision that has been done.

(b) The Organizational Structure

The organizational structure of CSO looks unconventional. Conventionally, National Statistical Systems are organized by function or subject-matter. It is not clear from the current structure whether the CSO has departments, divisions and sections as is the case with structures of other National Statistical Offices. Figure 7.1 gives the structure of CSO.

According to the organization structure, CSO is headed by a Director. Lower down in the hierarchy is the Principal Statistician, then senior statisticians and Statisticians.

(c) Resources

Human

Currently CSO has a total of 91 establishments. Of these establishments, 93 or 91 % are filled. Of the 8 vacant posts, 7 are for support staff. Of the staff currently in post, 18% are professional while 14% are sub-professional staff. Professional staff are graduates with University degrees in statistics or related fields e.g. demography, computer science, economics, cartography and mathematics. Professional staff operate at a higher level. On the other hand, sub-professionals are holders of diplomas in

various subjects. They generally perform at lower and intermediate levels and moreover in supportive roles to professional staff in such areas as data collection, compilation, computing, etc.

Sixty seven percent (67%) of the staff are support staff who include 1 Secretary, 8 data entry operators, 12 drivers, 5 cleaners, 1 watchman, 1 messenger and 1 telephone operator. Only about a third of the staff (32.5%) are female.

The statistics cadre in Government have an established career path. Professional staff start at the level of Assistant Statistician, then Statistician, then Senior Statistician and Principal Statistician. The sub-professional staff start as Statistical Assistants, then Senior Statistical Assistant.

The staff resources are generally considered inadequate both in terms of numbers but also in terms of skills mix. This has constrained some activities at CSO. For instance, compilation of the Short-term Economic Indicators was suspended in 1999 when the officer compiling it left for school, population projections based on this census have not been finalized, etc. The situation has been made worse by failure of CSO to retain experienced staff.

Financial

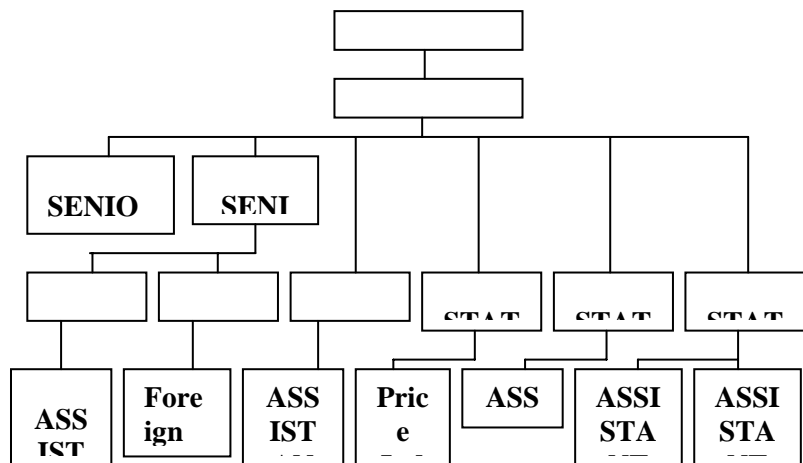
The financial resources for the Office come from both Government and donors. Table 7.1 presents the annual budget for the Office for the period 1996-2003 from Government. Donors have mainly provided technical assistance. The main donors during this period were the Commonwealth and UNFPA.

Table 7.1: Annual budget for the CSO (E)

Source	Financial Year				
	1999/00	2000/01	2001/02	2002/03	2003/04
Government	4,363,694	4,393,181	5,150,906	3,997,437	6,165,341

It can be seen from the table that the subventions from government have been increasing in the last five years though not consistently. For instance, there was a reduction of funds from government in 2002/03 financial year.

Figure 7.1. Current Structure of the Central Statistical Office



(d) Infrastructure

A National Statistics Office that has adequate infrastructure and makes the best use of it is bound to be more successful in discharging its duties than the one whose infrastructure is rudimentary and inadequate. In this section, assessment is made of office infrastructure, statistical infrastructure and IT infrastructure.

(i) Office infrastructure

It was mentioned earlier that organizational effectiveness can be enhanced if staff work in a safe and healthy environment that is conducive to serious work. The CSO is currently housed in three prefabricated buildings that are clearly unsuitable for a modern national statistical office. Apart from being dilapidated, these buildings do not have enough space for a conference/training room, a library, etc. The good news is that Government has decided to move the office to a new building and this will happen in the near future. It is important that the new offices are customized to meet the needs of a modern statistical office including allowing for data security, networking and space for a modern library, a server/computer room, seminar/training room, and space for data storage and offices for staff and advisors/consultants.

(ii) Transport

The office uses a fleet of 37 vehicles which are considered adequate for the current level of operations. These vehicles, however, belong to the Ministry and not CSO as such. This fleet will need to be augmented when large-scale surveys and censuses are undertaken. It is important that best use is made of this fleet of vehicles to keep non-response rates down through personal visits, to verify reported data and to update the information on the business register.

These vehicles are taken as Ministry vehicles and do not carry any CSO writing on them. Such writing would help to advertise the CSO and its activities.

(iii) Statistical infrastructure

A statistical infrastructure is essential for effective operations of a National Statistical Office. The infrastructure comprises a geographical frame for household-based operations, a Business Register for establishment-based operations and population census data.

Geographical frame

In most countries of Africa, the geographical frame which is used as a basis for household-statistical operations comprise a list of Enumeration Areas (EAs) delineated for the population census together with supplementary information about them including number of households and facilities in each one of them. Usually the EAs are mapped and are updated on a continuing basis.

The current geographic frame was created for the 1997 Population and Housing Census by the Cartographic Unit of CSO. The Unit is headed by an experienced

Cartographer seconded from the Surveyor General's Office. He is assisted by two people and the actual mappers are temporary staff who are hired as and when needed. It is expected that for the next round of the Population and Housing Census, preparation of EA maps will be computerized.

Register of Business Establishments

A Register of Business Establishments (RBE) is a comprehensive database holding information on registered business establishments in a country. The RBE usually includes information on: location, type of ownership, legal status, economic activity engaged in and total number of employees engaged. The RBE serves two main purposes. One, it provides information on the number of establishments in the country and their characteristics. Second, it provides a frame for establishment-based censuses, surveys and economic research. A good RBE is a basis for collecting reliable economic statistics in the country.

CSO and other data producers like the Central Bank of Swaziland use different registers of establishments for various censuses and surveys. The need for one Central Business Register has been felt for some time now.

Population data

Population census data are used as a basis for calculating many rates used to monitor socio-economic indicators. The data, therefore, constitute an essential part of the whole national statistical infrastructure. Swaziland last conducted the Population and Housing Census in 1997.

No database for the census has been prepared yet.

(iv) IT Infrastructure

CSO has a Unit responsible for data processing activities, which include data entry, installation and general maintenance of data processing equipment and provision of support for software application and development. All statistical production is done in a PC environment.

Equipment and software

The IT infrastructure includes 28 PCs, 1 server, 12 printers, 1 fax machine, 1 scanner, 3 copiers and 2 map printers. There is a limited Local Area network (LAN) involving only 10 of the 28 computers. This has not enabled effective sharing of IT resources that include data, computers, applications and printers. It has been reported that computer equipment is insufficient and largely outdated. For instance, the PCs are 1-5 years old, printers are 4-12 years old.

The main computer application software used at the Office include CPro (and sometimes IMPS) for data entry, SPSS for data analysis and Microsoft Office for spread sheet and word processing.

Internet access and web site

Although CSO has Internet connectivity, the staff have very limited access to the Internet as access can only be made on only one computer. The staff are, therefore, unable to benefit from global information resources for their own personal professional development and that of the Office CSO has its own website hosted by the Ministry of Economic Planning and development. It uses the web site to disseminate data.

Database

The Office has subject-based datasets such as DHS data, agriculture, etc. but it has not yet developed a database that can hold existing and future datasets. Development of a socio-economic database would eliminate data inconsistencies, make it easier to access data and to do inter-linked analysis, including modeling. In the longer-term, such a database would act as a **central registry** for official statistics in the country.

Staffing

The Data Processing and Publications Unit has only three members of staff but one of them has left for school. This number is insufficient to manage the IT functions of the CSO. For the moment, the Unit would do well with another two professionals.

IT Standards and policies

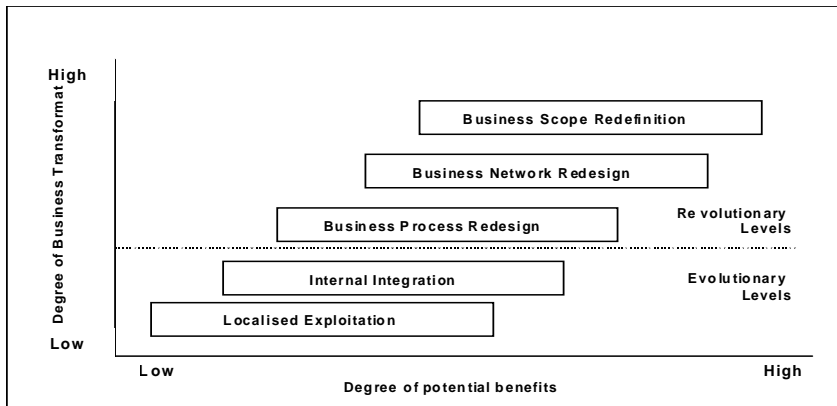
The Office does not have IT standards and policies to provide guidelines on such things as: computer hardware and software, computer replacement, virus protection, use of computers and Internet resources and electronic mail. Partly because of this and also because of inadequate staffing, CSO is not able to maximize benefits from application of IT. Figure 7.2 below shows that there are five levels depicting the degrees of business transformation using IT and associated potential benefits. The first two levels are evolutionary meaning that at those levels, application of IT achieves limited goals (low end on the scale of potential benefits). The next three levels are revolutionary levels which yield progressively substantial benefits to IT application (high end on the scale of potential benefits). Currently, the Office is at localized exploitation stage (lowest stage of IT application) where IT has not been fully integrated into its business processes.

(v) Library

A library is an essential infrastructural component of a statistical institution. It is used as the main depository of textbooks and other reference materials e.g. journals, periodicals magazines, maps etc. CSO does not have its own library but rather it shares a small library with the Ministry of Economic Planning and Development at the Ministry headquarters.

The library is not well equipped, has literally no reading space and is not used much by CSO staff. The need for CSO to have its own library is appreciated.

Figure 7.2. Five levels of IT-Induced Business Transformation



(e) Data Dissemination

CSO does not have a dissemination policy yet. However, it is now subscribing to GDDS. The main dissemination channel is statistical reports. These reports include census and survey reports as well as statistical bulletins, which are produced periodically to give users a whole range of data. The bulletins include the Quarterly Short-Term Economic Indicators and the Annual Statistical Bulletin. Unfortunately due to staff shortages, these publications are not produced in a timely manner as can be seen in table 6.2.

Some data are disseminated through the CSO website. CSO has not started burning CDs for disseminating data.

(e) SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

Need for SWOT analysis

A SWOT analysis was conducted to identify and evaluate:

- (a) controllable activities in functional areas within CSO which are performed especially well (**strengths**) or poorly (**weaknesses**) with a view to building on the organization’s strengths and mitigating or eliminating weaknesses, and
- (b) trends and events which are external to CSO and largely beyond its control (e.g. economic, social, environmental, political, legal, governmental and technological trends and events) but which could benefit (**opportunities**) or harm (**threats**) the organization with a view to taking advantage of opportunities and avoiding or reducing the impact of threats.

Table 7.2 gives a summary of SWOT analysis of CSO, followed by a discussion.

