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Mid-term evaluation of the Global Strategy to Improve Agricultural and Rural Statistics

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Mid-term evaluation of the Global Strategy to Improve Agricultural and Rural Statistics

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

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Acronyms and abbreviations

ADB	Asian Development Bank
AfDB	African Development Bank
AGRIIS	Agricultural and Rural Integrated Survey
BMGF	Bill and Melinda Gates Foundation
CAADP	Comprehensive African Agriculture Development Programme
CIS	Commonwealth of Independent States
DFID	Department for International Development, United Kingdom
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAO RAP	FAO Regional Office for Asia and the Pacific
GAP	Global Action Plan
GEB	Global Executive Board
GSC	Global Steering Committee
GTF	Global Trust Fund
IADB	Inter-American Development Bank
IdCA	In-depth Country Assessment
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MTE	Mid-term evaluation
NSDS	National Strategy for the Development of Statistics
NSO	National Statistical Office
OED	Office of Evaluation (FAO)
PARIS21	Partnership in Statistics for Development in the 21st Century
RSC	Regional Steering Committee
SDGs	Sustainable Development Goals
SIAP	Statistical Institute for Asia and the Pacific
SPARS	Strategic Plan for Agricultural and Rural Statistics
TCP	Technical Cooperation Programme
UNECA	United Nations Economic Commission for Africa
UNESCAP	United Nations Economic and Social Commission of Asia and the Pacific
UNSC	United Nations Statistical Commission
USAID	United States Agency for International Development
USDA	United States Department of Agriculture

Executive summary

Introduction

- ES1 This report is an evaluation of the project “Global Strategy to Improve Agricultural and Rural Statistics”, which is a comprehensive framework for improving and ensuring the sustainability of statistics in agriculture, livestock, aquaculture, small-scale fisheries and forestry production in developing countries. To implement the Global Strategy, a five-year Global Action Plan (GAP) was developed to strengthen statistical capacities in 90 countries – 40 in Africa, 20 in Asia-Pacific, 20 in Latin America and the Caribbean (LAC), five in the Commonwealth of Independent States (CIS) and five in the Near East. The GAP runs from July 2012 to December 2017, with a total budget of USD 83.8 million.
- ES2 The mid-term evaluation (MTE) assessed the progress made toward the Global Strategy’s outcome and outputs at the global, regional and country levels, and made recommendations based on the evaluation team’s findings. It also assessed the impact of the funding gap on the sustainability of the Global Strategy. In addition to global activities, the MTE focused on activities in Africa and Asia-Pacific because most of the funding and implementation of planned activities have focused on these regions.
- ES3 The MTE was managed by an Evaluation Officer from the Office of Evaluation (OED) of the Food and Agriculture Organization of the United Nations (FAO). It was conducted by an independent evaluation team comprised of two international experts with experience in institutional governance, statistics and evaluation methodology between August and December 2015.
- ES4 The evaluation was both consultative and transparent, with stakeholders involved throughout the process. Initial findings were validated through triangulation with different key informants, and the resulting evidence supported the conclusions and recommendations. Several methods and tools for data collection were used by the evaluation team. A desk review of available documents was carried out to understand the context, project background and reported progress towards the intended project results. To ensure the sufficient collection and triangulation of evidence to answer the main evaluation questions, the evaluation team developed a detailed set of key evaluation questions and subquestions (see Annex 1. Terms of Reference); conducted semi-structured interviews with key informants and stakeholders at national and district levels; and conducted field visits to Bangladesh, Côte d’Ivoire, Ghana, Indonesia, Rwanda, Tanzania and Thailand.
- ES5 The evaluation team also attended the 11th Global Steering Committee (GSC) meeting and the Global Strategy’s mid-term conference (22–25 June 2015), which was essential to the data collection process. The mixed method approach was used, and the evaluation team consulted internal and external stakeholders at global, regional and country levels throughout the evaluation process.
- ES6 An evaluation mission to Bangladesh, Côte d’Ivoire, Ghana, Indonesia, Rwanda, Tanzania and Thailand was undertaken between 2 August and 11 September 2015 (see Annex 4. Mission/stakeholders interviewed). At the end of the evaluation mission, a debriefing session was organized in Bangkok, Thailand where preliminary findings and potential recommendations were presented and discussed.

Main findings

- ES7 The main findings of the MTE are presented below, grouped by evaluation question.

Extent to which the global strategy supported selected countries to develop sustainable agricultural and statistical systems.

- ES8 The Global Strategy is fully aligned with global priorities (formerly Millennium Development Goals (MDGs), now Sustainable Development Goals (SDGs)); international initiatives on

agricultural and development statistics; regional initiatives (e.g. Comprehensive African Agriculture Development Programme (CAADP)); and national priorities at the country level. It facilitates the integration of agriculture statistics under the framework of the National Strategy for the Development of Statistics (NSDS), developed by the Partnership in Statistics for Development in the 21st Century (PARIS21), through the development of Strategic Plans for Agricultural and Rural Statistics (SPARS).

- ES9 The governance structure of the Global Strategy comprises the GSC, the Global Executive Board (GEB) and the Regional Steering Committee (RSC). The institutional set-up of the programme promoted the capacity development of partners and was therefore well conceived. However, areas of concern for the Global Strategy implementation include long recruitment processes (which can lead to project delays)
- ES10 Although the Global Strategy has not met completion targets of the In-depth Country Assessments (IdCA) and SPARS, 75 percent or more have been achieved and, despite a slow start, progress has been made on the research agenda. Overall, the extent to which the Global Strategy has supported target countries in Africa and Asia-Pacific regions to develop sustainable agricultural and statistical systems was satisfactory. The Global Strategy progressed slower than expected due to varying degrees of development in national statistical systems, national politics and coordination challenges of key stakeholders.

Extent to which agricultural and rural statistical systems are effective and linked to the entire institutional framework at national and regional level.

- ES11 The Global Strategy is coherent in terms of its theory of change and logical framework through the GAP, a long-term perspective with a phased approach is being taken. Such an approach and methodology for implementation is both adequate and appropriate, demonstrated by the addition of Output 5. However, the intended results are ambitious within the given time frame.
- ES12 The governance structures of the programme in Africa, Asia-Pacific, LAC and CIS have provided a solid base to build linkages with institutions at the national level. Although the global and regional level committees have a complex organizational structure – comprised of country representatives, resource partners, participating/implementing partners, relevant institutions and subregional commissions – they have functioned effectively. Facilitation by Regional Offices further contributed to the creation of the national coordination framework and mechanism by bringing National Statistical Offices (NSOs) and ministries of agriculture together. Nonetheless, there is scope to improve the coordination structure with the involvement of subregional training institutions and commissions.
- ES13 Developing technical guidelines on the consistency of subnational and national data will improve validation processes at all levels and, subsequently, data quality. Countries will be prepared for the SDGs, which require disaggregated and quality datasets related to subnational locations. Only three Governments (Bhutan, Fiji and Indonesia) have agreed to provide additional funding to support agricultural statistics. Such negotiations between the Global Strategy and governments take time and require constant advocacy. As a result, the development of technical guidelines may be delayed beyond 2017, especially in Africa.

Extent to which the capacity has been developed/strengthened to produce and disseminate timely agricultural and rural statistics, to better understand and support decision-making at the country and the regional level;

- ES14 The Global Strategy has succeeded in identifying the appropriate partners at global, regional and national levels. Although the Global Strategy's institutional set-up and management arrangements ensure that work is carried out transparently through a consultative process, implementation has progressed slowly. There is also little vertical coordination and communication within participating partner organizations, with the exception of the FAO Regional Office for Asia and the Pacific (RAP). Furthermore, FAO RAF's involvement as a technical partner in Africa is not well defined.

- ES15 In addition to technical reports and guidelines, the Global Strategy has also developed training courses. While the number of workshops and training conducted is satisfactory, it is not clear how the newly acquired capacities will scale beyond the primary beneficiaries who attended the workshops or training. Field testing the research results will better enable adaptation to specific country contexts and further increase country level capacities, which can also benefit non-funded regions.
- ES16 Despite a slow start, the Global Strategy's research component (managed by the Global Office) addressed 21 research topics, with 18 technical reports and guidelines published and 16 field tests completed. Technical and training components were implemented in Africa and Asia-Pacific (national coordination mechanisms in 52 countries, IdCAs in 35 countries and SPARS in 24 countries); however, the integration of agricultural and rural statistics into NSDSs progressed more slowly than expected.
- ES17 The process of SPARS development, including the IdCA and involving the NSOs and ministries of agriculture, built ownership as well as country capacity.¹
- ES18 Leveraging resources (as in Asia-Pacific) by collaborating with country/regional institutions on a cost-sharing basis is a good model for building local capacities and ensuring long-term sustainability. Maintaining continuity of the Global Strategy into Phase II is essential to translating capacity building efforts and technical assistance into cost-effective data collection, analysis and dissemination.
- ES19 The implementation's successes and lessons learned are less likely to be institutionalized for scale-up and follow-up by implementing partners (AfDB, UNECA and UNESCAP), as Global Strategy activities are implemented by consultants not involved in subregional/country offices. The sustainability of the Global Strategy's activities is expected to remain dependent upon continued funding, although FAO is an exception.

Extent to which key agricultural and rural statistical data can be compared across time and countries.

- ES20 The production of a minimum set of core data comparable across time and countries can only be achieved through the cumulative contribution of technical assistance, research and training components of the Global Strategy. It can therefore only be assessed in the final evaluation.
- ES21 Due to the Organization's expertise and experience with agricultural and rural statistics, FAO is an important technical partner in ensuring the Global Strategy's sustainability, especially at the country level.

Extent to which the implementation of the programme is affected by the funding gap.

- ES22 At the time of the MTE, the implementation of activities carried out by the Global, Africa and Asia-Pacific Regional Offices did not experience funding shortfalls.² However, the Global Strategy has an overall funding gap of USD 33.3 million (40 percent) of its planned budget for implementing GAP. Almost three-quarters of the overall funding gap pertains to the LAC, Near East and CIS regions, while implementation in the Africa region will not be affected due to the recent funding boost from the European Commission.
- ES23 The funding gap (USD 3.73 million) at the Global Office level primarily affects the research component. It could also affect dissemination and field testing of research results on completed work.

1 In Africa, 33 countries benefitted from training programmes and 52 benefitted from technical assistance workshops. In Asia-Pacific, 230 participants (101 from NSOs/statistical training institutes and 129 from ministries of agriculture) from 25 countries benefitted from 10 training courses with a Train the Trainer component.

2 Funding is not ear-marked for the LAC, CIS and the Near East regions, in accordance with the funding received from resource partners.

ES24 In Asia-Pacific, the funding gap is about USD 6.16 million (45 percent of the budget allocated for the region). The significant momentum in activities across countries and in the region is likely to have an impact on implementation in 2017.

ES25 Funds were managed and administered prudently. The budget was allocated properly, with 46 percent of the budget allocated to capacity building while 70 percent focused on country and regional-level activities. Funds not spent were carried forward each year.

Gender

ES26 The Global Strategy has given appropriate consideration to gender equality. Although the gender ratio varies significantly (in terms of proportion of women to men in the various bodies of the Global Strategy), the overall degree of inclusiveness was acknowledged by all stakeholders. However, participation at the decision-making level varies from country to country. Furthermore, the gender balance among beneficiaries of capacity development efforts was dependent upon the existing staffing structure in ministries of agriculture and NSOs.

