

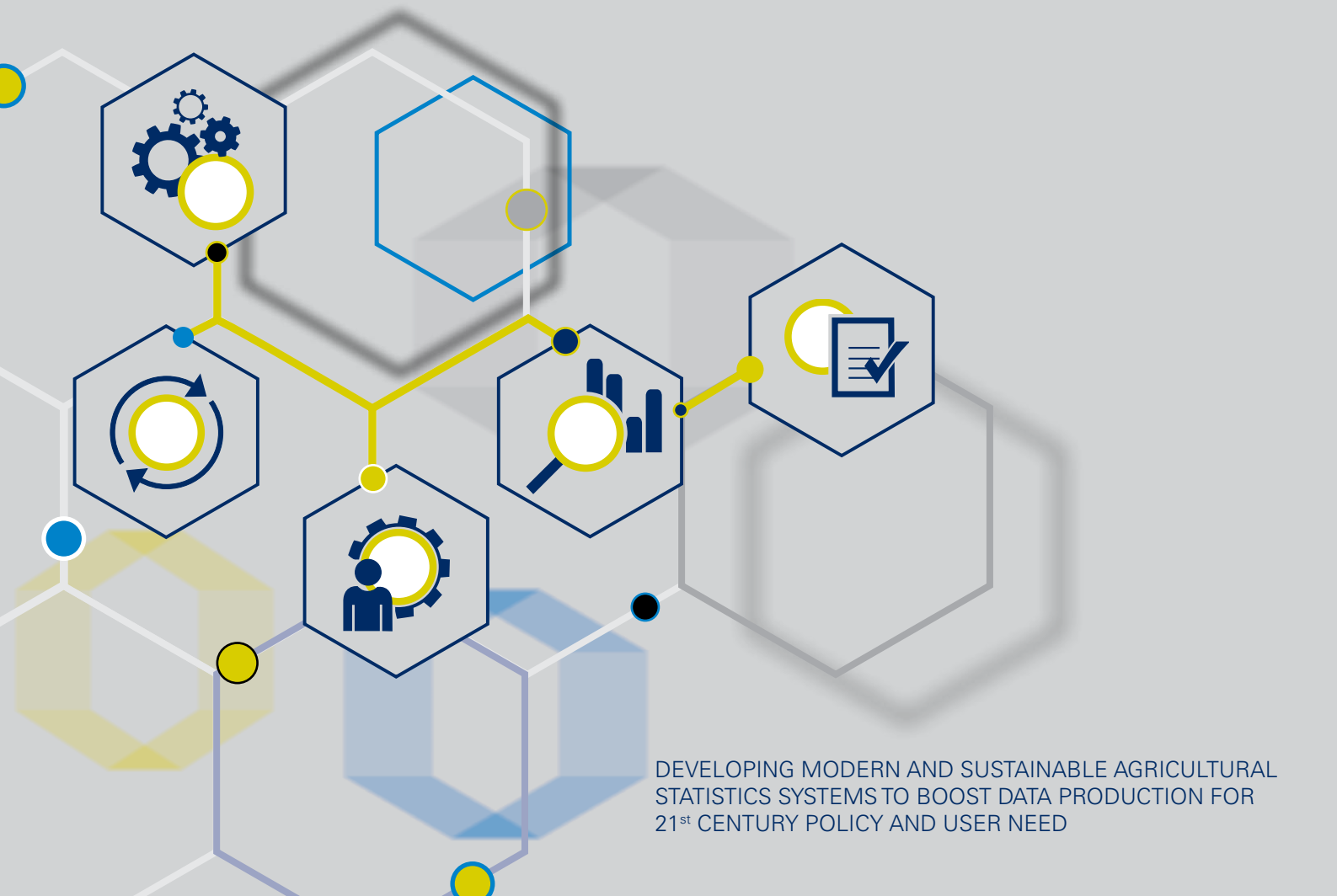


ACTION PLAN

GLOBAL STRATEGY TO IMPROVE AGRICULTURAL AND RURAL STATISTICS

PHASE 2

2020-2025



DEVELOPING MODERN AND SUSTAINABLE AGRICULTURAL
STATISTICS SYSTEMS TO BOOST DATA PRODUCTION FOR
21ST CENTURY POLICY AND USER NEED



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PREFACE

In accordance with a request made by the United Nations Statistical Commission (UNSC) at its Thirty-ninth Session in 2008, a Working Group on Agricultural Statistics, led by Eurostat and comprising the World Bank, the Food and Agriculture Organization of the United Nations (FAO) and the United States Department of Agriculture (USDA), prepared a report providing an overview of the main issues in agricultural statistics and proposing a framework for a strategic plan to improve national and international agricultural and rural statistics.

The UNSC endorsed the proposed course of action at its Fortieth Session in 2009, and a group called “Friends of the Chair” was established to design a strategic plan to improve agricultural and rural statistics. In 2009, the Global Strategy to improve Agricultural and Rural Statistics (Global Strategy) was developed and discussed at several international and regional meetings. At its Forty-second Session in 2011, the UNSC endorsed its technical content and strategic direction and urged FAO and the “Friends of the Chair” to expedite the development of the implementation plan aimed at strengthening national agricultural statistical systems. The First Global Action Plan, articulated in a comprehensive technical assistance, training and research programme, and which defined the governance framework to steer the implementation of the Global Strategy, was presented and endorsed at the Forty-third Session of the UNSC in 2012.

The first phase of implementation of the Global Strategy, conducted over the last six years, was a ground-breaking effort to strengthen agricultural and rural statistics: substantial achievements have been accomplished, as recognized in the mid-term evaluation report, even if some of the initial objectives will not have been met by the time the first phase is definitively closed at the end of 2018:

- Positive results in the development of cost-effective methodologies can be highlighted: just under 50 methodologies, guidelines and corresponding training material have been produced. By end-2018, Strategic Plans for Agricultural Statistics (SPARS) will have been prepared in almost 40 countries, and tangible progress has been made in terms of governance and coordination. A fast-track model with an emphasis on South-South Cooperation and direct work with key subregional partners has been successfully implemented in the field of technical assistance. Concrete progress has also been made in countries’ overall capacity through the various training programmes conducted, and synergies have been found with initiatives such as the Agricultural Market Information System (AMIS), the research programme of the Asian Development Bank and the World Bank LSMS/ISA programme.
- However, funding was not made available for three regions (Latin America and the Caribbean, CIS and Near East), thus limiting the number of countries that could be covered in the first phase. The initial objectives of providing technical assistance to a large number of countries in implementing the newly developed cost-effective methods will not be met because of the short time frame and the failure to recruit staff for all planned project positions. The dissemination of results at regional level was an issue throughout the project, and the governance structure put in place was excessively complex.

It is on this basis that the Thirteenth Global Steering Committee (GSC), held in 2017, endorsed the establishment of a first Task Team (TT) to prepare the second phase of the Global Strategy and its terms of reference. The TT reported to the GSC at the end of October 2017 and submitted proposals and recommendations on the objectives, main outputs and implementation modalities of a second phase of implementation of the Global Strategy (Second Global Action Plan), focusing on enhancing countries' capacity to respond more effectively to data needs in the framework of a sustainable agricultural statistical system. After that report was endorsed by the GSC in October 2017 and the UNSC in March 2018, a second TT was established to prepare the Second Global Action Plan, which is presented here.

Organization of this report

Chapter 1 (Rationale) aims to recall the initial objectives of the Global Strategy, describe the lessons learned from the first phase of implementation and illustrate how the overall environment for a second phase has changed over the last ten years.

Chapter 2 (The approach) covers the main principles founding the proposal for a better and smoother implementation of the second phase.

Chapter 3 (The GSARS 2.0 architecture) provides a description of the proposed structure of implementation of the second phase, while **Chapter 4 (Proposed investments)** lists the proposed investments and **Chapter 5 (Implementation strategies)** sets out the three possible strategies of implementation with different levels of budgets.

Five main Annexes complement the report. Annex 1 provides the SWOT analysis undertaken by the first TT; Annex 2 is the results-based logical framework of the Second Global Action Plan; Annex 3 describes the terms of reference for the governance structure; Annex 4 lists the selection criteria proposed for selecting implementing partners; and Annex 5 illustrates the model of fast-track technical assistance to be promoted.

ACKNOWLEDGEMENTS

The Second Global Action Plan to implement the Global Strategy to improve Agricultural and Rural Statistics was prepared by the Task Team commissioned by the Global Steering Committee in April 2018. The Task Team was led by Johannes Jütting, Manager of PARIS21, and included Mercy Kanyuka (NSO Malawi), Chenchu Dukpa (Ministry of Agriculture of Bhutan), Susana Perez Cadenas and José Luis Hernandez (INEGI Mexico), Hugues Kouadio (ENSEA School Abidjan), Michael Steiner (USDA), Veronika Radermacher (Eurostat), Julianna Drinan (Bill & Melinda Gates Foundation), Novella Maugeri (DFID) and Naman Keita. The Task Team was supported by a drafting team led by Naman Keita, with the support of the team of the Global Office (Christophe Duhamel, Valérie Bizier, Asfandiyar Khan, Marya Hillesland, Diana Sotomayor, Weronika Forowicz, Francesca Zoppi, Giorgio Pala and Radha Gupta). Key inputs were also provided by José Rosero Moncayo and Piero Conforti (FAO Statistics Division) and Elizabeth Weaver (Bill & Melinda Gates Foundation).

The elaboration of this Second Global Action Plan was based on the work of the first Task Team¹ in charge of preparing the roadmap for the Second Global Action Plan, which was endorsed by the Global Steering Committee in December 2017 and by the UN Statistical Commission in March 2018. It has also benefited from a consultative process at regional level, particularly in the two regions that implemented the first phase of the Global Strategy

Francesca Zoppi coordinated the design and communication aspects. The layout was prepared by Adriana Brunetti and the publication was edited by Sarah Pasetto.

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1 The first Task Team was led by Johannes Jütting (PARIS21) and included Haishan Fu and Alberto Zezza (World Bank), Cristina Pereira de Sa and Veronika Radermacher (Eurostat), Itani Magwaba (Statistics South Africa), José Luis Hernandez and Susana Perez (INEGI Mexico), Philomena Nyarko (Ghana), Michael Steiner (USDA), Julianna Drinan (Bill & Melinda Gates Foundation), Juraj Riecan (UNESCWA), Edith Faola (Samoa Bureau of Statistics) and Naman Keita.

ABBREVIATIONS AND ACRONYMS

AFRISTAT	Observatoire économique et statistique d'Afrique Subsaharienne (Bamako)
AgCoP	Agricultural Cost of Production
C4D	Communication for Development
CAADP	Comprehensive Africa Agriculture Development Programme
CAPI	Computer-Assisted Personal Interviewing
CATI	Computer-Assisted Telephone Interviewing
CAWI	Computer-Assisted Web Interviewing
CIS	Commonwealth of Independent States
EASTC	Eastern Africa Statistical Training Center (Dar es Salaam)
ENSAE	École Nationale de la Statistique et de l'Analyse Économique (Dakar)
ENSEA	École Nationale Supérieure de Statistique et d'Économie Appliquée (Abidjan)
FAO	Food and Agriculture Organization of the United Nations
FBS	Food Balance Sheet(s)
ISSEA	Institut Sous-régional de Statistique et d'Économie Appliquée (Yaoundé)
GIS	Geographic Information System
GPS	Global Positioning System
GSC	Global Steering Committee
IATI	International Aid Transparency Initiative
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
NSDS	National Strategy for Development of Statistics
NSO	National Statistical Office
NSS	National Statistical System
OECD	Organisation for Economic Co-operation and Development
RNE	Region Near East
RTAB	Regional Technical Advisory Board
SDG	Sustainable Development Goal
SHaSA	Strategy for the Harmonization of Statistics in Africa
SPARS	Strategic Plan for Agricultural and Rural Statistics
TT	Task Team
UN	United Nations
UNSC	United Nations Statistics Commission

EXECUTIVE SUMMARY

Initial objectives

The Global Strategy to improve Agricultural and Rural Statistics (Global Strategy) was developed ten years ago as a blueprint for a coordinated and long-term initiative to address the decline in the agricultural statistical systems of many developing countries. It was designed to provide a “framework for national and international statistical systems that will enable [developing countries] to produce, and to apply, the basic data and information needed in the twenty-first century.” From its very inception, the Global Strategy was designed as a long-term process to be implemented in phases. Phase 1, corresponding to the first Action Plan to implement the Global Strategy, spanned from end 2012 to 2018.

The Phase 1 plan was centred on three pillars: (i) establishing a minimum set of core data that countries should disseminate on a regular basis to meet current and emerging demands; (ii) integrating agriculture into national statistical systems (NSSs) to meet the requirements of policy-makers and other data users; and (iii) fostering the sustainability of agricultural statistical systems through governance and statistical capacity building.

Outputs were produced through three main technical components: Methodological Research, Technical Assistance, and Training.

The implementation structure was based on the decentralization of activities to various levels: a Global Office was in charge of overall coordination and of the Research component; regional partners were entrusted with providing technical assistance; and other regional partners were in charge of providing training.

The governance structure adopted during the first phase reflected these responsibilities. The governance bodies were: (i) a Global Steering Committee (GSC), that provided overall guidance on and oversight of the execution of the Global Action Plan; (ii) a Global Executive Board (GEB), that acted as the executive committee of the GSC; (iii) Regional Steering Committees (RSCs), which served as decision-making bodies at regional level; (iv) a Global Office, hosted by FAO, tasked with ensuring the overall coordination of the implementation of the Global Strategy and acting as Secretariat of the GSC and the GEB; and (v) Regional Offices (ROs), which coordinated the implementation of regional activities and served as the Secretariat of the RSCs.

Lessons learned from Phase 1

The implementation of Phase 1 of the Global Strategy has had significant impact on the agricultural statistical systems of many developing countries. The Global Strategy has become the point of reference on international standards in agricultural statistics, and the programme has demonstrated its ability to respond to the needs of the evolving international and regional agendas.

Significant results have been achieved: (i) agricultural statistical methods have been completely upgraded for the twenty-first century; (ii) Strategic Plans for Agricultural Statistics (SPARS) have

been prepared in almost 40 countries; (iii) with regard to technical assistance, a fast-track model with an emphasis on South-South Cooperation and direct work with key subregional partners has been successfully implemented; (iv) tangible progress has been made in countries' overall capacity through regional training programmes; and (v) data collection tools and indicators are more harmonized and agricultural statistics programmes are better coordinated across regions and within countries.

The **main shortcomings** were: (i) funding was not made available for the three regions of Latin America and the Caribbean (LAC), the Commonwealth of Independent States (CIS) and the Near East (RNE); (ii) the objectives of the technical assistance provided to countries in implementing the newly developed cost-effective methods have not been met, mainly because of a lack of commitment from regional implementing partners, in terms of recruiting staff for the planned project positions and the lack of involvement of subregional organizations in the implementation; (iii) frequent overlaps between technical assistance and training implementing partners; (iv) the governance mechanisms established were excessively complex; (v) the Global Office did not have the mandate to monitor the use of resources made available at regional level; and (vi) there was a lack of dissemination of results at regional level.

An evolving environment

New initiatives, and new opportunities for synergy and complementarity with partner programmes

Substantial changes have taken place in the statistical ecosystem at international, regional and national levels that need to be considered in the implementation of a second phase of the Global Strategy. The most important initiatives affecting the evolution of the demand for agricultural and rural statistics are: (i) the Sustainable Development Goals (SDGs) and the Cape Town Global Action Plan for Sustainable Development Data, and (ii) regional and subregional initiatives and programmes within which countries are committed to report against specific development agendas.

Contrary to Phase 1, the statistical landscape for Phase 2 of the Global Strategy is also characterized by the existence of several ongoing and new initiatives in the field of agricultural statistics, with a diversified geographical and technical focus: the new umbrella programme for SDGs of the Food and Agriculture Organization of the United Nations (FAO) and the 50 X 2030 initiative for implementing AGRIS on a large scale. In the interests of the effective use of resources, it is important to ensure that these initiatives do not lead to duplications of efforts and that they are complementary with one another, to achieve greater impact in terms of strengthening countries' agricultural statistical systems.

New data demand at country level

There are new demands for data at the national and subnational level and, therefore, a need to strengthen countries' capacities to collect, analyse and disseminate data on social protection, land tenure and ownership, and rural livelihoods in agricultural and rural areas, to collect comprehensive data on issues such as food safety, animal health and welfare, hazardous work and farm labour, and

child labour in agriculture, and to be capable of addressing the negative impact of disasters and emergencies more efficiently.

There is also increased recognition that improving the quality and use of sex-disaggregated statistics would provide evidence-based support for more targeted, efficient programming and policy-making across various dimensions in agriculture. Beyond the social dimension, there is growing understanding that long-term agricultural productivity cannot be sustained without increased environmental protection measures that ensure ecological integrity and protect natural resources; policy-makers need data to be able to implement and assess multisectoral and multilevel policies that encourage environmentally sustainable agricultural practices. Large data gaps still exist in the statistics needed to inform sustainable forestry and fishery policies.

New tools and cost-effective methodologies available

Both the demand and supply for new tools and innovative methodologies in the field of agricultural and rural statistics have considerably increased over the last ten years. Thanks specially to Phase 1 of the Global Strategy, significant progress has been made in the availability of new or updated cost-effective methodologies. Of utmost importance is, for example, the development of the AGRIS methodology, which will be implemented on a large scale through newly established partnerships (50*2030 initiative). Some of the most important methodological innovations developed during Phase 1 of the Global Strategy are now fully available and ready to use by countries and users. It is worth highlighting that rapidly evolving technologies, as well as increasingly available data sources and data collection and distribution techniques, have expanded the possibilities to produce and use relevant data in faster and cheaper ways. Keeping countries' demands high on the agenda, during Phase 2, selected new cost-effective methodologies will need to be developed and capitalize on and leverage the latest technologies and techniques. Additional resources will be dedicated to further improving and strengthening a selected number of the methodologies developed in Phase 1.

New approaches to capacity development

New debates on the efficiency and scope of capacity development approaches have arisen in recent years. The new Capacity Development 4.0 initiative, conducted under the leadership of PARIS21, recommends adopting new approaches to statistical capacity development and broadens its scope, focusing on the capabilities needed by National Statistical Systems (NSSs) across three levels: individual, organizational, and systemic, and targets five capability areas that must be developed to meet users' needs: resources, skills and knowledge, management, politics and power, and incentives. These new approaches will be reflected in the framework of Phase 2 of the Global Strategy.

During Phase 1 of the Global Strategy a well-articulated and pragmatic approach was established to fast-track the adoption and implementation, at country level, of the improved methodologies developed through the Global Strategy's research programme. The proposed approach was based on a model of transferring know-how, targeting country-level support on selected cost-effective and

improved methodologies, in partnership with key sub regional statistical institutions. This model of implementation should be replicated during the second phase of the Global Strategy.

The proposed approach

Phase 2 of the Action Plan will build on the successful achievements of and lessons learned from Phase 1 and will be based on the recommendations endorsed by the GSC in October 2017. Even if solid foundations have been laid and momentum created at international, regional and national level for significantly improving agricultural statistics, the investment made during Phase 1 must be transformed into concrete capacity and increased data production and dissemination activities at country level. The ten main recommendations endorsed by the GSC and the UNSC have been used to conceptualize the new proposed architecture for Phase 2. The proposed approach is essentially a response to the needs of a more efficient and smooth implementation of Phase 2. It is based on a set of principles for implementation, which are explored in further detail below.

The overarching principle for implementation will be the use of a modular approach, such as to “distribute” the whole implementation of the Global Strategy into a set of distinct “modules or investments” that can be developed independently, matched in a variety of configurations and implemented by various partners. However, modularity will imply that all modules still function as an integrated whole and therefore requires strengthened approaches in terms of governance, fundraising, coordination, monitoring and reporting.

It is expected that a modular approach will help in (i) bringing flexibility to address the needs of a wide range of countries at different levels of statistical development; ii) synchronizing the activities under an overarching implementation system of the second phase of the Global Strategy, therefore facilitating synergies with other existing initiatives; (iii) identifying appropriate partnerships; and (iv) increasing gains in terms of efficiency, by merging activities under the responsibility of a minimum number of implementing partners. This will be possible if a simplified coordination mechanism through a light governance model is established; if strong procedures and tools are put in place through a centralized multiplatform programme for ensuring better accountability, the efficient raising and managing of funds, the appropriate identification and selection of partnerships; and if the Global Office is given more responsibilities to achieve better coordination and monitoring of the implementation of the programme.

The main technical focus for Phase 2 will be based on 5 principles: (i) the use of existing, innovative tools developed during Phase 1; (ii) additional research to be conducted to bridge remaining gaps and respond to new demands from countries; (iii) better use of data, addressing gaps in terms of skills and knowledge required to process data and informing and sensitizing policy-makers on how to read, interpret and use statistics; (iv) innovative capacity development strategies using experience gained from the first phase and integrating new approaches to capacity development; and (v) improved advocacy, communication and dissemination, to build greater awareness of the activities and impact of the Global Strategy.

Five principles will be applied to ensure better implementation: (i) a simplified governance model with one single Global Steering Committee, a Global Office and Regional Technical Advisory Boards (RTABs) providing technical guidance at regional level; (ii) fit-to-purpose partnerships, based on more inclusive partnerships extended to a larger and more diverse group of key selected implementing partners; (iii) a results-driven accountability framework, establishing the framework, accountability and rules governing the indirect implementation, by partners, of projects under the Global Strategy platform and the direct responsibility of the agency hosting the Global Office; (iv) a multilayer funding strategy, based on flexible, simplified and harmonized procedures that would facilitate the contribution of an enlarged number of donors; and (v) a better complementarity with other initiatives, through the governance structure put in place for the Global Strategy: the GSC.





Implementation: the results chain

The intended impact of Phase 2 is for *agriculture and rural development policies at national level to be defined and implemented on the basis of relevant, reliable and up-to-date statistics*. The intended outcomes are (i) *an increase in the number of countries having the capability to produce a minimum set of core data, provide analysis and disseminate results*; and (ii) *an increased use of data by decision-makers to meet current and emerging statistical demands*. Five main outputs corresponding to five arenas of focus have been identified for matching with the desired impact and outcomes.

Fifteen activities for producing the five outputs (three activities for each output) are proposed and for each activity, a series of investments, in direct application of the principle of the modular approach and the 10 guiding principles described in the former section of the document have been prepared.

Implementation: the proposed architecture

The second Action Plan aims to strengthen and modernize countries' agricultural statistical systems in line with the Global Strategy's initial principles and three pillars. Therefore, the Second Global Action Plan focuses on four technical arenas and outputs that relate to the main aspects of the process and cycle of statistical production and use in support of food security and sustainable development policies and one arena related to the more effective implementation of the plan. The four focus technical arenas proposed cover the main activities aiming to provide technical assistance and training on cost-effective methods to countries as needed, using innovative approaches and boosting data production to respond to the data needs emerging from the evolving development agendas. The need to establish better linkages with policy-making through a better use of data and the better dissemination of results led to the addition of a specific arena (Growing use of data for policy purposes).

ARENAS	OUTPUTS	ACTIVITIES
 <p>Effective implementation bodies</p>	<p>Smooth and effective implementation of the Global Strategy</p>	<ol style="list-style-type: none"> 1,1 Ensure an efficient and simple governance and programme management structure 1,2 Establish relevant partnerships for better implementation, promoting the effective technical assistance and training mechanisms experimented during Phase 1 1,3 Develop and put in place an effective advocacy and communication strategy
 <p>Sustainable national agricultural statistical systems</p>	<p>Appropriate mechanisms for guaranteeing long-term statistical development at country level are in place</p>	<ol style="list-style-type: none"> 2,1 Provide further support on SPARS design, promote peer-review processes and improve alignment of statistical and policy cycles at country level 2,2 Assist countries in budgeting for statistical operations planned in SPARS, along with advocacy and resource mobilization 2,3 Set up a planning/monitoring tool that helps international partners to better orient investments in agricultural statistics at country level
 <p>Skilled people and effective governance</p>	<p>National and regional statistical services are equipped with skilled people and the leadership and governance to grow and prosper</p>	<ol style="list-style-type: none"> 3,1 Assist managers in agricultural statistical services in evaluating organizational human resources and capacity development needs in agricultural statistics and in establishing adequate human resources management policies, including capacity development strategies 3,2 Provide support to existing training institutions in developing, harmonising and implementing curricula in agricultural statistics, leadership and communication and in sharing best practices in capacity development 3,3 Facilitate access to relevant training programs through scholarship and distance training/e-learning programs
 <p>Cost-effective data collection systems</p>	<p>Cost-effective methodologies are used by countries</p>	<ol style="list-style-type: none"> 4,1 Provide technical assistance at country level on cost-effective and innovative methodologies developed by the Global Strategy 4,2 Develop new cost-effective methodologies on emerging topics or update existing ones and pilot/implement them in target countries 4,3 Develop practical guidelines and tools sharing best practices in implementing cost-effective methodologies and guarantee a large dissemination and access to cost-effective methodologies already developed
 <p>Growing use of data for policy purpose</p>	<p>Statisticians increase data analysis capacity and policy makers are able to use data for national policy formulation and monitoring</p>	<ol style="list-style-type: none"> 5,1 Develop practical guidelines and support countries on agricultural data analysis 5,2 Develop methods and guidelines and support countries in increasing user data literacy and improving the use of data for policy formulation and monitoring 5,3 Develop tools helping countries to build a national agricultural indicator framework

**Implementation:
proposed
investments**

For each activity identified under the five arenas and outputs, an indicative initial list of investments has been prepared (see chapter 4). This first list of investments was produced on the basis of an analysis of the results of the evaluations, the TT's main findings and recommendations, the feedback received from beneficiary countries throughout the six years of implementation of the first phase and consultation with the main stakeholders over the last six months. This list is to be considered as an indicative tool that will help the Global Office to prepare the formulation of the project, and as a basic platform for discussing fundraising with donors. This list will need to be modified and updated on a regular basis with the support of the Regional Technical Advisory Boards before it is submitted for endorsement by the GSC.

**Implementation:
three scenarios**

Three scenarios of implementation have been proposed to enhance flexibility in addressing the needs of a wide range of countries at different levels of statistical development, as well as to meet evolving needs related to the rapid changes occurring in development agendas at national, regional and international levels. This flexibility will also enable the creation of a multiplatform programme in which resource partners can contribute at different times and at different levels of investment. The three proposed scenarios were elaborated on the basis of the priority rankings allocated to each investment. The three scenarios are also available at different geographic levels.

- The high-level scenario (USD 50 million) corresponds to the implementation of all activities ranked as having priorities 1 to 3.
- The medium-level scenario (USD 36 million) corresponds to the implementation of all activities ranked as having priorities 1 to 2.
- The low-level scenario (USD 21 million) corresponds to all activities ranked as having priority 1. This is the minimum scenario that would allow and justify the setting-up of a Global Office to start the activities.



INTRODUCTION

INTRODUCTION

During its Thirteenth meeting on 8 February 2017, the Global Steering Committee (GSC) of the Global Strategy to Improve Agricultural and Rural Statistics (Global Strategy) endorsed the establishment of a first Task Team (TT) to prepare the second phase of the Global Strategy and its terms of reference. It was proposed that the Global Office serve as secretariat of the TT.

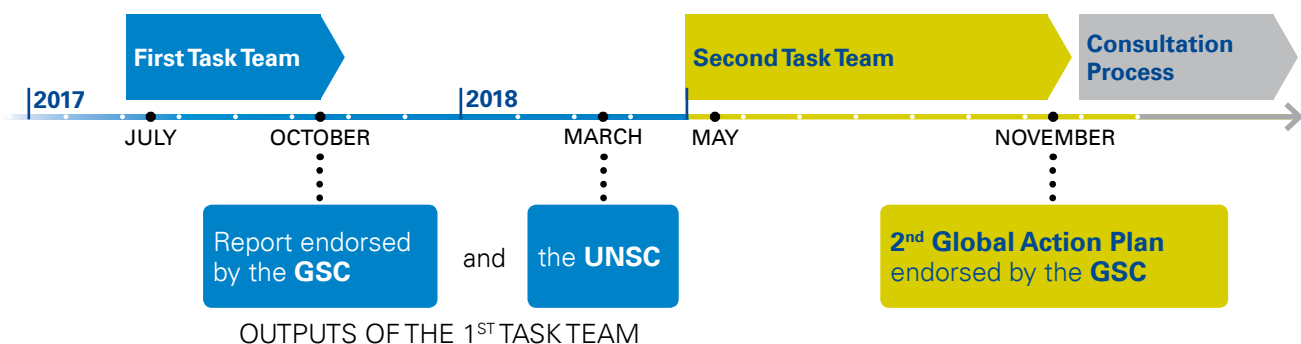
The aim of the TT was to report to the GSC by the end of October 2017 and submit proposals and recommendations on the objectives, main outputs and implementation modalities of a second phase of implementation of the Global Strategy (Second Global Action Plan), focusing on countries' capacity to respond more effectively to data needs in the framework of a sustainable agricultural statistical system.