Table 7.2 Summary SWOT Analysis for CSO

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. CSO has a recognized legal mandate on statistics. 2. CSO works with sectoral Ministries to produce national statistics. 3. Unmatched competencies in statistical production 4. Team of young professionals who are change eager. 	<ol style="list-style-type: none"> 1. Outdated Statistics Act 2. Insufficient data user-producer interaction 3. Limited supervision and coordination with sectoral Ministries 4. Inadequate professional staffing 5. Inadequate management skills 6. Inadequate office accommodation 7. Lack of IT strategy 8. Lack of a Data Dissemination Strategy 9. Lack of a Human Resources Development Strategy 10. Poor human resource allocation 11. Inadequate internal communication 12. Lack of staff motivation 13. Lack of timeliness in data release 14. Lack of a Strategic Plan
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Increasing emphasis on the use of statistics 2. General interest in statistics for monitoring among development partners 3. Demand for data and information for Informing Government programmes especially Poverty Reduction Strategy and MDGs. 4. Demand for data and information on non-traditional areas - governance, HIV/AIDS, etc. 5. Access to sub-regional resources and facilities e.g. statistical programmes and training centers 6. Possibilities to share experiences in statistical operations in the sub-region and internationally 7. International standards and frameworks 	<ol style="list-style-type: none"> 2. User despondency in the country 3. Reduced priority for and investment in Statistics 4. Failure to implement a new Statistics Act 5. Failure to implement the Strategic Plan 5. Failure to be innovative and invest in development of new methodologies and products 6. Inability to attract and retain qualified staff 7. Lack of commitment to coordination 8. Destructive rivalry with other data producers

Strengths

The following were identified as the main strengths of the CSO:

CSO has a recognized legal mandate on Statistics

CSO has a recognized legal mandate on Statistics deriving from the Statistics Act (Act 14) of 1967 which, among other things, defines the objectives and functions of the CSO, the statistical information it can collect and powers to collect such information, confidentiality of the information collected, restrictions on disclosure of the information

and penalties for contravention of the provisions of the Act. This mandate is recognized among users and other producers of statistics in the country.

CSO works with sectoral Ministries to produce national statistics

CSO has seconded its staff to a number of Ministries to assist them produce sectoral data. It is through this kind of working relationships that sectoral ministries get to recognize the role of the CSO in the production of statistics.

Huge base of talents

CSO has a multi-talented staff complement with a variety of talents and academic backgrounds. There are statisticians, demographers, economists, sociologists, computer scientists, cartographers, etc. This is a distinctive strength of the CSO to the extent that a modern national statistical office requires a wide range of talents to make it sufficiently versatile and effective.

Unmatched competencies in statistical production

CSO has core competencies or unique capabilities that give it comparative advantage over other organizations in the country in performing certain statistical functions. For instance, there is no organization in the country other than CSO that can compile GDP estimates or conduct a national Population and Housing Census or conduct large-scale socio-economic surveys.

Team of young professionals

CSO is led and manned by a team of young professionals who are change eager and who are prepared to learn new skills of work. To the extent that the office can retain the staff, this gives the office an assurance of long-term service from them. It also augurs well for in-house change process, which is an important aspect of strategic management of the office.

Weaknesses

CSO has many weaknesses that have made the effectiveness of the office much less than it could have been if these weaknesses were not there. The weaknesses need to be mitigated or eliminated altogether for the CSO to be effective. The weaknesses include the following:

Outdated Statistics Act

The CSO is still operating under a 1967 Statistics Act. This act is outdated and no longer able to underpin the role CSO is expected to play, given policy, administrative and economic changes that have taken place in the country.

Insufficient data user-producer interaction

The imperative of regular data user-producer consultations to, *inter alia*, maintain data relevance and prioritize data production cannot be over-emphasized. Discussions with various data users showed that when such consultations have been held, they have not been structured, have been few and far in between. As a result, there has been insufficient analysis of ever changing and increasing demand for statistical data and information. Because of this insufficient needs assessment, there are serious gaps both in the statistical system and data. In addition, client response time in providing some statistical data and information has not been good.

Inadequate statistical advocacy

Statistical advocacy is important for promoting “statistical thinking”, demonstrating the power and use of statistics, promoting a culture of evidence-based policy and decision-making and mobilizing national and international resources for statistics.

CSO has not done enough to advocate for statistics. This can in part be attributed to lack of capacity on the part of CSO staff to carry out advocacy as well as lack of good advocacy tools and materials.

Limited supervision and coordination with sectoral Ministries

Although the CSO has seconded staff to man Statistics Units in different line Ministries, these are not receiving close supervision and guidance from the Bureau. Moreover, there is no surveillance and coordination on standards, classifications, statistical techniques and methodologies used by them. As a result, some duplication and inconsistencies arise among data sets.

Inadequate office accommodation

As was mentioned earlier, the current office for CSO is inadequate and inappropriate. This has not helped to take CSO as a serious government organization. However, the Office will be moving to a new building hopefully with more space than it is now occupying.

Lack of IT strategy

As was mentioned earlier, CSO has no IT policy and strategy to guide its IT and data management operations including standardization of work processes, infrastructure and facilities (hardware, software, maintenance, etc.); provision of access to shared facilities (e.g. administrative tools); connectivity; etc. Lack of the policy and strategy has not enabled CSO to maximize benefits from application of IT and achieve cost-effectiveness in such application.

Lack of a Data Dissemination Strategy and Policy

Statistical data and information have no “intrinsic value” but rather “extrinsic value” which lies in their power to inform processes e.g. planning and monitoring. They, therefore, have no value unless they: reach those who need them, are easily

understood, and are actually used. In particular, they should reach policy makers, planners, implementers and beneficiaries.

It is, therefore, important that a national statistical office should have a well-defined data dissemination policy that provides for form and frequency for releasing statistical data and information and the attendant access. CSO does not have such a policy or strategy in place.

Lack of a Human Resources Development Strategy

For any organization to be effective, it must manage, develop and harness its human resources. CSO does not have a Human Resource Development Strategy (HRDS). This has been a demotivating factor for staff as issues of staff training, career development, staff retention, etc. which are normally addressed by such a strategy have been handled in an ad hoc and clearly unsatisfactory manner.

The absence of a HRDS is reflected in low levels of skills, empowerment and motivation of staff at CSO as well as staff turnover.

Inadequate internal communication

Communication is deemed to be perhaps the most important word in management. It is essential for knowledge management, for transparency in the management of an organization, in explaining strategy as well as its implementation. It also helps to break down the al “silos” in the organization and to enhance synergy.

Internal communication at CSO is inadequate. This has not been helped by lack of an effective Local Area Network (LAN), a Newsletter for the organization and internal seminars and workshops.

Lack of staff motivation

Several missions have observed that staff morale at CSO is relatively low compared to other government agencies. One of the factors is the lack of good prospects for career development.

Lack of timeliness in data release

CSO publishes several reports based on administrative data as well as census and survey data. Some of these publications have a long time lag between the latest reference period of data and the publication date as can be seen in the following table. Lack of timeliness has been attributed to many factors including understaffing, inadequate computer equipment, etc.

Lack of a Strategic Plan

The CSO does not have a Strategic Plan, which would (a) provide a comprehensive framework for assessing and prioritizing user requirements and for coordinating national statistical production with the office providing necessary leadership, (b) developing and

sustaining capacity necessary for the production of national statistics and for providing efficient and demand-driven statistical services, and (c) providing a guide to Government and donors as to areas and levels of support required.

Table 7.3: CSOs list of publications

No.	Title	Availability	
		Frequency	When last published
1	Annual Statistical Bulletin	Annual	1999
2	Annual Agricultural Statistics	Annual	2001/02
3	Census of Agriculture	Decennial	1992/93*
4	Census of Industries	Annual	1995
5	Education Statistics	Annual	2001*
6	Employment and Wages	Annual	1998*
7	Population Census Reports	Decennial	2001
8	National Accounts	Annual	2000
9	Health Statistical Report**	Annual	2000
9	Swaziland Statistical News (with CPI)	Monthly	September 2003
10	Short-term Economic Indicators	Quarterly	1999
11	Income and Expenditure Survey Report	5 yearly	1995

* *Latest reports are due late 2003*

** *Although the report is released by the Ministry of Health, it is compiled by CSO staff seconded to the Ministry*

Opportunities

The following main opportunities have been identified for development of national statistics:

Increasing emphasis on the use of statistics

The Government of Swaziland is now placing increasing emphasis on the use of statistics in the formulation and monitoring of policies. With the development of its Poverty Reduction Strategy (PRS) the Government will need to collect and publish statistics to demonstrate progress against targets and also to plan and monitor the implementation and success of policies developed to achieve the targets.

Opportunities to share experience and facilities in the African region and beyond

Many opportunities exist in the sub-region, African region and beyond for sharing experiences, good practice and facilities with other countries. In the sub-region, a SADC Statistics Committee (SSC) coordinates the development of statistics in member countries by contributing to the harmonization process of SADC statistics; enhancing

the cooperation between national statistics organizations in order to rationalize the use of two critical resources: regional expertise and external financing; improving the capacity building process in the national statistics organizations; and creating a network of knowledge partnership for statistics in SADC region. At the level of COMESA, CSO has benefited from using institutions like East African Statistical Training Centre (EASTC) in Dar es Salaam, Tanzania and the Institute of Statistics and Applied Economics (ISEA) at Makerere University in Uganda to train its personnel in official statistics at sub-professional and professional level respectively.

At the level of the African region, CSO has been involved in the activities of the Statistics Division of the Economic Commission for Africa including hosting regional workshops and attending regional meetings.

CSO was a member of the United Nations Statistical Commission from 1987 to 1991. Through the meetings and reports of the Commission, CSO was able to benefit from sharing experience with countries in and outside Africa.

International Frameworks

There are a number of international frameworks on statistical development that the Bureau can get off the shelf and use. These include, among others, the United Nation's Fundamental Principles of Official Statistics, Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s, the IMF's Special Data Dissemination Standard (SDDS) which identifies best practices in the dissemination of economic and financial data and its companion General Data Dissemination System (GDDS).

These and similar frameworks should be accessed and effectively used to improve the quality of national statistics.

International partnerships for statistical development

In the last few years, there has been an increase in international cooperation and partnerships for statistical development to respond to the unprecedented demand for statistics and development indicators in developing countries. One of the leading catalysts in this process is the PARIS21 consortium established in 1999. PARIS21 is a partnership comprising policy makers and statisticians from donor and developing countries, international organizations, professional bodies and academic institutions.

PARIS21 works through: partnerships by bringing together donors and Governments in support of country-owned development strategies; advocacy by demonstrating the power of and use of statistics for policy decisions; resources by assisting to mobilise both national and international resources to enable collection of right information for policy making and especially for informing anti-poverty strategies and programmes; information by providing a platform for open debate, sharing of knowledge and for fostering co-ordination; and strategies by assisting countries to develop well-managed, resourced and sustainable statistical capacity, and by better use of data as a tool for more effective development.

PARIS21 inspired initiatives are funded by the Trust Fund for Statistical Capacity Building (TFSCB) established by the Development Data Group of the World Bank to

strengthen the capacity of statistical systems in developing countries. Consultants assisting to design the Strategic Plan were supported by the TFSCB.

Advances in IT

Advances in information technology (IT) have made IT hardware more powerful, cheaper and accessible. These advances have also shrunk time and space. These advances provide great opportunities for improving the way data are collected, processed, stored and disseminated to users. In particular, data processing has been speeded up to improve on timeliness, large datasets can be stored, databases can be created, platforms and networks can be created for sharing equipment and information, more imaginative and attractive statistical products can be produced, etc.

It is important that CBS harnesses these advances in IT to improve its performance.

Risks

Possible risks to the development of national statistics include, among others:

(a) Political interference

Political interference can badly affect the credibility and integrity of official statistics. This point was stressed by Rt. Hon. Clare Short, the then British Secretary for International Development. In 1999 she said, “*Statistics need to be independent of the political processes and people need to have confidence in them. Politicians may not like this but the threat to democracy is great if honest, independent statistics are not produced*”²⁴. This risk will be avoided by underpinning production of national statistics with a Statistics Act that provides, *inter alia*, for professional independence of the CBS and de-linking it from the mainstream Civil Service.