ES27 The Global Strategy also conducted research on gender equality dimensions. For example, in 2015 research began on identifying appropriate indicators and collection methods for gender-related data. Although countries produce disaggregated data, they are unlikely to cover every gender-related aspect in the agricultural and rural sectors.

Partnerships and alliances

ES28 The Global Strategy was designed with a focus on partnerships, as evidenced by various activities at the global, regional and country levels. Partnerships included key international organizations, multilateral and bilateral development agencies, regional institutions and countries. In this multi-layered multi-partner structure, each partner contributed a unique but complementary strength which is relevant to the region and component. Additional detail on partnerships and alliances is provided in section 3.4.2.

Sustainability

ES29 The sustainability of the Global Strategy was partially constrained by the use of long-term consultants, rather than recruiting staff for the positions planned in the integrated budget. Using long-term consultants affects the continuity of activities and does not allow the implementing partner to build or institutionalize the capacities to scale-up. With the exception of FAO, none of the participating partners have contributed financially to the programme, which raises the question as to whether there is enough interest to continue Global Strategy activities by implementing partners after the current resource partners have ceased to provide funding.

ES30 FAO was actively involved in the implementation of the Global Strategy at the global level and in Asia-Pacific. In particular, the Global Strategy was able to build on FAO's established connections with ministries of agriculture. FAO funded the Technical Cooperation Programmes (TCPs) from its own resources as part of technical assistance to countries when requested. While technical assistance in Africa is led by AfDB, utilizing FAO's technical expertise and resources as applicable will provide focused technical support and facilitate long-term sustainability.

ES31 The Global Strategy is viewed as a very important and unique initiative for improving agricultural and rural statistics. It attracted interest and appreciation from various countries and resource and development partners, especially in the context of data requirements for the SDGs. However, such interest and appreciation does not necessarily translate into additional funding. Resource partners may allocate contributions directly to the region or priority countries (instead of through the Global Trust Fund (GTF)) to fund activities within the scope of the Global Strategy. This is more likely in the intended Phase II of the Global Strategy, when activities are more focused on data collection (the expanded activities of Output 5). With significant momentum in activities across countries in the region, it is likely that the effect of the funding gap will impact implementation in 2017.

Conclusions and recommendations

Conclusion 1

The Global Strategy is becoming an international reference point for agricultural and rural statistics. It is playing a catalytic role in increasing stakeholders' awareness and contributions to the overall objectives. It is also playing a vital role as an integrating platform for various complementary and synergistic initiatives to achieve greater impact and efficiency.

Conclusion 2

The Global Strategy has been instrumental in integrating agricultural and rural statistical systems into institutional frameworks at national and regional levels.

Conclusion 3

Capacity development is at the core of the Global Strategy and is mainstreamed in all activities. However, diffusion of newly acquired capacities beyond the primary beneficiary was not obvious during the MTE, which could jeopardize the programme regardless of the positive signs of sustainability.

Conclusion 4

Governance structures have proven to be useful platforms for coordination and facilitation among the different partners.

Conclusion 5

As host of the Global Strategy, FAO can contribute to further strengthening links between the Global Strategy and ministries of agriculture in the different regions. FAO can also fund TCP projects from its own resources when requests are made, as part of technical assistance to countries. While technical assistance in Africa is led by AfDB, utilizing FAO's technical expertise and resources as applicable will provide focused technical support and facilitate long-term sustainability.

Recommendation 1. To the Global Office

The evaluation team recommends the Global Strategy include metrics with long-term focus and sustainability.

ES32 Regarding consolidation of the programme, the following actions are suggested:

- In order to assess the outcome and sustainability of the Global Strategy, metrics should be defined to track and measure the uptake of research results, the reach and use of technical reports and guidelines, and the diffusion of training and capacity building beyond the primary beneficiary.
- Revise the indicator on "number of missions". A possible option is to limit the indicator to technical missions that aim to strengthen statistical capacity in specific areas. These areas could be predefined at the global/regional level and evidenced by a technical report showing mission justification (either problems are submitted by the recipient country, or identified by the Regional Office), and describing advice and/or support provided;
- Revise Output 1 indicators and incorporate indicators to measure the number/percentage and type of members (e.g. countries, resource partners, participating partners) attending various governance meetings, as well as the type and number of key decisions taken by these bodies. This will help to strengthen the programme theory of change.

Recommendation 2. To the Regional Offices of the Global Strategy

Improve the Strategic Plan for Agricultural and Rural Statistics (SPARS) process to enhance the pace of progress and value to the countries, and improve programme sustainability.

ES33 The SPARS development process is defined in detail in the *SPARS Guidelines*. However, the following actions will enhance the value of the SPARS process and increase the pace of progress:

- Facilitate South-South cooperation to build capacities and improve agricultural statistics. For example, countries in Asia-Pacific are learning from their more developed neighbours, which have expertise in more advanced or proven methodologies and/or technologies.
- Through the SPARS process, fast-track “model” countries which have more resources and higher levels of statistical capacities in Africa, and involve them in helping other countries in the region. This will help to accelerate the implementation of Global Strategy activities.
- Encourage countries willing to participate with their own resources in Asia-Pacific and other non-funded regions to develop SPARS.
- In order to improve planning processes and contribute to achieving the agreed targets of country participation by the end of the Global Strategy, adapt Asia-Pacific’s streamlined model of completing the “Road Map-IdCA-short-term Country Proposals-SPARS” sequence in four stages within 12 months. This also helps to plan ahead for the recruitment of consultants. Country proposals are a good practice which should be continued/replicated, as they maintain a country’s interest throughout the process, especially in countries where capacities and enthusiasm are comparatively low.
- As the National Strategy for the Development of Statistics (NSDS) design depends on several key stakeholders, many of whom may not be interested in the development of agriculture statistics, the SPARS-NSDS integration process can be affected by circumstances beyond the control of the Global Strategy. This is particularly the case in countries where schedules for both activities are different. In such cases, Global and Regional Offices should develop a mechanism to ensure that the SPARS document is considered as an addendum to the existing NSDS, and that some provisions in the NSDS are updated accordingly.

Recommendation 3. To the Global office

Implementing partners should improve vertical coordination and communication within their respective organizations, especially in Africa.

- Despite improvements in functional support and horizontal coordination and communication among implementing partners over the last 12 months, inadequate vertical communication and/or coordination results in minimal awareness and involvement at the subregional and country offices of implementing partners. This is most evident in Africa, as subregional and country offices were not as involved in the Global Strategy processes. The positive lessons of vertical communication and involvement are evident in the Asia-Pacific region. The mainstreaming of SPARS into the FAO RAP activities and inviting partners from the United Nations Economic and Social Commission of Asia and the Pacific (UNESCAP), Statistical Institute for Asia and the Pacific (SIAP) and Asian Development Bank (ADB) to virtually attend Task Force meetings³ has enabled better coordination and sharing of information in the region. High level commitment from FAO RAP increased the involvement of FAO Country Offices and should be continued and replicated, as relevant.

Recommendation 4. To the Global Office

The Regional Steering Committees and Regional Offices should increase the direct involvement of subregional institutions in training.

ES34 Instead of conducting training activities through one regional partner or institution, engaging subregional statistical training institutions to train statistical personnel will give countries easier accessibility and build more capacity in the subregions. In this model, the capacities built will be more widely spread out (at country and subregional levels) and more localized. This is very relevant to Africa in terms of building local capacities for long-term sustainability, which is currently only being done through the United Nations Economic Commission for Africa (UNECA). In the Asia-Pacific region (with more middle-income countries), the SIAP has leveraged training institutions in countries on a cost-sharing basis, which has also enabled cost-efficiency for training activities.

³ Task Force meetings are an internal FAO process, chaired by the Assistant Director-General in the FAO regional office.

Recommendation 5. To the Global Steering Committee

The Global Steering Committee should ensure the continuity of the Global Strategy (beyond the current phase) in order to facilitate the implementation of cost-effective methodologies and integrated survey frameworks and processes.

ES35 Coordination mechanisms or alternative models through which this can be achieved include:

- Creating a coordination mechanism (“survey hub”) will ensure continuity of the Global Strategy into Phase II, which will help countries to implement cost-effective methodologies and the integration of survey frameworks and processes. These activities are important for long-term sustainability.
- Making the collected data relevant beyond government policy makers could open doors to private sector investment and partnerships;
- Partnerships with the private sector should be strengthened at the country level, particularly regarding the needs assessment process and identifying minimum sets of core data. This could help to attract more private business attention and interest in agricultural statistics that inform the agriculture value chain. A potential market for agricultural data can therefore be created which contributes resources to surveys in the countries.
- At the global level, the Global Office could conduct a review of existing private databases on agriculture, in terms of technical characteristics and scope of relevant markets, to highlight the Global Strategy’s comparative advantages; identify aspects to be further developed in order to meet private sector needs (e.g. for value chain data); seek partnerships; and assess potential funding opportunities.

Recommendation 6. To the Global Steering Committee

The Global Steering Committee should ensure FAO’s continued involvement as a technical partner for short/medium-term “fixes” and long-term “servicing” in all regions and countries.

ES36 FAO Country Offices have played a key role in all regions. Collaboration between FAO Regional Offices and implementing institutions should be scaled up, in particular in regions where the Global Strategy Regional Office is not hosted by the FAO Regional Office. In so doing, FAO Regional Offices will be able to follow through and provide services after Global Strategy funding has ceased.

Recommendation 7. The Global Steering Committee

Identify alternative models for resource mobilization.

ES37 Considering the constraints in resource mobilization, the Global Strategy should consider and explore other models and frameworks. Possible alternative options include:

- In partially and non-funded regions, allow countries to participate at their own cost to benefit from the data revolution envisaged by the programme;
- Involve subregional communities/commissions in order to expand the reach of the Global Strategy in partially funded and non-funded regions, and build sustainability in all regions;
- Mobilize funds from development partners by presenting the Global Strategy as a unique and independent initiative rather than an FAO project, as it is currently perceived.

1. Introduction

1.1 Purpose of the evaluation

- 1 The mid-term evaluation (MTE) of the *Global Strategy to Improve Agricultural and Rural Statistics* (GCP/GLO/372/MUL) was mandated in the project document between donors and the Food and Agriculture Organization of the United Nations (FAO), the implementing partner. To implement the Global Strategy, a five-year Global Action Plan (GAP) was developed to run from July 2012 to December 2017, with a total budget of USD 83.8 million.
- 2 The MTE provides accountability to the donors and implementing partners. It also draws lessons from the implementation processes to inform future decisions by donors and FAO on the formulation of a second phase or follow-up intervention. The detailed terms of reference for the final evaluation is included in Annex 1.

1.2 Scope and objective of the evaluation

- 3 The MTE assessed the progress being made toward achievement of the Global Strategy outcome and outputs at the global, regional and national/country levels, and identified corrective actions if necessary. The independent MTE will also assess the impact of the funding gap on the sustainability of the programme.
- 4 The specific objectives of the MTE were to: (i) assess the appropriateness of the programmes' strategy and approach; (ii) assess the programmes' progress toward set objectives, and identify design and implementation issues, as well as factors that contributed to success and/or failure; and (iii) identify lessons from project implementation that can be applied to FAO's future programmatic work.
- 5 The MTE also looked at three cross-cutting areas, namely: (i) gender and equity; (ii) partnerships and alliances; and (iii) sustainability of the intervention.
- 6 The MTE was managed by an Evaluation Officer from FAO's Office of Evaluation (OED), and was conducted by an independent evaluation team between June and December 2015. The evaluation team was comprised of two international experts with experience in institutional governance, statistics and evaluation methodology.