The process included detailed analysis of all relevant documents (evaluation reports, periodic narrative reports and financial reports of Phase 1), as well as of the emerging international, regional and national development agenda. Based on this analysis, the TT summarized the lessons learnt during the implementation of Phase 1 in the form of a SWOT analysis (Annex 1)

After endorsement of the report of the first TT by the GSC (October 2017) and the United Nations Statistical Commission (in March 2018), a second TT was established for preparing the Second Global Action Plan based on the recommendations of the first TT.

A drafting team was appointed and tasked with preparing the second Global Action Plan with an inclusive approach and extensive consultation of all stakeholders.

The Second Global Action Plan, presented here, is the result of the work of the two successive TTs.





1 RATIONALE

- Initial objectives of the Global Strategy
- Lessons learned from Phase 1
- An evolving environment

RATIONALE

Initial objectives of the Global Strategy

The Global Strategy to improve Agricultural and Rural Statistics (Global Strategy) was developed ten years ago (the first meeting was organized in October 2008 in Washington) as a blueprint for a coordinated and long-term initiative to address the decline in the agricultural statistical systems of many developing countries.

The Global Strategy was designed to provide a “framework for national and international statistical systems that will enable [developing countries] to produce, and to apply, the basic data and information needed in the twenty-first century”.



A long-term process

From its very inception, the Global Strategy was designed as a long-term process to be implemented in phases. The first phase, corresponding to the first Action Plan to implement the Global Strategy, spans from end 2012 to 2018.

Three pillars

- Establishing a minimum set of core data that countries will disseminate on a regular basis to meet current and emerging demands
- Integrating agriculture into national statistical systems (NSSs) to meet the requirements of policy-makers and other data users
- Fostering the sustainability of the agricultural statistical systems through governance and statistical capacity building

Five outputs

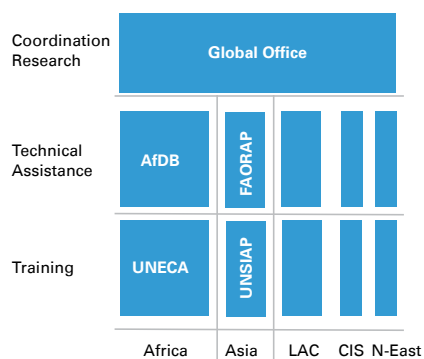
The first Action Plan included four global outputs; a fifth output was added in 2016. The outputs are:

- **Output 1:** Effective governing bodies set up and functioning at global and regional levels
- **Output 2:** Coordination bodies within the NSSs, legal frameworks and strategic plans established in target countries, to enable the integration of agriculture into the national statistical system
- **Output 3:** New cost-effective methods for data collection, analysis and dissemination developed and disseminated
- **Output 4:** Increased capacity of agricultural statistics staff in regional training centres and target countries
- **Output 5:** Agricultural integrated Survey (AGRIS) methodology developed and piloted

Three main components

These five outputs were to be produced through three main components:

- Methodological research
- Training
- Technical assistance

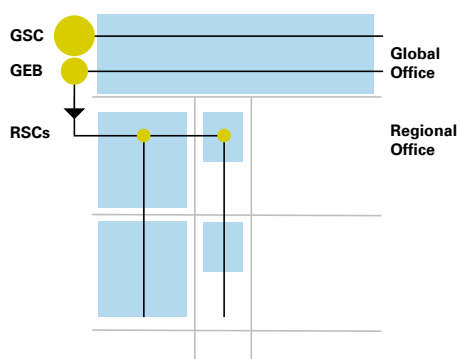


A multiple-level implementation structure

The implementation structure proposed for Phase 1 was based on the decentralization of activities to various levels: a Global Office was in charge of overall coordination and of the Research component; regional partners were in charge of providing technical assistance; and other regional partners were in charge of providing training.

A multiple-level governance structure

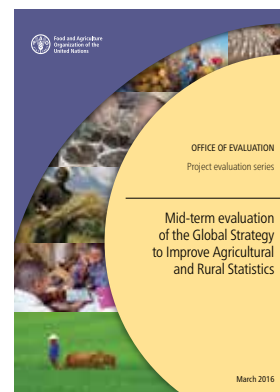
The governance structure adopted during the first phase reflected the various responsibilities mentioned above, at global and regional level. The bodies were the following:



- A **Global Steering Committee (GSC)**, that provided overall guidance on and oversight of the execution of the Global Action Plan;
- A **Global Executive Board (GEB)**, that acted as the executive committee of the GSC;
- **Regional Steering Committees (RSCs)**, which served as decision-making bodies at regional level;
- A **Global Office**, hosted by FAO, tasked with ensuring the overall coordination of the implementation of the Global Strategy and with acting as Secretariat of the GSC and the GEB; and
- **Regional Offices (ROs)**, which coordinated the implementation of regional activities and served as the Secretariat of the RSCs.

Lessons learned from Phase 1

The implementation of Phase 1 of the Global Strategy has had significant impact on the agricultural statistical systems of many developing countries. The Global Strategy has become the point of reference on international standards in agricultural statistics, and the programme has demonstrated its ability to respond to the needs of the evolving international and regional agendas.



Main successes

The SWOT analysis conducted by the first TT (Annex 1), shows that significant results have been achieved.

- Agricultural statistical methods have been completely upgraded for the twenty-first century (50 cost-effective methodologies, guidelines and corresponding training material have been produced).
- Strategic Plans for Agricultural Statistics (SPARS) have been prepared in almost 40 countries by end 2018.
- In terms of technical assistance delivery, in Africa, the Global Office has successfully tested a fast-track model with an emphasis on South-South Cooperation and direct work with key subregional partners.
- Tangible progress has been made in countries' overall capacity (in Africa, curricula have been developed, 72 scholarships have been provided, and the capacity of four regional schools have been strengthened. In Asia, a specific training network has been developed).
- Data collection tools and indicators are more harmonized and agricultural statistics programmes are better coordinated across regions and within countries.
- The governance and reporting mechanisms used for Phase 1 have continued to function, despite the complexity of the relevant processes and uneven participation or interest in the statutory meetings.

Good practices for technical assistance: estimating cost of production in Botswana

Most farmers in Botswana benefit from government support in the form of subsidized agricultural inputs. Thus, estimating the cost of production in agriculture is essential not only to the benchmarking of individual farmers, but also to improve the efficiency of public policies and to better guide private investments through sound profitability assessments. In this context and through the Global Strategy's accelerated technical assistance plan for Africa, the Global Office assisted Botswana in collecting, compiling and measuring the Agricultural Cost of Production (AgCoP) for livestock and crops such as maize, sorghum and millet. This was possible after several missions and technical assistance activities were conducted, targeting the officers responsible for data collection and surveys as well as the analysts in charge of compiling AgCoP indicators in Statistics Botswana and the Ministry of Agriculture. A newly developed AgCoP questionnaire and the calculation procedures and methodologies developed throughout these technical assistance activities were the basis for the measurement, at full scale, of the AgCoP in Botswana. Today, notional officers from these two institutions in Botswana possess the skills required to measure cost of production with limited technical assistance.

Training: providing scholarships to young African statisticians

Under the Global Strategy's training component, a scholarship fund for long-term training was established. This fund was instituted to meet part of the costs incurred by trainees in attending training courses leading to a recognized academic qualification. To date, 79 students from several countries have enrolled in postgraduate-level training on agricultural statistics provided by African training centres specialized in agricultural statistics (ENSEA, ENSAE, EASTC and ISSEA). Some of the students that benefitted from the scholarship then joined the Global Strategy to support its technical assistance component. The programme also requires that students serve within their national governments for a minimum number of years after completing their training. The programme can be replicated in other regions

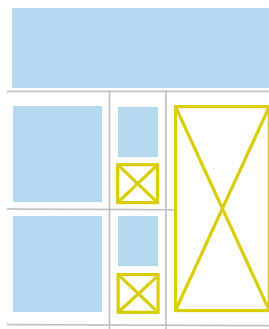
Uptake of research: crop cutting in Jamaica

Smallholders generally practice mixed and continuous cropping to maximize output per unit of land area. In response to the need to develop an appropriate methodology for the precise estimation of crop area, yield and production, the Global Strategy, under its research component, undertook a study on this topic. Methodological experiments on measuring crop area and yield were implemented by the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAFA) of Jamaica. As part of the experiment, the Indian Agricultural Statistical Research Institute (IASRI) provided training on the crop-cutting technique for production measurement and on Computer-Assisted Personal Interviewing (CAPI) for data collection. After the successful conclusion of the experiments, MICAFA decided to incorporate crop cutting into their crop yield estimation methodology for the first time. Furthermore, the institution plans to use the CAPI training and equipment to collect data for other surveys. MICAFA believes that the implementation of these new tools and methods is producing a positive impact on the quality of agricultural statistics and reduces the time formerly required for data verification and analysis.

Main shortcomings

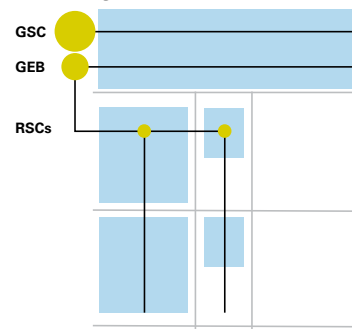
However, the SWOT analysis also reveals weaknesses and shortcomings that led to certain results of Phase 1 being below expectations and targets. The main shortcomings are:

1 Lack of funding



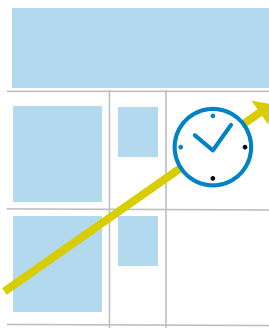
Funding was not made available for three regions: Latin America and the Caribbean (LAC), the Commonwealth of Independent States (CIS) and the Near East (RNE), further limiting the number of countries covered in Phase 1.

4 Complex governance



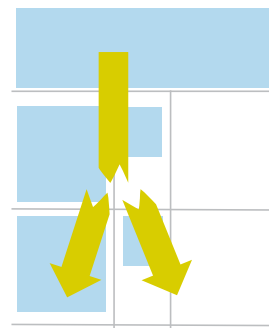
The governance mechanisms established were excessively complex.

2 Too long-term partnerships



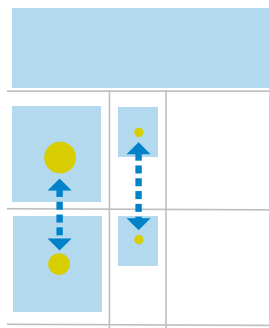
The objectives of the technical assistance provided to countries in implementing the newly developed cost-effective methods will not be met. This was mainly because of a lack of commitment from regional implementing partners, in terms of recruiting staff for the planned project positions over the entire period of implementation, a factor that considerably undermined the overall delivery. The mechanism of stipulating partnerships with regional organizations for the delivery of technical assistance and training at country level were more challenging than anticipated and, in some cases, inefficient. In the area of training, there was a lack of coordination at regional level, with frequent overlaps between technical assistance and training implementing partners.

5 No mandate for monitoring delivery

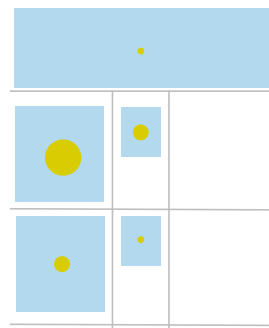


The Global Office did not have the mandate to monitor the use of resources made available at regional level.

3 Lack of commitment/ Capacity/coordination



6 Lack of dissemination



There was a lack of dissemination of results at regional level.

An evolving environment

The long-term directions and pillars of the Global Strategy remain valid; however, substantial changes have taken place in the statistical ecosystem at international, regional and national levels that need to be considered in the implementation of a second phase of the Global Strategy. The last few decades have been characterized by considerable changes in the global and national development policy agenda that are reflected in the corresponding data requirements. The most important initiatives that affect the evolution of the demand in agricultural and rural statistics are described below.

1

The Sustainable Development Goals (SDGs) and the Cape Town Global Action Plan for Sustainable Development Data

At global level, the new 2030 Sustainable Development Agenda (SDA), adopted by the United Nations (UN) in September 2015 (as a successor to the Millennium Development Goals) defines 17 Sustainable Development Goals (SDGs) and 169 individual targets, including 19 multidimensional agriculture-related SDG targets and 25 global indicators for monitoring progress towards the goals and targets. The Cape Town Global Action Plan for Sustainable Development Data, adopted by the United Nations Statistical Commission (UNSC) in 2017, stipulates that “effective planning, follow-up and review of the implementation of the 2030 Agenda for Sustainable Development requires the collection, processing, analysis and dissemination of an unprecedented amount of data and statistics at local, national, regional and global levels and by multiple stakeholders.” It further indicates that “[I]nternational statistical systems (NSS) face the urgent need to adapt and develop in order to meet the widening, increasing and evolving needs of data users, including for the full implementation of the 2030 Agenda for Sustainable Development.”

Regional initiatives

At regional level, countries have also committed to report against specific development agendas. In Africa, for example, the Comprehensive Africa Agriculture Development Programme (CAADP), the African Union Vision 2063 (a roadmap for continent-wide development) and the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa (SHaSA) are important initiatives requiring compilation of various indicators and access to a wide range of data. At subregional level, African countries are members of regional economic communities – sometimes, of two or three such communities at a time – each with specific requirements in terms of the implementation of regional economic, social and monetary integration programmes. Countries therefore face a complex situation, in which the various requirements may not always be harmonized and coordinated with one another. Similar initiatives exist in other regions, with monitoring frameworks that each require access to and availability of a wide range of data.

New data for agricultural policies at country level

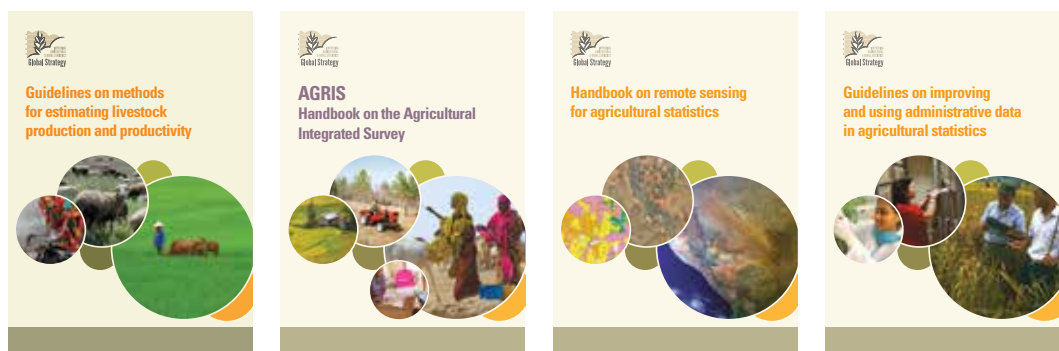
In addition to monitoring agricultural productivity, food supply, food prices, imports, exports and agricultural investments at country level, there is a growing need for data on other important dimensions. This includes data on nutrition and food security at the national and subnational level, so that policy-makers can better design and implement targeted initiatives to improve health outcomes and reduce malnutrition. There is a need to strengthen countries' capacities to collect, analyse and disseminate data on social protection, land tenure and ownership, and rural livelihoods in agricultural and rural areas, to better inform programme and policy formulation. Additionally, detailed comprehensive data are needed to support policy formation on issues such as food safety, animal health and welfare, hazardous work and farm labour, and child labour in agriculture. Within an emergency context, to be able to address the negative impact of disasters and emergencies more efficiently, there is a need to collect real-time data. Regarding many of these statistics, there also is increased recognition that improving the quality and use of sex-disaggregated statistics would not only strengthen the awareness of gender dimensions and gaps in agriculture, but also provide evidence-based support for more targeted, efficient programming and policy-making across various dimensions in agriculture.

Beyond the social dimension, there is growing understanding that long-term agricultural productivity cannot be sustained without increased environmental protection measures that ensure ecological integrity and protect natural resources. Policy-makers need data to be able to implement and assess multisectoral and multilevel policies that encourage environmentally sustainable agricultural practices. As an example, data are needed to understand how to encourage best agricultural practices, such as organic farming. Large data gaps also exist in the agricultural statistics needed to inform sustainable forestry and fishery policies.

Better tools and cost-effective methodologies now available

Both the demand and supply for new tools and innovative methodologies in the field of agricultural and rural statistics have considerably increased over the last ten years. Thanks especially to Phase 1 of the Global Strategy, significant progress has been made in the availability of new or updated cost-effective methodologies. Of utmost importance is, for example, the development of the AGRIS methodology, which will be implemented on a large scale through newly established partnerships. Some of the most important methodological innovations developed during Phase 1 of the Global Strategy are:

It is worth highlighting that rapidly evolving technologies, as well as increasingly available data sources and data collection and distribution techniques, have expanded the possibilities to produce and use relevant data in faster and cheaper ways. This requires adapting agricultural and rural statistical systems, if they are to remain relevant in face of new demands and evolving technologies; otherwise, they risk becoming obsolete and useless. Both the supply and the demand for data are evolving, because of changing agricultural practices and the need to better understand the



interlinkages between agriculture, rural development, the environment and climate to make informed policies. Keeping countries' demands high on the agenda, during Phase 2, selected new cost-effective methodologies will be developed that capitalize on and leverage the latest technologies and techniques. Additional resources will be dedicated to further improving and strengthening a selected number of the methodologies developed in Phase 1.

New approaches to capacity development

New debates on the efficiency and scope of capacity development approaches have arisen in recent years. The new Capacity development 4.0 initiative, conducted under the leadership of PARIS21, recommends adopting new approaches to statistical capacity development and broadens its scope. Within this framework, capacity development is defined as “the process through which a country's NSS, its organisations and individuals obtain, strengthen and maintain their abilities to collect, produce, analyse and disseminate high quality and reliable data to meet users' needs.” It focuses on the capabilities needed by the NSS across three levels: individual, organizational, and systemic, and targets five capability areas that must be developed to meet users' needs: resources, skills and knowledge, management, politics and power, and incentives. These new approaches should be reflected in the framework of Phase 2 of the Global Strategy.

During Phase 1 of the Global Strategy, in Africa, a well-articulated and pragmatic approach was established to fast-track the adoption and implementation, at country level, of the improved methodologies developed through the Global Strategy's research programme (see example in Annex 5). The proposed approach was based on a model of transferring know-how, which involved the acquisition of knowledge and formal training, prioritizing especially targeted country-level support on selected cost-effective and improved methodologies, in partnership with key subregional statistical institutions. Seven young African statisticians were trained at FAO headquarters for six months and were given progressive responsibilities in providing technical assistance at country level, under the supervision of more senior experts. As a result of this approach, statistical capacity was sustainably built in 14 countries for 6 cost-effective methodologies (Cost of production, Master

Sampling Frame, Food Balance Sheets, Computer-Assisted Personal Interviewing, Post-Harvest Losses, Livestock Statistics) and in key regional partner institutions (AFRISTAT, ENSEA, ENSAE and EASTC), resulting in an increased availability of agricultural data at country and regional level. This model of implementation should be replicated during the second phase of the Global Strategy.

New opportunities for synergy and complementarity with partner programmes, for greater impact

The Global Strategy is the most important concerted effort undertaken in recent decades for strengthening statistical capacity in emerging and developing countries. It pursues this goal through the development of innovative, cost-effective methods for supporting agricultural policies, the provision of technical assistance to countries in planning their future agricultural statistical systems and adopting new approaches and new methodologies, and the delivery of support to the development of the next generation of agricultural statisticians. During its six years of implementation, the Global Strategy, through its five implementing partners, has established several strong partnerships at international level (Asian Development Bank, World Bank, European Commission), subregional level (network of schools in Africa, subregional institutions), and at country level, as well as with research institutions. It has played an active catalytic role, for example, in increasing stakeholders' contributions to the overall objectives of the Global Strategy, in giving a number of implementing partners the opportunity to reinforce their own capacity to deliver support in the field of agricultural statistics, and in providing countries with opportunities to adopt and integrate new methodologies into their national systems. The methodologies developed within the framework of the Global Strategy are now widely disseminated and ready to use: the AGRIS methodology is the best-known example of a methodology that was entirely funded and developed by the Global Strategy, and is now a benchmark at international level.

Contrary to Phase 1, the current statistical landscape for Phase 2 of the Global Strategy is characterized by the existence of several ongoing and new initiatives in the field of agricultural statistics, with a diversified geographical and technical focus. The main initiatives at global level include the new umbrella programme for SDGs of the Food and Agriculture Organization of the United Nations (FAO), the AGRIS programme, the continuation of the World Bank Living Standards Measurement Study – Integrated Surveys on Agriculture (LSMS/ISA) programme, and the continuation of the FAO World Programme for the Census of Agriculture. In the interests of the effective use of resources, it is important to ensure that all these initiatives do not lead to duplications of efforts and that they are complementary, to achieve greater impact in terms of strengthening countries' agricultural statistical systems.

Phase 2 will contribute to the synergy of action by helping countries to design Strategic Plans for Agricultural and Rural Statistics (SPARS) as the strategic framework for integrating all capacity building and technical assistance activities, and ensuring that they are in line with countries' priority needs. While many of the programmes listed above will support national data collection at country level, Phase 2 of the Global Strategy will focus on providing technical assistance and building statistical

capacity at country level, with a limited component on research related to emerging needs and new cost-effective methods and tools. The interventions at country level will not fund comprehensive national data collection operations. However, provision will be made to fund data collection work associated with demonstrations of feasibility and pilot-testing of selected cost-effective methods in specific country contexts. Phase 2 of the Global Strategy will therefore set the foundation for effectively conducting national data collection activities, by strengthening the skills and knowledge of national staff on cost-effective methods, conducting field tests and helping countries in resource mobilization for a sustainable agricultural statistical system.



2 THE APPROACH

- The overarching principle: a modular approach
- Main technical focus for Phase 2
- Principles for a better implementation environment

THE APPROACH

Phase 2 of the Action Plan will build on the successful achievements of and lessons learned from Phase 1 and will be based on the recommendations endorsed by the GSC in October 2017. Even if solid foundations have been laid and momentum created at international, regional and national level for significantly improving agricultural statistics, the investment made during Phase 1 must be transformed into concrete capacity and increased data production and dissemination activities at country level. This is particularly opportune at a time of substantial increase in data needs, resulting from monitoring the indicators for the new SDG agenda and other regional programmes and the availability of new cost-effective methods and tools. The ten main recommendations of the first TT – endorsed by the GSC and the UNSC – have been used to conceptualize the new proposed architecture for Phase 2. The approach presented below is the proposed response to the needs of a more efficient and smooth implementation of Phase 2. A new implementation structure for Phase 2 is proposed in chapter 3. The proposal is based on the application of principles that are direct responses to the GSC’s main recommendations. Among all of the principles detailed below, one is considered overarching: the principle of a modular approach. The other principles are grouped into two blocks: those used for structuring technical activities (P1–P5) and those used to improve implementation (P6–P10).

Main expected synergies

DATA COLLECTION INITIATIVES

Phase 2 of the Global Strategy will continue to focus on statistical capacity building, that is, establishing the foundations for building agricultural statistical systems; it will not provide support in funding data collection at country level. The Global Strategy is creating an enabling working environment at country level that can also be used by other initiatives, such as the new 50*2030 initiative, which aims to help countries in collecting official agricultural data at farm level with AGRIS.

CAPACITY DEVELOPMENT INITIATIVES

There are also opportunities for synergy and complementarity with other international capacity-development initiatives, such as the Capacity Development 4.0 initiative, which could affect the existing assessment of statistical systems and the need to improve the linkages between producers and users of statistics and to better use data for policy formulation, monitoring and impact.

RESEARCH

There are also opportunities for synergy with other research programmes, such as those of the Asian Development Bank, the activities of which have already contributed to the objectives of the Global Strategy during Phase 1, or those of other research programmes at European Union (EU) or World Bank level. As a general requirement, more synergies with other research initiatives in the field of agricultural statistics will have to be undertaken, particularly at a time where digital technologies are affecting how data are collected, analysed, disseminated and used.

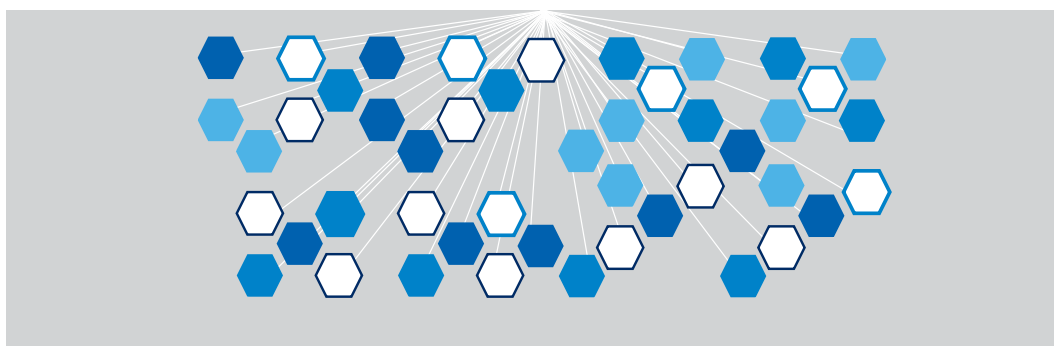
FAO'S MANDATE

Finally, there are important synergies to be created with FAO's overall statistical work, particularly in relation to FAO's mandate to develop methodologies and provide support to countries, in particular on the SDG process. These synergies, already effective during Phase 1 will need to be advanced during Phase 2.

GSC RECOMMENDATIONS	OVERARCHING IMPLEMENTATION PRINCIPLE	GUIDING PRINCIPLES P1 – P10
<p>R1.1 Strengthening countries' capacities, using innovative approaches and boosting data production through technical assistance and training to respond to the emerging data needs of the evolving development agendas, particularly relating to the measurement and monitoring of SDG indicators.</p>	<p style="text-align: center;">MODULAR APPROACH</p>	<p>P1 Use of existing, innovative/and new tools</p> <p>P4 Innovative capacity development strategies</p>
<p>R1.2 Increasing the link between the production and use of agricultural statistics and national strategic plans for statistics (NSDS-SPARS), to avoid the creation of sectorial silos and to modernize data and statistical production on the basis of the principles formulated in the Cape Town Global Action Plan.</p>		<p>P3 Better use of data</p> <p>P4 Innovative capacity development strategies</p>
<p>R2.1 Building on the strengths and results achieved during Phase 1, taking into account new opportunities, drawing lessons from the challenges and minimizing possible threats. The focus should be on providing technical assistance and training on cost-effective methods to countries as needed, using a modular approach.</p>		<p>P1 Use of existing, innovative/and new tools</p> <p>P2 Additional research</p> <p>P4 Innovative capacity development strategies</p>
<p>R2.2 Promoting innovative and efficient approaches for delivery that reflect the latest progress in capacity development.</p>		<p>P4 Innovative capacity development strategies</p>
<p>R2.3 Taking into consideration other existing initiatives in order to avoid duplications.</p>		<p>P10 Complementarity with other initiatives</p>
<p>R3.1 Including a specific component focusing on advocacy and the increased dissemination of methodologies at country level.</p>		<p>P5 Communication and dissemination strategy</p>
<p>R3.2 Providing support to countries by sharing experiences, for the purpose of inspiration and efficiency.</p>		<p>P5 Communication and dissemination strategy</p>
<p>R4.1 Simplifying existing governance structures</p>		<p>P6 Simplified governance model</p>
<p>R4.2 Adopting new and innovative coordination and implementation mechanisms that are better adapted to a modular approach, which would facilitate efficient delivery.</p>		<p>P7 Fit-to-purpose partnerships</p> <p>P8 Results-driven and accountability</p>
<p>R5 Adopting a revised and innovative approach to funding Phase 2 that would fit a flexible modular, approach to implementation.</p>		<p>P9 Multi-layer funding strategy</p>

The overarching principle: a modular approach

The principle of using a modular approach, as recommended by the GSC, is to “distribute” the whole implementation of the Global Strategy into a set of distinct “modules or investments” that can be developed independently, matched in a variety of configurations and implemented by various partners. However, modularity implies that all modules still function as an integrated whole and therefore requires strengthened approaches in terms of governance, fundraising, coordination, monitoring and reporting



It is expected that a modular approach will help in:

- bringing flexibility to address the needs of a wide range of countries at different levels of statistical development and address evolving needs related to rapid changes in the development agendas at national, regional and international level;
- synchronizing the activities under an overarching implementation system of the second phase of the Global Strategy, therefore facilitating synergies with other existing initiatives;
- identifying appropriate partnerships (the best implementing partner responding to the criteria introduced by the facets, in terms of technical competency and geographic coverage);
- increasing gains in terms of efficiency, by merging activities under the responsibility of a minimum number of implementing partners; and
- building a multiplatform programme in which resource partners can contribute at different times and at different levels of investment.

This will be possible if:

- a simplified coordination mechanism through a light governance model is established, whereby the GSC will act as the ultimate decision-maker and Regional Technical Advisory Boards (RATBs) will be set up to guide implementation at regional and country levels, reporting to the Global Office;
- strong procedures and tools are put in place through a centralized multiplatform programme for ensuring better accountability, the efficient raising and managing of funds, the appropriate identification and selection of partnerships, and better monitoring and reporting.
- The Global Office is given more responsibilities to achieve better coordination and monitoring of the implementation of the programme.