(b) Inadequate funding by Government

Perhaps one of the biggest risks is failure by government to give priority to statistical development and hence not providing adequate funding to the Bureau to carry out its functions. This threat will be minimized by carrying out sensitization and awareness programmes as well as keeping abreast of changing Government requirements for statistical information.

(c) Inability to attract and retain staff

CBS continues to lose high level and skilled statistical personnel to other Government Departments or to other institutions in search of better paying jobs. This has had

²⁴ *Rt. Hon. Clare Short: Statistics for the Elimination of World Poverty, Speech given in Paris, November 1999*

deleterious effect on the Office in terms of sustaining capacity for statistical production. It should be mentioned that this is a common problem in Government institutions.

The threat of high staff turnover will be stemmed by providing for a semi-autonomous agency that will provide for the recruitment of staff on merit; define their career path; and develop, motivate and remunerate them appropriately. There will also be an ongoing training programme.

(d) Lack of commitment to coordination, collaboration, networking and information sharing

There is a threat that the “silo mentality” among data producers will make commitment to coordination, collaboration, networking and information sharing a pipe dream and that the factors driving coordination e.g. common audiences, publications requiring synchronizing outputs, etc, will not be there.

This risk will be minimized by CBS playing its coordinating role proactively through sensitization and training, and articulating the virtues of coordination, collaboration, networking and information sharing.

7.3 Existing Capacity in Other Institutions

As was mentioned earlier, the CSO is not the only institution that collects data. In order to find out the capacity of other institutions that collect/compile data, interviews were held with officials at the Ministry of Agriculture, Ministry of Education, Ministry of Health, Central Bank of Swaziland, Ministry of Enterprise and Employment and the Ministry of Finance (Department of Customs and Excise).

Ministry of Agriculture

The Ministry of Agriculture and Cooperatives has two parallel systems for data collection – one that collects agricultural data and one that collects livestock data.

Agricultural data: Agricultural Reporting Service (ARS) that collects a variety of food and agricultural data. The ARS mainly uses its extensive network of field staff to file reports at regular intervals of time. Usually the reports are filed every month using a National Early Warning Form. Using the form, the Extension Field Staff collect data on area planted, crop stage, adverse effects, crop condition, expected production, input use (fertilizer, seed, other), price of maize and daily rainfall. The staff are trained at the beginning of each season. In addition, the Ministry works closely with the Agrometeorological Department for detailed data and agrometeorological reports. It also carries out spot surveys for food security purposes and monitors livelihoods of the farming community.

The data are processed at the Early Warning Unit for Food Security and used to produce a Food Security Update. The Update reports on agro-meteorological conditions, crop condition, pasture and livestock condition, food security outlook for the marketing year, the food balance sheet for the nation and specific messages to farmers on when to plant and what variety of crop to plant. The Update is distributed widely.

There is a feeling at the Ministry that the data collected from annual agricultural surveys lacks timeliness and is insufficiently analyzed.

Livestock data: The Department of Veterinary Services of the Ministry carries out an annual livestock census based on 700 odd dip tanks which are spread all over the country. In addition to cattle, data are collected on sheep and goats as well as other household data for those households which own and dip livestock.

In 1975, the Data Processing Unit of the Department developed a database for centralized record keeping and data processing. The data are reported in a livestock report and used by different types of users e.g. CSO, Central bank, University and international community. The reports are also distributed at sub-regional levels.

The data resources in the database are not accessed as much as they should mainly because the database has not been advertised.

Data management at the Ministry: While the Ministry has a Planning Department, it does not have a Statistics Unit. Such a Unit is necessary to rationalize data production and management in the Ministry, minimize fragmentation in the way data are produced and managed and create synergy in data production. A Ministry-wide database will be crucial to improve data access and analysis.

Ministry of Education

The education sector has received prominence in the PRSAP. Poverty in this sector is reported to manifest itself in many ways including low enrolment, low progression, high dropout rates, poor performance, poor attendance, poor learning environment, etc.

The Ministry of Education (MOE) has recently established an Education Management Information System (EMIS). The EMIS has four members of staff including one statistician recruited by the Ministry and 4 temporary data entry operators. Education statistics are collected in an annual school census. The questionnaires are designed jointly with CSO and sent to schools (both government and private schools). They are filled by head teachers and then returned to the Ministry. Originally, the head teachers were given some training on how to fill the questionnaires. When the questionnaires are received, they are handed over to CSO for data processing and reporting.

It was reported that the response rate from the census is very good. Also the collected data are believed to be accurate. However, due to limited capacity, CSO takes a long time to process, analyze and produce a report on the sector. For instance, the last report came out in 2001.

It was reported that the coordination between the Ministry and the CSO is not as good as it could be. There is also a feeling at the Ministry that more timely data would be produced if it handled the whole process of producing education statistics. It would still have to consult CSO on methodology and standards. Already, the Ministry has recruited 4 data entry operators who need training. It has pre-tested an updated questionnaire that takes into account current demand for data.

Ministry of Health

The PRSAP also recognizes that meeting the health needs of the poor is important for preventing increase in poverty. Statistics on the health sector are produced by the Statistics Unit at the Ministry of Health. The Unit is manned by a Statistician, an Assistant Statistician, a Data Clerk and a Health Information Officer (data entry operator). The professional staff are seconded to the Ministry by the CSO.

A Health Management Information System (HMIS) was established in 1992. Two instruments are used to collect data, namely a Form for Outpatients and a Form on Admissions and Discharge. These forms are sent to all health facilities (both government and private). At the facilities, the forms are filled by Records Clerks who then pass on both the forms and some captured data to the Health Information Officer at the regional level. This is because not all data is captured at facility level. If data entry will not have been done or completed, this is done at the regional level. No data analysis is done at regional level and all data and forms are passed on to the Ministry headquarters where analysis is done and a report is written. The latest report was released in 2000. Data users are not involved in the analysis of the data. Data users in the Ministry reported that current data are not useable for decision-making and monitoring public health indicators due to quality problems and lack of timeliness. It was also reported that life tables from the 1997 Census and the life tables produced by WHO are different.

It was reported that Health Information Officers at facility level are not trained. And it was only recently that with the assistance of WHO, Health Information Officers at regional level were given training in data analysis. In future, they will be expected to do data analysis and write regional reports.

Lack of supervision in data collection at lower levels was also reported to be a problem. Another problem that was reported to be affecting the statistical work of the Ministry is the low capacity of computers and lack of transport to supervise data collection.

Another source of data in the Ministry is the Integrated Disease Surveillance Programme, which was started with assistance from WHO in 2002. The programme, which covers 11 priority disease conditions, also generates some data.

Central Bank of Swaziland

The Central bank of Swaziland is a major stakeholder in the national statistical system. The Bank is a major user of statistics especially financial and economic statistics. However, it is also a producer of statistics.

The Research Department is responsible for the statistics function at the Bank. As a user of data, the Bank would like CSO to produce data in a more timely manner. The Bank would also like CSO to produce quarterly National Accounts, make population projections, produce other indexes e.g. Purchasing Power Parity (PPP) and whole sale producer index, etc.

The Bank produces balance of payments statistics based on custom's data. CSO has a Statistics Unit at Customs Department which helps the Department compile data on imports and exports. Because these data lack timeliness, the Bank carries out its own surveys to get early indications on various indicators. It revises its estimates when it gets the final figures from CSO.

The Bank works closely with the CSO and appreciates its constraints in data production. However, there is a feeling at the Bank that there is duplication of effort and overburdening of data producers with questionnaires from CSO and the Bank, which collect virtually the same type of information. Given that CSO has a work overload, it should rely on the Bank to collect data from commercial banks and other financial institutions.

Ministry of Enterprise and Employment

The Labour Department has a Statistics Unit which was started in 1996 at the recommendation of the International Labour Organization (ILO) made in 1995. The Unit is manned by staff seconded by CSO, including a statistician, a statistical assistant and 2 statistical clerks.

The Unit conducts an annual Employment and Earnings Survey. This is mainly a postal survey which CSO designs. The survey is based on an Establishment Register with about 2,000 establishments, which is updated using business licenses and data from the Swaziland Provident Fund. All employers are required to contribute to the fund. While the register is supposed to be updated all the time, the current register was last updated in 1999. So it is quite outdated.

The data are analyzed and a survey report produced with a time lag of 2 years. The last report was produced in 2000 and the latest report is expected by the end of 2003. This time lag has been attributed to handling of non-response. In order to reduce non-response, follow-ups have to be made. However, resources especially transport for making the follow-up are not adequate. Another constraint which was reported is the outdated computers which the Unit uses. The Unit uses dbase IV but wants to migrate to Microsoft Access.

Customs Department

The Department of Customs and Excise in the Ministry of Finance has a Statistics Unit manned by 2 statisticians and a statistical assistant from CSO. The Unit uses 10 Customs Officers to capture data.

Customs Forms from 15 border posts of which 5 are the busiest, are brought every fortnight to headquarters for central processing. The Unit uses 13 computers, which were reported to be old and slow. Swaziland is a member of the Common Market for Eastern and Southern Africa (COMESA). COMESA has been promoting harmonization of external trade statistics in member countries. CSO has been supported by COMESA in its development of external trade statistics. This support has included, among other things, training and EUROTRACE software package that is used to manage external

trade data. The package was developed by CESD-Communautaire on behalf of the Statistical Office of European Community (EUROSTAT).

This package allows:

- more rapid access to data,
- avoidance of repetitive manual calculations,
- thus reducing the risk of errors,
- easier detection of recording errors,
- reduction in time taken to prepare provisional statistics,
- management and storage of long series of historical data.

The Unit does not write reports but rather it submits to CSO tabulated data for analysis and reporting in the Annual Statistical Bulletin. The main problem with data from Customs Department is lack of timeliness.

PART THREE

ANNEXES

ANNEX I

A LOGICAL FRAMEWORK MATRIX

OUTPUTS	ACTIVITIES	INDICATORS	MEASURES/ VERIFICATION	ASSUMPTIONS	
<u>CORE OBJECTIVES</u>					
1. To create a National Bureau of Statistics capable of producing required data, coordinating and supervising the National Statistical System (NSS)					
2. To strengthen the NSS to that it can meet the information requirements for the PRSAP and MDGs					
A National Bureau of Statistics created capable of coordinating and supervising the NSS and meeting user needs	Assess user needs	Number of user needs assessment undertaken	Progress Reports	Government commitment	
	Develop a work programme	Work programme implemented	Review Reports	Commitment of development partners	
	Develop a capacity building programme	Capacity building programme implemented			
	Assess user satisfaction	Increased user satisfaction	User surveys		
Strategic Objective 1: Improvement of public awareness about the role and importance of statistics					
1.1	Awareness about statistics created	Awareness/sensitization campaigns	Greater awareness about statistics effectively created	Progress Reports Review Reports User Surveys	A responsive clientele and public
1.2	Profile of statistics raised	Image building programme			
1.3	Bureau positioned in Government and public eye	Statistical advocacy programmes	Increased resources for statistics		
1.4	Increased use of statistics in evidence-based policy, decision-making and planning	Improve quality of statistics	Higher quality statistics judged by established standards		
		Improve data analysis and reporting	Increased demand for statistics		
		Improve dissemination	Number of statistical products disseminated		
Strategic Objective 2: Updating Statistical Legislation					
2.1	Statistical operations supported and enhanced	Promulgation of a new Statistics Act	New Statistics Act promulgated	Progress Reports	Cabinet Support
2.2	Integrity and credibility of official statistics enhanced			Review Reports	Responsive Parliament
Strategic Objective 3: Development and promotion of an effective National Statistical System (NSS)					
3.1	Enhanced capacity for data production and use	Define the NSS in new Act	NSS defined	Progress Reports	Data users appreciate their role and are prepared to play it
		Audit and backstop Statistics Units in line Ministries	Number of audits done Number of backstoppings done		
		3.2	Improved arrangements for coordination, collaboration, networking and information sharing		
3.3	Improved data consistency and integration	Promote use of common concepts, standards and classifications	Compendium of Common Concepts, Standards and Classifications	Progress Reports	Will among data producers to use agreed concepts, definitions and classifications
		Assist to establish Statistical Units in line Ministries	Number of Statistics Units established		