1.3 Methodology

- 7 To guide the assessment, the final evaluation focused on the following key questions:
 - i) Extent to which the Global Strategy supported selected countries to develop sustainable agricultural and statistics systems;
 - ii) Extent to which agricultural and rural statistics systems are effective and linked to the entire institutional framework at the national and regional level;
 - iii) Extent to which the capacity has been developed/strengthened to produce and disseminate timely agricultural and rural statistics, to better understand and support decision-making at the country and the regional level;
 - iv) Extent to which key agricultural and rural statistics data can be compared over time and countries; and
 - v) Extent to which the implementation of the programme is affected by the funding gap.
- 8 During the preparatory phase of the evaluation, the evaluation team attended the 11th Global Steering Committee (GSC) meeting and the Global Strategy's mid-term conference (22–25 June 2015), which was key to the data collection process. During this phase, the evaluation team agreed with the OED Evaluation Manager on the methodology of the evaluation. Several methods and tools for data collection were used by the evaluation team:

- A desk review of available documents (see Appendix 1 for a list of documents consulted) was conducted to understand the context, project background and reported progress towards the intended project results;
 - Semi-structured interviews with key informants and stakeholders at national and district level (see Appendix 2); and
 - Conducted field visits to Bangladesh, Côte d'Ivoire, Ghana, Indonesia, Rwanda, Tanzania and Thailand to take into account their views on the evaluation questions, and to validate the evidence. Particular attention was given, where possible, to ensuring gender equity in consultations.
 - To ensure the sufficient collection and triangulation of evidence to answer the main evaluation questions, the evaluation team developed a detailed set of key evaluation questions and sub-questions (see Annex 1); engaged internal and external stakeholders at all levels (global, regional and country level) during the evaluation process through consultations.
- 9 Evaluation missions to Bangladesh, Côte d'Ivoire, Ghana, Indonesia, Rwanda, Tanzania and Thailand were undertaken between 2 August and 11 September 2015 (see Appendix 2 for a list of people consulted and mission times). In Accra (Ghana), the evaluation team were briefed by statistics officers from the RAF and met with National Statistical Office (NSO) departments involved in the project implementation. During field visits to other countries in Africa and Asia-Pacific, the evaluation team met with NSO representatives and ministries of agriculture. At the end of the evaluation mission, debriefing sessions were organized in Bangkok, Thailand and Rome, Italy to present and discuss the preliminary findings and potential recommendations
- 10 The evaluation followed the United Nations Evaluation Group Norms and Standards⁴ and assessed the relevance, effectiveness, sustainability and impact of the project, based on the key evaluation questions. The evaluation took a consultative and transparent approach, which involved stakeholders throughout the process. Initial findings were validated through triangulation with different key informants, and the resulting evidence supported the conclusions and recommendations.

1.4 Limitations

- 11 Planning and coordination assistance provided by OED and the Global Office helped the evaluation team overcome major difficulties associated with organizing field missions across continents within a specific time frame. The timing of the field mission was also problematic because some key stakeholders were away for summer holidays and/or not available during the time of the mission. The evaluation team made efforts, through the local coordination offices (FAO Country Offices), to identify alternate persons with whom they could meet and discuss. The sample countries were chosen because of their readiness, the stage at which they are in the implementation of Global Strategy activities, and for logistical reasons. However, these countries have comparatively higher agricultural statistical capacities than most countries in the region. Nevertheless, their experiences present the issues on the ground and lessons learned in moving toward implementation of the Global Strategy.

4 UNEG, <http://www.uneval.org/normsandstandards>

2. Background and context

2.1 Social, political, economic and development context

- 12 The changing face of agriculture in the 21st century has affected the quality of statistics produced in developing countries. Attributing factors include political and economic issues related to the sector, and underdeveloped production systems which have constrained institutional and policy reforms that could potentially improve agricultural productivity and make growth more inclusive. There is also an increasing awareness and concern regarding the relationship between the agriculture sector and environmental and social issues.
- 13 Agricultural statistics in developing countries are characterized by the proliferation of uncoordinated agricultural and rural statistics in the public and private sectors. Capacity to develop collaborative linkages has been deteriorating due to poor or absent governance systems. Furthermore, the limited understanding, awareness and acknowledgement of existing national development policies and international initiatives are seldom taken into account by respective data producers, including the ministries of agriculture. Consequently, key decision-makers in developing countries approve and implement agricultural policies that are limited in scope, and/or focus more on economic aspects.
- 14 Most agricultural statistics programmes remain dependent on the support of development partners. Even in countries where a National Strategy for the Development of Statistics (NSDS) is in place, agricultural statistics are rarely included; where they are, coverage is very limited. The agricultural domains represented were mainly production and prices. Other domains such as trade, marketing, resources and consumption, or agricultural subsectors (e.g. forestry, fisheries), are not sufficiently accounted for.

2.2 Description of the Global Strategy programme

- 15 An extensive consultation process with national and international statistical organizations, National Statistical Offices (NSOs), ministries of agriculture and other governmental institutions producing statistics, was led the United Nations Statistical Commission (UNSC) to initiate the development of the Global Strategy to improve agricultural and rural statistics. The initiative to develop the Global Strategy was intended to address the lack of capacity in developing countries and provide reliable food and agricultural statistics. The Global Strategy was endorsed at the 41st Session of the UNSC, the 36th Session of FAO Conference (November 2009), the African Commission on Agricultural Statistics (AFCAS, 2009) and the Asia Pacific Commission on Agricultural Statistics (APCAS, 2010).
- 16 Following the endorsement of the Global Strategy, a GAP targeted to reach 90 countries in five regions – 40 in Africa, 20 in Asia-Pacific, 20 in Latin America and the Caribbean (LAC), five in the Commonwealth of Independent States (CIS) and five in the Near East - was prepared by the FAO and the World Bank, in collaboration with UNSC Friends of Chair Working Group and in consultation with stakeholders. In connection with the GAP, regional action plans for Africa and Asia-Pacific were also developed which ensured an alignment between the global framework and regional needs.

The results framework

- 17 The Global Strategy is a comprehensive framework for improving the collection, availability and use of agricultural and rural data (including livestock, aquaculture, small-scale fisheries, and forestry production) in developing countries that is necessary for evidence-based decision-making. The three foundational pillars of the Global Strategy are:

- Establishing and producing a minimum set of core data;
 - Better integration of agriculture into national statistical systems to meet policy-makers and other data users' expectations about the possibility to link statistical information across economic, social and environmental areas; and
 - Improving the sustainability of agricultural statistical systems through governance and statistical capacity building.⁵
- 18 The Global Strategy also addresses emerging data needs related to food prices and the impact of agriculture on the environment, global warming and food security. The expected impact of the Global Strategy is "improved evidence-based decision-making for poverty reduction, increased food security, sustainable agriculture and rural development". The programme is expected to "enable target countries to develop sustainable statistical systems for production and dissemination of accurate and timely agricultural and rural statistics, comparable across time and over countries".⁶ Figure 1 presents the theory of change for the Global Strategy.⁷ The three key components of the Global Strategy are technical assistance, training and research.
- 19 The addition of a fifth output was a significant change to the programme theory and was crucial to the implementation of the Strategic Plans for Agricultural and Rural Statistics (SPARS) (the cost-effective and integrated data collection) and long-term sustainability.⁸

Key partners and their roles

- 20 The Global Office of the Global Strategy (henceforth the Global Office), hosted by the FAO Statistics Division, coordinates implementation of the Global Strategy at the global and regional levels. Furthermore, it is responsible for delivering the research agenda, and producing guidelines and training materials. The Regional Offices of the Global Strategy (henceforth Regional Offices) are responsible for undertaking country assessments, providing technical assistance and training in coordination with regional implementing partners. Work at the regional level is led by regional participating partners who provide technical assistance and training to countries, and liaise with regional and national stakeholders (Table 1).
- 21 At the time of the MTE, the Global Strategy was funded and implemented in Africa and Asia-Pacific. Regional implementing partners for these regions are African Development Bank (AfDB), the United Nations Economic Commission for Africa (UNECA), FAO Regional Office for Asia and the Pacific (RAP) and the United Nations Economic and Social Commission of Asia and the Pacific (UNESCAP)/Statistical Institute for Asia and the Pacific (SIAP). Additionally, in Asia-Pacific, the Asian Development Bank (ADB) supports the research agenda through its own resources (i.e. not funded from the Global Strategy trust fund).

5 <http://www.gsars.org/about/>

6 The Global Strategy Integrated Results Framework. Initially, the global and regional action plans had their own logical frameworks. To facilitate better monitoring and reporting of results, a consolidated logical framework was prepared in 2014 (Annex 5) which presented a clear picture of how each indicator and activity contributes to the achievement of results (outputs).

7 The log frame has not been revised yet, as the new output was endorsed only during the 11th GSC meeting (June 2015). A log frame including the Output 5 (updated by the Evaluation Team) is presented in Annex 5.

8 The focus of Phase I of the Global Strategy (2012-2017) was support countries in acquiring new statistical skills and capacities. It was proposed that the next phase of the Global Strategy should focus on helping countries to adopt cost-effective statistical methods for producing agricultural and rural statistics through integrated systems. The fifth output was endorsed by the GSC in June 2015.

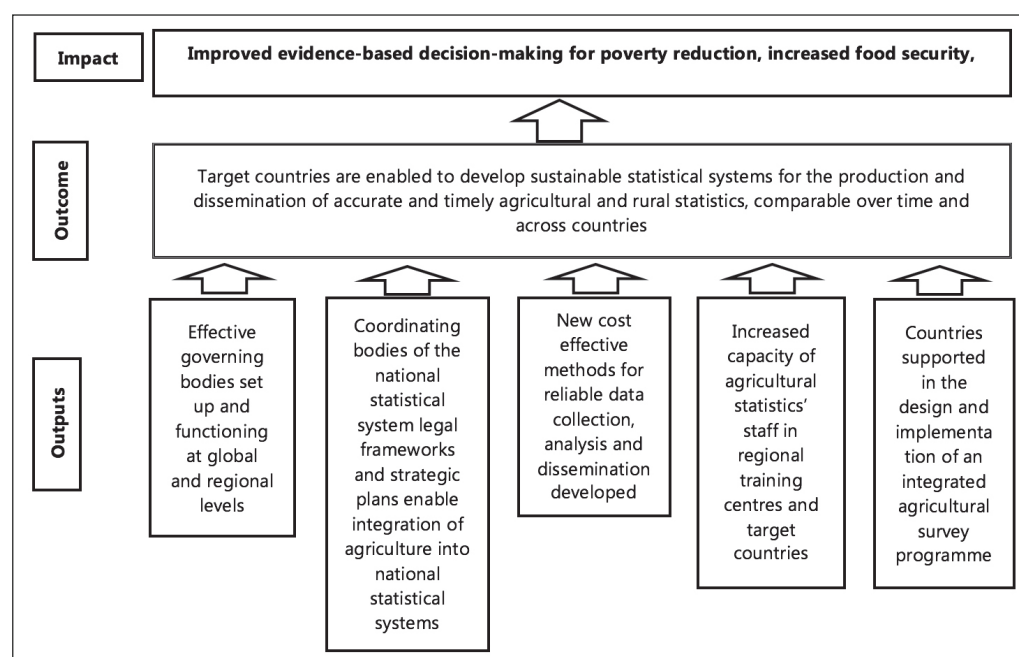


Figure 1: Global Strategy Theory of Change⁹

Table 1: Implementing partners in Africa and Asia-Pacific regions

Partners	Africa	Asia-Pacific
Host of the regional office	AfDB	FAO RAP
Technical assistance	AfDB	FAO RAP
Training	UNECA	UNESCAP/SIAP
Research	Global office	Global office and ADB†

† ADB conducts research and contributes to Global Strategy in the Asia-Pacific region using its own resources

22 Key implementing partners in other non-funded regions include:

- LAC - FAO Regional Office for LAC and the FAO Subregional Office for the Caribbean for the technical assistance component; and the Caribbean Community and Organization of Eastern Caribbean for the training component;¹⁰
- CIS – CIS STAT for all activities at the regional and country level;¹¹ and
- Near East – FAO Regional Office for Near East and North Africa for technical assistance.¹²

Financial resources

23 The GAP is a five-year plan with a total budget of USD 83.8 million at the global and regional level. Approximately USD 50.6 million (USD 40.7 million through the Global Trust Fund (GTF) and USD 9.89 million directly to AfDB)¹³ has been mobilized for implementation of activities at the global level, and in Africa and Asia-Pacific. A summary of the revised integrated budget¹⁴ is presented in Table 2.