**Main technical
focus for
Phase 2**

One of the main recommendations of the first TT was to build Phase 2 on the strengths and results achieved and focus on providing technical assistance and training on cost-effective methods to countries as needed, using innovative approaches and boosting data production to respond to the data needs of the evolving development agendas. The need to establish better linkages with policy-making through a better use of data and a better dissemination of results was also emphasized. Five principles are detailed below:

P1 Principle 1: Use of existing, innovative tools

Considerable efforts were carried out over the past six years by the Global Strategy to modernize agricultural and rural statistics. The use of these practical and cost-effective methods, published as guidelines and handbooks, enabled countries to gain efficiency by reducing the time and resources needed to produce quality statistics. A robust strategy was developed for extending technical assistance on six cost-effective methodologies to address the capacity needs of selected countries in Africa. The methodologies included: Cost of Production, Master Sampling Frame, Livestock, Post-Harvest Losses, FBS and CAPI. As the focus in Phase 2 will be primarily on technical assistance and training, it is justifiable to expand the coverage of the six methodologies and to promote the use and adoption of other methodologies developed in Phase 1, that is, the Wood Fuel Module, Remote Sensing, Administrative Data, Sex Disaggregated and Gender, Small-Scale Fisheries and Aquaculture, and others.

P2 Principle 2: Additional research

Additional research will need to be conducted in the second phase to bridge remaining gaps and respond to new demands from countries. Attention will need to be paid to key drivers such as the importance and relevance of the topics to countries; the practicality of the research topics, in terms of methodological development and their implementation at country level; the disruptive innovations occurring in the technologies and techniques to produce statistics; existing developments achieved through other initiatives and, finally, the existence of remaining gaps in research topics for which initial methodological bases were developed during Phase 1. The priority research topics for which methodological bases will be prepared in Phase 2 of the Global Strategy include: investigating further the role of new and advanced technologies that enable significant efficiencies and help produce cost-effective and timely data and guidelines on the collection and compilation of data on important economic, social and environmental aspects. In parallel, selected methodologies and practical guidelines developed in Phase 1 will be updated, complemented with additional data, tested and empirically validated.

P3 Principle 3: Better use of data

In many developing countries, the personnel overseeing agricultural statistics lack the skills and knowledge required to process data collected from agricultural surveys and other sources to use for national monitoring purposes and to inform policy-makers. Additionally, many policy-makers lack

the capacity to critically understand agricultural indicators and statistics and to make use of them appropriately. In Phase 2 of the Global Strategy, efforts will be made to address these gaps. Tools will be developed and disseminated, including educational materials on how to read and interpret basic statistics, that target policy-makers. In addition, activities will aim to increase statisticians' capacity to analyse and use agricultural data for national policy formulation and monitoring. Many National Statistical Offices (NSOs) in developing countries also need additional support in organizing and harmonizing their data needs at country and global level, including data needs relating to the SDGs and their relevant frameworks. In the second phase of the Global Strategy, technical assistance will be provided to help national statistical services organize their statistical frameworks around the revised core data set while meeting country-level statistical needs.

P4 Principle 4: Innovative capacity development strategies

One of the main objectives of the second action plan will be to strengthen countries' capacities to respond to emerging data needs at international, regional and national level. Lessons learned and the successes of the accelerated technical assistance plan in Africa, combined with new approaches for capacity development, will be taken into account in designing the capacity development activities to be included in the second action plan. The progress made and experience gained in establishing short-term and long-term training programmes in agricultural statistics and in building partnerships with regional training centres will need to be strengthened and proposed for extension to other training centres or regions. Technical assistance should follow the delivery models proven to be effective during the first phase of implementation (see example in Annex 5). It is therefore expected that technical assistance will be delivered in a cost-effective way, maximizing the impact of capacity development activities given limited timeframe and resources, while guaranteeing country-level commitment during the entire implementation of technical assistance projects. It is also envisioned that technical assistance activities will be implemented through a network of carefully selected global, regional, subregional and national implementing partners. This will ensure a better integration of technical assistance activities with geography-specific data production objectives and statistical capacity development initiatives. In addition, delineating technical assistance activities will also guarantee that sustainable capacities in agricultural statistics are built in organizations with a clear statistical capacity development mandate. On training, the scholarship programme proposed in Africa should be extended to other regions and additional regional training centres. The second action plan will pay particular attention to proposing a comprehensive approach, including a commitment from governments or regional statistical institutions, to offer job prospects to young statisticians once the postgraduate course is completed. E-learning and distance trainings will be developed and promoted during the second phase of the Global Strategy.

P5 Principle 5: Improved advocacy, communication and dissemination

During Phase 1, the Global Office effectively created an online public platform to share knowledge and information, as well as further communication and knowledge exchange tools used to keep the target audiences informed on related updates, such as the monthly E-bulletin.

For Phase 2, the main objective of the Advocacy and Communications Strategy is to build greater awareness of the activities and impact of the Global Strategy using a more innovative and engaging approach, including outreach, dissemination, visibility and partnership efforts.

The existing online platform will be migrated to and implemented on a more engaging and high-capacity website in line with the latest Information Technology developments, to further ensure that the methodologies developed are accessible by practitioners worldwide; foster awareness, among donors and other stakeholders involved in statistical capacity development, of the Global Strategy's activities and lessons learned; avoid duplication of efforts and create synergies; facilitate knowledge-sharing and exchange with country offices; and ensure that proper advocacy and communication are done at country level when offering technical assistance or training on the use of agricultural statistics.

Advocacy activities, including strategic alliances with the media, engagement with civil society organizations or local institutions and events will be key to dissemination and project visibility, supported by the design and distribution of advocacy and communication material through appropriate channels to ensure outreach to key audiences.

Principles
for a better
implementation
environment

P6 Principle 6: A simplified governance model

The issues deriving from the complexity of the governance model adopted during Phase 1 indicated the need for a simplified governance structure in Phase 2, with a single GSC at global level involving participating regions through consultation. The GSC should continue to be the ultimate decision-maker regarding all issues arising from the programme, including the use of funds, structural changes in the programmatic framework, and the activities and implementation mechanisms of the programme.

The Global Office, to be based in the selected hosting agency and led by a Global Coordinator, should ensure the overall technical coordination of the Global Strategy at global level and within regions. The Global Office should report to and act as secretariat for the GSC, providing recommendations on strategic issues. The Global Office will directly monitor implementation at regional and country levels, will propose implementing partners as well as the type of partnership to the GSC and will have the mandate to terminate any unsuccessful partnership. The Global Office should work closely with the Regional Technical Advisory Boards (RTABs), engage in resource mobilization initiatives and be responsible for the operationalization of new projects and funding.

The RTABs should be responsible for providing guidance on the activities implemented at regional and country levels. They should organize regular meetings and report directly to the Global Office and the GSC (through the Global Office) on a regular basis. The RTABs will have the responsibility to raise

problematic issues arising during implementation through the Global Office at any time, in order to take the appropriate corrective measures on a timely basis.

P7 Principle 7: Fit-to-purpose partnerships

Phase 2 of implementation will be based on more inclusive development partnerships. Phase 1 involved four regional implementing partners with limited collaboration with subregional bodies. One of the objectives of the second phase is to extend this development partnership to a larger and more diverse group of key stakeholders. This approach will be facilitated by the simplified multiplatform implementation model, thanks to which more partners can be involved for shorter periods of time, thereby also ensuring a more effective monitoring of delivery and better alignment with the changing context.

More efforts will be placed on performing a rigorous assessment of the potential partners' mandate, commitment and capacity for delivery. Furthermore, the role of the regional and subregional organizations and training institutions will be strengthened. Their involvement will ensure a better alignment of activities with regional and subregional development objectives, facilitate advocacy for better agricultural statistics and contribute to the development of integrated and sustainable agricultural statistical systems.

P8 Principle 8: A results-driven accountability framework

Implementation decisions and actions will continue to be driven by results: similarly to Phase 1, the overall progress made towards desired impact at regional and country level, and the attainment of value for money in the execution of the second action plan, will be monitored on a regular basis. However, it is expected that the simplified governance and multiplatform format of Phase 2 will facilitate performance review of the programme and the adjustment of activities towards the desired development objectives. Indeed, on one hand, a single and more committed GSC will ensure better monitoring of regional and global results, leading to more relevant inputs to improve the delivery of the program and its alignment with other statistical development objectives. On the other hand, the multiplatform format will guarantee greater control of the hosting agency over underperforming implementing partners, the use of funds and the integration of all activities. As a result, the overall implementation of the Second Global Action Plan should be more effective in achieving its objectives.

For Phase 2 of the Global Strategy, there is a need to establish the framework, accountability and rules that govern the indirect implementation, by partners, of projects under the Global Strategy platform. The framework should provide for informed decision-making on the engagement of the hosting entity in partnership arrangements involving the transfer of funds managed to partners, to implement projects on behalf. There is also a need to define arrangements for such indirect implementation of projects, including assurances that the use of funds by partners will lead to intended results, and that funds are disbursed for intended purposes and in accordance with financial and administrative procedures and systems which comply with international standards.

P9 Principle 9: A multilayer funding strategy

In terms of donors, the second action plan should serve as the catalyst to attract funds from various sources, while the multiplatform implementation model will be the tool to manage these funds through simplified and harmonized procedures and to facilitate donor coordination. In addition, the flexibility of the multiplatform programme funding process is expected to attract more financial partners, as some of these actors may be interested in funding only specific activities under the action plan, rather than in contributing to a global trust fund. Transparency and accountability mechanisms will be strengthened for all stakeholders: donors, implementing partners and beneficiaries have mutual responsibilities regarding transparency and accountability. They contribute to the collective assessment of progress on targets and allow for more relevant and effective development interventions. In Phase 2, further efforts will be made to improve the availability and public accessibility of information on the implementation of the programme and its outputs. Specific outputs related to the design and implementation of effective communication strategies and to the large-scale dissemination of and access to research outputs will be added in the second action plan. The multiplatform programme structure will also facilitate the establishment of harmonized and more transparent performance management and financial reporting systems.

P10 Principle 10: Better complementarity with other initiatives

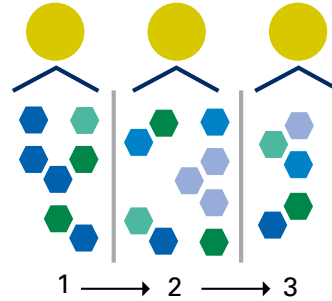
Complementarity with other initiatives should be ensured mainly through the governance structure put in place for the Global Strategy: the GSC. One of the main tasks of the GSC, as was already the case during Phase 1, will be to ensure the coordination of and promote integration between the activities of the Global Strategy and other related statistical capacity development initiatives, and to report to the annual UNSC through the Global Office. Individual GSC members should also play an important role in coordinating activities and interventions. To facilitate coordination with other initiatives, the GSC may also task the Global Office with seeking better coordination and synergies with other initiatives.

Better implementation: nuts and bolts

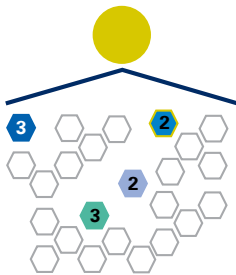
① The modular approach for maximising efficiency



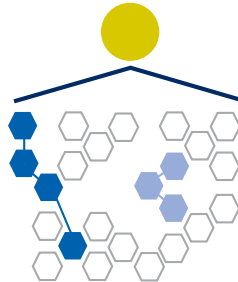
② Implementation in 3 main waves



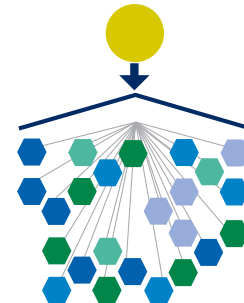
③ 2-3 year (renewable) projects implemented by various partners



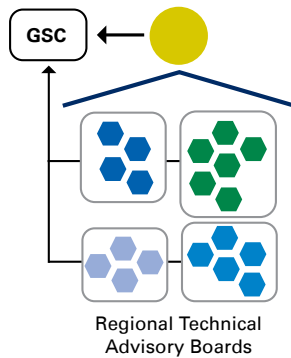
④ Partners selected on Proof of Capacity



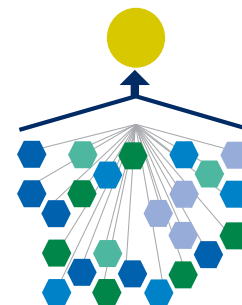
⑤ Global Office monitoring implementation through LoAs



⑥ A simplified governance



⑦ Dissemination of results and reporting centralised





3

3 THE GSARS 2.0 ARCHITECTURE

- Impact, outcomes, outputs, activities and investments
- The five arenas

THE GSARS 2.0 ARCHITECTURE

Impact, outcomes, outputs, activities and investments

The focus of Phase 2 of the Global Strategy is on building statistical capacity at country level with a limited component on research related to emerging needs and new cost-effective methods and tools. The interventions at country level will not fund comprehensive national data collection operations. However, provision will be made to fund data collection work associated with demonstrating the feasibility and pilot-testing of cost-effective methods in specific country contexts.

The **intended impact** of Phase 2 is *Agriculture and rural development policies at national level to be defined and implemented on the basis of relevant, reliable and up-to-date statistics.*

The **intended outcomes** are

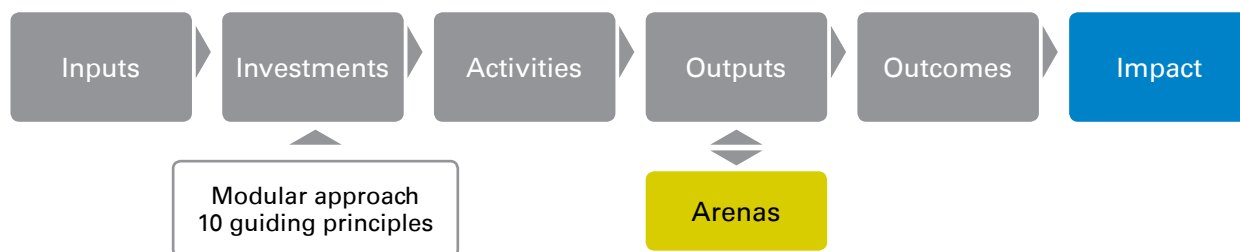
- (i) *an increase in the number of countries having the capability to produce a minimum set of core data, provide analysis and disseminate results; and*
- (ii) *an increased use of data by decision-makers to meet current and emerging statistical demands.*

Five main outputs corresponding to **five arenas of focus** have been identified for matching with the desired impact and outcomes.

Fifteen activities for producing the five outputs (three activities for each output) have been proposed

For each activity, a series of **investments**, in direct application of the principle of the modular approach and the 10 guiding principles described in the former section of the document.

The financial, human and material resources necessary for the development of investments form the **inputs**.



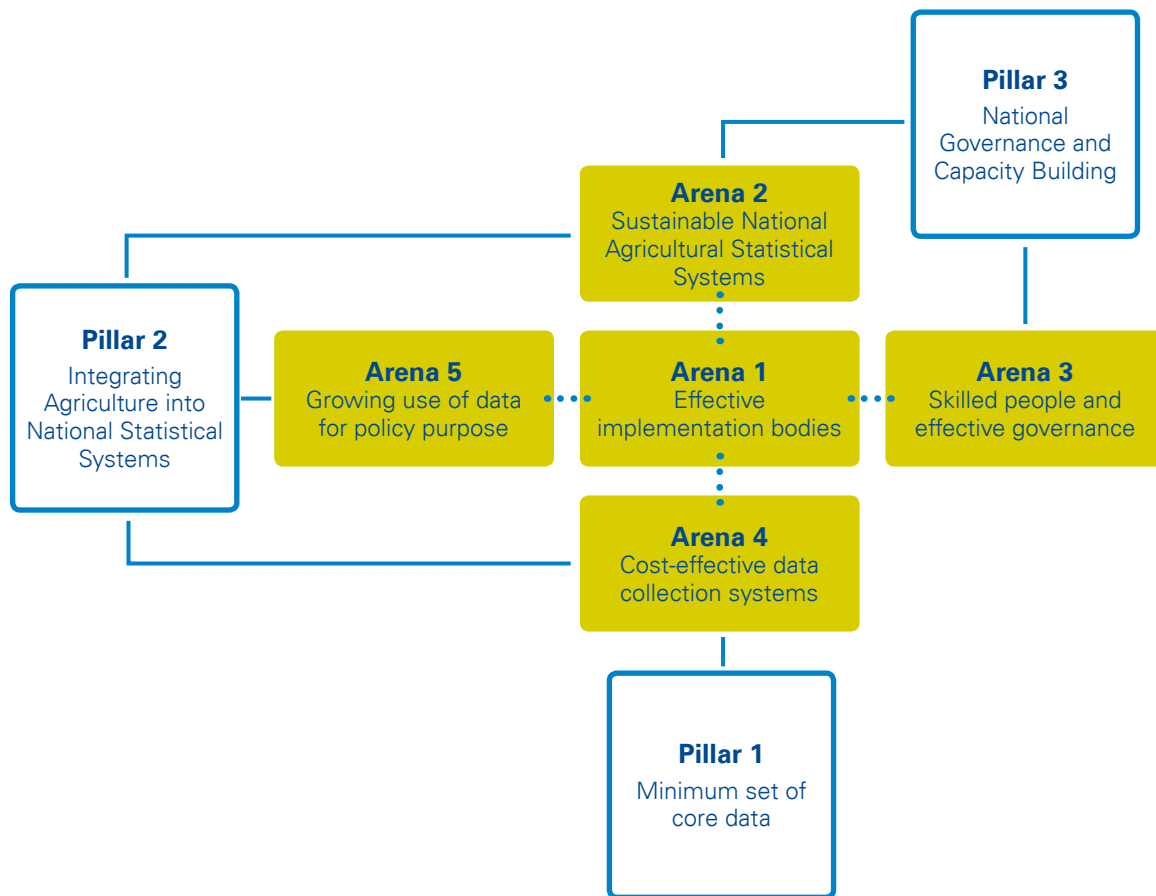
The five arenas

The second action plan aims to strengthen and modernize countries' agricultural statistical systems in line with the Global Strategy's initial principles and three pillars. Therefore, the Second Global Action Plan focuses on four technical areas and outputs that relate to the main aspects of the process and cycle of statistical production and use in support of food security and sustainable development policies, as illustrated below, and one arena related to the more effective implementation of the plan.






The **four focus technical arenas** proposed cover the main activities aiming to provide technical assistance and training on cost-effective methods to countries as needed, using innovative approaches and boosting data production to respond to the data needs emerging from the evolving development agendas. The need to establish better linkages with policy-making through a better use of data and the better dissemination of results led to the addition of a specific arena (Growing use of data for policy purposes).

The **four technical arenas** are interlinked and complementary, and contribute to reinforcing the Global Strategy's three initial pillars.

- Their implementation relies on arena 1, which ensures mechanisms and conditions for the smooth and effective implementation of the plan at all levels.
- As detailed in arena 2, strategic plans are a key prerequisite to building a sustainable statistical system and making appropriate investment decisions in critical areas. SPARS, designed as building blocks of National Strategies for Development of Statistics (NSDS), will promote the integration of agriculture into the NSS (Pillar 2 of the Global Strategy) and provide the framework for implementation of the other activities of the Plan in synergy with other partners' interventions. SPARS also contribute to reinforce national governance, covered by Pillar 3.
- The level of technical and management skills of national staff determines the capacity of the national system to produce, analyse and disseminate quality data needed to support development policies. Arena 3 focuses on enhancing the skills of the staff, a necessary to implement all other activities. This arena also reinforces Pillar 3 of the Global Strategy.
- Arena 4, by supporting the modernization of data collection systems should contribute to increased data production and reinforce Pillar 1 of the Global Strategy. SPARS will set the priority data collection activities to be conducted and skilled staff will have the capacity to implement the new and cost-effective methods and tools needed to produce the data. Finally, Arena 4 will enhance the use of the data produced through the improved capacity to analyse, disseminate and use them. This will also contribute to Pillar 2 of the Global Strategy, by promoting the analysis and integration of agricultural data with other data.



Second Global Action Plan of the Global Strategy

ARENAS	OUTPUTS	ACTIVITIES
 <p>Effective implementation bodies</p>	Smooth and effective implementation of the Global Strategy	<ol style="list-style-type: none"> 1,1 Ensure an efficient and simple governance and programme management structure 1,2 Establish relevant partnerships for better implementation, promoting the effective technical assistance and training mechanisms experimented during Phase 1 1,3 Develop and put in place an effective advocacy and communication strategy
 <p>Sustainable national agricultural statistical systems</p>	Appropriate mechanisms for guaranteeing long-term statistical development at country level are in place	<ol style="list-style-type: none"> 2,1 Provide further support on SPARS design, promote peer-review processes and improve alignment of statistical and policy cycles at country level 2,2 Assist countries in budgeting for statistical operations planned in SPARS, along with advocacy and resource mobilization 2,3 Set up a planning/monitoring tool that helps international partners to better orient investments in agricultural statistics at country level
 <p>Skilled people and effective governance</p>	National and regional statistical services are equipped with skilled people and the leadership and governance to grow and prosper	<ol style="list-style-type: none"> 3,1 Assist managers in agricultural statistical services in evaluating organizational human resources and capacity development needs in agricultural statistics and in establishing adequate human resources management policies, including capacity development strategies 3,2 Provide support to existing training institutions in developing, harmonising and implementing curricula in agricultural statistics, leadership and communication and in sharing best practices in capacity development 3,3 Facilitate access to relevant training programs through scholarship and distance training/e-learning programs
 <p>Cost-effective data collection systems</p>	Cost-effective methodologies are used by countries	<ol style="list-style-type: none"> 4,1 Provide technical assistance at country level on cost-effective and innovative methodologies developed by the Global Strategy 4,2 Develop new cost-effective methodologies on emerging topics or update existing ones and pilot/implement them in target countries 4,3 Develop practical guidelines and tools sharing best practices in implementing cost-effective methodologies and guarantee a large dissemination and access to cost-effective methodologies already developed
 <p>Growing use of data for policy purpose</p>	Statisticians increase data analysis capacity and policy makers are able to use data for national policy formulation and monitoring	<ol style="list-style-type: none"> 5,1 Develop practical guidelines and support countries on agricultural data analysis 5,2 Develop methods and guidelines and support countries in increasing user data literacy and improving the use of data for policy formulation and monitoring 5,3 Develop tools helping countries to build a national agricultural indicator framework



ARENA 1

EFFECTIVE IMPLEMENTATION BODIES

OUTPUT:

Smooth and effective implementation of the Global Strategy

The first phase of the Global Strategy drew a number of lessons regarding governance structure and the modality of implementation. Indeed, the governance structure proved to be excessively complex and, at times, inefficient. The modality of implementation envisaged that the partners were to be accountable solely to the GSC. This allowed for gaps in the monitoring mechanisms, which resulted in certain targets not being met. For the second phase of the Global Strategy, it is necessary to revise these models and to identify a more flexible approach in which decision-making is easier, partners are accountable vis-à-vis the secretariat and donors are aligned with their own priorities.

Activity

1.1

Ensure an efficient and simple governance and programme management structure

Governance

The first phase of the Global Strategy struggled with a complex governance system which did not always facilitate effective coordination and implementation of the programme. For this reason, there is a need for a simplified governance structure, with a single steering committee (*Terms of reference in Annex 3*) at global level composed of no more than 15 members, who will rotate every two years. In addition, at regional level, a different mechanism that involves regions through Regional Technical Advisory Boards (RTABs) will be put in place to guide activities at regional and country level. Its function (*terms of reference in Annex 3*) will be to provide non-binding advice to the GSC and input on strategic direction, guide quality improvement, assess programme effectiveness and identify potential synergies with other initiatives in their respective regions, encouraging and supporting the exploration of new ideas. The RTABs will be composed of accomplished experts offering innovative advice and dynamic perspectives on how the Global Strategy may produce the greatest possible benefits for beneficiaries in the region. The GSC will continue to set the strategic vision, mission and goals for the programme and oversee its execution, as well as take executive decisions that fall within its mandate. The GSC will be entrusted with the responsibility to represent and protect the interests of the donors and the member states of the UNSC.



Coordination

Hosting agency

As an international partnership, the Global Strategy was endorsed by the UNSC at its Forty-first Session (February 2010) with a long-term perspective of 10 to 15 years. Article 44 of the document endorsed by the UNSC stipulates that FAO will lead the implementation of the Global Strategy in close partnership with international, regional and national agencies, while in the document endorsed by the Forty-second Session of the UNSC (February 2011), the Annex on Governance states that the Global Coordinating Office should be located in the Statistics Division of FAO. In its Forty-ninth Session, held in March 2018, the UNSC expressed its support for the preparation of a Second Global Action Plan and approved, in particular, the need to simplify the existing governance structures and the importance of innovative coordination and implementation mechanisms to facilitate efficient delivery (see item 32(d)). FAO has therefore been designated the leading agency for the overall implementation of the Global Strategy, including for the Second Global Action Plan.

Coordination Unit: the Global Office

The Global Office, hosted by FAO, (terms of reference in Annex 3) will coordinate the programme, as well as the single projects that compose it. It will be entrusted with activities such as monitoring, reporting, resource mobilization, project formulation, identification and engagement of partners, and communication and advocacy. To carry out its duties, it will avail itself of a diversified core team, the size of which will vary based on the level of activity of the programme. Nonetheless, the continuity of key staff should be preserved throughout the duration of the programme to guarantee the best possible outcomes. The Global Office will be led by a programme coordinator and will ensure the presence of an appropriate mix of technical skills to best handle the activities entrusted to it. The Global Office will be in charge of translating the strategic vision provided by the GSC into concrete results. To do so, it will develop workplans and organize the use of time and resources to achieve the programme's goals, develop strategies and document achievements, deliver the activities of the workplan and generally provide all necessary elements for the GSC to perform its functions.

Monitoring

The implementation of the programme as a whole will be monitored through a global logical framework (Annex 2) based on the five arenas and their outputs, which will be developed coherently with the results framework. It will undergo periodic review to take into account the programme's modularity, considering that new activities will be added throughout the various waves of implementation. Similarly, the results framework will be a live document that will evolve with the programme through regular updates of baselines, milestones and targets. Each project composing the Platform Programme will be aligned to the global logframe, to enable comprehensive monitoring at programme level, providing an overview of the overall status of implementation. The RTABs will contribute to monitoring efforts at regional level by providing non-binding strategic advice to the Global Office. The informal nature of these advisory boards will ensure a good degree of flexibility in capturing vital information from the field and informing the decisions of the Global Office.

The Global Office may also commission independent reviews of its activities, which will serve to collect lessons learned and good practices. These reviews will also highlight the challenges and risks



that may affect the achievement of the Global Strategy’s overall purpose and identify ways to address them. Finally, the Global Office will develop a set of metrics based on performance, financial delivery and duration, to ensure that potential problems are identified quickly and corrective actions are taken to re-align the programme to its scope, budget and deadlines.

Reporting

The Global Office will report to the GSC through an annual narrative and financial report that will compare the objectives set out in the workplan with the results achieved throughout the year. A reporting template will be created by the Global Office and endorsed by the GSC, and will provide sufficient detail for readers to gain a good understanding of the progress made by the programme at the end of each year. Reports will collect and aggregate data from the various areas of the program, and track key performance indicators and present them clearly and concisely with the goal of illustrating the programme’s performance over time. The reports will provide financial and operational information to give the GSC insight on how the programme is delivering, and thus empower its decision-making to maximize operating efficiency and ensure that the programme remains relevant. At the same time, the reporting will be designed in such a way as to meet the above requirements while also minimizing complexity and the time required for preparation.

The Global Office will also maintain regular and meaningful communication with donors and will report to them through regular donor meetings and periodic reporting on activities and financials, where required by their organizations. Special attention will be paid to effectively communicate the impact of the initiative on beneficiaries, the sustainability of results, and the effective and efficient use of funds.

Resource mobilization

Phase 2 of the Global Strategy will be implemented through a broad platform that will combine projects in support of an overall technical programme or theme. The platform approach will give resource partners the flexibility to earmark or un-earmark their contributions. Contribution agreements will be signed for each donor and project. A variety of funding modalities (unilateral, bilateral or multidonor) may be part of the platform, while ensuring coherence within a single technical programmatic framework. The projects articulated under the platform may be national, subregional, regional, interregional or global, depending on the investments and areas of interest identified by the donors. Special emphasis will be placed on the progressive mobilization of resources to support the different waves of implementation. Resource partners will be allowed a significant degree of flexibility as to the timing of their contribution and the selection of the portions of the programme in which they wish to participate. Because the programme will function as a platform hosting multiple projects funded from different sources, it will be sufficiently flexible and dynamic to address the specific challenges faced in different regions and in different areas of activity.