		Provide technical back-up to line Ministries	Number of backup services provided	Technical Reports	Responsive data suppliers
		Coordinate and integrate data from different sources	Integrated data		
3.4	Improved data producer/supplier relationships	Awareness programmes targeting data suppliers	Increased response rate		
Strategic Objective 4: Development of an effective National Bureau of Statistics					
4.1	A safe and healthy working environment for staff	Move Bureau to new offices	Bureau moved to a more congenial building	Progress Reports	Effective leadership
4.2	Improved statistical infrastructure	Expand and strengthen the statistical infrastructure	Statistical infrastructure expanded and strengthened		
4.3	IT aligned with statistical Operations	Design an IT policy and strategy	IT policy and strategy established	Technical Reports	Government commitment
		Increase IT knowledge-base	IT knowledge base increased		
		Establish a Local Area Network (LAN)	A LAN established		
4.4	Improved statistical governance	Create a national socio-economic database	National socio-economic database created	Review Reports	Commitment of development partners
		Create a culture of sharing and teamwork	Improved sharing and teamwork		
		Improve knowledge management	Knowledge management improved		
		Maximize benefits from technical assistance	Benefits from technical assistance maximized		
4.5	Synergy and cost-effectiveness achieved	Coordinate and integrate statistical activities	Statistical activities coordinated and integrated		
4.6	Skills base expanded	Establish a training programme	Training programme established and implemented		
4.7	Performance-oriented culture	Reward merit	Merit systems established		
Strategic Objective 5: Improve data quality					
5.1	Give the products of the Bureau a stamp of quality and authority	Create a culture of data quality	Greater quality awareness created	Progress reports	A culture of quality consciousness will be developed
		Improve statistical infrastructure	Statistical infrastructure improved		
		Better assessment of user needs to stay relevant	Number of user assessments carried out		
		Improve sample selection	Adequate samples available		
5.2	Enhance data usability and engender more confidence in official statistics	Improve design of instruments	Better survey instruments	Technical Reports	Data users will be able to assess quality of products
		Improve training of field staff	Number of field staff trained		
		Reduction of non-response rates	High response rates		
		Promote use of best methods	Number of activities using better methods		
		Provide more disaggregated data	Levels of data disaggregation		
		Develop a dissemination policy and programme and sticking to it	Release calendar established		
		Statistical collections produced according to release calendar			Improvements in data quality will lead to increased use of data
Strategic Objective 6: Development of human capacity and institutional effectiveness					
6.1	Improved staff recruitment and promotion	Develop criteria for staff recruitment and promotions	Criteria for staff recruitment and promotions established & used		
		Advertise all posts to be filled	Number of staff recruited		
6.2	Critical mass of personnel at the Bureau	Develop and implement a training programme	Training programme developed and implemented		
		Carry out other training at different	Number of staff trained at		

		levels (short-term and long-term)	different levels		
		Undertake seminars and study tours	Number of seminars and study tours undertaken		
6.3	Motivated staff	Streamline the career path	Career path streamlined	Progress reports	Government commitment Commitment of development partners
		Facilitate staff	Improved environment in which staff work	Annual Reviews	
		Reward quality and promote professionalism	Promotions based on merit Achievement awards		
6.4	Improved management systems	Develop Terms and Conditions of Service	Terms and Conditions of Service developed	Terminal Report	
		Develop Financial Regulations	Financial Regulations developed		
		Develop Accounting Guidelines	Accounting Guidelines developed		
		Develop Procurement Guidelines	Procurement Guidelines developed		
		Develop a Management Information System	MIS developed		
6.5	More office space	Acquire more space in new building	More office space acquired		
6.6	More equipment & transport for the Bureau	Procure more equipment & transport	Number of items of equipment and transport procured		
Strategic Objective 7: Improve Data Analysis and Reporting					
7.1	Add value to data	Build analytical capacity at the Bureau	Improved data analysis	Progress reports	Analytical capacity available in other institutions
7.2	Produce more innovative, value added and targeted statistical products	Write short thematic reports	Number of thematic reports produce	Annual Reports	
		Collaboration with subject-matter specialists in different institutions	Joint analyses carried out and reports written		
7.3	User-friendly products				
Strategic Objective 8: Improving data dissemination and access					
8.1	Information reaches those who need it	Develop a dissemination policy and programme and sticking to it	A dissemination policy developed and used	Progress reports	Capacity to use different dissemination media
8.2	Information is understood	Use different dissemination media	Data disseminated	Annual Reports	
8.3	Information is used	Promote use of information	Increased Information use		
8.4	Improved information access	Develop a socio-economic database	Socio-economic database developed		

ACTIVITY		2004/05				2005/06				2006/07				2007/08				2008/09			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4	INFORMATION TECHNOLOGY (IT)																				
4.1	Data processing																				
4.2	Computer Maintainance																				
4.3	Database Maintenance																				
4.4	Local Area Network Maintenance																				
4.5	Website site maintenance																				
5	METHODOLOGICAL DEVELOPMENT																				
5.1	Informal Sector																				
5.2	Methodology for Quartely GDP																				
5.3	Development of Producer Price Indexes																				
5.4	Development of Trade Indexes																				
5.5	Agricultural Production																				
5.6	Poverty Analysis																				
5.7	Poverty Mapping																				
5.8	Improvement of a Central Business Register																				
5.9	Creating a Master Sample for Households Swaziland																				
5.10	Regional Data Development and Reporting																				
5.11	Social Accounting Matrix																				
6	COORDINATION AND ADVOCACY																				
6.1	Producer/Producer Consultations																				
6.2	User/Producer Consultations																				
6.3	Coordination arrangements																				
6.4	Producer/Producer Workshop																				
6.5	User/Producer Workshop																				
6.6	User/Producer Workshop - Regional																				
6.7	Africa Statistics Day																				
6.8	Standardization of Concepts, Definitions and Classifications																				
7	OTHERS																				
7.1	Compilation of National Accounts																				
7.2	Implementation of the the New System of National Accounts																				
7.3	Implementation of Industrial codes and ISIC Rev. 3 for Labour																				
7.4	Input/Output Tables Analysis																				
7.5	Updating the Central Business Register																				
7.6	Implementation of GDDS																				
7.7	Updating the Master Sample																				
7.8	GIS Capability																				
7.9	Digitization of all E.As and cluster maps (GIS)																				
7.10	Strengthening the Vital Registration System																				
7.11	Collection of data for Quarterly GDP																				
7.12	Implementation of ICP Project																				
8	PUBLICATIONS																				
8.1	Annual Agricultural Statistics																				
8.2	Timber Statistics																				
8.3	Annual Education Statistical Report																				
8.4	National Accounts Report																				
8.5	Monthly Statistical Bulletin																				
8.6	National Accounts Report																				
8.7	Census of Industries Report																				
8.8	Quarterly Statistical Bulletin																				
8.9	Swaziland in Figures																				
8.10	Annual Statistical Bulletin																				

NB: Two major publications are to be released late 2002/03 - Income and Expenditure Survey Report and Population Projections Report

LEGEND

ANNEX IV
WORK PROGRAMME TARGETS AND BUDGET (2004/05-2008/09)

		QUANTITY						COST (E '000)							
		Freq	2004/05	2005/06	2006/07	2007/08	2008/09	Total	Rate	2004/05	2005/06	2006/07	2007/08	2008/09	Total
1	SECONDARY COMPILATION														
1.1	Economic and Financial Statistics														
1.1.1	Public Finance	Quarterly	4	4	4	4	4	20	0.5	0.5	0.65	0.8	0.9	1.1	3.95
1.1.2	Banking	Quarterly	4	4	4	4	4	20	0.5	0.6	0.7	0.9	1.1	1.5	4.8
1.1.3	Foreign Investments	Quarterly	4	4	4	4	4	20	0.6	0.7	0.7	0.8	0.9	1.0	4.1
1.1.4	External Trade	Quarterly	4	4	4	4	4	20	0.5	0.6	0.9	1.1	1.2	1.5	5.3
1.1.5	Tourism	Quarterly	4	4	4	4	4	20	0.8	1.0	1.3	1.7	1.9	2.1	8
1.1.6	Agriculture	Annual	1	1	1	1	1	5	0.5	0.5	0.6	0.6	0.7	0.8	3.2
1.1.7	Environment Statistics	Annual	1	1	1	1	1	5	0.5	0.5	0.6	0.6	0.7	0.8	3.2
1.1.8	Compile Cooperatives Statistics	Quarterly	4	4	4	4	4	20	0.3	0.3	0.5	0.7	0.9	1.1	3.5
1.1.9	Energy	Quarterly	4	4	4	4	4	20	0.4	0.5	0.7	0.9	1.1	1.3	4.5
1.2	Population and Social Statistics									0	0	0	0	0	0
1.2.1	Health statistics	Quarterly	4	4	4	4	4	20	10	12	15	16	17	19	79
	Crime Statistics	Quarterly	4	4	4	4	4	20	0.5	0.6	0.6	0.7	0.9	1	3.8
1.2.2	Sub-total									17.8	22.25	24.8	27.3	31.2	123.35
2	SURVEYS														
2.1	Economic and Financial Surveys														
2.1.1	Monthly Price Survey for Consumer Price Index	Monthly	12	12	12	12	12	60		26	26.3	28.7	31.3	34.1	146.4
2.1.2	Monthly Survey of Hotels, Lodges, etc.	Monthly	12	12	12	12	12	60		23	25	27	29.4	32	136.4
2.1.3	Quarterly Indicator Survey	Quarterly	4	4	4	4	4	20		15	1.6	1.9	2.1	2.5	23.1
2.1.4	Integrated Survey of Businesses														
2.1.5 >>	Banks and Financial Institutions	Annual	1	1	1	1	1	5		0.4	0.5	0.5	0.5	0.6	2.5
2.1.6 >>	Hotels, Restaurants and Bars	Annual	1	1	1	1	1	5		1.4	1.5	1.7	1.7	1.8	8.1
2.1.7 >>	Industries	Annual	1	1	1	1	1	5		1.5	1.7	1.8	1.9	2	8.9
2.1.8 >>	Insurance Companies	Annual	1	1	1	1	1	5		0.3	0.3	0.4	0.4	0.4	1.8
2.1.9 >>	Real Estate Companies	Annual	1	1	1	1	1	5		0.9	1	1.1	1.1	1.2	5.3
2.1.10 >>	NGOs	Annual	1	1	1	1	1	5		0.6	0.6	0.7	0.7	0.7	3.3
2.1.11 >>	Service Industries	Annual	1	1	1	1	1	5		2.9	3.2	3.5	3.7	3.8	17.1
2.1.12 >>	Transport Industries	Annual	1	1	1	1	1	5		2.5	2.7	3	3.1	3.2	14.5
2.1.13 >>	Construction Engineering	Annual	1	1	1	1	1	5		0.9	1	1.1	1.1	1.1	5.2
2.1.14 >>	Distribution and Commerce	Annual	1	1	1	1	1	5		4	4.4	4.8	5	5.2	23.4
2.2	Labour Surveys														
2.2.1	Labor Force Survey and Informal Sector Survey	Periodic	1					1	2,000		2,000				2000
2.2.2	Employment and Wages Survey	Quarterly	4	4	4	4	4	20		8	8.8	9.6	10	10.4	46.8
2.3	Integrated Agricultural Survey														
2.3.1	Annual Agricultural Survey	Annual	1	1	1	1	1	5		1320	1452	1597	1757	1934	8060
2.3.5 >>>	Individual Tenure Farm (ITF)	Annual	1	1	1	1	1	5							
2.3.6 >>>	Timber Statistics Survey	Annual	1	1	1	1	1	5							
2.4	Population and Social Surveys														
2.4.1	Demographic & Health Survey	Periodic		1				1	2500		2500				2500
2.4.2	Demographic & Housing Survey	Periodic	1					1	2500	2500					2500
2.4.3	Household Budget Survey	Periodic			1			1	2500		2500				2500
	CWIK Survey)	Periodic		1			1	3	550		550		750	900	2200
2.4.4	Sub-total									3907.4	6580.6	4182.8	2599	2933	20202.8
3	CENSUSES														
3.1	Census of Agriculture (processing, analysis & reporting)	Decennia	1					1	2,500	2,500					2,500
3.2	Archiving 1997 Population Census data	Periodic		1				1	7.3		7.3				7.3
3.2	2007 census mapping preparatory work	Periodic		1				1	3000		3000				3000
3.3	2007 Population and Housing Census	Periodic		1				1	7500			500	2500	4500	7500
3.4	Annual School Census	Annual	1					1	50	50	54				104
	Sub-total									2550	3061.3	500	2500	4500	13111.3