⁹ Output 5 was only approved at the 11th GSC in June 2015 and the evaluation team included it in presenting the theory of change.

¹⁰ Global Strategy LAC Region Implementation Plan (2013-2017)

¹¹ Global Strategy CIS Region Implementation Plan (2013-2017).

¹² The region is in very early stages of the Global Strategy. No implementation plan has been approved yet.

¹³ Global Office – Situation of the Funding Gap (June 2015) Funding through GTF includes DFID, BMGF and Italian Cooperation. EU funds of \$9.89 million were given directly to AfDB.

¹⁴ As presented and approved at the 11th GSC meeting on 22 June 2015

Table 2: Summary of the revised integrated budget (2013-2017)† (US\$ million)

Output	Global level	Africa	Asia & Pacific	LAC	Near East	CIS	Total budget
Output 1	6.91	6.01	3.72	3.78	1.71	1.67	23.8
Output 2	0.41	4.04	2.07	2.07	0.61	0.61	9.80
Output 3	8.33	-	-	-	-	-	8.33
Output 4	3.0	14.2	7.11	7.11	2.28	2.27	36.0
Output 5‡	0.36	-	-	-	-	-	0.38
Other cost (PP/FA)	1.33	1.72	0.92	0.920	0.33	0.32	5.54
Total	20.4	26.0	13.8	13.9	4.93	4.87	83.8

PP – Participating Partner; FA – Fund Administrator

‡ Output 5 was incorporated in June 2015 with resources reallocated from within the total budget.

† A detailed Revised Integrated Budget is presented in Annex 6.

Source: Revised Integrated Budget (June 2015)

3. Findings

3.1 Assessment of the project's concept and design

Finding 1: The Global Strategy is aligned to global priorities; international initiatives pertaining to agricultural and development statistics; regional initiatives; and national priorities. The logical framework of the Global Strategy is coherent in terms of its theory of change. The approach and methodology adopted for implementation of the GAP takes a long-term perspective in a phased manner. It shows evidence of being both adequate and appropriate. However, the time frame planned to achieve the intended results is ambitious. The mobilized budget funds, although adequate to carry out the GAP, are not adequate to carry out planned activities of the GAP, neither globally nor in the regions. While there is no funding gap in Africa, other regions/offices have either no funding (LAC, CIS and Near East) or are underfunded (Asia-Pacific and the Global Office). The process of identifying stakeholders and beneficiaries includes negotiations and consultations. The Global Strategy has identified appropriate partners at global, regional and national levels. Although the Global Strategy's institutional set-up and management arrangements ensure that work is carried out transparently through a consultative process, putting them in place has been one of the key reasons for a slow start.

- 24 The Global Strategy is highly relevant and by design is aligned to global priorities (Millennium Development Goals (MDGs) at the time of inception and subsequently the Sustainable Development Goals (SDGs)), and international initiatives pertaining to agricultural rural development and statistics. At the regional level, the Global Strategy is considered as a "blueprint for strengthening the statistical system in support of the Comprehensive African Agriculture Development Programme and national agricultural policy, planning and development process." At the country level, the Global Strategy facilitates the integration of agriculture statistics under the framework of the NSDS as developed by PARIS21, through the development of SPARS. The Global Strategy is also aligned to the priorities of several development partners to varying degrees, but more significantly to FAO's strategic objectives and priorities at global, regional and country level.
- 25 The Global Strategy resulted from a broad-based and participatory consultation process that involved all key stakeholders at international and regional levels, as well as representatives of relevant government ministries and organizations. It was therefore developed as a three-pillar programme on the basis of a thorough situational analysis of existing data systems and needs assessment. This took place during a period of decline in the availability, comprehensiveness and timeliness of reliable data on the various dimensions of agriculture and rural development.
- 26 Data requirements and demand exceed what can be provided at any single point in time. It was therefore necessary to define a minimum set of core data that can be provided on a regular basis by all countries. The first pillar of the Global Strategy identifies a minimum core set of data as a starting point to build the agricultural statistical systems for the 21st century.
- 27 Due to the cross-cutting data requirements from agricultural sectors and the absence of coordinated agricultural statistics across NSOs and statistical offices in the ministries of agriculture, it was necessary to integrate agricultural data into national statistical systems – the focus of the second pillar of the Global Strategy. The second pillar is also relevant because, at the global level, NSOs are under the auspices of the UNSC, while ministries of agriculture are under FAO.
- 28 The third pillar of the Global Strategy is relevant as it lays the foundation for governance and statistical capacity building, which are essential for sustainable agricultural statistical systems.

3.1.1 Theory of Change

- 29 The objective of the Global Strategy is to improve evidence-based decision-making for poverty reduction, increased food security, sustainable agriculture and rural development

by enabling countries to develop sustainable statistical systems that will produce accurate and reliable agricultural and rural data. Such data should be comparable over time and across countries, and widely used by decision-makers. While the programme's theory of change is broadly well defined, and the drivers of change (outputs and activities) along with risks and assumptions identified, the current overall scenario indicates that the original design to cover five regions was ambitious – with almost no funding secured for three regions (LAC, CIS and the Near East). Even in Africa where there is no funding gap, the target of 40 countries in five years is ambitious to realistically accomplish what the Global Strategy intends to achieve in each country. Additional detail on the funding gap is provided below in paragraph 40.

- 30 The logical framework of the Global Strategy is coherent in terms of its theory of change (Annex 5). It clearly presents the causal link between inputs, activities, outputs, outcome (objectives) and the impact (goal). The framework demonstrates how lower level results contribute to higher level results. Risks identified for each output, outcome and impact are relevant and valid. The logical framework also has planned mitigation measures for the risks identified.
- 31 Nevertheless, possible areas for improvement in the programme theory include:
- Having a metric to determine how benefits from capacity building have trickled beyond the primary beneficiary in the country;
 - Adding an indicator to measure the reach of materials and publications disseminated;
 - Including a metric to track uptake and use of research results;
 - Revisiting the indicators on “number of missions” which are at a much lower level, given the calibre of other indicators. A programme of this scope by default warrants missions, and such an indicator is likely to lead to cost-inefficiency. Achieving the number of missions does not necessarily translate into results, although it can reflect the level of effort. Additionally, most missions undertaken address multiple aspects of the Global Strategy and possibly lead to double counting; and
 - Revisiting Output 1 indicators, some of which have been completed and/or are ongoing, and incorporating additional indicators. For example, to measure number/percentage and type of members (e.g. countries, resource partners, participating partners) attending various governance meetings and also type and number of key decision taken by these bodies, among others.

3.1.2 Approach and methodology of implementation to achieve intended results

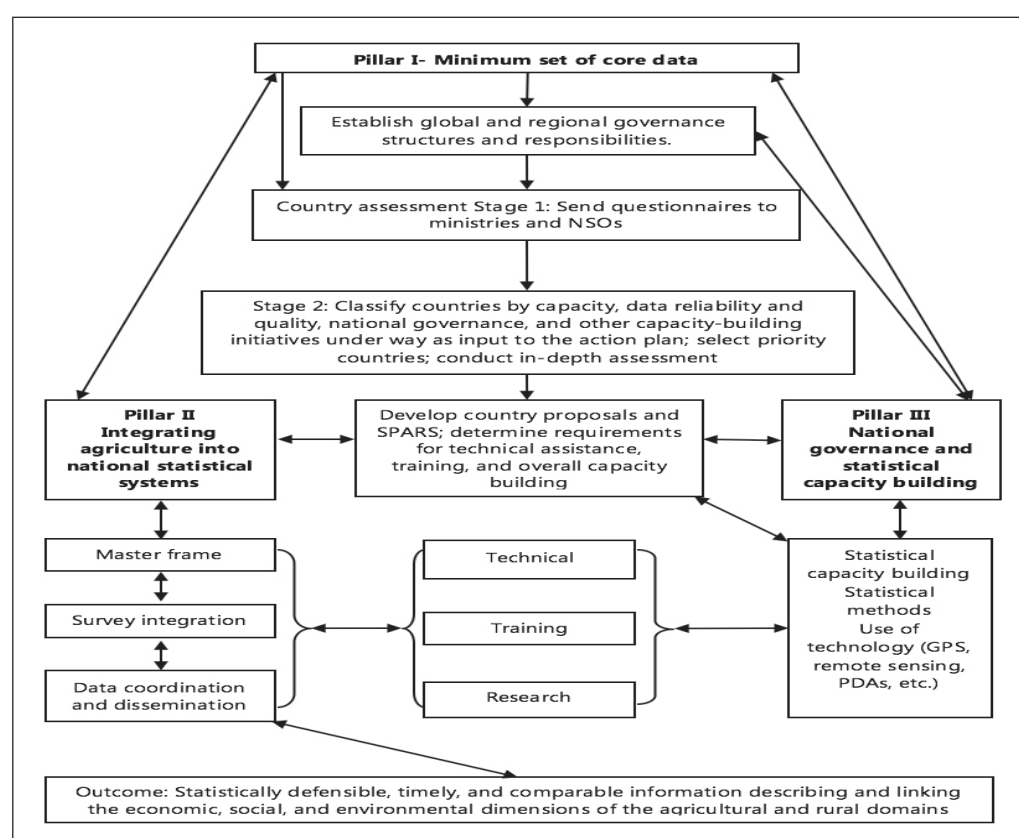
- 32 The Global Strategy, through the GAP, takes a long-term perspective with a phased approach. The approach and methodology for implementation of the Global Strategy in its first phase (2013-2017) shows evidence of being both adequate and appropriate based on discussions, review of documents, and observations in the regions and the four case study countries. However, the overall targets set out to be achieved could be considered ambitious, given the time frame in Africa, the partial funding gap in Asia-Pacific, and the lack of funding in the LAC, CIS and Near East regions. The Global Strategy also had the ambitious target to produce results through research activities and have them field tested within five years to be ready for countries to use them.
- 33 The availability of financial resources has not been a constraint in carrying out activities in Africa and Asia-Pacific, or by the Global Office at the time of the MTE. However, of the USD 83.8 million budgeted, only approximately USD 40.7 million has been secured/mobilized (approximately USD 25.4 million from the Department for International Development of the United Kingdom (DFID) ; USD 15.2 million from the Bill and Melinda Gates Foundation (BMGF); and USD 0.20 million from the Italian Cooperation), as well as USD 9.89 million from the European Union (EU). As a result, there are almost no financial resources available to carry out the activities budgeted for in the GAP regions other than Africa and Asia-Pacific. Overall, there is a funding gap of USD 33.3 million (40 percent of the integrated budget) to implement the Global Strategy as planned. At the same time, 72 percent (USD 23.7 million) of the funding gap affects the LAC, CIS and Near East regions. The funding gap by region is presented in Table 3.