Project formulation

Based on the results of the resource mobilization activity, the Global Office will build each project in such a way as to find common ground between the Global Strategy’s objectives and the donor’s areas of interest. Formulation will take place at project level and will detail the project’s benefits, impact, costs and planning. Given that new projects will be formulated throughout the lifetime of



the programme and in successive waves, each project will be closely linked to the evolving context in which the programme operates. Furthermore, each project will benefit from lessons learned from the previous ones. This approach will allow for more direct control over the activities delivered through each component of the platform and a better comprehension of the results. It will enable the programme to more effectively redirect its efforts and resources as may be required. Outputs will be captured at project level and aggregated for the programme as a whole. While breakdown by component will be available and regularly produced, the platform approach will enable the Coordination Team to manage the programme as a whole, to ensure that the collective efforts supporting the Global Strategy are progressing in a joint and homogeneous direction.

Evaluation

The programme as a whole will be subject to evaluation in accordance with established rules and procedures set out by the hosting agency. Following the modular approach proposed including different waves of implementation, a midterm evaluation will take place after the first two waves (four years), while the final evaluation will be held six to nine months before the end of the sixth year of implementation, corresponding to the end of the third or final wave. This will allow for the timely consideration of the results of the evaluation and of future funding decisions. The midterm evaluation will seek to assess the progress made towards the logical framework (Annex 2) at global, regional and country levels and make recommendations based on the findings made by the evaluation team. A final evaluation will assess the results achieved vis-à-vis the programme's objectives and will identify lessons learned that could feed a possible further phase of the Global Strategy. The GSC will approve the terms of reference for both stages of the evaluation, as well as the members of the evaluation team.

Activity

1.2

Establish relevant partnerships for better implementation, promoting effective technical assistance and training mechanisms tested in Phase 1

The proposed modular approach will enable the involvement of implementing partners for specific activities with clear terms of reference, objectives and schedules, avoiding regional implementation plans that are difficult to monitor in the long run. Potential partners will be assessed against a set of pre-established criteria (see Annex 4), such as established and recognized expertise in the area relevant to the programme, previous experience in technical assistance and statistical training, proven adequate management ability and institutional capacity to implement the project and deliver expected results, as well as adoption of innovative approaches to achieve the expected results. The partners will sign a letter of agreement, an operational partnership agreement or a contract for services depending on the activities to be undertaken, the eligibility of the partner and the level of accountability required with the agency hosting the Global Office.

Partnerships will be formed when there is a clear advantage for the hosting entity to jointly deliver development results with other entities on the basis of jointly defined and shared objectives within individual projects, either because of complementarity of skills, capacity and expertise to achieve



results or because the partnership would contribute to the capacity development of regional, subregional or national entities to enhance the sustainability of results.

The use of specific partnerships will be justified on a case-by-case basis as the most appropriate implementation modality for the project, and appropriate monitoring protocols to obtain feedback on implementation and compliance will be put in place.

Partnerships will be entered into where projects have clear linkages to the delivery of the Second Global Action Plan or where the hosting entity has the mandate and expertise to provide appropriate technical assistance to the partner. Partners should also contribute to the outcomes of the partnership with their own expertise and staff, to achieve the agreed results.

Activity **1.3** **Develop and put in place an effective advocacy and communication strategy**

During Phase 1, the Global Office was effective in creating an online public platform to share knowledge and information, as well as additional communication and knowledge exchange tools used to keep target audiences informed about related updates, such as the monthly E-bulletin.

The main objective of the advocacy and communications strategy for Phase 2 is to build awareness of the activities and impacts of the Global Strategy using a more innovative and engaging approach, which will give room to outreach, dissemination, visibility and partnership efforts. Using such an approach, it will focus on promoting a strategic vision for the programme, facilitate information-sharing and lessons learned, ensure effective participation by all stakeholders, develop and maintain partnerships, and ensure wide dissemination of knowledge. Knowledge sharing and exchange will be critical at all levels, as well as the principles of Communication for Development (C4D), accessibility and inclusivity when can be applied.

The existing online platform will be migrated and implemented to a more engaging and high-capacity website, to ensure that the methodologies developed are received by practitioners around the world; to foster awareness of its activities and lessons learned on the part of donors and other stakeholders involved in statistical capacity development; to avoid duplication of efforts and create synergies; to facilitate knowledge-sharing and exchange with country offices; and to guarantee that proper advocacy and communication is done at country level when offering technical assistance or training on the use of agricultural statistics.

Advocacy activities – including strategic alliances with media, engagement with civil society organizations or local institutions, and events – will be key for dissemination and project visibility, supported by the design and distribution of advocacy and communication material through appropriate channels to ensure outreach to key audiences.

The effectiveness of the Advocacy and Communications Strategy will be constantly reviewed and measure, to assess the level of impact and to introduce adjustments, if required.



ARENA 2

SUSTAINABLE NATIONAL AGRICULTURAL AND RURAL STATISTICAL SYSTEMS

OUTPUT:

Appropriate mechanisms for guaranteeing sustained statistical development process at country level are in place

3

A prerequisite for building sustainable statistical systems that enable countries to produce an adequate quantity of quality data are: adopting a strategic planning approach; making appropriate investments in critical areas that avoid duplication and bring synergies in the efforts made by the various national agencies that produce data; and sending clear messages to external resource partners interested in investing in statistical developments. The implementation of SPARS and investment decision-making require appropriate institutional arrangements, coordination and financial delivery mechanisms, prerequisites for self-sustaining and resilient agricultural and rural statistical systems that enable countries to produce high-quality statistics that can inform policies and investment decisions at macro and micro level.

The SPARS guidelines details the strategic planning approach developed and advocated in Phase 1 of the Global Strategy to support the development of long-term sustainable agricultural and rural statistical systems at national level. The SPARS guidelines were developed as a second pillar of the Global Strategy, the integration of agriculture into NSSs, to raise the profile of agricultural and rural statistics by mainstreaming them into NSSs, NSDSs, national development plans and investment plans, as well as to promote a simplified and practical approach as a building block of NSDS that is tailored to the specificities and needs of the agricultural and rural sectors. The SPARS guidelines recommend a set of operational tools, methods and good practices developed in a long consultation process and based on existing statistical strategic planning work undertaken by PARIS21 and other organizations.

SPARS, as a framework for the long-term sustainable development of agricultural and rural statistics, aim to provide a platform for coordination between agricultural and rural systems, subsystems and NSOs, and between governments and donors, to finance the agricultural and rural statistical activities required to address countries' immediate needs, direct priority assistance and fulfill international requirements such as the SDG's. The activities conducted in other areas will also support and play a key role in building sustainable national agricultural and rural statistical systems at country level.



Activity 2.1 Provide further support on SPARS design, promote peer-review processes and improve alignment of statistical and policy cycles at country level

In Phase 1, through the Regional Action Plans, the Global Strategy has supported the SPARS design and endorsement process in 42 countries in Asia (13) and Africa (29). Thanks to SPARS, many countries have assigned high priorities to statistics in their Country Programming Frameworks. As the SPARS are currently at different stages in different countries, it is necessary to continue to provide support on this item by means of the following activities:

- **Basic work:** Design, updating and adoption of SPARS; mainstreaming of SPARS into NSDSs; supporting the implementation of regional plans; contributing to the revision of statistical laws and administrative orders; establishing coordination efforts and SPARS oversight bodies for countries that have an endorsed SPARS.
- **Peer review:** Remotely assisting and supporting countries engaged in the design and review processes of SPARS, using e-mail and audiovisual facilities.
- **Alignment:** Guidelines will be developed that will provide recommendations on more sustainable agricultural statistical cycles and practical solutions to enhance the alignment of statistical cycles with policy cycles. Support will be also provided in undertaking or updating a new SPARS cycle to develop a consolidated and harmonized plan, taking into account the various constraints of multipurpose agendas.
- **Advocacy:** Continuing to advocate for SPARS as a strategic planning approach to develop, overhaul and improve agricultural and rural statistical systems.



Activity 2.2 Assist countries in budgeting for statistical activities planned in SPARS, along with advocacy and resource mobilization

Many countries have prepared SPARS on the basis of rough and arbitrary approximations provided by consultants and experts, without any tangible criteria for estimating the cost of statistical activities prioritized by SPARS. Countries need a guiding tool to achieve an objective and realistic costing and budgeting of the activities identified during the SPARS design process. Countries have also requested support in the preparation of documents required to seek funding from government budgets and international resource partners. In parallel, work is also needed to catalyse “donor briefing or consultation sessions” for resource mobilization. The objective is to create and improve sustainable mechanisms for mobilizing funding, by ensuring coordination of existing systems, the sources of funding and current mechanisms of support from technical and financial partners. The activities identified include:

- Supporting the **inclusion of SPARS in countries’ development and investment plans**. As several countries are guided by long-term strategic plans and investment plans for agriculture, inclusion of SPARS in such initiatives will ensure its sustainability.



- Supporting countries in **budget planning and forecasting**. Experience shows that countries lack expertise in budgeting for and forecasting the activities planned during the SPARS process. Several countries required additional support during the **planning phase**, which includes the development of vision and mission statements, prioritizing strategic objectives, drafting the action plan, the communication/advocacy plan and the budgeting financing plan, and establishing the Monitoring and Evaluation (M&E) framework.
- Supporting the development and better coordination of the **funding strategy within NSSs**, to ensure appropriate mechanisms for the coordination between the stakeholders (governments, development partners and private sector) and the integration of funding mechanisms into development plans.
- Supporting countries in improving or creating sustainable **mechanisms of funding**, also by preparing documents for the commitment, allocation and disbursement of regular and uninterrupted funds from government budgets and international resource partners.
- Establishing partnerships with regional political entities for **resource mobilization**, also by undertaking establish regular advocacy and catalytic work to arrange periodic briefing and consultation events with technical and financial partners, at national and regional level.

Activity

2.3

Set up a planning/monitoring tool that helps international partners to better orient investments in agricultural statistics at country level

The objective will be to review and document existing tools that maintain and consolidate information on domestic and international investments in agricultural statistics at the country, regional and global level. This exercise will help to obtain clarity on: purpose, type, time, magnitude, terms, duration, channels and sources of funds at country and regional level. There may be a need to work closely with PARIS21 and the International Aid Transparency Initiative (IATI) by the Organisation for Economic Co-operation and Development (OECD) which tracks aid flows using the Creditor Reporting System. It may be necessary to amplify their classification so that the aid flowing to agricultural statistics could be better monitored. If required, specific tools will be adapted or developed to better collect information on investment in agricultural statistics and rolled out in countries.



ARENA 3

SKILLED PEOPLE AND EFFECTIVE GOVERNANCE

OUTPUT:

National and regional statistical services are equipped with skilled personnel and leadership and governance grow and prosper

Building the capacity of individuals working in national and regional statistical services is still key to achieving the objectives of the Global Strategy. As agricultural statistics are a knowledge-based domain of work, the production of reliable data heavily depends on the availability – in sufficient quantity and quality – of skilled people who are involved directly or who support the entire data production cycle.

During the implementation of Phase 1, the Global Strategy has achieved key results in terms of setting-up long- and short-term training programmes in agricultural statistics, building the capacity of statistical training centres to offer training programmes in agricultural statistics and providing agricultural statistical services with access to training. Unfortunately, this was not sufficient to meet all training needs. The work started in the first phase will therefore continue to ensure that a critical mass of agricultural statisticians are available at country level to support national data production.

The second phase will also act upon the fact that training individuals alone is often not enough to build human resources capacity in a sustainable way, an aspect that was not well covered during the first phase. Therefore, the third area of work, titled “Skilled people and effective governance”, aims not only to equip national and regional statistical services with adequate professionals, but also to build the leadership and governance required to retain and build upon the knowledge and skills already in place.

As a result, the priority areas of work to achieve this objective will focus on the following activities.

Activity

3.1

Assist managers in agricultural statistical services in evaluating organizational human resources and capacity development needs in agricultural statistics and in establishing adequate human resources management policies, including capacity development strategies

Adopting adequate human resources policies ensures that, over time, agricultural statistical services are functional, efficient and flexible in meeting evolving data needs. As a result, the goal of this overarching activity is to ensure that these services adopt human resources policies that will allow them to recruit, retain and support the continuous development of their staff.



To achieve this objective, the second phase of the Global Strategy will first provide support to managers within agricultural statistical services in evaluating their organizational human resources and capacity development needs. Indeed, managers will be sensitized and trained to evaluate the adequacy of their organization's current human capacities and their organization's data production objectives (such as those included in the SPARS). Support in analysing the relevance of current human resources practices will also be provided on the basis of trends in recruitment processes and staffing, retention of staff, availability and relevance of capacity development opportunities, etc. Finally, this assessment will serve as a basis to assist managers in improving their human resources management strategies and to develop capacity development plans for professionals working in the agricultural statistical services.

The support provided by the Global Strategy in this area will take the following forms:

- **Development and dissemination of guidelines** proposing a step-by-step approach to assess the organization's human resources and capacity development needs, and design human resources management policies and strategic plans;
- **Training in human resources management** and capacity development strategic planning;
- **Technical assistance in conducting human resources policies and capacity development assessment** and in designing human resources management strategies, including capacity development plans;
- **Documentation and communication of best practices** related to this area of work

Activity

3.2

Provide support to existing training institutions in developing, harmonizing and implementing curricula on agricultural statistics, leadership and communication and in sharing best practices in capacity development

Building the knowledge and skills of individuals involved in the data production process will continue to be a priority in the implementation of the second action plan. The first phase of the Global Strategy achieved key results in terms of (1) developing curricula and syllabi for short-, medium- and long-term training; (2) setting up agricultural statistical training programmes in key regional training institutions; and (3) providing training to staff working in agricultural statistical services. However, basic skills in agricultural statistics are still lacking in many countries. Moreover, further training is required to promote and build the necessary capacity to use the recommended cost-effective methodologies developed during the first phase of implementation.

During its second phase, the Global Strategy will thus consolidate its current training programme and expand it to other training institutions, regions and topics. The implementation of the following activities will support this objective.



- **Review of current training programmes.** Existing curricula, syllabi and training material will be reviewed to ensure alignment with training priorities and newly developed cost-effective methodologies. If necessary, implementing partners will assess current training needs to inform this review. In countries where SPARS or human resources development plans exist, these documents will also serve as an input to assess and update existing training programmes or to identify gaps for the development of new ones. Regional bodies overseeing statistical training, such as AGROST in Africa, will be involved in this process to ensure a more coherent approach in updating the curricula, syllabi and training material.
- **Provision of support to training institutions in implementing their training program.** Training institutions interested in providing training on agricultural statistics or adopting the curricula of the specialized programmes will receive assistance in developing and implementing their training programmes, as well as in building the necessary subject-matter knowledge of their trainers. Assistance will be provided through backstopping missions, the dissemination of standardized training tools and training on trainers' activities. When appropriate, regional training centres that are already delivering specialized training programmes in agricultural statistics will be involved in these activities to guarantee that lessons learned and best practices are shared with newcomers. If budget permits, support could also take the form of investments in training infrastructure (such as tablets, Global Positioning Systems, Geographic Information System (GIS) software, and data analysis software for more hands-on training on CAPI, crops statistics, the use of remote sensing in agricultural statistics, etc.).
- **Provision of support to training institutions in promoting their training program:** Training institutions, and in particular regional statistical training centres, will receive support to better promote their programmes in agricultural statistics and create sustainable demand for them that will go beyond the implementation of the Global Strategy. Indeed, creating this demand will guarantee that training centres will be able to continue offering training programmes without any financial and technical support from the Global Strategy. The support for this activity will consist of targeted training in communications and advocacy, as well as of backstopping missions to assist centres in developing their marketing strategies and tools.
- **Development of new training programmes on leadership and communication:** In the second phase, a new component to the training program will be created for middle managers working in national, subregional and regional statistical services involved in the production of agricultural statistics. The objective of this new component is to develop leadership and communication skills that will benefit the management and coordination of agricultural statistical systems. New partnerships will be required for the delivery of this training, which constitutes a good opportunity for South-South cooperation.
- **Harmonization of curricula and syllabi:** Efforts will continue to guarantee that the content and quality of training programmes are comparable from one training institution to another. In regions where a network of statistical institutions was established to oversee the harmonization of statistical training programmes, the Global Strategy will support these networks to strengthen their mandate and activities. In other regions, the harmonization of curricula and syllabi could be done through a temporary technical working group in which lessons and best practices in the implementation of these programmes could also be shared.



Activity 3.3 Facilitate access to relevant training programmes through scholarships and distance training or e-learning programmes

Access to training is often an issue in countries where there are no training centres offering programmes in agricultural statistics. In these cases, students or their organizations must bear the costs – which are often excessive compared to their means – of attending short- or long-term training outside their country. While expanding agricultural statistical training programmes to existing national training institutions might be sufficient to facilitate access to training in certain countries, efforts must still be made to ensure that staff in countries where no national training centres exists can benefit from these programmes. As a result, the Second Action Plan will assist agricultural statistical services by:

- **Providing scholarships for long-term training** to a number of recruits or existing staff in agricultural statistical services where access to training is most problematic;
- Ensuring that key trainings in agricultural statistics are available through **distance training or e-learning programmes**;
- **Informing countries and communicating efficiently** on the selection criteria and process for obtaining scholarships and on the various programmes available through distance or e-learning.



ARENA 4

COST EFFECTIVE DATA COLLECTION SYSTEMS

OUTPUT:

Cost-effective methodologies are used by countries to produce better quality data

The Global Strategy aims to build and strengthen the agricultural and rural statistical systems of developing countries through assessment, research, technical assistance and training, thereby enabling them to produce basic and important agricultural and rural statistics that will serve, in turn, to make informed policies.

The research agenda established during Phase 1 of the Global Strategy was a result of lengthy participatory and consultative processes that involved several countries and stakeholders. Additional topics were added at a later stage upon demands from countries. In Phase 1, the research program covered 45 research topics grouped into 16 themes (including AGRIS). At the time of drafting this Action Plan, a total of 30 handbooks and guidelines and 64 technical reports and working papers were published, comprising of 14 000 pages. In total, 60 in-country field and desk tests have been carried out to validate, refine and further develop the methodologies. The intermediate results and final outputs of the research program were subjected to internal and external peer-review processes. As a quality control, the Scientific Advisory Committee (SAC) of the Global Strategy reviewed the activities of the research program and its intermediate and final outputs, to ensure that the methodological recommendations in the publications fulfilled high standards of scientific quality. As at mid-2018, technical assistance and training were provided on 9 priority methodologies to 53 countries in Africa and 34 countries in Asia.

Although the focus of Phase 2 is to provide capacity development assistance on selected cost-effective methodologies developed in Phase 1, during preliminary consultations with countries, experts and other relevant stakeholders, additional research topics were identified and emphasized as warranting further methodological development. These include cost-effective methodologies for important emerging and priority topics, while updating specific aspects of certain methodologies and the empirical validation of selected research topics covered in Phase 1.

The modular approach envisioned for Phase 2 offers a range of topics and grants funding partners and investors the flexibility to choose topics in which to invest based on their own interests, that is, priorities, relevance and strategic importance.

Activity

4.1

Provide technical assistance at country level on cost-effective and improved methodologies developed by the Global Strategy

During the implementation of the first phase, emphasis was placed on country assessments and SPARS; not enough attention was paid to technical assistance on cost-effective methodologies required to boost data production. Indeed, some of the methodological research lines achieved maturity only towards the end of Phase 1, delaying the capacity of implementing partners to deliver technical assistance on these methodologies. In addition, only part of the technical assistance plans developed by the various implementing partners were successfully implemented in the dedicated timeframe because of several constraints (lack of available experts, changes in priorities, lack of commitment from both receiving and implementing agencies, excessively ambitious work programme, etc.).

Technical assistance, however, remains key in assisting countries in adopting the proposed methodologies. While training provides an overview of the methodologies and best practices in implementing them, it is often insufficient to simply integrate them in the current data production infrastructure and statistical processes of agricultural statistical services. As a result, during the second phase, technical assistance will be provided on a few targeted methodologies to a selected number of countries, according to specific technical assistance delivery models proven to be effective during the first phase. This more targeted approach to technical assistance delivery will facilitate the management of the technical assistance component by implementing partners, while ensuring greater chances of sustainable adoption at country level.

Targeted domains for technical assistance

The technical assistance will focus on four priority capacity development areas identified through SPARS and country assessments of agricultural statistical systems, and for which methodological development has been done during Phase 1

- **Adopting improved statistical methods and practices in key agricultural statistics programs:** for this area, TA will be provided on improved statistical methods developed during the first phase to support the data collection of the minimum set of core data items and the compilation of key crop, livestock, forestry, fishery and food security statistics.
- **Contributing to setting up the basis for an integrated framework for agricultural surveys:** This includes providing support to the development of a master sampling frame for agricultural surveys and other subsectors, adopting coordinated sample designs and establishing a strategy for the synchronization of survey calendars, questionnaire content and survey designs.
- **Increasing the use of alternative data sources (such as administrative data and geospatial information) in data production:** Countries will be assisted in accessing relevant administrative records for agricultural statistics, including those obtained from reporting systems, assessing and improving their data quality and using them in data production processes. Support will also be provided in the use of geospatial information, in particular the use of remote sensing for land cover mapping and monitoring, agricultural survey frames and sampling designs, crop mapping and area estimation, crop yield estimation and deforestation monitoring. Depending on the



results of the research activities on the use of web scraping and crowdsourcing methods, as well as block chain technologies, in the production of agricultural statistics, technical assistance in these areas could also be envisioned at a later stage of Phase 2 implementation.

- **Supporting the modernization of data production processes:** In addition to supporting the use of alternative data sources, technical assistance will be provided in key areas related to the modernization of agricultural statistics data production, in particular the use of CAPI, Computer-Assisted Telephone Interviewing (CATI) and Computer-Assisted Web Interviewing (CAWI) for agricultural statistics. Assistance in this area will generally be combined with support provided in other technical assistance priority areas.

Activity 4.2 **Develop new cost-effective methodologies on emerging topics or update existing ones, and pilot or implement them in target countries**

To reach wider consensus on the key research topics to be considered for Phase 2, screening criteria and a process of selection and prioritization were developed that include consultation with and feedback from countries, international organizations and internal and external experts. Particularly, the research topics were prioritized with the following key drivers in mind: importance and relevance to countries; practicality in terms of methodological development and implementation at country level; disruptive innovations occurring in technologies and techniques to produce statistics; developments under other initiatives; and the existence of gaps to be bridged in the research topics for which methodological bases were developed during Phase 1.

The above criteria produced the research agenda for Phase 2, which has the overall objective of helping countries to produce adequate statistics (in terms of quality and quantity) at a reasonable cost, to fulfil national and international data needs and demands.

The priority research topics for consideration in Phase 2 of the Global Strategy are the following:

- **Develop methodologies that use new and advanced technologies to produce cost-effective data**, such as remote sensing and GIS (for land cover and land use, and economic and environmental aspects, as well as for area frame design and crop estimation); personal electric devices for data collection (through CAPI, CAWI and crowdsourcing), artificial intelligence for performing record linkages from different sources (Internet of Things), proximal and in-situ sensors in agricultural surveys, and the use of distributed ledger technology and blockchain for agricultural and food supply chains.
- **Produce guidelines on administrative and monitoring reporting systems for generating official statistics**, focusing on its use, mechanisms for reliability (standardization and harmonization of concepts and definitions), and digitization tools.
- **Produce guidelines to collect and compile data on important economic, social and environmental aspects**, that is, permanent crops (measurement of area, production, yield and



structure); data collection and analysis (comparison of holding- and plot-level data); value-chain statistics (such as food losses, prices and infrastructure across the chain; agricultural economic statistics (in particular, on its collection and use; examples are farm gate prices, investments and their use in value addition); sustainable fisheries and aquaculture; extractive agriculture (wild products data); post-harvest losses and other types of losses on other commodities (fisheries, fruits and vegetables); land tenure statistics; land and wealth distribution; gender; environmental statistics (land degradation, water and air pollution, food contamination); agricultural disasters; data collection in fragile states and unregistered cross-border trade of agricultural products.

- **Develop a lighter version of AGRIS**, tailored to address important current and emerging needs of countries, especially for the poorest and most fragile among them.
- **Develop guidelines on integrated agricultural multi-source statistical systems** on how to combine, integrate and bridge data from alternative sources such as censuses, surveys (household, non-household and agricultural surveys) and administrative sources.
- **Update, empirically validate and further strengthen selected methodologies and practical guidelines developed in Phase 1**, that is, those on Forest products statistics; Indicators and collection methods on agri-environment; Sustainable agriculture; Nomadic livestock; Crops compendium; Farm typologies; and Rural Statistics and the Minimum Set of Core Data.

Because quality control and validation mechanisms are critical for ensuring quality and timely delivery of the research products, a lean, effective, and cross-disciplinary rotating **Scientific Advisory Committee (SAC)** will be constituted to review, oversee, monitor and evaluate the intermediary and final outputs of the research agenda established in Phase 2.

The SAC will comprise active researchers from around the world who are at various career stages and are specialized in diverse disciplines that are relevant to the Global Office's research agenda. Their mandate will be to provide advice to the Global Office on: (i) conceptual, methodological and technical issues; (ii) analysis of the results; (iii) validation of the processes and ensuring that the research adheres to international classifications and best technical standards; (iv) provision of support in selecting the most appropriate institutions or experts for the research topics; and (v) advising on the strategic direction for the research activities to be undertaken in the next year.

Activity

4.3

Development of practical guidelines and tools to share best practices in implementing cost-effective methodologies, and to guarantee large-scale dissemination of and access to cost-effective methodologies already developed

The research results and publications developed in Phase 1 were uploaded and made available on the Global Strategy website and widely disseminated through the Global Strategy E-bulletin, as well as through the FAO website. Additionally, in response to the urgent need for cost-effective methodologies, intermediate products such as working papers and technical reports were also published, to give stakeholders access to research products prior to the final publication of guidelines. However, further



outreach efforts could have been undertaken by expanding the scope and scale of dissemination, which would have ensured the visibility, access and therefore the use of methodologies developed in Phase 1. Therefore, efforts will be undertaken to ensure larger-scale dissemination and access to the methodologies developed in Phase 1 and new methodological work to be undertaken in Phase 2. In this regard, practical guidelines and tools will be developed for sharing best practices and will be translated into the major UN languages to enhance the delivery, visibility, uptake, implementation and use of cost-effective methodologies at national level.

- **Communication brochures, leaflets and other material** will be developed or updated, translated into different UN languages and disseminated to key stakeholders using the Global Strategy website and other forums: workshops, seminars, conferences and meetings.
- **Methodological papers and guidelines** will be translated into the major UN languages and submitted to important global and regional scientific journals.
- **Dissemination workshops** will be organized at regional and country level.



ARENA 5

GROWING USE OF DATA FOR POLICY PURPOSE

OUTPUT:

Statisticians increase the capacity for data analysis and policy-makers are better able to use data for national policy formulation and monitoring

3

The goal of the fifth arena is to increase the capacity of statisticians and policy-makers to analyse and use agricultural data for national policy formulation and monitoring. It also aims to assist national statistical services in determining and harmonizing the country's statistical priorities to meet changing country- and global-level data requirements. This is a new area for the Global Strategy and an important complement to the other arenas. Its activities will be instrumental in ensuring that countries have the basic capacity to produce, analyse and understand agricultural statistics.

More specifically, this arena aims to assist countries that use the guidelines and tools provided by the Global Strategy on implementing cost-effective methodologies to collect agricultural data within a number of different domains, with the capacity to process and analyse the data. In line with the Global Strategy's other capacity-building exercises, this area also aims to increase the data literacy of policy-makers, parliamentarians and other decision-makers who will use these indicators. It will seek to draw greater attention to the value of agricultural statistics in national policy formulation and monitoring, and to demonstrate why it is essential to fill major data gaps in agriculture. Additionally, the second phase of the Global Strategy will provide technical assistance to national statistical services that need help in prioritizing agricultural indicators within their national indicator framework.

To achieve these objectives, the Global Office will focus on the following three priority activities.

Activity

5.1

Assist data users and statisticians in agricultural statistical services in the evaluation and analysis of agricultural data and in the calculation of relevant agricultural indicators

In many developing countries, the personnel overseeing agricultural statistics in NSOs and ministries lack the skills and knowledge required to process data collected from agricultural surveys and other sources, to use for national monitoring purposes and to inform policy-makers. Theoretically, statisticians with training may know how to calculate the statistics; however, they may lack hands-on



experience with using raw data. There is a great need to improve the skill base of statisticians and data producers who analyse and evaluate agricultural data.

The goal of this activity is to increase the capacity of statisticians and data users in NSSs on how to analyse and evaluate data to produce relevant agricultural statistics. To achieve this objective, the Global Strategy will produce a curriculum and training courses that guide data users on how to produce key indicators from raw data, complementing the research activities it already covers. The guidelines will focus on up to ten core research topics in Phase 1 and 2, determined on the basis of country demand and funding.