		QUANTITY						COST (E '000)							
		Freq	2004/05	2005/06	2006/07	2007/08	2008/09	Total	Rate	2004/05	2005/06	2006/07	2007/08	2008/09	Total
4	INFORMATION TECHNOLOGY (IT)														
4.2	Computer Maintainance	Various								15	10	10	25	8	68
4.3	Database Maintenance	Various								40	15	13	10	5	83
4.4	Local Area Network Maintenance	Various								50	30	10	10	10	110
4.5	Website maintenance	Various								24	50	39	24	24	161
	Sub-total									129	105	72	69	47	422
5	METHODOLOGICAL DEVELOPMENT (Technical Assistance)														
5.1	Informal Sector/Labour Force Survey	Month(s)		1				1	132		132				132
5.2	Methodology for Quartely GDP	Month(s)			2			2	132			264			264
5.3	Development of Producer Indexes	Month(s)	1					1	132	132					132
5.4	Development of Trade Indexes	Month(s)			1			1	132					132	132
5.5	Agricultural Statistics	Month(s)		1	1			2	132		132	132			264
5.6	Poverty Analysis	Month(s)		1	1			2	132		132	132			264
5.7	GIS and Poverty Mapping	Month(s)		1	1			2	132		132	132			264
5.8	Improvement of a Central Business Register	Month(s)	1					1	132	132					132
5.9	Creating a Master Sample of all Households in Swaziland	Month(s)	1					1	132	132				132	264
5.10	Regional Data Development and Reporting	Month(s)	1					1	132		132				132
5.11	Social Accounting Matrix	Month(s)				2	1	3	132				264	132	396
	Sub-total		4	4	6	2	1	17		396	660	660	264	396	2376
6	COORDINATION AND ADVOCACY														
6.1	Producer/Producer Consultations	Various	2	2	2	2	2	10	0.5	0.5	0.7	0.7	0.9	1.0	3.8
6.2	User/Producer Consultations	Various	2	2	2	2	2	10	1.5	1.5	2	2	3.5	4	13
6.3	Coordination arrangements	Periodic	1	1	1	1	1	5	5	5	7	9	13	15	49
6.4	Producer/Producer Workshop	Periodic	1	1	1	1	1	5	10	10	12	14	15	16	67
6.5	User/Producer Workshop	Periodic	1	1	1	1	1	5	15	15	17	19	19	20	90
6.6	User/Producer Workshop - Regional	Periodic	4	4	4	4	4	20	30	30	32	36	40	44	182
6.7	Africa Statistics Day	Periodic	1	1	1	1	1	5	10	10	12	14	16	20	72
6.8	Standardization of Concepts, Definitions and Classifications	Months		2				2	60		60				60
	Sub-total									72	142.7	94.7	107.4	120.0	536.8
7	OTHERS														
7.1	Compilation of National Accounts	Periodic	1	1	1	1	1	5		38.9	42.3	47.1	51.8	56.9	237
7.2	Implementation of the the New System of National Accounts	Periodic	1	1	1	1	1	5		1.5	2	2	3.5	4	13
7.3	Implementation of Industrial codes and ISIC Rev. 3 for Labo	Periodic	1	1	1	1	1	5		0.5	0.7	0.7	0.9	1.0	3.8
7.4	Input/Output Tables Analysis	Periodic		1				2				3	4	4	11
7.5	Updating the Central Business Register	Continuous										2	3.5	4	9.5
7.6	Implementation of GDDS	Continuous								1	1.5	2	2.5	3	10
7.7	GIS Capability	Peridoc	1					1		1.5	2	2	3.5	4	13
7.8	Digitization of all E.As and cluster maps (GIS)	Periodic	1					1		5	7	9	13	15	49
7.9	Strengthening the Vital Registration System	Periodic	1					1		1.5	2	2	3.5	4	13
7.10	Collection of data for Quarterly GDP	Quarterly								15	17	19	19	20	90
7.11	Implementation of ICP Project	Continuous								5	7	9	13	15	49
	Sub-total									69.9	81.5	97.8	118.2	130.9	498.3
8	PUBLICATIONS														
8.1	Annual Agricultural Statistics	Annual	1	1	1	1	1	5		24	26.4	29	31.9	35.1	146.4
8.2	Timber Statistics	Annual	1	1	1	1	1	5		8	8.8	9.7	10.7	11.8	49
8.3	Annual Education Statistical Report	Annual	1	1	1	1	1	5		10	11.5	13	13.5	14	62
8.4	National Accounts Report	Annual	1	1	1	1	1	5		32.5	35.75	39	42.25	45.5	195
8.6	Census of Industries Report	Annual	1	1	1	1	1	5		32.5	35.75	39	42.25	45.5	195
8.7	Quarterly Statistical Bulletin	Quarterly	4	4	4	4	4	20		7	7.7	8.4	9.1	9.8	42
8.8	Swaziland in Figures	Annual	1	1	1	1	1	5		6.5	8	10	12	15	51.5
8.90	Annual Statistical Bulletin	Annual	1	1	1	1	1	5		12	15	18	21	23	89
8.10	Individual Tenure Farm Report	Annual	1	1	1	1	1	5		8	8.8	9.7	10.7	11.8	49
	Sub-total									140.5	157.7	175.8	193.4	211.5	878.9
	OVERALL TOTAL									7282.6	10811.05	5807.9	5878.3	8369.6	38149.45

NB: Two major publications are to be released late 2002/03 - Income and Expenditure Survey Report Projections Reportand Population

LEGEND



Continuing Activities
 Activities to be handed over to other data producers
 New Activities

ACTIVITIES	NUMBER/QUANTITY						COST (E '000)						
	2004/5	2005/6	2006/7	2007/8	2008/9	Total	Rate	2004/5	2005/6	2006/7	2007/8	2008/9	Total
3.4.1 Vehicles	8	0	0	0	6	14	236	1888	0	0	0	1416	3304
Sub-Total								6122.65	6146	6832	704	1629	21433.65

ACTIVITIES	NUMBER/QUANTITY						COST (E '000)						
	2004/5	2005/6	2006/7	2007/8	2008/9	Total	Rate	2004/5	2005/6	2006/7	2007/8	2008/9	Total
4.0 OTHER TECHNICAL ASSISTANCE	Months												
(b) Statistical Work													
4.1 IT and Data Management	3	2	0	0	0	5	132	396	264				660
4.2 Statistical Organisation & Magnt	2	0	0	0	0	2	132	264					264
4.3 Input/Output Tables Analysis	0	0	2	1	0	3	132		264	132			396
4.4 Updating the Central Business Register	0	0	1	1	0	2	132		264	132			396
4.5 Implementing GDDS	0.5	0.5	0.5	0.5	0	2	132	66	66	66	66		264
(b) Development of Management Systems													
4.9 Recruitment Procedures	1	0	0	0	0	1	110	110					110
4.10 Terms and Conditions of Service	3	0	0	0	0	3	110	330					330
4.11 Financial Regulations and Accounting Guidelines	2	0	0	0	0	2	110	220					220
4.12 Procurement Guidelines	1	0	0	0	0	1	110	110					110
4.13 Management Information System (MIS)	2	0	0	0	0	2	110	220					220
Sub-Total	14.5	2.5	3.5	2.5	0	23		1716	330	594	320		2970
Grand Total								9,895	21,982	23,165	17,016	18,295	90,362

ANNEX VI

PROPOSED STAFFING OF THE BUREAU

Directorate	2004/05				2005/06				2006/07				2007/08				2008/09				
	Prof	Sub-Prof	Supp	Total	Prof	Sub-Prof	Supp	Total	Prof	Sub-Prof	Supp	Total	Prof	Sub-Prof	Supp	Total	Prof	Sub-Prof	Supp	Total	
Director General	1			1	1				1				1	1			1	1			1
Deputy Director General	1			1	1				1				1	1			1	1			1
Division	Sections																				
1. Economic and Financial Stat.	Macro Economic Statistics																				
	2	2		4	3	3		6	4	4		8	4	4		8	4	4		8	
	Agricultural & Environ. Statistics																				
	5	6	16	27	6	6	18	30	6	8	18	32	6	8	18	32	6	8	18	32	
	Business Enterprises																				
	2	2		4	2	2		4	2	2		4	2	2		4	2	2		4	
	Prices & Consumption Studies																				
	3		4	7	3		4	7	3		4	7	3		4	7	3		4	7	
2. Demographic & Social Stat.	Demographic Statistics																				
	4	3	4	11	4	3	4	11	5	2	4	11	5	2	4	11	5	2	5	12	
	Social Statistics																				
	2	2	2	6	2	2	2	6	2	2	2	6	2	2	2	6	2	2	2	6	
	Census & Household Surveys																				
	4	2	6	12	4	2	6	12	4	2	6	12	4	2	6	12	4	2	6	12	
3. Technical Services	Coordination, Methods & Standards																				
	2	2		4	3	2		5	3	2		5	3	2		5	3	2		5	
	Information Technology																				
	2	8	12	22	3	8	12	23	4	8	12	24	4	8	12	24	4	8	12	24	
	Geographic Information																				
	2	2	0	4	2	2	0	4	2	2	0	4	2	2	0	4	2	2	0	4	
	Publications, Library Dissemination																				
	2	2	2	6	2	2	2	6	2	2	2	6	2	2	2	6	2	2	2	6	
4. Finance & Human Resources	Finance																				
	2	3	1	6	2	3	1	6	2	3	1	6	2	3	1	6	2	3	1	6	
	Human Resources																				
	2	3	14	15*	2	3	14	15	2	3	14	15	2	3	14	15	2	3	14	15	
Special Units	Audit																				
	1	2		3	1	2		3	1	2		3	1	2		3	1	2		3	
	Communication and Public Relations																				
	1			1	1			1	1			1	1			1	1			1	
	Legal Affairs																				
	1			1	1			1	1			1	1			1	1			1	
Total	39	39	57	135	43	40	59	142	46	42	59	147	46	42	59	147	46	42	60	148	