Table 3: Funding gap by region (US\$ million)

	Global	Africa	Asia-Pacific	LAC	Near East	CIS	Total
Integrated budget	20.4	26.0	13.8	13.9	4.93	4.87	83.8
GTF funding	16.6	16.1	7.65	0.14	0.09	0.09	40.7
Other sources of funding	-	9.89	-	-	-	-	9.89
Funding gap	3.37	-	6.16	13.7	4.84	4.78	33.3
Funding gap % to budget	18%	0%	45%	99%	98%	98%	40%

Source: Global Office – Situation of Funding Gap (June 2015)

- 34 Figure 2 is an overview of the approach to implementation. The approach was instrumental in establishing governance structures at global and regional levels with appropriate responsibilities for decision-making. The approach combines a consultative process to assess capacity, needs and gaps, and prepare the strategic plan for producing a minimum set of core agricultural and rural statistics data through stakeholder engagement. Training and technical assistance, supported by research activities (the three components of the Global Strategy), are at the core of the approach in its attempt to build statistical capacity and integrate agricultural data into national statistical systems.
- 35 The approach starts with an initial assessment of agricultural and statistical capacity assessment followed by an In-depth Country Assessment (IdCA). During this process the national coordination mechanism is established. The country assessment lays the foundation in the development of SPARS in the countries. While the process may seem linear (as presented in Figure 2), in reality several of these activities are taken up in parallel. It is also an integrated approach, in terms of accomplishing the three pillars; however, Pillar II and III are requirements for Pillar I. At global, regional and country level, activities are horizontally integrated as they follow the steps involved in statistical planning, research or survey. Vertical integration stems from the cascading nature of the Global Strategy's approach, whereby activities at a given level are customised reflections of the framework defined at higher level.

**Figure 2:** Overview of the Global Strategy implementation approach

Source: Adapted from the Global Strategy Action Plan

3.1.3 Adequacy of the time frame and total resources

- 36 Considering the context of agricultural and rural statistics, the time frame originally envisaged to achieve the planned results could be considered as ambitious. As in any project of such magnitude with multiple implementing partners, there were also delays in establishing the frameworks and governance structure; recruiting programme personnel; and finalizing funding transfer processes to implementing partners. Furthermore, the target to implement the Global Strategy in 40 countries in Africa and complete, test and disseminate research activities and results within five years is ambitious. Overall, budgeting for human resources has been adequate; however, long recruitment processes and the administrative procedures of various partners¹⁵ hindered progress at the desired pace, especially from 2012 to early-2014.
- 37 The funding gap primarily affects the LAC, CIS and Near East regions. In particular it has affected establishing governance structures and meeting regularly; establishing national coordination mechanisms; integrating agricultural and rural statistics into respective NSDS; assisting countries to produce minimum core set of data; and adapting research results to these regions. It is therefore unlikely that, given current levels of gaps in funding, any progress will be made on the various planned targets for these regions. Nonetheless, some regional or country-related activities are likely to be supported by grants/funding that need not necessarily flow through the GTF. For example, the Inter-American Development Bank's (IADB) support to the LAC region and the World Bank's support to the CIS region. Even though funding is not available for these regions, they can still benefit from the technical reports, training materials and research results produced by the Global Office, which can then be adapted to the respective region with funding from government agencies or resource partners interested in that specific activity. Funding provided to these regions from the GTF has primarily come from funds provided by the Italian Cooperation.
- 38 At the Global Office level, there is a funding gap of USD 3.73 million for the research component. While the gap is only 18 percent of the total Global Office budget, it is about 34 percent of the research component budget, and is likely to have a negative impact on various ongoing research projects. It is also likely to affect the preparation and dissemination of research guidelines and training materials, and field testing of research results on work that has been completed. However, given the importance of research in improving cost-effective methodologies and integrated frameworks in agricultural in rural statistics, the funding gap can be bridged with a convincing presentation of the case to existing resource partners, including FAO.
- 39 In Asia-Pacific, the funding gap is about USD 6.16 million (45 percent of the budget allocated for the region). Both the participating partners in the region (FAO RAP and UNESCAP/SIAP) have been cautious in their spending while making considerable progress. However, the funds have been carried over each year and, as of 30 June 2015, Asia-Pacific had spent only USD 2.38 million – a spend rate of only 57 percent of FAO RAP and 32 percent of UNESCAP budget (Annex 7), which will affect the Global Strategy's ability to receive subsequent instalments. With the significant momentum in activities across countries in the region, the effect of the funding gap is likely to impact implementation in 2017. If the current caution and efficiency in spending continues, and 33 to 50 percent of the funding gap is made available, the Asia-Pacific region will be able to implement all the activities planned. The actual gap should be revisited in mid-2016 and a stocktake of activities should be completed by the end of 2017 to estimate the actual funding that may be required for 2017 (to ensure completion of all activities).
- 40 Similarly, there have been sufficient funds in Africa for activities carried out each year. Unspent funds have been carried over in each of the last three years (2013-2015). As of 30 June 2015, Africa had used only USD 6.69 million – a spend rate of 58 percent of AfDB and 45 percent of UNECA budget as at the time of the MTE (Annex 7), reflecting low delivery, in particular less than the stipulated 70 percent for the Global Strategy to receive the next instalment.

¹⁵ The evaluators note that these are established processes of the multilateral development partners and should have been taken into consideration in the planning of the Global Strategy.

3.1.4 The quality of stakeholder and beneficiary identification

- 41 The Global Strategy has identified appropriate partners at global, regional and national levels through consensus after several negotiations and consultations. Each partner brings unique and complementary skills to the Global Strategy and the regions. In addition to the resource and participating/implementing partners, two countries from each region¹⁶ are appointed as GMC members, reflecting an inclusive process in decision-making at the highest level.
- 42 Beneficiary countries were selected through discussions at the Regional Steering Committee (RSC), based on interest expressed by the regional countries. While the process was similar in both regions there were some unique variations. For example, in the Asia-Pacific region, the selection criteria used to make decisions included maintaining a balance of countries of NSO-centric versus MOA-centric and representation from the sub-regions. In Africa, where AfDB covers all 54 countries¹⁷ and 40 are supported through the Global Strategy, the selection was primarily based on expressions of interest received on a first come-first served basis.¹⁸ Such a selection process has not proved to be the most effective in terms of implementation in Africa.¹⁹
- 43 At the country level, the national focal point (coordinator) was identified based on consultations within the country and as determined by the national stakeholders. The focal points have either been from the NSOs (e.g. Bangladesh, Indonesia and Tanzania, as seen from case study countries) or from the ministries of agriculture (e.g. Ghana and Rwanda²⁰).

3.1.5 Appropriateness of institutional set-up and management arrangements

- 44 The Global Strategy is managed through a governance mechanism that includes the GSC and the Global Executive Board (GEB) at the global level, and the two RSCs at the regional level. The Global Office and the Regional Offices work together as the secretariat of the global and the regional governing bodies, respectively.
- 45 The GSC is the highest decision-making body providing strategic guidance and oversight for the execution of the GAP to implement the Global Strategy. The GSC members include stakeholders from resource partners (DFID, BMGF and the Italian Cooperation), countries, multilateral development banks, the UN agencies and other participating and/or implementing partners. At the regional level, each region has a RSC that comprises representatives from the countries, participating/implementing partners, and subregional organizations.
- 46 Several large institutions have their own established administrative and financial systems, processes, guidelines and policies. When they came together to implement the programme, there were therefore some initial challenges which are a key reason for slow progress in the initial 18 months. Due to committed individual and collective efforts this has been sorted out to a large extent. The institutional set-up of key stakeholders is presented in Figure 3 and is discussed in detail in the programme implementation section below.

16 Tanzania, Ghana, Philippines, Indonesia, Mexico, Brazil

17 AfDB prepared its Action Plan 2011-2015 in 2011 (before the GAP), which was aligned to GAP in 2014. However, the Global Strategy supports only 40 countries which are selected by the RSC. AfDB intends to raise funds to support the other 14 countries.

18 At the time of the MTE, the complete list of 40 countries under the Global Strategy was not evident. The Regional Office in Africa is working with 29 countries. The other 11 are not yet selected by the RSC.

19 If countries like Rwanda (who have the resources and capacity) had been taken up earlier, they could have acted as model countries facilitating South-South cooperation, a role for which they are ready and willing. This could also speed up the process of completing SPARS. By taking up more advanced countries initially better results could have been achieved.

20 In Rwanda, the Director of Planning in Ministry of Agriculture (MINAGRI) recently moved to another ministry. The national stakeholders have not identified the national focal point yet and it need not necessarily be the successor to the position.

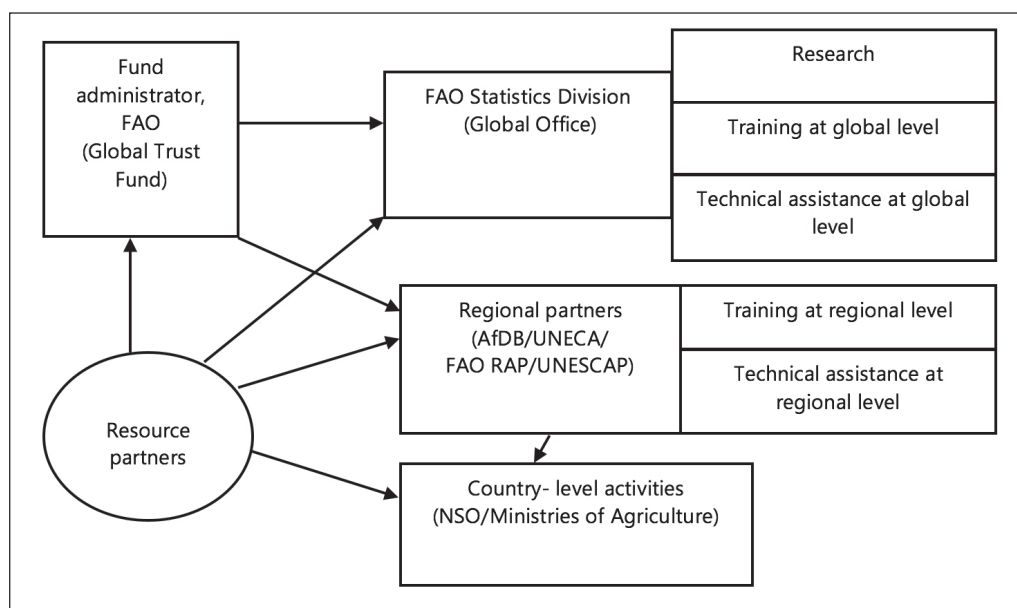


Figure 3: Institutional set-up and management arrangement

Source: Global Strategy Action Plan, 2012

47 According to the terms of reference, a clear delineation is observed between FAO's role as Fund Administrator (as appointed by key partners) and its duties as participating partner. Moreover, as a participating partner, FAO concurrently hosts the Global Office and implements its own ongoing statistical activities as per its mandate. It is also hosting the Regional Office for the Global Strategy in the Asia-Pacific region. Technical assistance at a regional level is through AfDB (in Africa) and FAO RAP (in Asia-Pacific). Regional training in Africa and Asia-Pacific is led by UNECA and UNESCAP respectively. Regional partners facilitate and manage country-level activities through national partners (NSOs and ministries of agriculture). The Global Office, in addition to overall management of the implementation, is also responsible for activities of the research component. The resource partner can either choose to fund the GTF or work directly with participating/implementing partners at the global, regional or national level. While resources provided at global and regional level (outside the GTF) are mostly tracked, those directly supporting country-level activities are not tracked by the Global Strategy (at the time of the MTE), as the monitoring mechanism is not fine-tuned to gather information at the country level on activities that are synergistic to the Global Strategy's mandate and activities.