Specifically, the support provided by the Global Strategy in the context of this activity will take the following forms:

- **Developing and disseminating user-friendly guidelines and a training curriculum** that propose a step-by-step approach to calculate the agricultural indicators prioritized as a part of countries' national statistical frameworks.
- **Developing and disseminating promotional materials to regional and country training organizations and NSSs** in multiple languages, to publicize the guidelines and the availability of training activities.
- **Translating the guidelines and training curriculum into multiple languages** based on country demand.
- **Coordinating with organizations, statistical institutions, universities and NSSs** to instruct trainers on implementing the curriculum in different regions and countries.
- **Providing technical assistance to NSSs to analyse the data needed to compile a statistical handbook and prepare reports** on the country's key agricultural indicators.
- **Documenting best practices** related to this area of work.

Activity **5.2** **Develop methods and guidelines, and support countries in increasing users' data literacy and in improving the use of data for policy formulation and monitoring**

Many policy-makers and parliamentarians lack a clear understanding of the information that statistical indicators can provide. There is a need to increase data literacy so that country-level decision-makers are better equipped to critically interpret agricultural statistics and to use such indicators to inform policies and programmes. Increased data literacy will also improve communication between national statistical personnel and policy-makers. In many developing countries, there is also a need to address large gaps in agricultural statistics, which requires convincing country-level decision-makers of the value of agricultural statistics.



This second activity focuses on increasing the capacity of data users, including policy-makers, to interpret agricultural statistics. Training resources will be developed, including educational materials on how to read and interpret basic statistics. Additionally, materials and training resources will be developed to instruct policy-makers on how to interpret chief agricultural indicators and statistics for policy and monitoring purposes. To expose future agricultural policy specialists to data and basic statistics, cooperation with agricultural or agronomy schools will be sought to develop and propose specific basic statistics curricula in schools, using the material developed during the first phase of the Global Strategy and in close coordination with partners implementing the third area on training.

The support provided by the Global Strategy in the context of this activity will take the following forms:

- **Developing and disseminating self-guided online training courses** that provide policy-makers and data users with guidance on how to interpret statistics and indicators from agricultural data and use them for program and policy formation. The materials will focus on core research topics on cost-effective methodologies produced by the Global Strategy in Phase 1 as well as on research topics explored in Phase 2. They will be translated and produced in multiple languages.
- **Offering in-person training activities** at country level that provide policy-makers and data users with guidance on how to interpret statistics and indicators from agricultural data and use them for programme and policy formulation.
- **Developing a course curriculum and educational materials** that trainers can use to train policy-makers and other data users on how to interpret agricultural statistics and indicators.
- **Developing and disseminating promotional and advocacy materials** that highlight major data gaps in agriculture and demonstrate why countries would benefit from filling them. The materials will provide simple illustrative examples of what can be done with agricultural data and why they are useful from a monitoring perspective and for policy purposes. These materials will be translated and produced in multiple languages.
- **Coordinating with regional institutions, government organizations and national ministries in different regions to train trainers on providing data literacy training**, also on the basis of the curriculum developed in activity 2 on how to interpret statistics and indicators from agricultural data.
- **Developing specific curricula in agricultural or agronomy schools** that allow future policy makers to be better exposed to data and agricultural statistics - in close coordination with activities undertaken under arena 3 of the project- and pilot testing these developments in a limited number of schools.



5.3

Develop tools to help countries build a national agricultural indicator framework

The third priority activity focused on providing guidance to countries on organizing and harmonizing data needs at country and global level, including data needs for the SDGs and other regional and subregional frameworks. The main objective will be to help countries develop a unique and simplified framework of indicators responding to national and international requirements. This work will be facilitated by the revision of the minimum set of core data already endorsed in 2010 in Phase 1 of the Global Strategy, which will incorporate the data required to estimate agriculture-focused SDGs. Technical assistance will be provided to help NSSs organize statistical frameworks around the revised core data set while meeting country-level statistical needs.

The support provided by the Global Strategy in the context of this activity will take the following forms:

- **Developing guidelines and tools** on how countries can create a unique and simplified framework of indicators. These tools will be translated and produced in multiple languages.
- **Provide NSSs with technical assistance** to organize statistical frameworks around the revised minimum core data set while meeting country-level statistical needs. These would build upon the tools developed by the Global Strategy and would be linked to the individual countries' programming frameworks.



4 PROPOSED INVESTMENTS

**Improving food security in sub-Saharan Africa by supporting
the progressive reduction of tsetse-transmitted trypanosomosis** ▶

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PROPOSED INVESTMENTS

For each activity identified under the five arenas and outputs, an indicative initial list of investments has been proposed. This first list of investments was produced on the basis of an analysis of the results of the evaluations, the TT's main findings and recommendations, the feedback received from beneficiary countries throughout the six years of implementation of the first phase and consultation with the main stakeholders over the last six months.

Table key

In the following pages, a proposed list of investments has been drafted for each of the 15 activities.

For the three activities related to arena 1, the following information is provided:

- a description of the investment;
- a justification of the investment;
- and an estimate of the budget according to three scenarios of implementation (see chapter 5)

For all activities related to arenas 2 to 5, the following information is provided:

- a description of the investment;
- a justification of the investment;
- its geographical scope (global for activities implemented at global level or at geographical levels where the decision on beneficiary regions has yet to be made; regional; subregional; or specific groups of countries)
- an estimate of the associated budget;
- a proposed schedule of implementation over the three two-year waves of implementation;
- and an order of priority for implementation (high=1, medium=2; low=3)

This list is to be considered as an indicative tool that will help the Global Office to prepare the formulation of the project, and a basic platform for discussing fundraising with donors. This list will need to be modified and updated on a regular basis with the support of the RTABs before it is submitted for endorsement by the GSC.

1 Provide an effective implementation structure

1,1 Ensure an efficient and simple governance and programme management structure

DESCRIPTION OF PROPOSED INVESTMENT

Governance

Establishment of a governance structure able to efficiently exercise its functions, ensure all relevant stakeholders are consulted, guarantee that key decisions are taken quickly and effectively and hold implementers to account. A Global Steering Committee (GSC) at the global level will be the sole governance body and will involve participating regions through consultation through Regional Technical Advisory Boards. The latter will represent 5 regions and will meet annually.

Coordination

Coordination

Establishment of a coordination unit operating at global level the composition of which will vary depending on the level of activity of the programme. The coordination team will be composed of a Programme Coordinator, a Programme Officer, a Technical Assistance and Capacity Development Coordinator a Team Assistant and a Communication and Advocacy Officer (refer to 1.3). Should the level of activity of the programme require it, more than one Programme Officer, Technical Assistance Coordinator and Team Assistant might be required and their functions will be divided by arenas. In the exercise of their functions, the coordination team will be required to travel to engage with sub-teams, stakeholders, partners and beneficiaries.

Monitoring

The coordination unit will monitor the implementation at regional level through Regional Technical Advisory Boards and will ensure that programme activities are carried out within the established deadlines. A global logical framework will be defined at the inception of the project against which results will be monitored and it will be reviewed regularly to take into account the modularity of the programme.

Reporting

The coordination unit will report to the GSC through an annual narrative and financial report which will compare the objectives set out in the workplan with the results achieved throughout the year. The reporting template will be endorsed by the GSC and will provide sufficient detail to allow readers to gain a good understanding of the progress made by the programme at the end of each year. The coordination unit will also regularly report to donors as required.

Resource Mobilization

The second phase of the Global Strategy will adopt a modular approach to resource mobilization allowing resource partners to have a good degree of flexibility as to the timing of their contribution and the selection of the portions of the program they wish to participate in. The coordination team will identify together with resource partners areas that match their interest while achieving the goals of the Global Strategy.

Project Formulation

Based on the results of the resource mobilization activity, the coordination team will build new project under the Global Strategy platform around the specifications that have emerged during the development phase and will formally formulate the project in accordance with the procedures and requirements of the hosting agency.

JUSTIFICATION / OPPORTUNITIES	BUDGET (USD)		
	HIGH	MID	LOW
	360.000	300.000	250.000
A simple and effective governance model is needed because the new implementation model of the Global Strategy will not be involved in pursuing one project at a time, but a multitude of projects with varied goals and success factors. This increase in complexity necessitates an overarching structure to which the entire programme must adhere. Multiple levels of incongruent governance risks hindering the management of the projects.			
	7.500.000	4.500.000	3.800.000
	3.375.000	2.025.000	1.710.000
A strong coordination unit will be required given the implementation model proposed. The coordination team will have to establish positive and productive work relationships with all stakeholders, as well as lead, manage and monitor the work of the sub-teams at country level. It will also have the mandate to ensure appropriate recruitment of team members and involvement of partners, report to the Global Steering Committee and donors, and develop and consolidate the network of contacts among stakeholders world-wide who can support the work of the Global Strategy.			
	1.125.000	675.000	570.000
There is a strong need to track all programme-related metrics including performance and duration, identifying potential problems and taking corrective actions necessary to ensure that the programme is within scope, on budget and meets the specified deadlines.			
	1.125.000	675.000	570.000
Well structured narrative and financial reporting is needed to enable the GSC to make informed decisions. It will also serve the coordination unit to justify any changes needed to the original project plan. A constant information flow will allow the GSC and the coordination unit to communicate more effectively.			
	375.000	225.000	190.000
Mobilization of funds in the first phase of the Global Strategy was done only at the inception of the project and for its entire duration. The proposed approach will take into consideration the ever-changing context both the Global Strategy and resource partners are asked to operate in. It will allow for a shorter-term commitment and more tailored approach to the development of the programme.			
	1.500.000	900.000	760.000
Formulation will take place at the project-level and will detail the benefits, the impact, the costs and the planning. Given that formulation of single projects will be done at different points during the lifetime of the project, they will be more closely tailored to the specific context.			

DESCRIPTION OF PROPOSED INVESTMENT

Evaluation

The programme as a whole will be subject to evaluation in accordance with the established rules and procedures set out by the hosting agency. A mid-term evaluation will take place after the first 4 years of operation and a final evaluation will be scheduled for the last year.

1 Set-up effective implementation bodies

1,2 Establish relevant partnerships for better implementation promoting effective TA and training mechanisms experimented during the first phase

DESCRIPTION OF PROPOSED INVESTMENT

Identify and select implementing partners

The coordination unit will identify potential partners and travel to meet with them in view of assessing their adequacy for the specific mandate they will be proposed. The objective of the selection process is to support objective and transparent selection of best fit operational partners by the coordination unit. To achieve this, it will be fundamental to evaluate partners against a set list of criteria which will be aligned with technical, programmatic and operational requirements of the programme. Following the selection, the most appropriate contractual instrument, with a maximum duration of two years, will be chosen and signed by both parties. The partner will be accountable to the coordination unit for achieving the agreed results within the determined timeframe. The contractual instruments used will foresee penalties in case of non-performance.

Monitor the performance of partners

Partner performance will be monitored throughout the duration of the engagement and will include a wide range of activities such as site visits, review of key supporting documentation and interviews with beneficiaries. The partners will be held to provide detailed reporting (both narrative and financials) and payments will be subject to the submission of specific agreed deliverables. Regular meetings will be set-up with partners to discuss the activities and commonly agree on the course of action.

JUSTIFICATION / OPPORTUNITIES	BUDGET (USD)		
	HIGH	MID	LOW
	400.000	280.000	160.000
There is a need to critically examine the program to enable the GSC to make judgments about its effectiveness and alignment to scope. The mid-term evaluation can inform programming decisions to re-align the project, if needed, to its original objectives. It can serve as a tool to assess and adapt activities to realize the goals of the programme more efficiently. The final evaluation will enable the coordination unit to demonstrate the success of the programme and to provide lessons learned for other related programmes.			
	8.260.000	5.080.000	4.210.000

JUSTIFICATION / OPPORTUNITIES	BUDGET (USD)		
	HIGH	MID	LOW
	180.000	120.000	60.000
The first phase of the Global Strategy involved four regional implementing partners with limited collaboration with sub-regional implementing partners. One of the objectives of the second phase is to extend this development partnership to other key stakeholders. In terms of implementing partners, more efforts will be made to involve a more diverse group of stakeholders following a rigorous assessment of their mandate, commitment and potential capacity for delivery. The role of the regional and sub-regional organizations and training institutions will be strengthened. Their involvement will ensure a better alignment of activities with regional and sub-regional development objectives, facilitate the advocacy for better agricultural statistics and contribute to the development of integrated and sustainable agricultural statistical systems.			
	180.000	120.000	60.000
Under the proposed implementation model, the coordination unit will be accountable for ensuring the effective and efficient delivery of the activities to the community. Therefore there is a need to monitor the performance of partners with the objective to obtain a measure of the quality and quantity of delivery and ensure that it's aligned with the partner agreement.			
	360.000	240.000	120.000

1 Set-up effective implementation bodies

1,3 Develop and put in place an effective communication strategy

DESCRIPTION OF PROPOSED INVESTMENT

Build awareness of the Global Strategy Programme

A specific component focusing on advocacy and increased dissemination of methodologies at country level needs to be created to maximize the benefits of the Global Strategy.

For this purpose the following activities need to take place:

- Appointment of a Communication and Advocacy Officer
- Setting up and maintenance of a Global Strategy website
- Preparation and dissemination of communication and advocacy material
- Engagement of stakeholders by building common ground through shared planning and actions.
- Participation in international conferences and forums to expand, mobilize and engage the stakeholder network.
- Organization of one or more events to promote the Global Strategy.

Publish official outputs of the Global Strategy

Translation, editing and printing of Global Strategy materials as well as development of new tools to disseminate materials to a wide audience. A framework for planning dissemination will be put in place with the specific aim of improving the uptake of methodologies developed by the Global Strategy. This will include also a periodic assessment of the effectiveness of different dissemination strategies as well as the analysis of barriers for implementing a strategic approach of dissemination.

2 Sustainable national agricultural statistical systems

2,1 Further support on SPARS design, promote peer-review processes and improve alignment of statistical and policy cycles

DESCRIPTION OF PROPOSED INVESTMENT

JUSTIFICATION / OPPORTUNITIES

SPARS design

Support to 8 African countries with lower ASCI scores on SPARS design

Support 8 African countries with lower ASCI scores in the design of a SPARS at country level: design of the roadmap, support on coordination/governance, support to the assessment and strategic objectives phases, support in the organisation of sub-technical committees and national workshops, support in the preparation of the final document until its endorsement by national authorities.

Support in agricultural statistics is still concentrated in a limited number of countries. Helping 8 of the poorest countries in Africa to design a long-term plan for agricultural statistics could bring significant change and allow better investments in agricultural sector

JUSTIFICATION / OPPORTUNITIES	BUDGET (USD)		
	HIGH	MID	LOW
	1.500.000	1.100.000	650.000
One of the recommendations endorsed by the Global Steering Committee and UNSC is to have greater advocacy and dissemination of the work of the Global Strategy.			
	1.550.000	1.300.000	1.000.000
Significant effort needs to be placed in terms of outreach by expanding the scope and scale of dissemination that should ensure the visibility, access and resultantly the use of methodologies developed by the Global Strategy. Furthermore, materials produced should be available in the more than one language to ensure their wide use and application. The dissemination strategy needs to be periodically reviewed to ensure its effectiveness throughout the duration of the program.			
	3.050.000	2.400.000	1.650.000

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
	2.650.000				
Madagascar, Congo RDC, Equatorial Guinea, Comoros, Somalia, Zimbabwe, Chad, Congo	700.000	200.000	300.000	200.000	1

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Support to African lusophone countries on SPARS design	Support 4 lusophone countries in the design/update of a SPARS at country level: design of the roadmap, support on coordination/governance, support to the assessment and strategic objectives phases, support in the organisation of sub-technical committees and national workshops, support in the preparation of the final document until its endorsement by national authorities.	African lusophone countries did not receive important support from the Global Strategy during the first phase. Providing support to lusophone countries in the elaboration of SPARS would build a solid basis for launching more training and technical assistance in agricultural statistics.
Support to 5 countries in the MENA region on SPARS design	Support 5 MENA countries in the design of a SPARS at country level: design of the roadmap, support on coordination/governance, support to the assessment and strategic objectives phases, support in the organisation of sub-technical committees and national workshops, support in the preparation of the final document until its endorsement by national authorities.	MENA region has not received support in the 1st phase. Developing a strategic long-term document at country level would help in establishing a platform for statistical investments
Support to 5 countries in the Latin America-Caribbean region on SPARS design	Support 5 LAC countries in the design of a SPARS at country level: design of the roadmap, support on coordination/governance, support to the assessment and strategic objectives phases, support in the organisation of sub-technical committees and national workshops, support in the preparation of the final document until its endorsement by national authorities.	LAC region has not received support in the 1st phase. Developing a strategic long-term document at country level would help in establishing a platform for statistical investments
Support to 5 countries in the Asia-Pacific region on SPARS design	Support 5 Asia-Pacific countries in the design of a SPARS at country level: design of the roadmap, support on coordination/governance, support to the assessment and strategic objectives phases, support in the organisation of sub-technical committees and national workshops, support in the preparation of the final document until its endorsement by national authorities.	Additional support is still needed in Asia-Pacific region where the demand on design of a SPARS is still important.
Support to the implementation of the Pacific regional plan	Support to the implementation of the Pacific Plan for agricultural statistics (P-SPAFS) in the integration of agricultural statistics into revised NSDS for smaller countries	A regional agricultural statistical plan (P-SPAFS) is in place in the Pacific region under the joint coordination of SPC and FAO. implementation at country level
Overall support to countries on SPARS process through remote assistance	Support to countries engaged in the design of SPARS: remote support provided through e-mail, audio-video for assisting on all the phases of design and review of SPARS.	Even if the SPARS guidelines may be used directly by countries, on-line support is sometimes needed for helping countries in a specific area or issue
SPARS peer reviews		
Develop guidelines on SPARS peer-reviews and roll-it out in 2 countries	On the basis of material and lessons learned by PARIS21 in NSDS peer-review exercises, develop guidelines that will help countries to undertake peer-reviews on SPARS and roll-it out in one African and one Asia-Pacific country	Almost 40 countries have been developed SPARS during the 1st phase of implementation. Peer-review exercises are strong incentives for countries to undertake quality reviews of their SPARS at mid-term or at the end of a SPARS cycle. Guidelines need to be developed and tested.

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Guinea Bissau, Angola, São Tomé e Príncipe, Mozambique	350.000	100.000	200.000	50.000	2
Libya, Somalia, Jordan, Iraq, Palestine	400.000	100.000	200.000	100.000	1
Haiti, Guatemala, Honduras, Suriname, Guyana	400.000	100.000	200.000	100.000	1
Timor Leste, Iran, Cambodia, Nepal, Papua New Guinea	400.000	100.000	200.000	100.000	3
Pacific region	200.000	100.000	100.000		3
Global	200.000	100.000	50.000	50.000	2
	350.000				
Global, one African country, one Asia-pacific country	150.000	50.000	100.000		3

DESCRIPTION OF PROPOSED INVESTMENT		JUSTIFICATION / OPPORTUNITIES
Overall support to 3 countries on SPARS peer-review processes	Support to 3 countries in undertaking SPARS peer reviews: support to the preparation of terms of reference, support to the selection of peer countries and experts, organisation of the peer-review and support to the preparation of peer-review document.	Almost 40 countries have been developed SPARS during the 1st phase of implementation. Peer-review exercises are strong incentives for countries to undertake quality reviews of their SPARS at mid-term or at the end of a SPARS cycle.
SPARS cycle alignment		
Develop guidelines on alignment of statistical and planning cycles	On the basis of lessons learned from the implementation of SPARS and NSDS at country level, develop guidelines providing practical solutions for a better alignment of statistical cycles with policy cycles and provide recommendations that will help countries to develop more sustainable agricultural statistical cycles.	Many countries have been facing difficulties in planning alignment of SPARS with NSDS and policy cycles. National policies in the agricultural sector are many and countries have also to take into account engagements at regional and international levels, without mentioning specific cycles such as national budget/expenditures frameworks and constraints related to donors schedules.
Rolling-out the guidelines in 3 selected countries	Support to 3 countries undertaking or updating a new SPARS cycle in developing a consolidated and harmonised plan taking into account the various constraints of multi-purpose agendas.	Experience gathered at country level will be used for a new updating of SPARS guidelines during the second wave
SPARS guidelines update		
Updating the SPARS guidelines	Updating the SPARS guidelines with inputs from the above activities	

2 Sustainable national agricultural statistical systems

2,2 Assist countries in budgeting of statistical activities planned in SPARS, along with advocacy and resource mobilization

DESCRIPTION OF PROPOSED INVESTMENT		JUSTIFICATION / OPPORTUNITIES
Inclusion of SPARS in development and investment plans		
Develop guidelines on inclusion of SPARS in development plans	Develop practical guidelines for helping countries in integrating SPARS or a statistical component into new or updated national plans of investment or development policies	
Rolling-out the guidelines in 3 selected countries	Support to 3 countries undertaking or updating a new development plan or national investment plan	
SPARS budget planning		
Develop practical tools for helping countries in budgeting SPARS	Develop practical tools -in line with with existing initiatives- for helping countries in better budgeting and planning their activities within a SPARS cycle	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
2/3 regions	200.000			200.000	3
	150.000				
Global	60.000	60.000			2
2/3 regions	90.000	30.000	60.000		3
	30.000				
Global	30.000		30.000		2
	3.180.000	940.000	1.440.000	800.000	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
	150.000				
Global	60.000	60.000			1
2/3 regions	90.000	30.000	60.000		2
	210.000				
	120.000	60.000	60.000		1

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Rolling-out the tools in 3 selected countries	Support to 3 countries undertaking or updating a SPARS	
Funding strategies and mechanisms at country level		
Develop practical guidelines for helping countries in setting up sustainable mechanisms of funding for the agricultural statistical system	Develop practical guidelines for helping countries in adopting sustainable mechanisms for funding agricultural statistical systems	
Rolling-out the tools in 3 selected countries	Support to 3 countries undertaking or updating a SPARS	
Overall support to countries on funding mechanisms	Support to countries engaged in the finalisation or update of SPARS process: remote support or missions of technical assistance	
Support to regional organisations in funding mobilization through advocacy and events		

2 Sustainable National Agricultural and Rural Statistical Systems

2,3 Set up a planning/monitoring tool helping international partners to better orient investments in agricultural statistics at the country level

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Investment monitoring tools		
Review tools used for orientation of investments into agricultural statistics	Review and document existing tools develop by multilateral institutions that maintain and consolidate information on domestic and international investments in agricultural statistics at the country, regional and global level.	This will help get clarity on: purpose, type, time, magnitude, terms, duration, channels and sources of funds at the country and regional level. Plus it will also help understand what tools are available and whether it needs customization.
Develop tools for better orientation of investments into agricultural statistics	Specific tools will be adapted/developed for better collection of information on investment in agricultural statistics.	To help partner institutions and donors better understand where the opportunities are, and help them better channel the funds where it is needed the most.

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
2/3 regions	90.000	30.000	60.000		2
510.000					
	120.000	60.000	60.000		1
2/3 regions	90.000	30.000	60.000		2
Global	200.000	100.000	50.000	50.000	2
Global	100.000		500.000	500.000	3
	870.000	370.000	350.000	50.000	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
150.000					
Global	50.000	-	50.000	-	3
Global	100.000	-	100.000	-	3
	150.000	-	150.000	-	

3 Skilled people and effective governance

3,1 Assist managers in agricultural statistical services in evaluating organizational human resources and capacity development needs in agricultural statistics and in establishing adequate human resources management policies, including capacity development strategies

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Develop guidelines to conduct human resources and capacity development needs assessments and design human resources management policies and strategic plans and roll-it out in 2 countries	On the basis of material and lessons learned by UNECA and AFRISTAT on human resources management best practices, develop guidelines that will help countries to undertake HR policies and training needs assessment and develop HR management policies and capacity development plans	Almost 40 countries have been developed SPARS during the 1st phase of implementation. While most SPARS have included HR capacity development as a key priorities to improve agricultural statistics, very few have a comprehensive strategy to achieve this objective based on current HR capacities and management policies. Guidelines need to be developed and tested.
Train 10 African countries on HR management and capacity development	On the basis of the developed guidelines, provide training to 10 African countries in undertaking HR and capacity development needs assessments and design HR management policies and training plans.	Almost 40 countries have been developed SPARS during the 1st phase of implementation and will proceed with their mid-term evaluation during the second phase. In addition, more countries will received assistance to develop their SPARS during the second phase. There is an opportunity to betterintegrate HR management policies and capacity development strategy in the SPARS development/implementation process.
Train 10 countries from Asia-Pacific on HR management and capacity development	On the basis of the developed guidelines, provide training to 10 countries in Asia-Pacific in undertaking HR and capacity development needs assessments and design HR management policies and training plans.	Almost 40 countries have been developed SPARS during the 1st phase of implementation and will proceed with their mid-term evaluation during the second phase. In addition, more countries will received assistance to develop their SPARS during the second phase. There is an opportunity to betterintegrate HR management policies and capacity development strategy in the SPARS development/implementation process.
Train 10 countries from the MENA region on HR management and capacity development	On the basis of the developed guidelines, provide training to 10 MENA countries in undertaking HR and capacity development needs assessments and design HR management policies and training plans.	Almost 40 countries have been developed SPARS during the 1st phase of implementation and will proceed with their mid-term evaluation during the second phase. In addition, more countries will received assistance to develop their SPARS during the second phase. There is an opportunity to betterintegrate HR management policies and capacity development strategy in the SPARS development/implementation process.
Train 10 countries from Latin America on HR management and capacity development	On the basis of the developed guidelines, provide training to 10 Latin American countries in undertaking HR and capacity development needs assessments and design HR management policies and training plans.	Almost 40 countries have been developed SPARS during the 1st phase of implementation and will proceed with their mid-term evaluation during the second phase. In addition, more countries will received assistance to develop their SPARS during the second phase. There is an opportunity to betterintegrate HR management policies and capacity development strategy in the SPARS development/implementation process.

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Global, one African country, one Asia-pacific country	100.000	80.000	20.000		2
10 countries from Africa	62.500		62.500		2
10 countries from Asia-Pacific	62.500		62.500		2
10 MENA countries	62.500		62.500		3
10 Latin American countries	62.500		62.500		3

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Overall support to 5 African countries on HR management and capacity development	Support to 5 African countries in undertaking HR and capacity development needs assessments and design HR management policies and training plans.	Direct support to a selected number of countries that have participated in the regional workshops will ensure a better take-up rate of the proposed methodology and build some knowhow in the region to be extended through south-south cooperation
Overall support to 5 countries from Asia-Pacific on HR management and capacity development	Support to 5 countries from Asia-Pacific in undertaking HR and capacity development needs assessments and design HR management policies and training plans.	Direct support to a selected number of countries that have participated in the regional workshops will ensure a better take-up rate of the proposed methodology and build some knowhow in the region to be extended through south-south cooperation
Overall support to 5 MENA countries on HR management and capacity development	Support to 5 MENA countries in undertaking HR and capacity development needs assessments and design HR management policies and training plans.	Direct support to a selected number of countries that have participated in the regional workshops will ensure a better take-up rate of the proposed methodology and build some knowhow in the region to be extended through south-south cooperation
Overall support to 5 Latin American countries on HR management and capacity development	Support to 5 Latin American countries in undertaking HR and capacity development needs assessments and design HR management policies and training plans.	Direct support to a selected number of countries that have participated in the regional workshops will ensure a better take-up rate of the proposed methodology and build some knowhow in the region to be extended through south-south cooperation
Updating the guidelines	Updating the SPARS guidelines with inputs from the above activities	Lessons learned and success stories are important in promoting and facilitating the implementation of HR and capacity development needs assessment as well as in developing and implementing better HR management policies and training strategy

3 Skilled people and effective governance

3,2 Provide support to existing training institutions in developing, harmonising and implementing curricula in agriculture statistics, leadership and communication and in sharing best capacity development practices

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Support 5 training centers in updating, implementing and promoting their training programmes	Provide support to regional training centers already offering training programmes in agricultural statistics in improving their current programmes, building the capacity of their training providers and updating their IT infrastructure to support training on the use of innovative technologies in statistical production.	This activity build upon the achievements of the first phase. Whereas training programmes already exist, support is still required in order to assist training centers in building their capacity to deliver their training programmes and make them sustainable overtime.