* includes 10 drivers, 2 messenger and 3 cleaners

ANNEX VII

LIST OF OFFICIALS MET

SERIAL NO.	NAME OF INSTITUTION/OFFICIAL	DESIGNATION
Ministry of Economic Planning and Development		
1	Mr. Ephraim M. Hlophe	Principal Secretary
2	Ms. Nomusa Tfobhi Tibane	Principal Economist, Chairperson Poverty reduction Task Force
3	Ms. Nompumelelo Dlamini	Librarian
4	Mr. Mathew Msibi	Library Assistant
Ministry of Finance		
5	Ms. Khangeziwe G. Mabuza	Under Secretary (Direc Budget and Economic Affairs)
6	Mr. Siphon Dlamini	Statistician, Customs Department
7	Mr. Ignatius Peprah	Public Expenditure Advisor
Tourism Authority		
8	Ms. Moroosi Khoza	Chief Executive Office
9	Ms. Sebenzile Ginindza	Information & Research Officer
Central Bank of Swaziland (Research Department)		
10	Ms. Busi A. Dlamini	Director,
11	Mr. Busi Dlamini	Manager
12	Mr. Muzi Dube	Economists
13	Mr. Vusi Mabilisa	Senior Economist
Ministry of Education		
13	Mr. Ephraim Vusi Dlamini	Planning Officer
14		
Ministry of Health		
15	Mr. Mr. D. Shongwe	Planning Officer
	Ms. Nombulelo Mokoena	Assistant Statistician
Ministry of Justice (Identification Number Section)		
16	Ms. Ncenekile Gama	Assistant registrar
17	Ms. Antony I. Masilela	Assistant registrar

University of Swaziland (Department of Statistics and Bemography)		
18	Mr. Mandla Mkhwanazi	Head of department
Ministry of Agriculture		
19	Ms. Zandile Tshabalala	Senior Agricultural Economist
20	Mr. Siphso Dlodlu-Aho	Animal Husbandry Officer
Ministry of Enterprises and Employment (Department of Labour)		
21	Mr. Henry Mlotsa	Statistician
Federation of Swaziland Employers		
22	Ms. Treasure T. Maphanga	Executive Officer
Times of Swaziland		
23	Ms Gcebile Ndlovu	Business Reporter
The Coordinating Assembly of Non-governmental Organizations (CANGO)		
24	Ms. Nonhlanhla Nkambule	Research and Information Officer
Donors and International organizations		
United Nations Development Programme (UNDP)		
25	Mr. Lare M. Sisay	Deputy Resident Representative
26	Mr. Jabulane C. Dlamini	National Economic/ Governance Advisor
27	Ms Brenda Ndzinisa	Programme Officer
28	Ms. Sibongile Maseko	Programme Officer
30	Ms Dudu Simelane	Programme Officer
31	Ms Agnes Phiri	Programme Officer
32	Ms. Allen Dlamini	Programme Assistant
33	Mr. Sakinah Morris	Programme Associate
34	Ms Mpho Sedibe	Programme Assistant
United Nations Children's Fund (UNICEF)		
35	Mr. Alan Brody	UNICEF Representative
36	Ms. Pelucy Ntambirweki	Social Policy Programme Officer
37	Ms. Joseph Ascroft	Consultant
38	Mr. Eugene Oliver	IT Assistant
World Food Programme		
39	Ms. Jessa Rimala	Reports Officer
International Monetary Fund		
40	Mr. Oliver Chinganya	GDDS Regional Project Coordinator
41	Ms. Ann Asmits	IMF Consultant
European Union		
42	Mr. Aloys Lorkeers	Resident Advisor
Central Statistical Office (CSO)		
43	Ms. Isabella Hlope	Acting Director
44	Mr. David M. Gama	Principal Statistician

45	Mr. Amos Zwane	Head, Demography
46	Mr. Thembinkosi Shabalala	National Accounts
47	Ms. Rachel P. Shongwe	Social Surveys
48	Mr. Eugene Zwane	Agricultural Statistics
49	Mr. Mzwandile Dube	Data Processing
50	Ms. Sebentile Hlophe	Assistant Statistician

ANNEX VIII

UN Fundamental Principles of Official Statistics (UN Statistical Commission 1994)

- Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlements to public information.
- To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing storage and presentation of statistical data.
- To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standards on the sources, methods and procedures of the statistics.
- The statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.
- Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents.
- Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
- The laws, regulations and measures under which the statistical systems operate are to be made public.
- Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.
- The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.
- Bilateral and multilateral cooperation in statistics contributes to the improvement of systems of official statistics in all countries.

THE STATISTICS BILL, 2005

(BILL NO. ____ OF 2005)

(To be presented by the Minister for Economic Planning and Development)

MEMORANDUM OF OBJECTS AND REASONS

The object of this Bill is to provide for-

- (a) the collection, compilation, analysis, abstraction and publication of statistical information or data;
- (b) the establishment of an autonomous body to be known as the Swaziland National Bureau of Statistics and to specify its functions and powers;
- (c) to establish other bodies and committees to support the objectives of the Swaziland National Bureau of Statistics;
- (d) the repeal of the Census Act, 1904 and the Statistics Acts, 1931 and 1967; and
- (e) other matters incidental thereto.

P. M. DLAMINI
ATTORNEY-GENERAL

ARRANGEMENT OF SECTIONS

PART I PRELIMINARY

SECTIONS

1. Short title and commencement
2. Interpretation

PART II ESTABLISHMENT, OBJECTIVES AND COORDINATION OF THE NATIONAL STATISTICAL SYSTEM

3. Establishment of the National Statistical System
4. Objectives and Functions of the National Statistical System
5. Coordination of the National Statistical System
6. Official Statistics

PART III ESTABLISHMENT AND MANAGEMENT OF THE NATIONAL BUREAU OF STATISTICS

7. Establishment of the Bureau
8. Objectives and Functions of the Bureau
9. Establishment of the Board of Directors
10. Functions of the Board
11. Composition of the Board and Tenure of Office
12. Meetings of the Board
13. Director General
14. Other Staff of the Bureau
15. Authorized Officer
16. Oath of Office and Secrecy

PART IV ESTABLISHMENT AND FUNCTIONS OF STATISTICAL ADVISORY COMMITTEES

17. Establishment of Statistical Advisory Committees
18. Objectives and Functions of the Committees
19. Composition of the Committees

PART V STATISTICAL INFORMATION AND POWERS OF THE BUREAU

20. Central Business Register
21. Censuses
22. Powers to Obtain Information

23. Entry on Premises to Perform Duties Under the Act
24. Offences and Penalties
25. Disclosure of Information
26. Confidentiality of Information
27. Oath of Secrecy

**PART VI
FUNDS AND ASSETS OF THE BUREAU**

28. Funds of Bureau
29. Administrative expenses of Bureau
30. Duty to prepare and submit estimates
31. Accounts of Bureau
32. Annual reports and other publications
33. Audit

**PART VII
MISCELLANEOUS**

34. Transfer of Assets and Liabilities
35. Regulations
36. transition Arrangements
37. Repeals

Schedules to the Act

- First Schedule: Matters Concerning Which Statistical Information May be Collected,
Compiled, Analyzed, Abstracted and Disseminated
- Second Schedule: Oath of Office and Secrecy

THE STATISTICS BILL, 2005

An Act to repeal the Census Act, 1904, the Statistics regulations, 1931, the Statistics Act, 1967 and establish the Swaziland National Bureau of Statistics for the collection, compilation, analysis, storage and publication of statistical information or data, the taking of census and incidental matters thereto.

ENACTED by the King and Parliament of Swaziland.

PART I PRELIMINARY

Short title and commencement.

1. This Act may be cited as the Statistics Act, 2005 and shall come into force on the date of publication.

Interpretation

2. In this Act, unless the context otherwise requires-

“Minister” means the Minister responsible for statistics;

“Bureau” means the Swaziland National Bureau of Statistics established under section 7;

“Board” means the Board of Directors of the Bureau as established under Section 9;

“Director General” means the Director General appointed under Section 13.

ARTICLE II ESTABLISHMENT, OBJECTIVES AND FUNCTIONS OF THE SWAZILAND NATIONAL STATISTICAL SYSTEM

Establishment of the National Statistical System

3. (1) There is hereby established a National Statistical System
- (2) The National Statistical System comprises four main elements, namely:
 - (a) The producers of statistics, including the Swaziland National Bureau of Statistics as the coordinating and supervisory agency of the system, line Ministries and public agencies such as the Central Bank of Swaziland;
 - (b) Data users, including key users such as policy and decision makers;
 - (c) Data suppliers, including establishments and households;
 - (d) Research and training institutions, including the University.

Objectives and Functions of the National Statistical System

4. Objectives and functions of the National Statistical System shall be to:
 - (a) raise public awareness about the importance and role of statistical information in society,
 - (b) collect, process, analyze and disseminate quality statistical information in a coordinated and timely manner,
 - (c) promote the use of “best practice” in statistical production and dissemination,
 - (d) promote the use of statistical information at individual, institutional, national and international level, and
 - (e) build sustainable capacity for the production and use of statistical information in the country.
 - (f) Re-orient users and motivate suppliers as to their roles in data production

Coordination of the National Statistical System

5. (1) The coordination of the national statistical system is entrusted to the Director General of the Bureau. If he or she is absent or unable to undertake the work the Deputy Director General acts in his stead.
- (2) As the coordinator of the National Statistical System, the Director General is commissioned to:
 - (i) advise the different Ministries and other producers on relevant issues relating to their statistical activities;
 - (ii) decide on the appropriate methods for collecting and processing of data for statistical purposes and on the timing and form of dissemination of these statistics;
 - (iii) represent Swaziland in international meetings or designate one or more staff from the National Statistical System to do so.
- (3) The line Ministries and other public institutions which produce statistics as part of their operations shall continue to do so, but such statistics must conform to standards, classifications and procedures as determined by the Bureau to enhance the comparability of such statistics with other statistics of a similar nature, and to minimize unnecessary overlap or duplication with the collection or publication of statistics by the various agencies through coordination of statistical programmes. The publication of the data thus collected requires a recognition of the Bureau. The said Ministries and other public institutions shall be required to provide the Director General with the dataset and copies of the report on the collected data.
- (4) In order to enhance the professionalism in statistical collection, all Ministries will be encouraged to create Statistical Units, which shall be staffed according to the Board’s recommendation.
- (5) For purposes of administration, these Units referred to in (4) of this section shall be under the control of the Ministry where they are established administratively. However, the Director General shall be responsible for the promotion of standards in the work and

technical supervision of these Units. These Units shall therefore periodically submit oral and written reports to the Director General.

- (6) The Bureau may delegate responsibilities to Ministries and other public institutions with requisite capabilities to conduct nation-wide surveys following standards and methodologies agreed with the Bureau. The publication of the data thus collected requires the prior approval and a stamp of the Bureau. The said Ministries shall be required to provide the Director General with the dataset and copies of the report on the collected data.
- (7) The said Ministries and institutions are required to supply the Bureau with all the statistical information they hold.
- (8) Private institutions wishing to conduct statistical surveys on a national scale going beyond their market studies must first obtain the approval of the Bureau for the appropriateness of conducting such surveys and the methodology to be used. The enquiry forms should mention the stamp of approval. These institutions shall be required to provide the Director General with the dataset and copies of the report on the collected data.
- (9) For the Bureau to fulfill its mandate and to implement the provisions of this section, briefings and consultations with key stakeholders shall be held at least once a year.

Official statistics

6. The statistics produced by the Bureau, line Ministries and public authorities constitute Official Statistics.

ARTICLE III ESTABLISHMENT, OBJECTIVES AND FUNCTIONS OF THE SWAZILAND NATIONAL BUREAU OF STATISTICS

Establishment of the Bureau

7.
 - (1) There is hereby established a Swaziland National Bureau of Statistics (hereafter referred to as “the Bureau”) as an autonomous public authority which shall be responsible to the Minister in-charge for statistics through the Board of Directors established by this Act.
 - (2) The Bureau will be made up of:-
 - (a) such structures as shall be established by the Board,
 - (b) such persons as shall be recruited by the Board.
 - (3) The budget of the Bureau will be separately provided for in the national budget.

Objectives and functions of the Bureau

8. The Bureau shall be the main Government agency responsible for the development and management of official statistics. It shall be the authoritative source and custodian of official statistics in the country.