48 Overall, the Global Strategy's institutional set-up and management arrangement ensures that work is carried out transparently through a consultative and inclusive process. It enables the integration of the programme activities at regional and country levels, including planning, monitoring and reporting.

3.2 Assessment of project implementation

3.2.1 Institutional arrangements

Finding 2: The Global Strategy primarily focuses on implementation through the Global Office in the Africa and Asia-Pacific regions, based on the funding made available. Annual work plans and budgets are prepared each year, globally and for each office/region. The revision of the monitoring and evaluation (M&E) framework into a harmonized framework has ensured close monitoring of the results achieved and funds spent. The GTF helps to consolidate contributions from resource partners and facilitates a coordinated approach for the disbursement of funds, as approved by the GSC. FAO has performed the role of Fund Administrator satisfactorily. The budget allocation is very relevant – with 46 percent of the budget for capacity building and 70 percent of the funding focused on country and regional level activities. However, with only 60 percent of the total budget mobilized, the overall achievement of GAP results will be affected. Overall, the institutional arrangements and the governance mechanisms of the Global Strategy

ensure governmental participation at various levels. The 40 percent funding gap has not yet impacted implementation of activities by the Global Office and Asia-Pacific region. To date, only 61 percent of the 2012-2015 budget (of the Africa and Asia-Pacific regions, and the Global Office) and 72 percent of the funds received up to 2015 have been spent. Funds not spent have been carried forward each year since inception for the two regions and the Global Office. Low spending of funds (reflecting low delivery) has hindered reception of subsequent instalments. Despite considerable efforts, resource mobilization has proven to be challenging and arduous. The Africa region does not have a funding gap (until the end of 2017), due to the contribution from the EU. Overall, the institutional arrangements and the governance mechanisms of the Global Strategy ensure governmental participation at various levels. IdCA is now presented to countries as a phase in the overall SPARS development process in Africa and Asia-Pacific, in order to improve and expedite the process.

- 49 Based on funding from DFID, BMGF and the Italian Cooperation, the Global Strategy has focused on the activities of the Global Office, the Africa region and the Asia-Pacific region. Very little work has been done in LAC, CIS and Near East Regions.²¹
- 50 The programme has had a slow start. The original time frame was from March 2012 to December 2016. However, preparative activities during the start-up phase – including extensive consultations, recruitment delays and the signing of memorandums of understanding between implementing partners – took longer than expected, and delayed implementation until 2013. As a result, a no-cost extension of one-year, until end-2017, was given by DFID,²² BMGF²³ and the Italian Cooperation. Progress in the last 12-18 months has been good.
- 51 AfDB's relocation from Tunis (Tunisia) to Abidjan (Côte d'Ivoire) has also had an impact on implementation in Africa. The core team of the Regional Office is still in the process of getting back to one location, as at the time of the MTE, the four core team members were in four different countries.

3.2.2 Monitoring system and internal review processes

- 52 M&E activities fall under the responsibility of the Global and Regional Offices. With financial resources mobilized primarily for the Global Office and the Regional Offices in Africa and the Asia-Pacific, the MTE looked at the monitoring systems and resources in these three offices and the respective participating/implementing partners.
- 53 At the Global Office level, the Global Office Coordinator and the Programme Officer are in charge of M&E activities. The Global Office collects and aggregates the progress of activity reports submitted by each regional partner into consolidated narrative and financial reports. A harmonized logical framework and integrated budget provide a strong foundation for a results-based monitoring system linked to budget by indicator, partner and region. The Scientific Advisory Committee also reviews all research results before they are published and disseminated, as part of an internal quality review process. The annual work plans prepared by each of the regional and global offices form the basis for monitoring.
- 54 The Regional Office in Africa is the only one of three offices reviewed with a full-time M&E consultant (hired in 2015). At UNECA, the Programme Officer (UNECA staff) in charge of the Global Strategy activities, among other activities, has been performing the monitoring activities. The two consultant positions at UNECA to help implement the training component are vacant, which hinders getting monitoring and programme details without considerable follow-up effort. In the Asia-Pacific region, M&E activities are carried out by the Regional Coordinator, in consultation with Regional Office staff. The Regional Office also monitors the activities of UNESCAP/SIAP.

21 Any funding received has been from the Italian Cooperation (which is 1 to 2 percent of the budget of these regions).

22 Finding Agreement Amendment (No.1-2014), dated 3 February 2014 (with DFID).

23 Funding Agreement Amendment (No.1), dated 13 January 2015 (with BMGF).

- 55 In addition to the annual narrative and financial progress reports prepared by each participating partner, a consolidated annual narrative report is prepared at regional and global levels. Annual financial reports are submitted to the Fund Administrator for aggregation. The Global Strategy has also introduced a mid-year financial report from participating partners and a six-month progress report on activities. Standardized templates are used for narrative and financial reporting at the global and regional level. The standardized formats have facilitated the monitoring, analysis and aggregation of quantitative and qualitative data, to report results at the global level.
- 56 Field visits and workshops are an essential part of monitoring and are mostly conducted as part of the technical assistance missions by the Regional Offices. The importance of M&E in the Global Strategy is reflected in the one percent of the respective regional (Africa and Asia-Pacific) budgets allocated to monitoring and three percent of the Global Office budget to M&E (including mid-term and final evaluations).

3.2.3 Staff management

- 57 The unique approach of the Global Strategy to implement its activities means certain complexities are likely. This was evident in some initial and ongoing challenges in staffing and programme management, which are envisaged in programmes of this scope and magnitude. Staff/consultants of the Global Strategy are recruited through the human resource processes of four different participating partners which follow specific and, at times, rigid administrative procedures of the respective organizations. For example:
- Staff and consultants of the Global Office and the Regional Office in Asia-Pacific are recruited by FAO;
 - In the Africa region, consultants that manage the Regional Office and those who carry out technical assistance activities in the countries are recruited by AfDB;
 - Training consultants at UNECA are recruited by UNECA; and
 - Consultants at UNESCAP/SIAP are recruited by UNESCAP.
- 58 The recruitment of long-term consultants (rather than recruiting staff for the positions planned in the integrated budget) does not guarantee the continuity of activities and does not always allow participating partners to build their own capacity. Additionally, such consultants affect implementation, monitoring, continuity and capacity building and, subsequently, sustainability. Although the Global Office, AfDB and the FAO RAF have managed to retain most of the core team, turnover of consultants responsible for training activities at both UNECA and UNESCAP/SIAP affected continuity and progress to some extent, especially in 2015. Currently neither of these participating partners have any full-time personnel for the Global Strategy training component, despite the availability of funds.
- 59 The Global Office is staffed by a Global Programme Coordinator, Programme Officer, Research Coordinator, Research Assistant, the Training Coordinator and the Team Assistant. This core team is also supported by full-time communication and statistician consultants and a temporary team assistant. Research activities are conducted with the support of temporary consultants and through letters of agreement with research centres/universities. The Global Office Coordinator, internally within FAO, reports to the Director of the Statistics Division in FAO (Annex 10).
- 60 The Africa and Asia-Pacific regions follow slightly different ways of managing and carrying out the technical assistance component activities (Annex 11).
- In Africa, the Regional Coordinator and the Technical Expert-Statistician (both consultants on two-year terms) in the Regional Office, oversee a team of regional consultants (five to seven long-term consultants, on contract for 130 days) to carry out IdCA and SPARS activities in one or two countries. Each of these regional long-term consultants manage a team of three to four national consultants (hired short-term for 30 to 60 days) in each country. The Regional Office is therefore managing a team of five to seven regional consultants and 25 to 30 national consultants at any point in time. National consultants are specific to the country and for each country the recruitment process restarts. In addition to the long recruitment process, delays have been compounded due to inadequate forward planning.

- In the Asia-Pacific region, the Regional Coordinator and the Technical Expert-Statistician (both FAO staff on contract) manage a team of international/regional consultants (five to six) who conduct IdCA and SPARS activities in two countries each. Each of these international/regional consultants has a national consultant counterpart in each country. The international/regional consultant and the national consultant work together in each country. The Regional Office therefore, has only five to six international/regional consultants and 12-15 national consultants to manage at any point in time (which helps to efficiently manage the hosting organization's administrative processes).
- Until 2015, both the Regional Coordinators (in Africa and Asia-Pacific) were on one-year renewable consultant contracts.²⁴ Both Regional Offices had their own unique challenges due to this arrangement, with regard to Global Strategy implementation.

61 Long recruitment processes and consultant rather than staff-appointments by participating partners has been a large area of concern for the Global Strategy implementation.

3.2.4 Financial resource management

Fund management

62 The Global Strategy is implemented through the GTF,²⁵ established to consolidate contributions from resource partners. This ensures a coordinated approach to disbursement of funds. Following consultations with key partners, FAO was appointed as Fund Administrator. FAO therefore administers the funds received for participating partners (AfDB, UNECA, FAO RAP and UNESCAP) and is accountable to the GSC. The EU's contribution to AfDB has been an exception, as this was given directly to AfDB and not through the GTF.²⁶

63 Participating partners prepare their respective annual work plans and budgets²⁷ which are submitted to the RSC for approval. The GEB gives final approval of work plans and budgets. In terms of managing financial resources, there is an administration fee charged by the participating partners and the Fund Administrator (FAO).

3.2.5 Relevance and adequacy of budget allocation

64 The budget allocated for the intended results is very appropriate as it is based on each partner's planned activities. The primary focus of the Global Strategy has been capacity building through technical assistance and training has been the primary focus (45.5 percent of the total budget). A programme of this magnitude requires significant coordination and oversight, which accounts for 30 percent of the total budget (Table 2). The remainder is allocated to setting-up/strengthening national structure and SPARS development (13 percent); providing research support (11 percent); and implementation of the Agricultural and Rural Integrated Survey (AGRIS) methodology (0.5 percent).²⁸ While the allocation of the budget is adequate, the funds received have been specific to regional and Global Office activities, and hence not adequate to achieve the intended overall results and in specific regions.

24 The Regional Coordinator in Asia-Pacific is now FAO staff.

25 The GTF was established to receive and administer contributions from resource partners. It is managed by FAO as Fund Administrator.

26 Routing the funds through GTF would have had additional cost implications due to certain financial prudence clause. The details and mechanism of funding to AfDB was still being discussed around the time of the MTE in 2015.