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
5 African countries	250.000		200.000	50.000	2
5 countries from Asia-Pacific	250.000		200.000	50.000	2
5 MENA countries	250.000		200.000	50.000	3
5 Latin American countries	250.000		200.000	50.000	3
Global	30.000			30.000	3
	1.380.000	80.000	1.070.000	230.000	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Africa (ENSEA, ENSAE, EASTC, ISSEA, Makerere university) and Asia-Pacific (SIAP)	360.000	180.000	120.000	60.000	1

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
<p>Support 2 training centers in assisting other training institutes in developing their own training program in agricultural statistics</p>	<p>Support key training centers in transferring their training programmes to other training institutions interested in offering training agricultural statistics</p>	<p>This activity build upon the achievements of the first phase. In Africa and Asia-Pacific, training programmes have been developed and implemented. Their content however need to be reviewed on a regular basis to ensure alignment with changing capacity development needs and newly developed methodologies. The resulting improved programmes will serve as an input to the development of training programmes in other regions</p>
<p>Support one training center in the Caribbean in developing, implementing and promoting a training programmes in agricultural statistics</p>	<p>Provide support to one training center in the Caribbean region in developing and implementing a training programme in agricultural statistics as part of its regular curricula.</p>	<p>There is no long-term training in agricultural statistics offered in the Caribbean despite the fact that statistical offices and ministry of agriculture lack capacity in this area. The success of the implementation of training programmes in Africa could easily be extended to one training center in the Caribbean (University of West Indies) covering CARICOM countries</p>
<p>Support three training centers in Asia-Pacific in developing, implementing and promoting a training programmes in agricultural statistics</p>	<p>Provide support to two training centers in the Asia-Pacific regions (one in East Asia and one in Southeast Asia) in developing and implementing a training programme in agricultural statistics as part of its regular curricula.</p>	<p>There is no long-term training in agricultural statistics offered in the Asia-Pacific despite the fact that statistical offices and ministry of agriculture lack capacity in this area. The success of the implementation of training programmes in Africa could easily be extended to two training centers covering the whole region</p>
<p>Support one training center in the MENA region in developing, implementing and promoting a training programmes in agricultural statistics</p>	<p>Provide support to one training center in the MENA region in developing and implementing a training programme in agricultural statistics as part of its regular curricula.</p>	<p>There is no long-term training in agricultural statistics offered in the MENA region despite the fact that statistical offices and ministry of agriculture lack capacity in this area. The success of the implementation of training programmes in Africa could easily be extended to one training center in the MENA which could provide training to surroundic Arabic-speaking countries</p>
<p>Support one training center in Latin America in developing, implementing and promoting a training programmes in agricultural statistics</p>	<p>Provide support to one training center in Latin America in developing and implementing a training programme in agricultural statistics as part of its regular curricula.</p>	<p>There is no long-term training in agricultural statistics offered in Latin American despite the fact that statistical offices and ministry of agriculture lack capacity in this area. The success of the implementation of training programmes in Africa could easily be extended to one training center in Latin America which could provide training to surrounding Spanish-speaking countries.</p>
<p>Support the harmonization and promotion of curricula and syllabi in agricultural statistics in existing regional network of statistical training institutes in Africa and Asia-Pacific</p>	<p>Support networks of statistical training institutes in strengthening their coordination mandate, harmonizing their agriculture statistics training programme, sharing lessons lesson and best practices in the implementation of these programs and foster collaboration</p>	<p>These already established networks represent a good opportunity to expand the number of training institutions offering training in agricultural statistics while improving the overall quality of the existing programmes</p>

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Africa (ENSEA, EASTC)	250.000	75.000	100.000	75.000	1
Caribbean (University of West Indies)	405.000	130.000	150.000	125.000	3
Asia-Pacific (training centers to be confirmed)	810.000	260.000	300.000	250.000	1
MENA (training center to be confirmed)	405.000	130.000	150.000	125.000	2
LAC (training center to be confirmed)	405.000	130.000	150.000	125.000	2
Africa (AGROST), Asia-Pacific (Network for the Coordination of Statistical Training)	135.000	45.000	45.000	45.000	2

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Review existing training programmes in agricultural statistics	Review existing curricula, syllabi and training material used by Regional statistical training centers to ensure alignment with training priorities, newly developed cost-effective methodologies and capacity development needs identifying in training needs assessment, SPARS or human resources development plans. Regional bodies overseeing statistical training such as AGROST in Africa will be involved in this process to ensure a more coherent approach in updating the curricula, syllabi and training material.	This activity build upon the achievements of the first phase. In Africa and Asia-Pacific, training programmes have been developed and implemented. Their content however need to be reviewed on a regular basis to ensure alignment with changing capacity development needs and newly developed methodologies. The resulting improved programmes will serve as an input to the development of training programmes in other regions
Develop and conduct a series of training in leadership and communication for senior and middle-level managers in Africa	Develop leadership and communication skills through a series of workshops that will benefit the management and coordination of agricultural statistics systems.	New partnerships (e.g. with Paris 21, ISI, AFRISTAT...) can be established for the delivery of this training building on their expertise in this field. This activity represents a good opportunity to foster south-couth cooperation among managers of agricultural statistical systems.

3 Skilled people and effective governance

3.3 Facilitate access to relevant training programs through scholarship and distance training or e-learning programs

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Scholarships		
Provision of 60 scholarships for long-term training in agricultural statistics for African countries	Provide scholarships to 60 young African statisticians or non-statisticians involved in the production of agricultural statistics for a 12-18 months training at the under-graduate or graduate level	Scholarship programs already in place and effective in 4 regional training centers in Africa. Very high demand from countries to receive long term training in this field
Provision of 30 scholarships for long-term training in agricultural statistics for Asia-Pacific countries	Provide scholarships to 30 young statisticians or non-statisticians involved in the production of agricultural statistics in Asia-Pacific for a 12-18 months training at the under-graduate or graduate level	Very high demand from countries to receive long term training in this field. Scholarships will assist training centers in launching their training programme in agricultural statistics
Provision of 15 scholarships for long-term training in agricultural statistics for Latin American countries	Provide scholarships to 15 young statisticians or non-statisticians involved in the production of agricultural statistics in Latin America for a 12-18 months training at the under-graduate or graduate level	Very high demand from countries to receive long term training in this field. Scholarships will assist training centers in launching their training programme in agricultural statistics

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Africa (ENSEA, ENSAE, EASTC, ISSEA, Makere university) and Asia-Pacific (SIAP)	120.000	100.000	20.000		2
Africa (10-15 AFRISTAT countries, 10-15 East and Southern African countries)	720.000	240.000	240.000	240.000	3
	3.610.000	1.290.000	1.275.000	1.045.000	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
	1.050.000				
30 to 40 countries in Africa where access to training is the most problematic	600.000	300.000	300.000		1
15 countries in Asia-Pacific where access to training is the most problematic	300.000		300.000		1
10-15 countries in Latin American where access to training is the most problematic	150.000			150.000	3

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
E-learning and distance learning		
Development of 10 e-learning modules on agricultural statistics	<p>Develop a comprehensive e-learning course on agricultural statistics built around 8 training modules which can be undertaken by data producers and data users around the world. The proposed modules are:</p> <ul style="list-style-type: none"> - Agricultural Statistics - the fundamentals - Crop statistics - Livestock statistics - Food security statistics and Food Balance Sheet - Environmental statistics - Economic statistics related to the agricultural sector - Fishery and aquaculture statistics - Forestry statistics - Rural Statistics - Post-harvest losses 	<p>Self-pace training is more appropriate for statisticians/analysts who cannot participate in long term training. Training material developed during the first phase can be re-used</p>
Development of distance training programs in 3 training centers	<p>Support 3 regional training centers in developing and conducting distance training in agricultural statistics</p>	<p>Selected training centers are already partially equipped in distance training technology and could offer part of their existing training through this mean, providing training opportunity to countries where access to training is problematic</p>

4 Cost effective data collection systems

4.1 Provide technical assistance at country level on cost-effective and improved methodologies developed by the Global Strategy

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Crops Statistics		
Support to 10 ECOWAS and CEMAC Countries on improving crops statistics	<p>Support 10 ECOWAS and CEMAC Countries on improving their annual crops surveys - including horticultural crops- or their statistical system on permanent crops</p>	
Support to 10 Asia-Pacific countries on improving crops statistics	<p>Support to 10 Asia-Pacific countries on improving their annual crops surveys - including horticultural crops- or their statistical system on permanent crops</p>	
Post-Harvest Losses		
Support to 10 ECOWAS and SADC countries on improving post-harvest losses measurement	<p>Support 10 ECOWAS and SADC countries in improving measurement of post-harvest losses</p>	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
	600.000				
Global	450.000	135.000	180.000	135.000	2
Africa (West Africa, East Africa) and Asia-Pacific	150.000		100.000	50.000	2
	1.650.000	435.000	880.000	335.000	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
	1.400.000				
ECOWAS, CEMAC	700.000	200.000	300.000	200.000	1
Asia-Pacific	700.000	200.000	300.000	200.000	2
	1.750.000				
ECOWAS, SADC	700.000	200.000	300.000	200.000	1

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Support to SAARC sub-region in Asia-Pacific on improving post-harvest losses measurement	Support SAARC sub-region in improving measurement of post-harvest losses	
Support to Central American countries on improving post-harvest losses measurement	Support Central American countries in improving measurement of post-harvest losses	
Support to ASEAN countries on improving post-harvest measurements	Support ASEAN countries in improving measurement of post-harvest losses	
Livestock Statistics		
Support 10 COMESA countries on improving livestock statistics	Support 10 COMESA African countries in improving livestock statistics, particularly in the field of animal products	
Support to the Sahelian region on improving livestock statistics, including nomadic livestock	Support countries of the Sahelian region on improving statistics of nomadic livestock	
Support to MENA region on improving livestock statistics	Support countries of the MENA region on improving livestock statistics	
Support to 5 ASEAN Countries on improving livestock statistics	Support 5 ASEAN countries in improving livestock statistics, particularly in the field of animal products	
Support to 2 South-East Asian countries in the use of blockchain	Support 2 South-East Asian countries in the progressive use of data coming from the blockchain in the livestock sector	
Support to 5 LAC Countries on improving livestock statistics	Support 5 LAC countries in improving livestock statistics, particularly in the field of animal products	
Cost of Production		
Support to 5 AFRISTAT countries on Cost of Production	Support 8 AFRISTAT countries on Cost of production	
Support to COMESA and SADC countries on Cost of Production	Support 8 COMESA and SADC countries on Cost of production	
Support to SAARC countries on Cost of Production	Support 5 SAARC countries on Cost of production	
Support to LAC countries on Cost of Production	Support 8 LAC countries on Cost of production	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
SAARC	350.000	100.000	250.000	-	1
Central America	350.000	100.000	250.000	-	1
ASEAN	350.000	-	100.000	250.000	2
2.700.000					
COMESA	700.000	200.000	300.000	200.000	1
Sahelian region (CILLS)	400.000	100.000	300.000	-	1
MENA	400.000	100.000	300.000	-	1
ASEAN	400.000	100.000	100.000	200.000	2
South-East Asia	400.000	100.000	200.000	100.000	2
LAC	400.000	100.000	100.000	200.000	3
2.450.000					
AFRISTAT	400.000	150.000	150.000	100.000	1
COMESA, SADC	400.000	150.000	150.000	100.000	1
SAARC	250.000	100.000	150.000	-	1
LAC	400.000	200.000	200.000	-	1

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Support to ASEAN countries on Cost of Production	Support 8 ASEAN countries on Cost of production	
Support to MENA countries on Cost of Production	Support 6 MENA countries on Cost of production	
Support to CIS countries on Cost of Production	Support 6 CIS countries on Cost of production	
Food Balance Sheets		
Support to SADC countries on FBS	Support 10 SADC countries on FBS	
Support to 5 Asia-Pacific countries on FBS	Support 5 Asia-Pacific countries on FBS	
Support to AFRISTAT countries on FBS	Support 10 AFRISTAT countries on FBS	
Support to 5 MENA countries on FBS	Support 5 MENA countries on FBS	
Support to 5 LAC countries on FBS	Support 5 LAC countries on FBS	
Support to 5 CIS countries on FBS	Support 5 CIS countries on FBS	
Typology		
Provide support to 15 countries worldwide on typology	Support to 15 selected countries on Typology	
Use of Administrative Data		
Provide support to 15 countries worldwide on the improvement of quality and better use of administrative data	Support to 15 selected countries on the implementation of cost-effective procedures for a better use of administrative data	
Master Sampling Frames		
Provide support to 10 countries worldwide on Master sampling Frames	Support to 10 selected countries on Master sampling Frames	
Provide support to 5 countries worldwide in the use of remote sensing for designing area frames	Support to 5 selected countries on the use of remote sensing for designing area frames	
Rural Statistics		

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
ASEAN	400.000	-	250.000	150.000	2
MENA	300.000	-	200.000	100.000	2
CIS	300.000	-	200.000	100.000	3
1.200.000					
SADC	300.000	100.000	150.000	50.000	1
Asia-Pacific	150.000	50.000	100.000		1
AFRISTAT	300.000	50.000	150.000	100.000	2
MENA	150.000	50.000	100.000	-	2
LAC	150.000	50.000	100.000	-	2
CIS	150.000	50.000	100.000	-	3
800.000					
Global	800.000	150.000	350.000	300.000	2
1.500.000					
Global	1.500.000	300.000	600.000	600.000	1
1.500.000					
Global	700.000	200.000	300.000	200.000	1
Global	800.000	200.000	300.000	300.000	2
900.000					

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Provide support to 3 Asia-Pacific countries in designing rural statistics information systems	Support to 3 Asia-Pacific countries in designing rural statistics information systems	
Provide support to EAC countries in designing rural statistics information system	Support to 2 EAC countries in designing rural statistics information systems	
Provide support to LAC countries in designing rural statistics information system	Support to 2 LAC countries in designing rural statistics information systems	
Gender Statistics		
Provide support to 10 African countries to better integrate a gender dimension into their agricultural statistics	Support to 10 African countries on gender statistics	
Provide support to 5 MENA countries to better integrate a gender dimension into their agricultural statistics	Support to 5 MENA countries on gender statistics	
Provide support to LAC countries to better integrate a gender dimension into their agricultural statistics	Support to 5 LAC countries on gender statistics	
Provide support to Asia-Pacific countries to better integrate a gender dimension into their agricultural statistics	Support to 5 Asia-Pacific countries on gender statistics	
Fishery Statistics		
Providing support to ASEAN countries on improvement of fishery statistics	Support to 8 ASEAN countries on fishery statistics	
Providing support to Pacific countries on improvement of fishery statistics	Support to 5 Pacific countries on fishery statistics	
Providing support to Caribbean countries on improvement of fishery statistics	Support to 5 Caribbean countries on fishery statistics	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Asia-Pacific	400.000	150.000	250.000	-	1
EAC	250.000	-	150.000	100.000	2
LAC	250.000	-	150.000	200.000	2
1.350.000					
Africa	450.000	150.000	300.000	-	1
MENA	300.000	150.000	150.000	-	1
LAC	300.000	-	150.000	150.000	3
Asia-Pacific	300.000	-	150.000	150.000	3
1.380.000					
ASEAN	480.000	100.000	200.000	180.000	2
Pacific	300.000	100.000	100.000	100.000	2
Caribbean	300.000	100.000	100.000	100.000	2

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Providing support to African countries on improvement of fishery statistics	Support to 5 African countries on fishery statistics	
Forestry Statistics		
Providing support to CEMAC countries on improvement of forestry statistics	Support to 5 CEMAC countries on improvement of forestry statistics (products statistics, woodfuel modules)	
Providing support to ASEAN countries on improvement of forestry statistics	Support to 5 ASEAN countries on improvement of forestry statistics (products statistics, woodfuel modules)	
Providing support to LAC countries on improvement of forestry statistics	Support to 5 LAC countries on improvement of forestry statistics (products statistics, woodfuel modules)	
Reconciliation Census-Surveys		
Providing support to African countries in the process of reconciliation of census and survey data	Support to 5 selected African countries in the reconciliation of census and survey data	
Decent work in agriculture		
Providing support to 5 countries worldwide for improving decent work measurement	Support to 5 selected countries on decent work statistics	
Productivity		
Providing support to 5 countries worldwide for improving productivity measurement	Support to 5 selected countries on productivity measurement	

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Africa	300.000	100.000	100.000	100.000	3
1.200.000					
CEMAC	400.000	100.000	200.000	100.000	2
ASEAN	400.000	100.000	200.000	100.000	2
LAC	400.000	100.000	200.000	100.000	3
300.000					
Africa	300.000	-	100.000	200.000	3
300.000					
Global	300.000	-	100.000	200.000	3
300.000					
Global	300.000	-	100.000	200.000	3
19.030.000		4.450.000	9.050.000	5.630.000	

4 Cost effective data collection systems

4,2 Develop new cost-effective methodologies on emerging topics or update existing ones and pilot/ implement them in target countries

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
ICTs		
Geographical Information Systems	Building on work done in phase 1, develop methodologies and produce guidelines that will provide countries tools on how to use Geographical Information System for direct data collection and indirect application of technology for area frame design.	The cost of imagery and capacity of processing data (cloud computing) has increased and improved exponentially. It represents a great opportunity for cost-effective data at global and national level in different domains. Update the guidelines according to the new technology and sources of information. The use of GIS for frame maintenance and combination of data sources for better sample stratification.
Blockchain	Building on the work conducted in phase 1 produce guidelines that will provide countries tools on how to use blockchain to produce livestock and supply chain statistics.	New potential technology to collect cost effective, timely and reliable statistics.
Personal electronic devices	Personal electronic devices in particular cell phones have a very high and growing penetration including in rural areas. It is powerful resource for direct communication with farmers and rural population. Development of specialized tools to make use of these devices. Some additional areas that can be further explored include crowd sourcing and web-scraping.	This is a newly emerging and cost-effective technique with great potential that should be explored further for production of agricultural statistics.
Artificial Intelligence (machine learning)	Develop record linkage techniques using artificial intelligence in the context of producing statistics based on administrative sources and building and maintaining list frames.	New potential technology to deal better with administrative data.
Sensors (Proximal and in-situ)	Different sensors have been developed to measure agricultural and environmental aspects and can be used as an additional tool for objective measurement in a farm survey.	New potential technology to produce quality data that is precise and standardized.
Economic statistics		
Food losses: Post harvest and other losses	Develop methodologies and produce guidelines that help countries collect, analyze and use data from post-harvest losses and other losses on other commodities (fisheries, fruits, vegetables) across the entire value chain.	Build on work done in phase 1 and enlarge the scope and provide guidance on estimation of losses
Prices and investments	Develop methodologies and produce guidelines that help countries collect, analyze and use agricultural economic statistics i.e. farm gate prices, investments and its use in value addition.	Important for national policy making, GDP and several SDGs
Permanent crops	Develop methodologies for permanent crops i.e. measurement of area, production, yield and structure	Build on the work done in phase 1 and provide guidance on permanent crops.

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
	950.000				
Global	250.000	100.000	100.000	50.000	1
Global	150.000	75.000	75.000	-	1
Global	250.000	-	150.000	100.000	2
Global	100.000	-	100.000	-	3
Global	200.000	-	100.000	100.000	3
	1.450.000				
Global	300.000	-	150.000	150.000	1
Global	300.000	100.000	200.000	-	1
Global	150.000	-	100.000	50.000	2

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Value chain statistics	Develop methodologies and produce guidelines that help countries collect, analyze and use value chain statistics particularly contract farming, prices and infrastructure across the value chain.	Provide guidance on collecting and analyzing value chain statistics. The agriculture policy demands a broader view including its forward and backward linkages with other sectors.
Extractive agriculture	Develop methodologies and produce guidelines that help countries collect, analyze and use data from extractive agriculture i.e. wild products data.	Important topic in context of many countries
Un-registered cross-border trade of agricultural products	Develop methodologies and produce guidelines that help countries collect, analyze and use data on unregistered cross-border trade of agricultural products.	Relevant for many developing countries.
Sustainable fisheries and aquaculture	Develop guidelines for collection of information at on sustainable fisheries and aquaculture at the country level.	Important for national policy making, GDP and several SDGs
Social statistics		
Gender	Mainstream gender within research topics developed in phase 1 and phase 2	Relevant across the board
Updating gender guidelines	Further test the intra-household decision making in agriculture sector in 2 countries	To update and revise the guidelines for collecting data for sex-disaggregated and gender-specific indicators in national agricultural surveys
Land tenure	Develop methodologies and produce guidelines that help countries collect, analyze and use data on individual level land tenure and land security statistics.	Important topic in context of many countries.
Land and wealth distribution in agriculture sector and rural areas	The land is a traditional theme for agricultural development, while wealth distribution got low attention. The analysis of land distribution deserve to be updated and the approach to analyze the wealth distribution needs to be developed.	Understanding asset distribution is key for rural development policies.
Environmental statistics		
Indicators and collection methods on agri-environment	Empirically validate and further strengthen the methodology and guidelines developed in phase 1	Further development is required
Forest product statistics	Empirically validate and further strengthen the methodology and guidelines developed in phase 1	Further development is required
Pollution	Develop methodologies and produce guidelines that help countries collect, analyze and use data on ground, water and air pollution.	Build on the work carried out in phase 1 and focus exclusively on pollution.
Land degradation	Develop methodologies and produce guidelines that help countries collect, analyze and use data on land degradation.	Build on the work carried out in phase 1 and focus exclusively on land degradation issues.

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Global	250.000	100.000	100.000	50.000	2
Global	200.000	-	100.000	100.000	3
Global	150.000	-	100.000	50.000	3
Global	100.000	-	100.000	-	3
600.000					
	100.000	50.000	50.000	-	1
	150.000	75.000	75.000	-	1
Global	250.000	-	150.000	100.000	2
	100.000	-	-	100.000	3
850.000					
Global	150.000	75.000	75.000	-	1
Global	150.000	75.000	75.000	-	1
Global	100.000	-	100.000	-	3
Global	150.000	-	100.000	50.000	3

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Food contamination	Develop methodologies and produce guidelines that help countries collect, analyze and use data on food contamination.	Its important to monitor and understand food contamination in terms of residues of fertilizers and pesticides.
Agricultural disasters	Develop methodologies and produce guidelines that help countries collect, analyze and use data on agricultural disasters.	Important topic as climatic changes have increased the frequency of agricultural disasters.
Rural Statistics		
Rural definition	Extending the application of the rural definition developed in Phase 1, investigate the use of newly-released global databases to refine the rural dimensions of remoteness and land use	Phase 1 featured country level tests of a people-based definition of rural for international reporting, but it did not evaluate the analytical use of the additional dimensions of remoteness and land use. Newly available global datasets, especially with respect to distances to urban areas, could allow refinement of the definition's classes in ways that Phase 1 test countries reported as meaningful in domestic contexts.
Improving rural statistics	Motivated by the demands for policy-relevant data as determined in Phase 1, identify methods and evaluate applications of statistical modeling that could augment survey results and expand the use of small area estimation in rural statistics.	Country tests demonstrated that construction of SDG indicators according to the classes in the Phase 1 rural definition is challenged by lack of data available over sufficiently small geographic areas. Additional surveys would be a costly remedy and might not produce sufficiently reliable results. As an alternative, small area estimation employs various types of statistical modeling to identify relevant parameters for the sub-population of interest. Data from censuses and administrative records, among other sources, can be recruited to improve accuracy of these estimates.
Data collection		
Integration of information from different sources	Develop methodology on how to combine, integrate and bridge data from alternative sources e.g. censuses, surveys (HH, Non-HH, agricultural surveys), census and administrative sources.	Cost effective way to produce statistics and enrich information provided by different sources.
Light Integrated Surveys	Light Integrated surveys tailored to address important current and emerging needs of the countries, in particular for the poorest and fragile states.	Build on the work done in phase 1 on AGRIS and provide a guidance on customized and tailored version of a light integrated survey approach
MSCD	Update the proposal and develop meta data document	Further development is required
Administrative data	Building on work done in Phase I, address deeply on how to use, standardize and harmonize concepts and definitions and digitize administrative records for specific domains and sources.	Further development is required
Farmer associations for data collection	Develop guidelines that provide guidance on engaging farmer associations in data collection.	In many instances the farmer associations maintain registers that can be key souces of data provided these are structured, organized and updated regularly.

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Global	150.000	-	100.000	50.000	3
Global	150.000	100.000	50.000	-	3
360.000					
Global	200.000	80.000	80.000	40.000	1
Global	160.000	60.000	80.000	20.000	2
850.000					
Global	200.000	100.000	100.000	-	1
Global	150.000	-	75.000	75.000	2
Global	100.000	50.000	50.000	-	2
Global	150.000	75.000	75.000	-	2
Global	50.000	-	50.000	-	3

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Survey based on expert opinion	Develop guidelines and tool that provide instructions on how to structure and conduct expert opinion survey about different agricultural and rural issues i.e. prices, production, crop forecast, yields and losses etc.	Most of the countries maintain agriculture monitoring systems based on expert opinion. In general these systems are inefficient as they lack proper coordination, sampling and estimation procedures. There is an opportunity to improve these systems as a standard data collection tool leveraging different technological platforms.
Data collection in fragile states	Develop guidelines on cost effective and quality data collection in fragile and conflict-afflicted states.	In fragile countries the need for reliable information at all levels is perhaps greater than anywhere else. The development of sustainable system to produce and increase the quality and accessibility of official statistics can contribute to improved development outcomes.

4 Cost effective data collection systems

4.3 Development of practical guidelines and tools sharing best practices in implementing cost-effective methodologies and to guarantee a large dissemination and access to already developed cost-effective methodologies

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Best practices		
Practical guidelines and tools	Develop practical guidelines for selected methodologies illustrating countries experience and best practices in implementing cost-effective methodologies.	To enhance visibility, uptake and implementation and use of cost effective methodologies
Communication/Dissemination		
Uptake of methodological papers and guidelines	Methodological papers and guidelines will be submitted to important global and regional journals to ensure large scale dissemination and access to the methodologies developed in Phase I and new methodological work to be undertaken in Phase II.	To enhance visibility, uptake and implementation and use of cost effective methodologies
Dissemination at various forums/ workshops	Dissemination workshops will be organized at the regional and country levels to ensure large scale dissemination and access to the methodologies developed in Phase I and new methodological work to be undertaken in Phase II.	6 workshops (2 per wave) across different regions will be organized to enhance visibility, uptake and implementation and use of cost effective methodologies

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Global	100.000	-	-	100.000	3
Global	100.000		50.000	50.000	3
	5.060.000	1.115.000	2.710.000	1.235.000	

4

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
	300.000				
Global	300.000	100.000	100.000	100.000	1
	350.000				
Global	50.000	20.000	15.000	15.000	2
Global	300.000	100.000	100.000	100.000	2
	650.000	120.000	115.000	115.000	

5 Growing use of data for policy purpose

5.1 Assist data users and statisticians in agricultural statistical services in the evaluation and analysis of the agricultural data and the calculation of relevant agricultural indicators.

DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Guidelines, curricula	
<p>Practical guidelines and tools Produce user-friendly guidelines that will provide statisticians and data users instructions on how to calculate the indicators proposed as part of the their national statistical frameworks. These guidelines will focus on the 15 of the core research topics produced by the Global Strategy in Phase I and research topics in Phase II. The user-friendly guidelines will provide step-by-step assistance on how to construct these indicators from the raw data using statistical software. It will also provide explanations as to why it is proposed that the data be analyzed in the particular ways, and provide brief explanations as to why the indicators are useful from a policy and programme perspective. They will be translated and published in multiple languages.</p>	<p>These guidelines complement the guidelines developed as part of 4.3, and ensure uptake and use of the cost effective methodologies</p>
<p>Development of training curriculum Develop training curriculum to calculate the agricultural indicators prioritized as part of countries' national statistical frameworks. The curriculum will be translated and published in multiple languages.</p>	<p>This activity goes hand-in-hand with the other activities in 5.1. It ensures uptake and use of the cost effective methodologies</p>
Regional Hands-on training	
<p>Coordinate with organizations and institutions in Africa to provide hands-on-training on how to process and analyze agriculture data. Support regional and statistical training institutions as well as universities to reach at least 5 countries in Africa to instruct data users and statisticians in the design and implementation of hands-on-training on how to analyze and process the data to be able to calculate agricultural indicators proposed as part of the their national statistical frameworks.</p>	<p>In many developing countries, personnel overseeing agricultural statistics lack the appropriate skills and knowledge to be able to process and analyze the data collected from agricultural surveys to use for national monitoring purposes and to inform policy-makers.</p>
<p>Coordinate with organizations and institutions in MENA to provide hands-on-training on how to process and analyze agriculture data. Support regional and statistical training institutions as well as universities to reach at least 5 countries in the MENA region in the design and implementation of hands-on-training on how to analyze and process the data to be able to calculate agricultural indicators proposed as part of the their national statistical frameworks.</p>	<p>Region did not receive support in the 1st phase.</p>

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
	395.000				
Global	300.000	100.000	50.000	50.000	2
Global	95.000	50.000	45.000	-	2
	540.000				
Africa	135.000	45.000	45.000	45.000	3
MENA	135.000	45.000	45.000	45.000	3

DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
<p>Coordinate with organizations and institutions in the Asian-Pacific region to provide hands-on-training on how to process and analyze agriculture data.</p>	<p>Support regional and statistical training institutions as well as universities to reach at least 5 countries in the Asian-Pacific region in the design and implementation of hands-on-training on how to analyze and process the data to be able to calculate agricultural indicators proposed as part of the their national statistical frameworks.</p> <p>Region did not receive support in the 1st phase.</p>
<p>Coordinate with organizations and institutions in Latin American and Caribbean countries to provide hands-on-training on how to process and analyze agriculture data.</p>	<p>Support regional and statistical training institutions as well as universities to reach at least 5 countries in Latin American and Caribbean countries in the design and implementation of hands-on-training on how to analyze and process the data to be able to calculate agricultural indicators proposed as part of the their national statistical frameworks.</p> <p>Region did not receive support in the 1st phase.</p>
<p>Technical assistance</p>	
<p>Technical assistance</p>	<p>Provide technical assistance to national statistical services to analyze the data needed to compile a statistical handbook of the country's key agricultural indicators to at least 5 countries in Africa.</p> <p>In many developing countries, personnel overseeing agricultural statistics lack the appropriate skills and knowledge to be able to process and analyze the data collected from agricultural surveys to use for national monitoring purposes and to inform policy-makers.</p>
<p>Technical assistance</p>	<p>Provide technical assistance to national statistical services to analyze the data needed to compile a statistical handbook of the country's key agricultural indicators to at least 5 countries in MENA.</p> <p>Region did not receive support in the 1st phase.</p>
<p>Technical assistance</p>	<p>Provide technical assistance to national statistical services to analyze the data needed to compile a statistical handbook of the country's key agricultural indicators to at least 5 countries in the Asian-Pacific.</p> <p>Region did not receive support in the 1st phase.</p>
<p>Technical assistance</p>	<p>Provide technical assistance to national statistical services to analyze the data needed to compile a statistical handbook of the country's key agricultural indicators to at least 5 countries in Latin American and the Caribbean.</p> <p>Region did not receive support in the 1st phase.</p>

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Asian-Pacific	135.000	45.000	45.000	45.000	3
Latin American and Caribbean	135.000	45.000	45.000	45.000	3
320.000					
Africa	80.000	30.000	25.000	25.000	3
MENA	80.000	30.000	25.000	25.000	3
Asian-Pacific	80.000	30.000	25.000	25.000	2
Latin American and Caribbean	80.000	30.000	25.000	25.000	2
1.255.000		450.000	375.000	330.000	

5 Growing use of data for policy purpose

5,2 Develop methods and guidelines, and support countries in increasing data literacy of users and improving the use of data for policy formulation and monitoring.