Specifically, the Bureau shall be responsible for:

- (1) co-ordination and supervision of the National Statistical System,
- (2) advising the Government on all matters related to statistical development and policy,
- (3) developing and promoting use of statistical standards and appropriate methodologies and statistical infrastructures for use in the National Statistical System,
- (4) collecting, compiling, analyzing, interpreting, publishing and disseminating statistical information alone or in co-operation with other Government agencies,
- (5) conducting the Population and Housing Census every ten years and any other censuses and surveys as the Board may determine,
- (6) developing and maintaining a comprehensive national socio-economic database,
- (7) providing a focal point of contact with international agencies on statistical matters, and
- (8) fulfilling all other functions relating to statistics which the Government may entrust to it.

PART IV THE BOARD AND STAFF OF THE BUREAU

Establishment of the Board of Directors

9. There shall be a Board of Directors (the Board) as the governing body of the Swaziland National Bureau of Statistics.

Functions of the Board

10. The Board shall be responsible for ensuring that the Bureau fulfills its mission and that the profile of the Bureau is commensurate with its role in national development. The specific functions of the Board shall be to:-
 - (1) formulate and monitor the implementation of policies pertaining to the organization and management of the Bureau and the entire National Statistical System;
 - (2) determine from time to time the structure and staffing levels of the Bureau;
 - (3) determine a scheme of service for the Bureau staff;
 - (4) recruit suitable staff for the Bureau upon such terms and conditions as are contained in the scheme of service in (3) above;
 - (5) promote professionalism and discipline among the staff of the Bureau;

- (6) approve the Bureau's corporate plan, annual work programmes and annual budgets;
- (7) submit to the Minister a quarterly progress report on the activities of the Bureau and the entire National Statistical System.

Composition of the Board and Tenure of Office

11. (1) The Board shall have seven (7) members appointed by the Minister responsible for statistics on such terms as he shall determine. The members shall be appointed from among experts in statistics, information technology, economics and related fields. The Board will comprise the following members:
 - (a) A non-executive Chairperson;
 - (b) The Director General of the Bureau, who will also be the Secretary of the Board;
 - (c) A representative of the Ministry of Economic Planning and Development;
 - (d) A representative of the Central Bank of Swaziland;
 - (e) A representative of the private sector;
 - (f) A representative of the civil society;
 - (g) A representative of research or training institutions.
- (4) Every appointment to the Board shall be by name and by notice in the Gazette and shall, except for that of the Director General, be for a period of three years with a possible extension of one term.
- (5) Members of the Board other than the Director General shall be entitled to a sitting allowance in accordance with the prevailing Government rates as determined by the Minister for Finance.
- (6) An appointment of a member of the Board shall cease if he/she:-
 - (a) serves the Minister with written notice of his/her resignation; or
 - (b) is unable to perform the functions of office by reason of infirmity of body or mind;
 - (c) convicted of a criminal offence and sentenced; or
 - (d) is incapacitated by prolonged physical or mental illness from performing his/her duties as a member of the Board;or
 - (e) conducts himself/herself in a manner deemed by the Minister to be inconsistent with the membership of the Board.
- (7) A member of the Board, other than the Director-General shall attend meetings of the Board in person and no person shall be appointed as an alternate for a member who is unable to attend such meetings.
- (8) The Board may at its discretion delegate any of its functions to a Committee of the Board or the Director General.

Meetings of the Board

12. (1) The chairman shall preside at all meetings of the Board but in the absence of the chairman, members present shall appoint one of the members to preside at the meetings
- (2) The validity of any proceedings of the Board shall not be affected by any vacancy among its members or any defect in the appointment or disqualification of any member which is discovered subsequent to those proceedings.
- (3) (a) The Board shall ordinarily meet at least once every three months at a time and place to be fixed by the Chairperson
- (b) The Chairperson may summon an extra-ordinary meeting of the Board upon a written request by not less than three members of the Board.
- (c) The Director-General shall, where the Chairperson is absent, summon a meeting of the Board if at least three members of the Board request him to do so.
- (d) Four members of the Board shall form a quorum at any meeting of the Board.
- (e) A question proposed at any meeting of the Board shall be determined by a simple majority of the members present and voting. Where there is an equality of votes, the person presiding at the meeting shall have the casting vote.
- (f) The Board may co-opt any person who is not a member to attend any of its meetings as an advisor and that person may speak at the meeting on any matter in relation to which his advice is sought but shall not have the right to vote on any matter put for decision before the meeting.
- (g) Except as otherwise explicitly stated in this Act, the Board may regulate its own procedure.
- (4) The Board Secretary shall keep or cause to be kept the minutes of every meeting of the Board.
- (5) Except as provided in this section, the Board shall comply with the laws governing Boards of State Corporations.

Director General

13. (1) There shall be a Director General appointed by the Minister on the recommendation of the Board and on such terms as the Board shall determine. Any person to be appointed as Director General shall have good knowledge of statistics or information management and proven managerial ability.

- (2) The Director General shall be the Chief Executive Officer of the Bureau and a member of the Board. He/she shall:
- (a) act as the secretary to the Board and any committees which the Board may establish and shall on the advice of the Chairman of the Board or such Committee convene any meeting of the Board or Committee, and in carrying out any functions under this subsection, the Director General:-
 - (i) shall attend meetings of the Board or of any Committee; and
 - (ii) shall attend these meetings together with such other officers as he/she may deem fit.
 - (b) subject to the direction of the Board on matters of policy, be responsible to the Board for the administration and management of funds and property of the Bureau.
 - (c) be responsible for the supervision and discipline of the staff of the Bureau.
 - (d) advise the Government on matters relating to statistics.
 - (e) present to the Board for approval annual work programmes, human resource development programme and any other programmes to develop national statistics.
 - (f) present to the Board for approval budgets and audited accounts of the Bureau.
 - (g) present annual progress reports of activities to the Board.
 - (h) promote the development and coordination of the National Statistical System.
 - (i) perform any such other functions and duties as may be assigned by the Board.
- (3) The Director-General may delegate any of his functions under this section to any body on such terms as the Board may determine.
- (4) The Minister may, on the advice of the Board, suspend or revoke the appointment of the Director General in the following situations:
- (i) For gross misconduct
 - (ii) For incompetence
 - (iii) For dereliction of duty
 - (iv) If he or she is definitely guilty of a breach of the law.

Other staff of the Bureau

14. (1) The Board shall appoint other staff of the Bureau as may be necessary for the proper and efficient discharge of the Bureau's functions including experts and consultants on the advice of the Director General.
- (2) The staff shall be appointed on such terms as the Board will from time to time determine.
- (3) The staff may be required to contribute to a pension scheme that the Board may establish.

Authorized Officer

15. The Director General may, in writing, appoint any other person as an Authorized Officer for the purpose of this Act and may in like manner revoke such appointment in writing as the situation may demand.

Oath of Office and Secrecy

16. Any person employed in carrying out any of the provisions of this Act shall take an oath of secrecy prescribed in the Schedule II, before a Magistrate, Commissioner of Oaths, or the Director General, before commencing the duties relating to the provisions of the Act.

PART IV

ESTABLISHMENT AND FUNCTIONS OF STATISTICAL ADVISORY COMMITTEES

Establishment of Statistical Advisory Committees

17. There shall be Statistical Advisory Committees (the Committees) established by the Board to help keep the Board and the Director General informed of statistical needs of users.

Functions of Statistical Advisory Committees

18. (1) The Committees shall provide a forum for regular dialogue between producers and users of statistical data, in particular to allow for the discussion of statistical programmes of different data producers.
(2) The Committees will assist the Director General to set priorities and deadlines for the collection, processing and dissemination of statistical data.

Composition of Committees

19. (1) The Committees shall comprise data users, suppliers and producers from various sectors of the national economy.
(2) The Committees shall be responsible for reviewing the state of data in the relevant sector of the economy, identify data gaps, and agree on priorities for data production.
(3) The Bureau will provide the Secretariat to the Committees.

PART V

STATISTICAL INFORMATION, CONFIDENTIALITY AND DISCLOSURE, OFFENCES AND PENALTIES

Statistical Information

20. (1) The Bureau shall collect any statistical information, estimates or returns concerning any matter set out in the First Schedule of this Act.

- (2) The Minister shall on the recommendation of the Board, direct, by statutory order, that a Population and Housing Census be taken for Swaziland or any part thereof, or any class of residents thereof, and any such direction shall specify:
 - (a) the date(s) on or between which the census is to be taken; and
 - (b) the information to be obtained from the census.
- (3) Notwithstanding the provisions of subsection (2) of this section, the Director General shall not collect any such statistics until regulations have been made specifying the particulars and information to be furnished in relation to the matter with respect to which statistics are to be collected.
- (4) The Population and Housing Census, and the Census of Agriculture shall be conducted every ten years, or at a ten year interval.
- (5) The Director General shall, with the approval of the Board, and, whenever the Board so directs, conduct other censuses, collect statistics for Swaziland or any part thereof with respect to such matters as may be prescribed.
- (6) Other censuses may be conducted at such intervals as the Board may decide in consultation with the Minister.
- (7) The Bureau shall establish a National Central Business Register of enterprises/establishment which shall provide information on demographic characteristics of enterprises and particular Units.
- (8) The National Central Business Register shall be used for statistical purposes only, and may not be used for any other matter without the permission of the Director General.
- (9) The Bureau shall demarcate the country into Census Enumeration Areas (EAs) and establish and maintain a comprehensive frame of Enumeration Areas which shall be used for Censuses and Surveys

Power to obtain information

- 21 (1) The Director General may by notice in writing request any person or legal entity to furnish him in such form and manner and within the time specified in the notice, any information, estimates or returns, as the Board shall from time to time determine in order to meet new demand. The Second Schedule to this Act gives main data items on which the Bureau will collect data.
- (2) Any person having the custody or charge of any public records or documents or of records or documents of any local authority, from which information is sought in furtherance of the purposes of this Act can, in the opinion of the Director General, be obtained, or which would aid in the completion or correction of information already obtained, shall grant to the Director General access to such records or documents for the purpose of obtaining therefrom the required information.

- (3) An authorised officer may require any person to supply him with particulars either by interviewing such person or by leaving at or posting to his last known address a form having thereon or attached thereto a notice requiring the form to be completed and returned in such a manner and within such time as shall be specified in the notice.
- (4) Where any particulars are, by any document issued by an authorised officer, required to be supplied by any person or legal entity, it shall be presumed, until the contrary is proved, that the particulars may lawfully be required from that person in accordance with this Act.
- (5) Notwithstanding, the provisions in subsections (1), (2), (3) and (4) for the purpose of this Act, any institution or person, shall be obliged to supply requisite statistical information and this Act supercedes conflicting provision(s) contained in other laws of Swaziland.

Entry on premises to perform duties under the act

- 22 (1) The Director General, or any person authorised by him in writing, or in possession of an identity document or card issued by the Bureau, may within reasonable hours enter any premises for the discharge of his functions or duties.
- (2) Any person who hinders or obstructs the Director General, or any person duly authorised by the said Director General in the execution of any powers conferred by this section of the Act, or willfully fails to give any information or particulars as required by subsection (1) of this section, commits an offence and shall be liable on summary conviction to a fine not exceeding five thousand Emalangeneni or to a term of imprisonment not exceeding twelve (12) months or to both such fine and imprisonment.

Oath of secrecy

23. Any person employed by the Bureau to perform any duty under this Act shall before assumption of duty make and subscribe to the Oath or affirmation set out in the Second Schedule to the Act before a Magistrate, Commissioner of Oaths, or the Director General.