27 Budgets are linked to results and activities

28 All percentages include the administrative costs

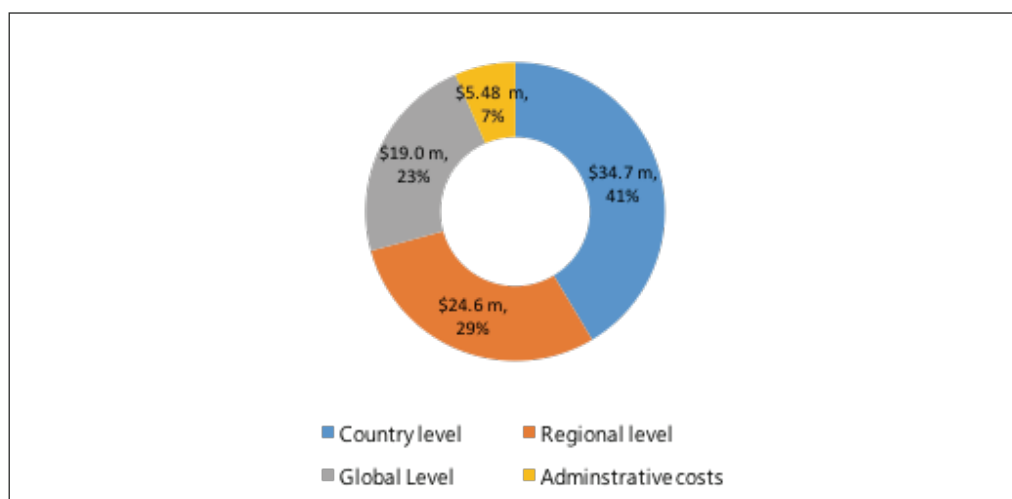


Figure 4: Allocation of budget

Source: Global Action Plan 2012

- 65 Seventy percent of the overall budget focuses on country and regional level activities. Global level activities account for 23 percent and the administrative costs account only for seven percent of the budget (Figure 4).
- 66 GAP planning and implementation is based on outputs; hence the impact of the funding gap vis-à-vis the outputs of the Global Strategy is clearly evident (Annex 8).
- 67 Based on the total budget and the financial resources secured, at the time of the MTE there was not adequate funding to achieve the targets of the intended results, specifically in the LAC, Near East and CIS regions (which accounts for 28 percent of the total budget), as well as the Asia-Pacific region.
- 68 The majority of the financial resource gap for Output 1 (coordination activities) stems from the lack of funding which affects implementation and progress in the LAC, CIS and Near East regions. Output 2 (national governance and SPARS) has a funding gap of 43 percent with reference to the originally budgeted amount (Annex 8). The gap in Output 3 (research) relates to the Global Office which carries out the activities of the research component.²⁹ The financial resources gap for Output 4 (technical assistance and training) is 42 percent, in terms of the budget for the output as envisaged in the Global Strategy. However, in terms of dollar value (USD 16.3 million), it accounts for 49 percent of the total funding gap (USD 33.3 million) - refer also to Annex 8 for detailed discussions. This will hinder the Global Strategy in providing any technical assistance and training in LAC (20 countries), the Near East (5 countries) and the CIS (5 countries).³⁰
- 69 Overall, at the time of the MTE, the funding gap has not affected implementation. While the funding received was more than 75 percent of the cumulative budget for activities between 2012 and 2015 (Annex 8B) for all implementing partners, spending has been below 60 percent of the cumulative 2012-2015 budget (AfDB – 58 percent; FAO RAP – 57 percent; UNECA – 45 percent; and UNESCAP – 32 percent), with the exception of the Global Office -72 percent (Annex 7).

29 This could affect progress on certain research topics (e.g. forestry statistics, youth-related disaggregated data), in addition to field testing and dissemination of research completed.

30 It will also affect the Asia-Pacific region to some extent in the organization of regional workshops, short seminars, strengthening training centres and/or provision of scholarships. At the Global Office level it can affect the preparation of guidelines and training materials, data harmonization and dissemination, and implementation of cost-effective methods. The impact due to the funding gap in Asia-Pacific and Global Office level is likely to be minimized due to the efficient fund management on the progress made so far.

3.2.6 Use of resources

- 70 Only a small amount of funds³¹ were dispersed in 2012 and 2013 (from 10 percent by FAO RAP in 2012, to 65 percent by UNECA in 2013). However, disbursement gained momentum in 2014 and the first half of 2015 with most of the operational and administrative mechanisms in place. The Global Office and AfDB have used the highest proportion of funds received (93 and 69 percent respectively) from inception to-date,³² compared to other implementing partners in the regions – FAO RAP (55 percent), UNECA (49 percent), and UNESCAP (38 percent) – as shown in Annex 7 and 8C.³³ In 2014, the dispersion rate of available funds for implementing partners ranged from 26 percent (UNECA) to 85 percent (the Global Office). Since 2012, funds received have been carried forward each year (in 2013, 2014 and 2015).
- 71 The fund used by partners implementing training (UNECA and UNESCAP) was under 50 percent overall and also with respect to each year, with the exception of UNECA (65 percent) in 2013. This was partially because these organizations do not have full-time personnel for the Global Strategy and because the consultants recruited have left. A detailed analysis by year and by implementing partner is given in Annex 7. Overall, fund dispersion was 61 percent of the 2012-2015 cumulative budget and 72 percent of the funds received as of 30 June 2015 (Annex 7). Low use of funds, reflecting low delivery rates by implementing partners, affects the ability of Global Strategy to receive further instalments.³⁴

3.2.7 Resource mobilization

- 72 As of 30 June 2015, the Global Strategy had secured USD 40.7 million in funding³⁵ (USD 25.4 million from DFID³⁶, USD 15.2 million from BMGF, and USD 0.2 million from Italian Cooperation) as part of the GTF. Agreements with DFID³⁷, BMGF³⁸ and the Italian Cooperation were amended in 2014 to extend the end date of the programme until December 2017. Furthermore, in 2015, the FAO Statistics Division contributed USD 0.25 million for AGRIS development.³⁹
- 73 Furthermore, with the support of the Global Office and the advocacy efforts of AfDB and UNECA, the Africa region signed a grant for approximately USD 10 million (EUR 7.5 million) with the EU to cover the funding gap of the GTF in Africa. The grant is being given directly to AfDB.⁴⁰ Furthermore, the World Bank provided USD 0.5 million funding to CIS-STAT to harmonize statistics in CIS countries. *Development of a Methodology for the Implementation of Agricultural Statistical Systems in Latin America and the Caribbean* received a grant of USD 1.15 million from the IADB to implement the planned activities in the LAC region.

3.2.8 Institutional arrangements, including governmental participation

- 74 As discussed earlier, the Global Strategy is managed through a governance mechanism that includes the GSC and the GEB at the global level and the RSCs⁴¹ at the regional level. The GSC is the highest decision-making body providing strategic guidance and oversight for coordinated implementation of the GAP in synergy with other related statistical capacity development initiatives. The GSC also reports annually to the UNSC through the Global Office on progress made with the Global Strategy. The GSC is comprised of

31 Fund available (for the year) = Fund received during the year + unused funds carried forward from the previous year.

32 Based on funds dispersed up to 30 June 2015.

33 Funding is available only for Global Office and Africa and Asia-Pacific regions.

34 Seventy percent or more of funds need to be dispersed to receive next instalments.

35 Global Office – Situation of Funding Gap presented to 11th GSC in June 2015.

36 DFID's contribution is GBP 16 million. The actual receipt shown in terms USD will depend on exchange rates.

37 Amendment to the memorandum of understanding between the Government of the United Kingdom (acting through DFID) and FAO. Amendment No.1-2014 (3 February 2014).

38 Funding Agreement Amendment with BMGF, 13 January 2015.

39 As reported by the Global Office.

40 EU Contribution Agreement with AfDB (DCI-Food 2014.353-288), 19 December 19 2014.

41 In addition to Africa and Asia-Pacific regions, LAC and CIS regions also have RSCs that have met more than once. However, LAC and CIS regions do not have a Secretariat (Regional Office) due to lack of funding.

representatives of two countries from each region (who are also members of the RSC), resource partners, the Chair of UNSC, participating partners, regional and international organizations, key technical partners and FAO. The two co-Chairs are elected for a term of two years. The GEB is a subgroup (maximum seven members) appointed by the GSC, from their existing members. It includes the Global Office, participating partners (two), resource partners (two), developing countries (two) and FAO (ex-officio). The GEB provides policy direction, guidance and accountability to the work of Global Office and participating partners.

75 The RSC is the decision-making body at the regional level and provides guidance and oversight for the implementation of the regional and country level activities, including selection/prioritization of countries for the activities to start. The RSC is composed of representatives of countries, resource partners, regional participating and implementing partners, FAO and other relevant organizations. RSCs have been established in Africa, Asia-Pacific, LAC and CIS and each have met at least twice (see Table 4). Although similar in composition, there are some differences to note in the RSCs in Africa and Asia-Pacific notably:

- In Africa, the country representatives are from the countries that participate in country level activities of the Global Strategy. In Asia-Pacific, only four representatives are from participating countries, while the other four (China, India, Japan and the Philippines) are non-participating but contributing (through their own resources) to the Global Strategy through technical assistance, training and/or providing resources;
- All subregional committees in Asia-Pacific are actively involved in the RSC, which helps spread the Global Strategy beyond participating countries, which is crucial for sustainability; and
- There is no REB in either region.⁴²

Current composition of RSCs in Africa and Asia-Pacific Regions

Africa RSC	Countries (Cape Verde, Ethiopia, Ghana, South Africa, Uganda) Participating partners (AfDB and UNECA) Resource partners (BMGF/ Gates Foundation, DFID, FAO/Global Office) Regional Sub-regional institutions (AUC, CAADP)
Asia-Pacific RSC	Countries (China, Fiji, India, Japan, Philippines, Samoa, Sri Lanka, Viet Nam) Resource partners (DFID, FAO, USDA, the Global Office) Implementing partners (ADB, FAO RAP and UNESCAP/SIAP) Subregional committees (ASEAN, SAARC, SPC)

Source: Compiled from RSC reports and Regional Office discussions

76 The Global Office and the Regional Offices in Africa and Asia-Pacific serve as the Secretariats of their respective global and the regional governing bodies. The Global Office, hosted by the FAO Statistical Division, serves as a focal point for seeking funding and ensures overall technical coordination of the implementation of the Global Strategy at the global level and within regions through the Regional Offices. It is also responsible for the activities of the research component. At the global level, the FAO Statistics Division, as a participating partner, undertakes normative and technical coordination work, establishing standards and providing technical and practical guidance on cross-regional issues (Figure 5).

77 The institutional arrangements for implementing the Global Strategy are unique to each region.

- In Africa, the AfDB-hosted Regional Office, coordinates the activities of the participating partners, i.e. AfDB (technical assistance) and UNECA (training).
- The Regional Office for Asia-Pacific, hosted by FAO RAP, coordinates activities of technical assistance (FAO RAP) and training (UNESCAP/SIAP). ADB, through its own

42 The Global Strategy governance mechanism has a provision to establish a REB, if required (at the discretion of RSC). At the time of the MTE, the evaluation team noted that AfDB is contemplating establishing (officially) an REB with AfDB, Global Office and UNECA. These three partners have been involved in several teleconference meetings on EU funding and also on finalizing budget. However, at time of writing, no decision had been taken on behalf of the RSC.

funding sources, is very involved in contributing to Global Strategy objectives in the Asia-Pacific region through its subregional research and training activities. ADB also participates actively in RSC meetings and Task Force meetings of the FAO RAF.