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Educational material		
Practical educational materials and tools	Produce self-guided, online training courses that will provide policy-makers and data users guidance on how to interpret statistics and indicators from agriculture data and use it for program and policy formation. The materials will focus on 15 of the core research topics on cost effective methodologies produced by the Global Strategy in Phase I and research topics in Phase II.	In many developing countries, policy-makers lack the appropriate skills and knowledge to be able to interpret agricultural statistics and indicators. This activity helps fill this gap.
Practical educational materials and tools	Produce course curriculum and educational materials that trainers can use to train policy-makers and other data users on how to interpret agricultural statistics and indicators. The materials will focus on 15 of the core research topics on cost effective methodologies produced by the Global Strategy in Phase I and research topics in Phase II.	In many developing countries, policy-makers lack the appropriate skills and knowledge to be able to interpret agricultural statistics and indicators. This activity helps fill this gap.
Communication and advocacy	Produce and disseminate promotional, advocacy materials on the major data gaps in agriculture and why countries would benefit from filling these gaps. The materials will provide several simple illustrative examples with graphics of what can be done with agricultural data and why it is useful information from both a monitoring perspective and for policy purposes.	There are large data gap in agriculture in many developing countries. Helps encourage uptake and use of Global Strategies cost effective methodologies and tools
Regional training		
Data literacy training and courses	Coordinate with regional institutions, government organizations, and ministries in Africa to train trainers to provide data literacy training and courses in how to interpret statistics and indicators from agriculture data, using the curriculum developed in activity 2 on how to interpret statistics and indicators from agriculture data.	In many developing countries, policy-makers lack the appropriate skills and knowledge to be able to interpret agricultural statistics and indicators. This activity helps fill this gap.
Data literacy training and courses	Coordinate with regional institutions, government organizations, and ministries in the MENA region to train trainers to provide data literacy training and courses in how to interpret statistics and indicators from agriculture data, using the curriculum developed in activity 2 on how to interpret statistics and indicators from agriculture data.	Region did not receive support in the 1st phase.
Data literacy training and courses	Coordinate with regional institutions, government organizations, and ministries in Asian-Pacific to train trainers to provide data literacy training and courses in how to interpret statistics and indicators from agriculture data, using the curriculum developed in activity 2 on how to interpret statistics and indicators from agriculture data.	Region did not receive support in the 1st phase.

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
310.000					
Global	80.000	30.000	25.000	25.000	1
Global	110.000	20.000	45.000	45.000	3
Global	120.000	30.000	45.000	45.000	2
300.000					
Africa	75.000		50.000	25.000	3
MENA	75.000		50.000	25.000	3
Asian-Pacific	75.000		50.000	25.000	3

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Data literacy training and courses	Coordinate with regional institutions, government organizations, and ministries in Latin American and the Caribbean to train trainers to provide data literacy training and courses in how to interpret statistics and indicators from agriculture data, using the curriculum developed in activity 2 on how to interpret statistics and indicators from agriculture data.	Region did not receive support in the 1st phase.
Country level training		
Data literacy training and courses	Provide in-person training activities at the country-level to 5 countries in Africa that give policy-makers and data users guidance on how to interpret statistics and indicators from agriculture data and use it for program and policy formation.	In many developing countries, policy-makers lack the appropriate skills and knowledge to be able to interpret agricultural statistics and indicators. This activity helps fill this gap.
Data literacy training and courses	Provide in-person training activities at the country-level to 5 countries in MENA that give policy-makers and data users guidance on how to interpret statistics and indicators from agriculture data and use it for program and policy formation.	In many developing countries, policy-makers lack the appropriate skills and knowledge to be able to interpret agricultural statistics and indicators. This activity helps fill this gap.
Data literacy training and courses	Provide in-person training activities at the country-level to 5 countries in the Asian-Pacific that give policy-makers and data users guidance on how to interpret statistics and indicators from agriculture data and use it for program and policy formation.	In many developing countries, policy-makers lack the appropriate skills and knowledge to be able to interpret agricultural statistics and indicators. This activity helps fill this gap.
Data literacy training and courses	Provide in-person training activities at the country-level in 5 countries in the Latin American and Caribbean countries that give policy-makers and data users guidance on how to interpret statistics and indicators from agriculture data and use it for program and policy formation.	In many developing countries, policy-makers lack the appropriate skills and knowledge to be able to interpret agricultural statistics and indicators. This activity helps fill this gap.

5 Growing use of data for policy purpose

5,3 Develop tools helping countries to build a national agricultural indicator framework

	DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Guidelines and tools		
Guidelines and tools	Develop guidelines and tools for how countries can go about creating a unique and simplified framework of indicators. They will be translated and produced in multiple languages.	Many national statistical offices in developing countries need additional support in organizing and harmonizing priorities from the evolving data needs at the country and global level

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
Latin American and Caribbean	75.000		50.000	25.000	3
300.000					
Africa	75.000		50.000	25.000	3
MENA	75.000		50.000	25.000	3
Asian-Pacific	75.000		50.000	25.000	3
Latin American and Caribbean	75.000		50.000	25.000	3
910.000		80.000	515.000	315.000	

4

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
50.000					
Global	50.000	25.000	25.000		2

DESCRIPTION OF PROPOSED INVESTMENT	JUSTIFICATION / OPPORTUNITIES
Support at country level	
<p>Provide guidance to statistical offices in African countries on organizing and harmonizing the data needs at the country level as well as at the global level, including data needs for the SDGs</p>	<p>Provide technical assistance to national statistical offices and ministries in 5 countries in African to help organize statistical frameworks around the revised core data set while meeting the country-level statistical needs. These would be linked to the countries programming frameworks.</p> <p>Many national statistical offices in developing countries need additional support in organizing and harmonizing priorities from the evolving data needs at the country and global level</p>
<p>Provide guidance to statistical offices in MENA countries on organizing and harmonizing the data needs at the country level as well as at the global level, including data needs for the SDGs</p>	<p>Provide technical assistance to national statistical offices and ministries in 5 countries in MENA to help organize statistical frameworks around the revised core data set while meeting the country-level statistical needs. These would be linked to the countries programming frameworks.</p> <p>Many national statistical offices in developing countries need additional support in organizing and harmonizing priorities from the evolving data needs at the country and global level</p>
<p>Provide guidance to statistical offices in countries in the Latin American - Caribbean region on organizing and harmonizing the data needs at the country level as well as at the global level, including data needs for the SDGs</p>	<p>Provide technical assistance to national statistical offices and ministries in 5 countries in the Latin American - Caribbean region to help organize statistical frameworks around the revised core data set while meeting the country-level statistical needs. These would be linked to the countries programming frameworks.</p> <p>Many national statistical offices in developing countries need additional support in organizing and harmonizing priorities from the evolving data needs at the country and global level</p>
<p>Provide guidance to statistical offices in countries in the Asian Pacific on organizing and harmonizing the data needs at the country level as well as at the global level, including data needs for the SDGs</p>	<p>Provide technical assistance to national statistical offices and ministries in 5 countries in the Asian Pacific to help organize statistical frameworks around the revised core data set while meeting the country-level statistical needs. These would be linked to the countries programming frameworks.</p> <p>Many national statistical offices in developing countries need additional support in organizing and harmonizing priorities from the evolving data needs at the country and global level</p>

GEOGRAPHY	BUDGET (USD)	WAVE 1	WAVE 2	WAVE 3	PRIORITY (1:HIGHEST, 3:LOWEST)
320.000					
Africa, specific countries to be determined	80.000	30.000	25.000	25.000	2
MENA, specific countries to be determined	80.000	30.000	25.000	25.000	2
Latin American - Caribbean, specific countries to be determined	80.000	30.000	25.000	25.000	2
Asian-Pacific, specific countries to be determined	80.000	30.000	25.000	25.000	2
	370.000	145.000	125.000	100.000	



5

5 IMPLEMENTATION STRATEGIES

- Three scenarios of implementation
- Management of risks deriving from the modular implementation approach

IMPLEMENTATION STRATEGIES






Three scenarios of implementation

Three scenarios of implementation are proposed to enhance flexibility in addressing the needs of a wide range of countries at different levels of statistical development, as well as to meet evolving needs related to the rapid changes occurring in development agendas at national, regional and international levels. This flexibility will also enable the creation of a multiplatform programme in which resource partners can contribute at different times and at different levels of investment.

The three proposed scenarios were elaborated on the basis of the priority rankings allocated to each investment:

- A high-level scenario (USD 50 million) corresponding to the implementation of all activities ranked as having priorities 1 to 3.
- A medium-level scenario (USD 36 million) corresponding to the implementation of all activities ranked as having priorities 1 to 2.
- A low-level scenario (USD 21 million) corresponding to all activities ranked as having priority 1. This is the minimum scenario that would allow and justify the setting-up of a Global Office to start the activities.

The three scenarios in numbers (USD)

ACTIVITIES		HIGH SCENARIO (Priorities 1+2+3)	MEDIUM SCENARIO (Priorities 1+2)	LOW SCENARIO (Priorities 1)
ARENA 1 	1,1 Governance, management	8.260.000	5.080.000	4.210.000
	1,2 Partnerships	360.000	240.000	120.000
	1,3 Advocacy, communication	3.050.000	2.400.000	1.650.000
ARENA 2 	2,1 SPARS implementation	3.180.000	2.140.000	1.500.000
	2,2 Budgeting, funding SPARS	870.000	770.000	300.000
	2,3 Monitoring tool statistical investment	150.000		
ARENA 3 	3,1 HR management policies	1.380.000	755.000	
	3,2 Training	3.610.000	2.485.000	1.420.000
	3,3 Scholarships, distance & e-learning	1.650.000	1.500.000	900.000
ARENA 4 	4,1 TA Cost-effective methodologies	19.030.000	15.980.000	8.850.000
	4,2 Research Cost-effective methodologies	5.060.000	3.410.000	1.950.000
	4,3 Sharing good TA implementation practices	650.000	650.000	300.000
ARENA 5 	5,1 Training statisticians on data analysis	1.255.000	555.000	
	5,2 Increasing data literacy of users	910.000	200.000	80.000
	5,3 Building national indicators frameworks	370.000	370.000	
TOTAL Million USD		49.785.000	36.535.000	21.280.000

The three scenarios have also been disaggregated into different geographic levels: (1) the Global Office; (2) activities at global level (research, production of guidelines and training material and activities at regional or country level that have not yet been allocated to a region); and (3) activities at regional level.

Geographical breakdown (USD)

	HIGH SCENARIO	MEDIUM SCENARIO	LOW SCENARIO
Global Office	11.670.000	7.720.000	5.980.000
Global, multi-regional	13.195.000	10.145.000	4.830.000
Africa	9.000.000	7.675.000	5.780.000
Asia&Pacific	8.090.000	6.545.000	2.440.000
LAC	4.667.500	2.415.000	1.150.000
Mena	2.712.500	2.035.000	1.100.000
CIS	450.000	-	-
Total	49.785.000	36.535.000	21.280.000

Management of risks deriving from the modular implementation approach

RISK IDENTIFIED	MITIGATION MEASURES
<p>Funds may not be mobilized in a sufficiently timely manner to take advantage of development opportunities.</p>	<p>An appropriate resource mobilization strategy will be developed. The Global Office will be entrusted with resource mobilization and advocacy throughout the duration of the programme. To discharge these functions, the team will avail itself of a full-time Advocacy and Communications officer who will actively reach out to potential donor and create awareness of the Global Strategy's programme. Furthermore, the Programme Coordinator, supported by the Programme Officer, will liaise with donors to present the various investment opportunities as they arise, throughout the lifetime of the project, rather than only at the onset.</p>
<p>High-quality expertise on advanced agricultural statistics may be unavailable at key times.</p>	<p>The Global Strategy will create a roster of candidates with a variety of skills and areas of expertise in the field of agricultural statistics at the onset of the programme. This roster will be used to identify the most appropriate candidates for each area of work or project and will simplify and accelerate the process of hiring consultants, given that they will have already undergone a competitive selection process. Furthermore, partners will be identified early on in the programme design process and in accordance with predetermined criteria, to ensure that they possess the most relevant expertise in the specific field of work in question. This approach will maximize the impact and the chances of success of the Global Strategy.</p>
<p>The modular implementation strategy may become less effective over time, and may struggle to reach its defined goals.</p>	<p>The GSC will be responsible for providing the vision and long-term strategy that the Global Office will be entrusted with implementing. The GSC will provide a structured basis for strategic, tactical and operational planning across the programme. This means that governance and management processes must be as effective as possible to enable the Global Office to discharge its core responsibility of working towards the attainment of programme goals. Reviewing the effectiveness of the implementation strategy and instructing the Global Office on the changes and adjustment needed from time to time is one of the key items in the GSC's terms of reference. Therefore, the GSC should be formed as a solid executive oversight committee with a sound understanding of the approach to take to implementation.</p>
<p>Sound development opportunities may not be identified.</p>	<p>The GSC will encourage and commit the Global Office to identifying sound development opportunities that will benefit the Global Strategy without exposing it to unacceptable levels of risk. An initial plan of investments has been developed as part of this Global Action Plan for Phase 2 and will serve as a starting point for discussions with stakeholders on the best possible opportunities in the various regions. This plan will be regularly updated with the support of the RTABs, to take into account new demands or opportunities that may arise. Furthermore, through the consultation process for developing the Second Global Action Plan, different stakeholders have already expressed their interest in being involved and have proposed areas where the Global Strategy might be effective.</p>
<p>It may not be possible to comply with the reporting needs of different donors.</p>	<p>Reporting will be done on the umbrella programme as a whole to the Global Steering Committee and –if required –at project level to donors. A Programme Officer will be in charge of preparing reports based on the agreed specifications. The preparation of reports may be an onerous task if there is a large number of projects. In this case, it may be necessary to hire additional staff. The benefits of monitoring progress and expenditures more closely will, however, outweigh the additional cost.</p>
<p>The implementation of activities across projects comprised in the platform and between regional and global activities may be poorly coordinated.</p>	<p>The existence of a single Global Office responding to a single GSC which, in turn, is advised by RATBs, will overcome this risk. A strategy for the initiative as a whole will be developed centrally and implemented through only one institution, the hosting agency, avoiding the communication and transparency issues inherent in a multipartner arrangement. The RATBs will capture the needs and opportunities in their respective regions and inform the Global Office of their findings and the GSC; however, the strategy and implementation method will be defined by only one party. The scope of work will be defined for each project centrally, which will avoid duplication of efforts and misalignment with respect to the strategic objectives of the programme.</p>

RISK IDENTIFIED

MITIGATION MEASURES

Internal reporting will be crucial to the monitoring and coordination of the multiple projects under the platform. A complete dashboard will be developed to present key metrics against which to measure the strategy. This tool will be discussed with the Programme Coordinator in monthly meetings, to support decision-making. The dashboard will be supplemented by lean financial and performance reports that will be developed with the goal of presenting a comparison to expectations and a short-term forecast.

The Global Office will draw clear lines of responsibility and define the scope of work of each project centrally, ensuring alignment to the programme's objectives and identifying potential internal synergies.

The fiduciary risk may increase because of the simultaneous management of several projects.

Although the simultaneous management of different projects could contribute to the complexity of fiduciary activities, appropriate and proportionate action will be taken by the Global Office to mitigate this risk. The team will avail itself of the procedures and mechanisms available to it through the hosting agency, FAO.

The Global Office will be responsible for daily operations and for maintaining cost-effective internal controls within its area of responsibility. This internal control system will consist in elements such as structures, procedures and tasks as well as other tangible and intangible factors that will enable the programme to respond appropriately to risks of operational, financial, compliance or other nature. The internal control environment may also be reviewed by the GSC, should the need arise. The Global Office will regularly monitor and supervise the utilization of resources through field missions to implementing partners and countries. Mitigating actions, such as payments withheld until partner agreement conditions are satisfied, will be proactively taken.

Fiduciary risk will also be mitigated by the fact that the programme will be implemented only through the hosting agency rather than through different partners that may adopt different approaches to fiduciary responsibility; this will ensure consistency. Inconsistent approaches across implementing partners would hinder comparison of the treatment of risk. With the modular approach proposed, fiduciary risk will not be transferred to partners because agreements will be based on the principle of reimbursing previously agreed expenditures sustained, and payment will be made conditional upon the submission of deliverables and financial statements.

Most importantly, the hosting agency will play an important role in the mitigation of fiduciary risk. FAO has an established set of financial rules that ensure effective financial administration and the exercise of economy, as well as the effective custody of the physical assets of the programme.

FAO also has an Office of the Inspector General, providing oversight of its programmes and operations through internal audit and investigation. This Office is responsible for monitoring and evaluating the adequacy and effectiveness of the Organization's system of internal control, financial management and use of assets. The Finance Department of FAO will administer and account for contributions in accordance with its financial regulations and other applicable rules and procedures, and maintain separate records and accounts for each project. As dictated by FAO's rules on Trust Funds management, project expenditures will be recorded for each project separately and may be presented in aggregate for the whole of the platform, for reporting purposes only. Detailed reporting will be produced regularly and in accordance with the agreed timeline.

Furthermore, all employees of FAO must adhere to a code of conduct that obliges them to share responsibility for the prevention and detection of fraudulent and corrupt activities, which includes the reporting of suspected instances thereof.

RISK IDENTIFIED	MITIGATION MEASURES
<p>The governance and institutional arrangements of the Global Strategy may not be effective in managing a modular programme.</p>	<p>The GSC will be the only executive governance body for the programme and it will be advised by RATBs. This simplified governance structure will mitigate the risk of missing development opportunities because of the long approval pipeline. The GSC will be lean and effective because it will be composed of few members, who will be required to participate in meetings and will rotate periodically. Furthermore, decisions will need to be endorsed by only one level of governance.</p>
<p>The modular approach may result in insufficient funding being provided for certain regions.</p>	<p>The Global Office, as part of its fundraising and advocacy activities, will make all reasonable efforts to ensure that a good number of countries and regions benefit from the Global Strategy. The Second Global Action Plan includes a geographic breakdown of the regions where activities are planned to take place. This will serve as a basis to show potential donors where assistance is needed and where such assistance would produce the best possible outcomes. The members of the GSC and RATBs will also be mandated to support fundraising and advocacy initiatives.</p>
<p>The performance may be lower compared to traditional projects.</p>	<p>The platform programme will be broken down into individual projects, which will be managed individually based on the standards of the hosting agency. The common platform will serve the sole purpose of ensuring a common direction towards the goals of the Global Strategy and will aggregate the various modules of the Global Strategy programme into a comprehensive unit. The modular approach will facilitate the application of successful models across similar projects and improve performance by breaking down a large programme into smaller parts that will be easier to manage.</p> <p>Issues such as the availability of expertise will also be alleviated, given that the same resources can be shared across projects. While average performance outcomes, such as cost and schedule, may not be significantly affected, the modular approach will inevitably lead to overall better project practices, especially as concerns planning and execution. Best practices will also evolve based on the lessons captured with respect to previous projects of the programme.</p> <p>In fact, a number of lessons may be learned from previous projects about weaknesses or strengths of the processes, procedures, techniques and tools used, when they were used, how they were used, and by whom. Approval processes, financial delegation, human resource management, and specific systems will inevitably fully adhere to the procedures established by the hosting organization (FAO); however, – the Global Office will guide the specific approach to be used and significantly impact the project’s success.</p> <p>A strict controls plan will be necessary to ensure that all activities are on track and identify potential issues, especially at key moments, such as the introduction of new projects under the umbrella, when there may be the risk of work forces being pulled from a given project and shifted to other projects. To address this, the Global Office will ensure that will always be a well-populated roster of experts, such that delivery schedules are not negatively affected. It will therefore be the Global Office’s responsibility to identify the characteristics of the modular programme that drive the risks associated with them, and to monitor them throughout the duration of the programme.</p> <p>For successful modularization to occur, the Global Office will ensure that appropriate enablers are in place. In particular, the core team members will be identified early on and diverse technical skills will be included in the core team. Partners will also be involved – at least informally – as early as possible, also to gain a good sense of what is feasible in their specific regions or countries. Furthermore, the Global Office may find it beneficial to introduce a certain level of standardization across projects in terms of approach and design, as this may result in a reduction of efforts.</p>

RISK IDENTIFIED	MITIGATION MEASURES
<p>Risks associated with new opportunities may not be identified.</p>	<p>A certain level of acceptable risk may serve as an engine driving the programme forward and may be vital to its success, in that it may present significant opportunities and possibilities for innovation, leading to short- and long-term success. The GSC and the Global Office will have the responsibility of managing the duality between risk and opportunity to ensure that unnecessary risks are not taken and that valid opportunities are given all due consideration. The risk of losing innovative solutions in favour of safer ones will be addressed through continuous interaction between the Global Office and the GSC on the level, type and nature of risk that it is willing to assume. An annual risk identification exercise will be undertaken by the GSC and facilitated by the Global Office, which will involve the assessment of the consequence and likelihood of risk, as well as the development or review of risk management plans for the risks identified that exceed the programme's defined acceptable risks.</p> <p>As per the project management procedures laid out by FAO, an individual risk assessment for each project will be performed as part of standard formulation activities. The Global Office will analyse the identified risks and estimate the likelihood of the risks occurring. The team will then estimate the potential impact on project goals if the event occurs. The outcome from this process will be a prioritized list of estimated project risks with a value that represents the likelihood of occurrence and the potential impact on the project. The team will then develop a risk mitigation plan that reduces the likelihood of the event occurring, or reduces the impact on the project if the event does occur. The risk management plan will be integrated into the Project Document as per standard procedure.</p> <p>Risk management will be incorporated into strategic, operational and resource management planning by the Global Office. The latter will also be reporting to the GSC on the actions taken in respect of risk management. Furthermore, the fact that there will be one core Global Office will ensure consistency in terms of approach to responses to the same risk identified in different projects. It will also be the responsibility of the GSC and the Global Office to create an environment where all staff assume responsibility for risk management. The Global Office will strive to gain in-depth understanding of the local project environment and how this may impact and influence the project.</p>



6 ANNEXES

- 1 SWOT analysis of the first Task Team
- 2 Logical framework
- 3 Terms of reference
- 4 Selection criteria for implementing partners
- 5 Fast-track implementation model of technical assistance



ANNEX 1

SWOT ANALYSIS OF FIRST TASK TEAM

Lessons learned from the first phase of implementation: strengths and weaknesses

The lessons learned from Phase 1 are presented below in two main categories: strengths and weaknesses. This analysis is essentially based on documentation produced in the framework of Phase 1 of the Global Strategy. The main documents used are: (i) the Mid-Term Evaluation report, including the mitigation measures proposed by management (February 2016); (ii) the first report to the GSC on the implementation of the proposed mitigation measures (February 2017); (iii) the annual narrative reports for 2013, 2014, 2015 and 2016, which highlight the existing risks and mitigation measures to be taken to improve or accelerate the implementation of the project; (iv) the six-monthly activity reports submitted to the GSC; (v) the annual and six-monthly financial reports indicating the implementation delivery level by implementing partners; and (vi) the DfID's annual review reports for 2014, 2015, 2016 and July 2017 on the implementation of the Global Strategy.

STRENGTHS

S1 The Global Strategy is regarded as an international benchmark on agricultural statistics

- Largest initiative on capacity building in agricultural statistics, and well-recognized and acknowledged as reference framework by all key actors and stakeholders in the field of agricultural statistics development.
- Built on solid foundations: endorsed by the UNSC and designed and launched through an exhaustive participatory consultative process.

S2 Cost-effective methodologies made available, increased capacities on selected topics, revival or strengthening of agricultural statistical systems

- Led to a complete upgrade of twenty-first-century agricultural statistical methods: 50 cost-effective methodologies and guidelines produced (8 500 pages published as of September 2017), training material available on 6 main topics and other 4 in preparation, building upon the ongoing data revolution (multiple sources, mobile and digital capture, GIS/remote sensing, etc.).
- Extensive progress made in strategic planning at country level (i): a SPARS will be operational in 40 countries by end 2018. However, the identification of training needs should be strengthened to better guide technical assistance activities.

- Visible progress in overall capacity at country level, particularly in the area of training: curricula developed, 72 scholarships provided in Africa, training material produced at global and regional level, increased capacity of 4 regional schools in Africa, and a specific network developed in Asia. This will lead to an improved ability to produce high-quality agricultural data.
- Increased capacities at the level of implementing partners (FAO/ESS) and better coordination of agricultural statistical programmes across regions and within countries (although coordination between NSOs and line ministries needs to be strengthened).
- Harmonized data collection tools and indicators, such as the minimum set of core data, developed.

S3 Ability to match evolving demands and needs

- Flexibility to meet evolving needs: for example, the research carried out on SDGs (Sustainable agriculture, Productivity, Agri-environmental indicators, Rural statistics). Additional funds have been made available to develop the AGRIS methodology as an effective toolkit for integrated survey programmes and regular data production at country level, to enhance the capacity to extract key agricultural indicators from administrative data, as well as to include new topics in the research programme upon countries' demand (such as horticultural crops).
- Development of innovative mitigation measures for improving technical assistance implementation at country level, with concrete results obtained: experience of the Global Office in recruiting young African statisticians recommended by regional schools. The statisticians were trained on cost-effective methodologies and progressively involved in technical assistance at county level. Some of them were directly posted to subregional institutions.
- Synergies with the CAADP initiative of the African Union identified and maximized: promotion of funding for statistical agricultural development as a component of National Investment Plans in Agriculture.

S4 Well-established governance and decision mechanisms

- Complex but well-established overall governance and management structures: the existing system of governance and the resulting complex flow of decisions and responsibilities is currently working and efficient.
- Functioning Global Trust Fund, which has successfully fulfilled its role over the five years of implementation of the programme, always meeting all deadlines in terms of reporting.
- Excellent constructive dialogue with active donors built through regular meetings.

WEAKNESSES

W1 Excessively ambitious initial goals

- Excessively ambitious goals: challenge of developing methodologies (18-month research cycle per topic), guidelines and training material, providing training and technical assistance at country level over five years and, probably, an excessive number of targeted countries.

W2 Complex governance and decision-making process

- Issues regarding the membership of governing bodies: excessive number of members of the GSC resulted in uneven participation and level of interest: 40 percent of the members did not regularly participate in statutory meetings.
- Potential conflicts of interest in GEB composition: its members were mainly implementing partners, particularly when regional annual workplans needed to be endorsed.

W3 Three regions have not implemented the Global Strategy

- No funding made available for three regions: Latin America and the Caribbean (LAC), the Commonwealth of Independent States (CIS) and the Near East (RNE). This led to the necessity to look into effective alternatives for mobilizing resources to implement the Second Global Action Plan in each region.
- The coexistence of two sources of funding in Africa (Global Trust Fund and European Commission) led to difficulties in terms of transparency in the use of funding at output level.

W4 Lack of commitment at regional level on staffing, and lack of coordination

- Lack of commitment on the part of regional partners in recruiting staff for the planned project positions, which considerably undermined overall implementation and resulted in little capacity built at regional-partner level. One partner never filled the planned positions (AfDB), two partners recruited official staff only in 2017 (UNECA and UNESCAP-SIAP), and the position of Coordinator in Bangkok (FAO/RAP) has been vacant since November 2016. The Global Office is the only implementing partner that has recruited all planned staff.
- Lack of coordination at regional level in the area of training, with frequent overlaps between technical assistance implementing partners and training implementers (several regional workshops, organized for training purposes, were actually covered by the agencies implementing technical-assistance).
- Subregional implementing partners not associated with the Global Strategy, regardless of commitments made. Delegating the implementation of technical assistance activities

through Regional Economic Communities was part of the African regional plan, which was never implemented.