Confidentiality and disclosure of information

24. (1) The provisions of this act shall not affect any law relating to the disclosure or non-disclosure of any official, secret or confidential information or trade secret.
- (2) Data collected for statistical purposes shall be treated as confidential. Data confidentiality means that the dissemination of these data (and the statistics which can be calculated from them) must not permit the identification directly or indirectly of the units concerned and that a prohibition is imposed on data producers against disclosing information of an individual nature obtained in the course of their work.
- (3) Subject to the provisions of this section, except with prior consent in writing of the person making the return or giving the answer or in the case of an undertaking, the

owner for the time being of the undertaking, no person shall publish or show to any other person or organisation not employed in the execution of a duty under this Act any of the following:-

- (a) an individual return or part thereof made for the purposes of this Act
 - (b) an answer to any question put for the purposes of this Act;
 - (c) a report, abstract or other, containing particulars comprised in any such return or answer so arranged as to identify such particulars with any person or undertaking; and
 - (d) dataset or part thereof stored in a computer or any other electronic media.
- (4) Subsection (3) of this section shall not apply where the person, business or undertaking has published the return, answer, report, abstract or document and opened up a computerized dataset for general access.
- (5) Nothing in this section shall prevent or restrict the publication of any report, abstract or document without the consent referred to in subsection (3) of this section where the particulars contained in the report, abstract or document render identification possible merely by reason of the fact that they relate to an undertaking or business which is the only undertaking or business within its particular sphere of activities, if the particulars do not render possible identification of the costs of production of, or the capital employed or profits arising in the undertaking or business. Any other restriction to the publications of any report, abstract, or document shall be negotiated with the Director General by the owners of such undertakings and businesses.
- (6) Notwithstanding the restrictions under subsection (3) of this section, the Director General may release unit records on computer media, with identifiers removed, if the Director General:-
- (a) is satisfied that the unit records so released will be used for genuine research purposes;
 - (b) obtains from the recipient of the records a written undertaking that the records will not be released to any other person or organisation without the written consent of the Director General;
 - (c) obtains from the recipient a written undertaking to make available a copy of the research findings to the Bureau before such research findings are disseminated to third parties; or
 - (d) is satisfied that the unit records cannot be identified as relating to any particular person or business enterprise.
- (7) In the case of a monopoly or duopoly, the statistics of relevant sectors of activity are none the less open and publishable, provided they do not reveal costs of production or profits of individual enterprises or establishments.

- (8) Nothing contained in this section shall be taken to require the disclosure to a Ministry, Department or other government agency or organisation for the purpose of taxation of any information acquired under the provisions of this Act.

General offences and penalties

25. (1) Any person employed by the Bureau in carrying out any of the provisions of this Act, who:-

- (a) by virtue of such employment or duty becomes possessor of statistical information which might influence or affect the market value of any share or other security, interest, product or article or who, before the information is made public uses it for personal gain; or
- (b) without lawful authority, publishes, or communicates any information acquired in the course of employment in the Bureau to any other person; or
- (c) knowingly compiles for publication any false statistics or information,

shall be guilty of an offence and liable on summary conviction to a fine of two thousand Emalangeni or to imprisonment for a term of six months, or to both such fine and imprisonment.

(2) Any person to whom any information has knowledgeably been disclosed in contravention of any provision in the Act, who publishes or communicates such information to any other person, shall be guilty of an offence and liable to the penalties prescribed in subsection (1) of the section.

(3) Any person who or institution which:-

- (a) makes a statement which is known to be false or has no reason to believe to be true in any returns or estimate in response to a reasonable request for information for the purpose of this Act; or
- (b) refuses or neglects to give any statistical information requested under this Act; or
- (c) hinders or obstructs an authorized officer in the lawful performance of his/her duties or any powers imposed or conferred upon him/her; or
- (d) puts an improper or offensive question to any person; or
- (e) asks, receives, or takes, in respect of or in connection with his/her employment under this Act from any person, other than an officer of the Government duly authorized thereto, any payment or reward; or

- (f) without lawful authority destroys, defaces or mutilates any schedule, form or other document containing particulars obtained in pursuance of the provisions of this Act; or
- (g) in the execution of any duty under this Act, fails to comply with or contravenes any terms or conditions of his/her oath or affirmation taken under section 23 of the Act; or
- (h) contravenes any provision of this Act in respect of which an offence has not been prescribed;

Shall be guilty of an offence and liable on summary conviction to a fine not less than three thousand Emalangeni, or to imprisonment for a term not less than nine months, or both such fine and imprisonment.

Dissemination and Access

26. Data producers shall be required to process, disseminate and make accessible to users as, a “public good”, data collected or compiled using public funds. All users will have equal opportunity of access to produced statistics.

Relationship with other lead agencies

27. (1) The Bureau shall, in promoting and facilitating development of an integrated National Statistical System or in the exercise of any other function under this Act, consult and cooperate with other lead agencies having duties related to, or having aims or objectives related to those of the Bureau.
- (2) The Bureau may, on such terms and conditions considered necessary, delegate any of the Director General’s functions under this Part to any person.
- (3) It shall be the duty of all lead agencies to cooperate with the Bureau in the carrying out of its functions under this Act.

PART VI FUNDS AND ASSESTS OF THE BUREAU

Funds of the Bureau

28. (1) The funds of the Bureau shall include:-
- (a) moneys provided to the Bureau by the Government;
 - (b) loans approved by the Government;
 - (c) proceeds from sale of publications;
 - (d) grants, gifts, donations from any source that is approved by the Minister; and

- (e) proceeds from other approved sources.
- (2) Such funds as referred to in subsection (1) of this section shall be vested and accounted for by the Board.
- (3) Moneys received by the Bureau under subsections (1)(c), (1)(d) and (1)(e) of this section shall be deposited into a bank account and shall not be withdrawn except by authority of the Board.

Administrative expenses of the Bureau

- 29. The administrative expenses of the Bureau including all salaries, allowances, and operational costs shall be defrayed out of monies provided by Parliament or any other body, legally constituted, which may perform the function of Parliament. Members of the Bureau shall continue to enjoy all the benefits, including personal rights and pension, they had before the commencement of this Act.

Duty to prepare and submit estimates

- 30. The Director General shall, not later than six months before the end of each financial year, prepare and submit to the Board for its approval and recommendation to the Minister, estimates of income and expenditure of the Bureau for the next financial year, and may, during the first nine months of the current financial year, prepare and submit to the Board for approval and recommendations to the Minister, any supplementary estimates to the estimates of the current year.

Accounts of Bureau

- 31. (1) The Bureau shall have an Accountant who shall keep proper books of account and proper records in relation thereto and the Account books and records of the Bureau shall be in such form as the Auditor General and Accountant General may approve.
- (2) The financial year of the Bureau shall end on 31st March in each year.
- (3) The books and accounts of the Bureau shall each year be audited by the Auditor General, or any Auditing firm that the Auditor General may request to audit the books and accounts of the Bureau.
- (4) The Board shall forward a copy of the Auditor General's report to the Minister as soon as possible after receiving it.

Annual reports

- 32. (1) The Board shall, within six months after the end of each financial year, submit to the Minister a report of the activities and operations of the Bureau during the preceding financial year and the Auditor General's report of that year.

- (2) The Minister shall, on receipt of such report, submit it to Cabinet for adoption, and shall form part of the report of the Ministry.

PART V MISCELLANEOUS

Regulations

33. The Minister may, in consultation with the Board, and by legislative instrument, make regulations to give effect to the provisions of this Act, and, in particular, but without prejudice to the generality of the forgoing, prescribe:-
- (a) the particulars and information to be furnished on the taking of Population and Housing Census or concerning any matter in respect of which statistics may be collected under the provisions of this Act;
 - (b) the manner and form in which the times and places at which, and the persons by whom such particulars and information shall be furnished;

Transition arrangements

34. (1) All rights, assets and property vested in or in any manner held on behalf of or for the purposes of the Central Statistical Office immediately before the commencement of this Act shall be vested in the Bureau.
- (2) All liabilities and obligations subsisting against the Central Statistical Office immediately before the commencement of this Act shall thereafter continue to subsist against the Bureau.
- (3) Every contract in respect of any matter, being a contract between the Central Statistical Office and any other party immediately before the commencement of this Act shall thereafter continue to subsist between the Bureau and such other party.
- (4) All rights, powers and duties, whether arising under any written law or otherwise, which immediately before the coming into operation of this Act were vested in respect of the Central Statistical Office shall by virtue of this subsection, be transferred to, vested in, imposed on, or be enforceable by or against the Bureau.
- (5) On and after the coming into operation of this Act, all actions, suits or legal proceedings by or against the Government pending in respect of the Central Statistical Office shall be carried out on or prosecuted by or against the Bureau and no such suit, action or legal proceedings, shall abate or be affected by the coming into operation of this Act.
- (6) The annual estimates approved for the Central Statistical Office in respect of the financial year in which this Act comes into operation shall be deemed to be the annual estimates of the Bureau for the remainder of the financial year but those estimates may be varied by the Board in such manner as the Ministry of Finance may approve.

(7) Any person who is an officer or employee of the Central Statistical Office immediately before coming into operation of this Act shall not be an officer or employee of the Bureau but shall continue to be such officer or employee in the Public Service and shall be deemed to be on secondment to the Bureau until:-

- (a) he/she has entered into a written contract of service with the Bureau whereupon his/her service with the Government shall be deemed to have terminated without right to severance of pay but without prejudice to all other remunerations and benefits payable upon the termination; or
- (b) he/she has been redeployed by the Government; or
- (c) his/her employment has been terminated by the Government; or
- (d) his/her secondment to the Bureau has been terminated in writing by the seconding authority or the Bureau.

Repeals

35. The Statistics Act No. 14 of 1967, Statistics Regulations (under section 13(1) of the Act) of 1931 and the Census Act No. 9 of 1904 are repealed.

FIRST SCHEDULE

MATTERS CONCERNING WHICH STATISTICAL INFORMATION MAY BE COLLECTED, COMPILED, ANALYSED, ABSTRACTED AND PUBLISHED

1. Population
2. Vital occurrences and morbidity
3. Immigration and emigration
4. Housing
5. Tourism
6. Hotels
7. Rents
8. Real property
9. Land tenure and the occupation and use of land
10. Finance
11. External finance and balance of payments
12. Capital investment
13. Savings
14. Income, Earnings, profits and interest
15. Personal expenditure and consumption
16. Internal and external trade
17. Banking and insurance
18. Wholesale and retail trades, including agents and brokers
19. Manufacturing, building construction and allied industries
20. Mining and quarrying, including prospecting of metallic, non-metallic, petroleum and natural gaseous products.
21. Agriculture, including animal husbandry, horticulture and allied industries
22. Forestry and logging
23. Hunting and fishing
24. Stocks of manufactured and un-manufactured goods
25. Goods and Services
26. Prices of building materials
27. Storage and warehousing
28. Employment, unemployment and underemployment
29. Salaries, wages, bonuses, fees and other payments and honoraria for services rendered
30. Industrial disturbances and disputes
31. Injuries, accidents and compensation
32. Energy
33. Water undertaking and sanitary services
34. Transport and communication
35. Central and local Government
36. Community, business, recreation, and personal services
37. Handicrafts and rural industries
38. Sweepstakes, lotteries, charitable and other public collections of money
39. Poverty and sustainable human development
40. Health and nutrition

41. Hire purchase
42. Co-operatives
43. Environment
44. Informal sector
45. Computing and data processing
46. Education and literacy
47. Any other area of activity that the Board, in consultation with the Minister, may from time to time specify.

SECOND SCHEDULE

OATH OF OFFICE AND SECRECY

Ido swear
(solemnly affirm) that I will faithfully and honestly fulfil my duties
as.....in conformity with the requirements of the Statistics Act
No.....of 2005, and that I will not disclose or make known any matter or thing which
comes to my knowledge by reason of my employment as such, except when authorised in
writing by the Director General so to do for the purpose of such Act.

SO HELP ME GOD
(to be omitted in affirmation)

SIGNED..... This.....day of.....

BEFORE ME.....