W5 Lack of technical assistance at country level: initial objectives will not be reached

- Excessive emphasis placed on country assessment SPARS to the detriment of technical assistance, data production, reporting and dissemination.
- Remaining need to increase efforts to involve both NSOs and line ministries in all activities implemented as part of the Global Strategy agenda. This coordination is fundamental to achieve better results in the implementation of the Global Strategy.

W6 Lack of advocacy, dissemination, overall branding issue

- Weak advocacy and lobbying for additional resources.
- Sensitization efforts on Global Strategy not sustained at country level, lack of strategies to push countries towards implementing the cost-effective methodologies developed.
- Insufficient dissemination and communication activities concerning new methodologies and guidelines, not reflecting efforts.
- Branding issue not resolved: Global Strategy still seen as FAO project.

Potential opportunities or threats to be taken into account in preparing Phase 2 of the Global Strategy

OPPORTUNITIES

O1 New international and regional agendas

- The new international agenda has evolved considerably, with increasing demand for quality agricultural statistics in the agricultural sector: see, for example, SDGs and Cape Town Global Action Plan for Sustainable Development Data, as well as a growing number of regional initiatives (Agenda 2063, CAADP).

O2 Urge to transform capacities into tangible results

- Urgent need for progress: transforming capacities into tangible results (sustainable funding, data collection, rationalization of resources and tools, analysis and dissemination of results, policy linkages).
- Progress is needed on both producing accessible information and using such information to inform policy and make economic decisions. Creating more demand for information at local level should contribute to long-term sustainability.

- Developing the AGRIS methodology provides a new opportunity to implement a cost-effective system for agricultural and rural statistics in developing countries.
- The accelerated implementation of strategic plans (SPARS) is crucial.

O3 Innovative approaches to technical assistance and training to be scaled up

- The accelerated technical assistance plan in Africa has shown interesting perspectives in terms of making technical assistance processes more efficient (including at subregional level), South-South cooperation, and employing young statisticians.
- Successful lessons learned from the training component are to be scaled up.

THREATS

T1 Funding issues

- Funding opportunities appear to be available more at country level, than at global level.
- Uncertainties regarding the portfolio of donors on supporting agricultural statistics.
- Unequal support provided to developing countries; donor concentration; and the existence of multiple initiatives.
- Donors do not understand the importance of agriculture for a great number of SDGs.
- Commitments of governments for funding sustainable statistical agricultural systems still an issue.

T2 Lack of technical expertise for providing technical assistance to countries

- Few technical experts are currently available to provide assistance to countries on implementing cost-effective methodologies, such as AGRIS (for example, technical assistance should be provided immediately to countries when developing plans to implement AGRIS, as it will take several years before a country will be able to produce meaningful results).

T3 Stakeholder fatigue

- Fatigue of stakeholders on long-term processes, and difficulties in measuring the immediate impact of activities.

T4 Hosting agencies and implementing partners not meeting implementation needs

- Complex administrative and financial processes of hosting agencies.
- Agriculture not always regarded as a priority by implementing partners.

SWOT strategic matrix

An overall strategic matrix has been developed to generate an initial list of strategic options that will be used as a basis for formulating a number of recommendations on the main outputs, possible improvements and implementation modalities of the second phase of the Global Strategy. The overall matrix is built on the analysis of the intermediate matrices, which attempt to respond to the four following questions:

1. How to use strengths to take advantage of opportunities (S-O analysis)
2. How to take advantage of strengths to avoid potential threats (S-T analysis)
3. How to use opportunities to overcome the weaknesses experienced (W-O analysis)
4. How to minimize weaknesses and avoid threats (W-T analysis)

GLOBAL STRATEGY - SWOT Analysis

Proposed strategic axes of a 2nd phase

INTERNAL FACTORS		
	STRENGTHS (+)	WEAKNESSES (-)
	<p>S1 The GS is regarded as an international benchmark on agricultural statistics</p> <p>S2 Cost-effective methods made available, increased capacities on selected topics, revival/strengthening of agricultural statistical systems</p> <p>S3 Ability to match evolving demands and needs</p> <p>S4 Well established governance and decision mechanisms</p>	<p>W1 Excessively ambitious initial goals</p> <p>W2 Complex governance and decision making processes</p> <p>W3 Three regions have not implemented the Global strategy</p> <p>W4 Lack of commitment at regional level on staffing and lack of coordination</p> <p>W5 Lack of technical assistance at country level: initial objectives not be reached</p> <p>W6 Lack of advocacy, dissemination, still resulting into an overall branding issue</p>
OPPORTUNITIES (+)	STRENGTHS (+) / OPPORTUNITIES (+) STRATEGIES	WEAKNESSES (-) / OPPORTUNITIES (+) STRATEGIES
<p>O1 New international and regional agendas</p> <p>O2 Urge to transform capacities into tangible results</p> <p>O3 Innovative approaches on TA and training to be scaled up</p>	<p>SO1 The Global Strategy is recognized as a reference framework that could easily respond to the needs of the evolving international and regional agendas</p> <p>SO2 Countries could benefit from available tools and innovative approaches by using a fast-track approach to produce tangible results. A potential second phase would place less focus on research</p> <p>SO3 The Global Strategy's approach has proved to be efficient and can be adapted to evolving environments with new challenges. Its governance mechanisms can be better adapted for increased efficiency</p>	<p>WO1 The tools made available and the use of innovative approaches should better respond to ambitious goals, in particular for the use of cost-effective methodologies at country level (including countries not covered by the 1st phase)</p> <p>WO2 New agendas at international and regional levels should serve for improving advocacy in the regions without funding</p> <p>WO3 Governance structures should be simplified for better responding to evolving needs</p> <p>WO4 Implementing partners should be able to better commit for delivering efficient TA and training programmes. They should be capable of disseminating results, using the tools and innovative processes available, and benefit from the recent demand related to the new agendas</p>
THREATS (-)	STRENGTHS (+) / THREATS (-) STRATEGIES	WEAKNESSES (-) / THREATS (-) STRATEGIES
<p>T1 Funding issues</p> <p>T2 Lack of technical expertise on Technical Assistance/Training to countries</p> <p>T3 Fatigue of stakeholders</p> <p>T4 Hosting agencies and implementing partners not committed</p>	<p>ST1 The overall positive image of the Global Strategy could continue being used for raising funds</p> <p>ST2 The production of tools and cost-effective methodologies, the increase of capacities in a number of countries, the demonstrated flexibility of the programme to address evolving needs should persuade stakeholders about the need for a second phase. The second phase should be modular and more focused on TA and training at country level to better advocate for raising funds</p> <p>ST3 Hosting agencies and implementing partners should commit towards delivering and guarantee smooth and flexible conditions of implementation</p>	<p>WT1 A modular approach should help attract donors' interest, cover more countries in the regions that were not funded and yield a more direct impact, thus reducing the fatigue of stakeholders</p> <p>WT2 Prioritizing support should contribute towards creating a critical mass of expertise on a selected number of topics</p> <p>WT3 A simplified governance structure and improved distribution of responsibilities based on the implementing partners' capacities should better respond to the flexibility needs of implementation</p>

ANNEX 2

LOGICAL FRAMEWORK

The overall implementation of the Second Global Action Plan will be monitored through a logical framework that will be used to (i) regularly monitor the programme; (ii) prepare narrative annual reports and the final report measuring the programme's overall performance; and (iii) help the processes of mid-term and final evaluations. It will constitute the essential underpinning source for results throughout the implementation of the second phase of the Global Strategy.

As the implementation of the second phase will operate in a new environment (modular approach), with an evolving portfolio with new partnerships and a new system of governance, it will be necessary to finalize the logical framework before the programme becomes fully operational at the end of the mobilization phase. After its finalization, however, the logical framework will still be considered a living document to be regularly updated and redesigned if necessary, and any formal changes will be endorsed by the Global Steering Committee.

The draft logical framework presented below is therefore merely indicative, and will require further work when the programme becomes operational. Any change in this logical framework will have to be submitted to the Global Steering Committee for approval.

The underlying logic of the proposed logframe is built on the logical approach used for the results chain that the programme is expected to achieve. The linear results chain presented in chapter 3.1 depicts the logical relationships between the resources going into the programme (inputs organized into specific investments), the activities that the programme will undertake (the 15 main activities) and the changes or benefits expected to result (products and services delivered; the five outputs; the two main effects expected from the outputs, the outcomes; and the long-term changes to which the programme will contribute).

The draft logframe includes objectively verifiable indicators, baselines, targets and sources to measure progress, as well as assumptions linked to the successful implementation of the Second Global Action Plan. In terms of impact, it is recalled that measuring data usage through a quantitative indicator remains a challenge, this is why efforts have been made to identify impact stories behind numbers.

		INDICATOR	ASSUMPTIONS
Impact	Agriculture and rural development policies at national level are defined and implemented based on relevant, reliable and up-to-date statistics	Indicator IMPACT 1 Average score on the use of agricultural statistics in the policy making process	The methodology for measuring the use of statistics in agricultural and rural policies will be available during the inception phase of the project
		Indicator IMPACT 2 Number of target countries showing significant impact stories on the implementation of the Global Strategy	
Outcomes	Increase of the number of countries with the capability to produce a minimum set of core data, provide analysis and disseminate results	Indicator OUTCOME1 Agricultural Statistical Capacity of countries	Measure of the Statistical Capacity Indicator using the methodology developed in the first phase will continue and will be adapted/updated for covering new developments and demands
		Indicator OUTCOME2 Number of target countries that have put in place mechanisms for improving the dialogue between producers and users of data	Clear evidence of improved mechanisms are available in countries targeted by the programme
Output 1	Smooth and effective implementation of the global strategy	Indicator 1.1 At least 80% of the Global Steering Committee members attend the regular meetings convened by the Global Office	
		Indicator 1.2 At least 50% of technical assistance or training activities are undertaken by sub-regional institutions	The new system of implementation of the Global Strategy allows the Global Office to have access to direct information concerning the decentralisation of activities
		Indicator 1.3 All reports and publications are widely disseminated by the Global Office	The Global Office has the entire and full responsibility of centralising all the dissemination activities for the results of the second phase

BASELINE	TARGET	MEASURE AND MEANS OF VERIFICATION	RISKS AND MITIGATION
TBC	TBC	Joint FAO/PARIS21 Scoring System	<p>Risk: Failure to develop a methodology</p> <p>Mitigation measures: 1. Use the overall indicator of PARIS21 covering the entire national statistical system as a proxy or 2. use the Indicator Impact 2 as a unique indicator for impact</p>
TBC	TBC	Global Office annual narrative reports	
TBC	TBC	Global Office annual narrative reports	<p>Risk: Complexity of the process or lack of resources at regional level</p> <p>Mitigation measures: 1. Simplify the existing questionnaire 2. Organize the data collection at the level of the Global Office</p>
TBC	TBC	Global Office annual narrative reports	
TBC	TBC	Global Office annual narrative reports	<p>Risk: Insufficient commitment from members</p> <p>Mitigation measures: Modify the composition of the Global Steering Committee</p>
TBC	TBC	Global Office annual narrative reports	<p>Risk: Lack of capacities or resources at sub-regional level</p> <p>Mitigation measures: 1. Use the Regional Technical advisory Boards for better advocating the role of sub-regional institutions 2. Reinforce the strengthening of capacities in sub-regional institutions on the model of the accelerated technical assistance plan of the Global Office during the 1st phase (training and posting staff in sub-regional institutions)</p>
TBC	TBC	Global Office annual narrative reports	

	INDICATOR	ASSUMPTIONS
Output 2 Appropriate mechanisms for guaranteeing long term statistical development at country level are in place	Indicator 2.1 All countries engaged into the formulation or update of a SPARS have their plans officially endorsed by their governments	Clear evidence of impact of the activities of the Global strategy in terms of availability of new or updated mechanisms for guaranteeing sustainable funding for agricultural statistics are available
	Indicator 2.2 Number of target countries having put in place efficient mechanisms for raising additional funding for agricultural statistics	
Output 3 National and regional statistical services are equipped with skilled people and leadership and governance to grow and prosper	Indicator 3.1 Number of target countries that have developed HR strategies in the field of agricultural statistics	
	Indicator 3.2 Number of target schools having developed specific curricula in agricultural statistics, including leadership and communication	
	Indicator 3.3 Number of long-term scholarships provided (Master's level)	
	Indicator 3.4 Number of participants in short-term, e-learning and distance trainings	
Output 4 Cost-effective methodologies are used by countries	Indicator 4.1 Number of cost-effective methodologies piloted in target countries (including on-the-job training)	
	Indicator 4.2 Number of target countries using new cost-effective methodologies in their national agricultural statistical systems	
	Indicator 4.3 Number of technical reports, guidelines and training material produced	
	Indicator 4.4 Number of practical guidelines on good practices produced	
Output 5 Statisticians increase data analysis capacity and policy makers are able to use data for national policy formulation and monitoring	Indicator 5.1 Number of guidelines and training material produced on data analysis and better use of data	
	Indicator 5.2 Number of target countries having increased data literacy through training	

BASELINE	TARGET	MEASURE AND MEANS OF VERIFICATION	RISKS AND MITIGATION
TBC	TBC	Global Office annual narrative reports	
TBC	TBC	Global Office annual narrative reports	<p>Risks: Lack of institutional coordination, change of priorities or Insufficient coordination of technical and financial partners</p> <p>Mitigation measures: 1. Rely on SPARS opportunity to strengtheng governance and coordination 2. Advocate for the inclusion of SPARS as a statistical component of National Agricultural and Rural Policies 3. Contribute to the strengthening of coordination of technical and financial partners at country level</p>
TBC	TBC	Global Office annual narrative reports	
TBC	TBC	Global Office annual narrative reports	
TBC	TBC	Global Office annual narrative reports	
TBC	TBC	Global Office annual narrative reports	
TBC	TBC	Global Office annual narrative reports	
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TBC	TBC	Global Office annual narrative reports	
TBC	TBC	Global Office annual narrative reports	
TBC	TBC	Global Office annual narrative reports	

ANNEX 3

TERMS OF REFERENCE: GLOBAL STEERING COMMITTEE (GSC)

The Global Steering Committee (GSC) will provide strategic guidance and oversight for the execution of the Second Global Action Plan to implement the Global Strategy to improve Agricultural and Rural Statistics (Global Strategy). The GSC is the ultimate decision-making body on the use of the resources for implementing the Global Strategy.

GSC members have a responsibility to the Partnership to oversee the design and implementation of the Second Global Action Plan of the Global Strategy. They will be expected to be “champions” of the aims of the Global Strategy and advocate for and publicize the Global Strategy’s activities. In particular, they are expected to use their influence to advocate for the allocation of adequate resources for a smooth implementation of the Global Strategy. Specifically, the GSC will:

Strategy

- Set the strategic direction for the overall implementation of the Global Strategy
- Review the work of the Partnership as a whole and advise on priorities for future action
- Perform a biennial review of the implementation strategy and make any changes that may be necessary
- Provide strategic guidance on regional priorities based on the recommendations of the Regional Advisory Boards
- Drive the fulfillment of the Second Global Action Plan and ensure that all initiatives align to the strategic objectives of the same
- Champion the aims of the Global Strategy and advocate for and publicize the Global Strategy’s activities in international fora

Workplans, budgets, reporting and evaluation

- Review the annual progress on implementation of the Second Global Action Plan
- Review and approve the annual workplan and budget of the Global Strategy, including the updated list of proposed investments
- Review and endorse the financial and narrative reports submitted by the Global Office
- Review and endorse an annual risk assessment performed by the Global Office
- Review and approve the terms of reference for the mid-term and final evaluations
- Review and approve the mid-term and final evaluations, and provide recommendations to the relevant stakeholders

Coordination with other initiatives

- Ensure coordination and promote integration between the activities of the Global Strategy and other related initiatives for statistical capacity development to explore and take advantage of synergies and complementarities, and achieve greater impact
- Report every two years to the United Nations Statistical Commission (UNSC) on the progress in implementing the Global Strategy

Resource mobilization

- Support, on a permanent basis, the mobilization of resources for the implementation of the Second Global Action Plan, including financial resources, in-kind technical support and South-South cooperation

Composition

The GSC will be composed of a maximum of 15 members: 8 country representatives, 6 representatives of other stakeholders (international and regional organizations, resource partners and key users) and the Food and Agriculture Organization of the United Nations (FAO). The GSC may review its composition to include new members or may adopt a rotation system, as required. Members will also be required to participate in a minimum number of meetings during their mandate. The members of the GSC will elect one chair, who will serve for a maximum term of two years. The chair will preside over meetings of the GSC and exercise any other functions required to facilitate its work.

Meetings, procedures of consultation

The GSC will meet at least annually to monitor progress in implementing the Global Strategy, evaluate its impact, and make decisions on the strategic direction of the initiative. The Global Office will be in charge of convening and organizing the meetings. Additional meetings of the GSC may be held if required through audiovisual conference. The GSC may be also asked to take decisions through a written procedure. Countries or institutions may be invited to GSC meetings to present good practices and lessons learned on coordinating activities and interventions that have significant relevance and that could be shared globally.

Rules of decision

Decisions by the GSC will be made by consensus of its members. Consensus is understood to be a procedure for adopting a decision in which no participant in the decision-making process blocks a proposed decision. Consensus does not mean unanimity. A dissenting member who does not wish to block a decision may state a dissenting opinion by attaching a statement or note to the decision. However, if all efforts fail to reach a consensus as described here, decisions will be made by simple majority vote.

TERMS OF REFERENCE: GLOBAL OFFICE

The Global Office, hosted by the Statistics Division of FAO and led by a Coordinator assigned by FAO for this purpose, will ensure overall technical coordination of the implementation of the Second Global Action Plan of the Global Strategy. More specifically, the activities of the Global Office will include the following:

GSC Secretariat

- Serve as secretariat of the GSC, servicing its meetings

Workplans, budgets, monitoring, reporting and evaluation

- Prepare the annual and biennial workplans for endorsement by the GSC
- Provide the overall framework for ensuring coordinated implementation of all components of the Second Global Action Plan
- Monitor, on a regular basis, the implementation of the activities of the Second Global Action Plan, with the support of the Regional Advisory Boards
- Prepare the annual financial and narrative reports, including an annual risk assessment to be endorsed by the GSC
- Prepare the biennial reports, making recommendations and proposals for the implementation of the next biennial plans
- Prepare the final consolidated reports at the end of the implementation of the Second Global Action Plan
- Prepare, every two years, the report to be presented to the United Nations Statistical Commission (UNSC) on progress made in implementing the Global Strategy
- Support the preparation of the mid-term and final evaluations

Technical coordination

- Lead, coordinate, guide and supervise the methodological activities carried out by partner institutions, including universities and research institutions
- Develop new cost-effective statistical methods, prepare handbooks and guidelines, and provide standards for technical assistance and training
- Ensure that activities carried out under the umbrella of the Global Strategy are implemented according to plan and in line with the recommendations of the GSC

Dissemination, advocacy, outreach

- Implement the communication and advocacy plan endorsed by the GSC
- Promote and contribute to activities aimed at enhancing the visibility of the actions undertaken under the Second Global Action Plan

Coordination with other initiatives

- Ensure, under the supervision of the GSC, the coordination and promotion of integration between activities of the Global Strategy and other related initiatives of statistical capacity development to identify and maximize synergies and complementarities, and achieve greater impact
- Ensure the coordination of activities implemented under the Second Global Action Plan with the activities carried out under the responsibility of FAO Statistics Division and the FAO Office of the Chief Statistician

Resource mobilization

- Support the mobilization of resources for the implementation of the Second Global Action Plan, including financial resources, in-kind technical support and South-South cooperation.

TERMS OF REFERENCE: REGIONAL TECHNICAL ADVISORY BOARDS (RTAB)

The Regional Technical Advisory Boards (RTABs) are the technical advisory groups responsible for providing consultative advice to the GSC on the implementation of all activities relevant for their region. Each region (Africa, Asia and the Pacific, Latin America and the Caribbean, MENA and CIS) will establish an RTAB, which will coordinate the activities and interventions planned in the Second Global Action Plan. The specific responsibilities of RTABs are the following:

- Provide advice to the GSC on the preparation of annual and biennial plans, including the proposed lists of investments
- On the basis of annual reports prepared by the Global Office, monitor progress made in the implementation of the Global Strategy and provide guidance to the GSC on ways to improve delivery and the efficiency of support, to guarantee smooth coordination and synchronization of activities implemented in their region, and to take any corrective measures necessary.
- Provide opinions and guidance to the Global Office on the choice and selection of implementing partners in their region
- Engage with the Global Office on an advocacy agenda for mobilizing more resources and advancing the Global Strategy's regional programme of implementation
- Liaise with the Global Office to ensure that meetings are organized in coordination with the calendar of reports and meetings of the GSC

Composition

The RTABs will be composed of a maximum of seven members: three country representatives, two subregional organizations and two regional organizations. The RTABs may review their composition to include new members or may adopt a rotation system as required. Members will be asked to participate in a minimum number of meetings during their mandate. The members of the RTABs will elect one chair, who will serve for a maximum term of two years.

Secretariat

The RTABs will be served by a Secretariat, which will be hosted by a regional institution or the FAO regional representation.

Meetings and procedures of consultation

The RTABs will meet at least annually to monitor progress in implementing the Global Strategy and discuss plans proposed by the Global Office. The regional secretariats will be in charge of convening

and organizing the meetings. Additional meetings of the RTABs may be held if required, through audiovisual conference. The RTABs may be also asked to provide opinions and guidance through written procedures. The chairs of the RTABs may be required to participate in some meetings of the GSC.

Rules of functioning

The advices and recommendations of the RTABs will be made by consensus of their members. Consensus is understood to be a procedure for adopting a recommendation in which no participant in the decision-making process blocks a proposed decision. Consensus does not mean unanimity. A dissenting member who does not wish to block a decision may state a dissenting opinion by attaching a statement or note to the recommendation. However, if all efforts fail to reach a consensus as described here, decisions will be made by simple majority vote.

TERMS OF REFERENCE: SCIENTIFIC ADVISORY COMMITTEE (SAC)

The SAC will provide concrete and tangible advice to the Global Office on:

- Conceptual, methodological and technical issues;
- Analysing the documents and the results achieved vis-à-vis the expected outputs in terms of content quality and timeframe;
- Ensuring that the research conforms to international classifications and employs the best technical standards;
- Validating the process and results of the research activities;
- Supporting the Global Office in selecting the most appropriate institutions or experts to conduct research, as a considerable part of the activities relating to the research topics will be outsourced.

The SAC will work mainly remotely, through e-mails or teleconferences. The members of the SAC will receive the research plan documents at least three weeks before the relevant meetings and will be requested to provide their contributions and advice in writing within 4 weeks of the offer of the contract, or within agreed deadlines.

Composition:

The SAC will be composed of six prominent experts as core members and will be appointed for a term of two years. They will be selected from among outstanding internationally renowned independent experts in the methodological domains of agricultural and rural statistics included in each wave of the Global Strategy and will be chosen on the basis of their qualifications, expertise and capacities. The list of SAC members is to be approved by the GSC.

Four additional members may be chosen for specific research topics on an ad hoc basis. The membership and composition of the SAC will change every two years during the implementation of the research activities, to adequately cater to the diversity of research topics included in each wave of the Global Strategy.

Meetings:

The SAC will meet at least once a year. Travels and living expenses for the days of the meetings will be charged to the Global Strategy programme.

ANNEX 4

SELECTION CRITERIA FOR IMPLEMENTING PARTNERS

Public - or semipublic-sector partners

Potential implementing partners in the public sector will be identified from among the following types of eligible entities:

- Government entities
- Local or international non-governmental organizations
- Organizations of the United Nations System
- Intergovernmental institutions or other multilateral entities
- Academia
- Research institutions

Criteria for the identification of potential partners may include one or more of, but are not limited to, the following:

- Established and recognized expertise in the area relevant to the project or programme
- Previous experience with the Global Strategy or the hosting agency
- Proven adequate management ability and institutional capacity to implement the agreement and deliver expected results
- Adoption of innovative approaches to achieve expected results, where relevant to the programme of work
- Compatibility of ongoing commitments with the programme of work for the Global Strategy
- Geographic representation or mandate in the region where the partner will perform the activities

Partners will be solicited through a direct or competitive selection process, depending on the specific case.

However, direct selection will be used in cases where the proposed partner:

- Is the only eligible entity that is able to provide the services required in the proposed geographical area
- Stakeholders such as donors or the GSC have determined that this particular partner is best qualified to provide the services
- The potential partner is mandated by the beneficiary government to provide the services
- The potential partner is the sole holder of intellectual property that is fundamental to delivering the services
- The partnership is entered into with a strategic objective to develop the capacity of the partner
- Competitive selection is not feasible or unlikely to add value

Competitive selection, in accordance with the procurement procedures laid out by the hosting agency, will be used in all other cases. Partners will be identified through networks known to the Global Office, including the network in which the hosting agency operates, or a call-for-interest may be disseminated. The interested entities will then be invited to submit a proposal in which the potential partner confirms its ability to meet the technical and operational requirements. Proposals will be evaluated based on criteria such as best value for money and other weighted objectively measurable non-price criteria (prior experience in the country or geographical area, preference for local partners, technical quality, etc.).

Private-sector partners

Private-sector partnerships may take the form of ad hoc collaborations on a specific activity or a comprehensive longer-term partnership, to achieve a common purpose or undertake a specific task, and to share risks, responsibilities, resources, competencies and benefits.

Partnerships with the private sector will be sought principally as a means of cooperation and collaboration with the Global Strategy on a joint coordinated action that will involve both parties to contribute to the output and achievements of the Global Strategy, rather than solely as a financial relationship.

The private sector may prove to be a key stakeholder in the objectives of the Global Strategy. The programme should therefore capture the benefits of closer collaboration with private-sector entities that may prove to be innovation leaders in certain fields of work.

The selection of private-sector partners will be based on the principles laid out by the hosting agency and will be assessed against criteria such as the respect of human rights, labour standards, and anti-corruption practices. This can lead to the exclusion of partners with demonstrated poor performance in areas such as human rights, labour standards, the environment, and governance issues such as corruption, and to consideration of those with a strong Corporate Social Responsibility (CSR) record.

The following criteria will guide the selection of private-sector partners:

- The partnership should lead to clear and mutual added value in terms of results relevant to shared goals and objectives, weighted against costs and impediments
- The partnership should serve as a means for greater effectiveness in supporting the Global Strategy programme
- The partnership should be based on the comparative advantages of each partner
- The partnership presents no risk of conflict of interest
- The partnership takes into account conditions and requirements at regional and country level

ANNEX 5

FAST-TRACK IMPLEMENTATION MODEL OF TECHNICAL ASSISTANCE

An example

Building Zambia’s capacity to produce agricultural cost-of-production (AgCOP) statistics for better decision-making

ACTIVITIES	RESULTS
INCEPTION MISSION (MARCH 2017)	<ul style="list-style-type: none"> • AgCOP data needs identified (e.g. in terms of target population, agricultural commodities, data disaggregation variables and cost items) • Information gathered on current data sources and survey instruments • Technical assistance activities discussed and agreed upon
GAP ANALYSIS (SPRING 2017)	<ul style="list-style-type: none"> • Gaps in Zambia’s current agricultural surveys (Crop Forecasting Survey (CFS) and Post-Harvest Survey (PHS)) assessed with regards to AgCOP measurement • Recommendations on questionnaire improvements and broader survey strategy, especially timing and survey frequency aspects, provided
TECHNICAL TRAINING AND SURVEY TOOLS IMPROVEMENT (JULY 2017)	<ul style="list-style-type: none"> • Technical hands-on training on AgCoP provided to 12 statisticians, economists and survey managers from the Central Statistical Office, Ministry of Agriculture and Ministry of Fisheries and Livestock • New modules or revised sections of the CFS and PHS questionnaires addressing AgCoP data gaps pretested
FIELD TEST OF THE AGCOP SURVEY (FALL 2017)	<ul style="list-style-type: none"> • Improved questionnaire and survey methodology field tested in two provinces • 16 interviewers and field supervisors trained on AgCOP data collection specificities • 320 agricultural holdings from the household sector interviewed using CAPI
DATA ANALYSIS AND RESTITUTION WORKSHOP (JANUARY 2018)	<ul style="list-style-type: none"> • 12 statisticians and economists trained in compiling AgCOP indicators and performing farm profitability analysis by commodities • Results of pilot results and recommendations on how to scale up AgCOP data collection presented to more than 20 stakeholders, including policy analysts from key government departments and representatives of relevant international organisations

Impact

Sustainable capacity built in collecting AgCOP data and conducting farm profitability analysis by commodities, enabling, for example, in-depth analysis and decisions on subsidies and public support schemes, on possible orientation of agricultural production, and on impact of changes in use, availability or prices of input. AgCoP questions and methodology field-tested and integration into regular national data collection activities planned.

GLOBAL STRATEGY
TO IMPROVE AGRICULTURAL
AND RURAL STATISTICS

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