- 78 The Inter-Agency and Expert Group (IAEG) on Agricultural and Rural Statistics was endorsed at the 45th session of the UNSC as a new mechanism to document good practices and develop new guidelines on concepts, methods and statistical standards for food security, sustainable agriculture and rural development.⁴³ Additional tasks of the IAEG are to facilitate the coordination and integration of statistics on food security, sustainable agriculture, and rural development with other international statistical standards of related statistical domains, and advise the Global Office on the Global Strategy's research programme.

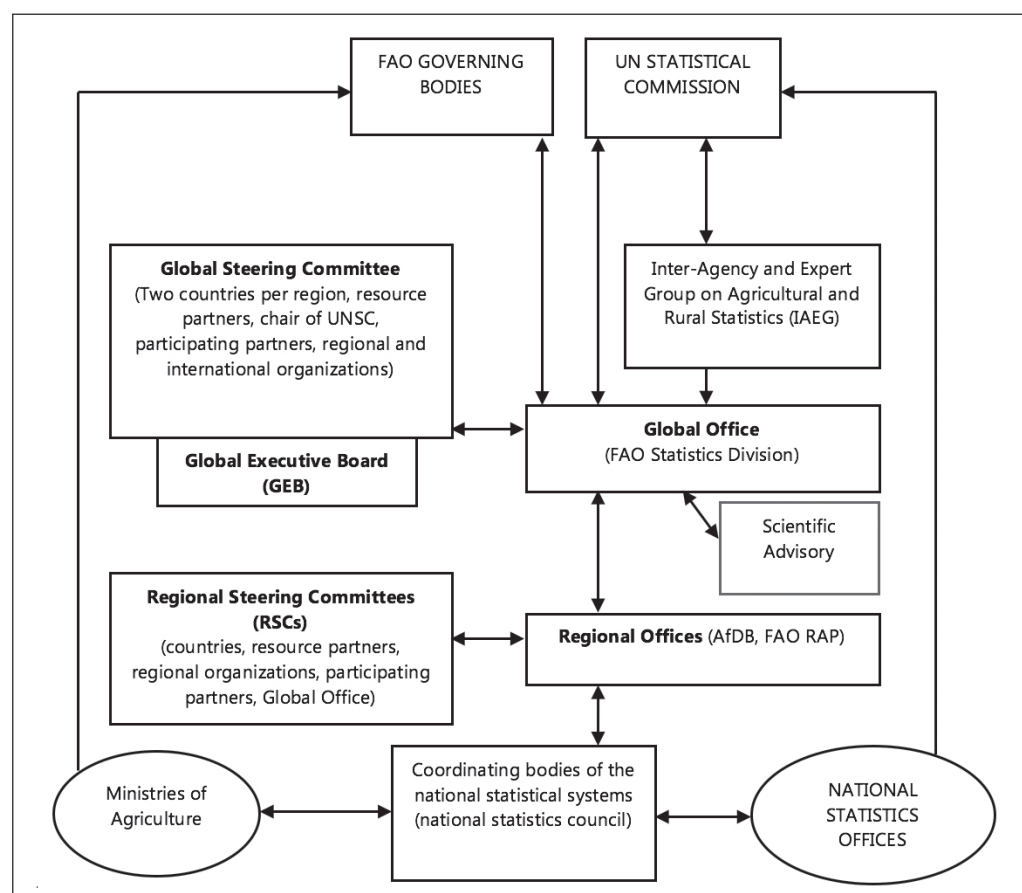


Figure 5: Governance structure/institutional arrangements (global, regional and national)

- 79 Government participation is at three levels. Stakeholders representing countries (either from NSOs or from the ministries of agriculture) are members of the GSC (global level) and the RSC (regional level). This facilitates a collaborative and inclusive process in decision-making to improve agricultural and rural statistics. Furthermore, national governance structures are driven by the NSO and/or the ministry of agriculture. The Global Strategy facilitates the process in the countries through focal points identified by consensus in each country. As part of the country coordination mechanism, national steering committees for statistics are established and/or strengthened, and agricultural and rural statistics are introduced as an agenda item. Governments are involved in the entire process of SPARS development which includes the IdCA.⁴⁴ Technical committees, a subgroup of the Steering Committees, provide inputs and finalizes the IdCA and SPARS reports with Global Strategy consultants.

⁴³ In this regard, the IAEG replaced the Wye City Group on Statistics on Rural Development and Agriculture Household Income by expanding its mandate so as to cover the entire range of indicators on rural development.

⁴⁴ Currently, this is applicable and ongoing only in Africa and Asia-Pacific.

- 80 Overall, the institutional arrangements and governance mechanisms of the Global Strategy ensure the participation of Governments at various levels in order to integrate and improve agricultural and rural statistics at country, regional and global levels (Figure 4).⁴⁵

3.2.9 Government commitment and support

- 81 Government commitment and support to the Global Strategy was evident in those countries where activities had started and/or were implemented. The national focal point coordinators (either from the NSO or from ministries of agriculture) drive the activities, facilitated by the respective Regional Office (of the Global Strategy). This was very evident in the countries visited (Bangladesh, Côte d'Ivoire, Ghana, Indonesia, Rwanda, Tanzania and Thailand) as part of this evaluation. The heads of NSOs in these countries are committed to the process and are making an effort to increase their budget from the Government and development partners in the country. There is no financial incentive (from the Global Strategy) for these national focal points or officials from ministries of agriculture, who are involved in the Asia-Pacific region, which reflects Government commitment and support. In Rwanda, the NSO is well funded, and is committed to and supportive of country-level activities. It also expressed interest in being a model for other countries to learn from its practical implementation of cost effective methodologies and integration of agricultural and rural statistics into NSDS.
- 82 In all case study countries (Bangladesh, Côte d'Ivoire, Ghana, Indonesia, Rwanda, Tanzania and Thailand) the NSOs are leading the country level activities. Change of personnel at the top or transfer of champions is likely to dampen the pace of progress in countries (e.g. Bangladesh). In Indonesia, the Government has set up data and information centres⁴⁶ within the Ministry of Agriculture which have their own resources. However, they are neither integrated among ministries nor to the NSO (through a web-based computerized system).

3.3 Assessment of the programme's contribution to results

Finding 3: The governance structure has been working effectively at the global and regional levels. RSCs are functioning in all regions except the Near East, and only Africa and Asia-Pacific regions have Secretariats. After overcoming the initial challenges, there is a vastly improved and effective coordination mechanism among participating partners at the global and regional (Africa and Asia-Pacific) levels. Nonetheless, vertical coordination and communication relating to the Global Strategy within participating partner organizations is lacking in the Africa region. FAO RAF's involvement as a technical partner in Africa is not explicit. Although the Global Strategy has not met IdCA and SPARS completion targets, it has achieved 75 percent or more of the mid-term target in Africa and Asia-Pacific, and has made good progress on the research agenda, despite a slow start. Overall, the Global Strategy provided satisfactory support to target countries in Africa and Asia-Pacific to develop sustainable agricultural and statistical systems. Countries' progress in integrating agricultural and rural statistics into their NSDS was as expected, vis-à-vis the target set for mid-June 2015. There have been satisfactory achievements in terms of the number of workshops and trainings conducted, countries that benefitted, scholarships provided, technical reports and guidelines published. However, neither the diffusion of the capacities developed in the countries nor the uptake of research, reach and use of technical reports and guidelines were clearly evident. No progress has been made in the LAC, CIS and Near East regions due to the lack of funding, and hence support to these regions is not satisfactory.

- 83 This section considers the progress made by the Global Strategy towards its planned four outputs, with the fifth output added in June 2015. The MTE considers progress at the global, regional and country level. Overall, the Global Strategy has gained momentum in the last 12 to 18 months and is progressing well, after a slow start.

45 Historically, even at the global level, the NSOs are under auspices of the UNSC, while ministries of agriculture are under FAO. The Global Strategy is a platform where both FAO and UNSC have come together to improve agriculture and rural statistics.

46 This is an important point for consideration in country selection by the RSC in Africa. The country's NSO is well resourced and there is commitment from the top officials of the country and the NSO. However, three years into the Global Strategy and SPARS development only started in the second half of 2015. This could have been accomplished much earlier with minimal efforts, and the country could have been a training/model country for others countries in the region.

3.3.1 Governing Bodies and Coordination at Global and Regional Level

- 84 One of the key steps in a programme of this scope and magnitude is the establishment of a governance structure for strategic direction and effective implementation. In this case, the governance structure has been functioning effectively at both the global and regional (Africa and the Asia-Pacific) levels, as demonstrated by the number of meetings held, action plans and work plans prepared, and also the periodic narrative and financial reports produced concerning progress toward the intended results and activities. A total of 30 governance meetings have been organized at global and regional levels (Table 4), indicating an active governance mechanism driving the coordination and activities of the Global Strategy. Furthermore, several coordination meetings have been held at various levels. Although the governance structure may be perceived as cumbersome, in the first phase it proved essential to creating interest, buy-in and ownership among a diverse group of stakeholders.⁴⁷

Table 4: Summary of governance meetings at global and regional levels

	2011/2012	2013	2014	2015†
GSC	4†	3	2	2
GEB	3	2	3	1
RSC Africa	2		1	1 (written consultation)
RSC Asia-Pacific		2	1	1
RSC LAC		1		
RSC CIS		1	1	
RSC Near East		1‡		

† Includes first GSC meeting held on 15 December 2011;

‡ As of 30 June 2015; ‡ Preliminary meeting held in December 2013

Source: Narrative reports of the Global Office, Africa and Asia-Pacific regions; GSC/RSC meeting documents

- 85 The Global Office coordinates the overall implementation of the Global Strategy, conducts the research agenda and hosts the Secretariat for the GSC. Each position has been filled by either full-time positions and/or long-term consultants. The Global Office has six permanent positions, including the Programme Coordinator, Programme Officer, Research Coordinator, TA/Training Coordinators, Research Officer and Team Assistant. Long-term consultants have been selected to carry out communication and research activities. The Global Office Coordinator also reports to the Director of the FAO Statistical Division. Long recruitment processes have delayed staffing of key positions at the Global Office (see Annex 10).
- 86 The Regional Office in Africa serves as the Secretariat to the RSC and comprises the following long-term consultants: Regional Coordinator for Africa, Technical Assistance Expert, M&E Expert and an Administrative/Finance Assistant. Furthermore, a pool of long-term regional consultants and short-term national consultants were recruited to help develop SPARS in the countries. The long-term regional consultants covered SPARS development in more than one country and reported to the Regional Coordinator or the TA (statistics) expert. The short-term national consultants reported to the long-term regional consultants. The Regional Coordinator reports to the Division Manager, Statistical Capacity Building Division in AfDB through the AfDB Task Manager (see Annex 11 for an organogram of Regional Office). While UNECA, which implements training activities, had recruited a consultant earlier, it did not have any personnel dedicated to monitoring or implementing Global Strategy activities at the time of the MTE. Administrative and human resource processes have delayed recruitments in both implementing partners in Africa.⁴⁸

⁴⁷ Moving forward, the governance structure may be revisited for the intended second phase of the Global Strategy, through a separate study or as part of the final evaluation. However, it should be noted that no concerns were raised about the governance structure during the data collection for this MTE.

⁴⁸ While it is difficult to change the established systems of AfDB and UNECA, the Regional Office could proactively identify consultants to be recruited and have them in the pipeline to avoid start-up delays in a country.

- 87 In Asia-Pacific, the Regional Office is comprised of a Regional Coordinator (recently appointed as a staff member), statistician for technical assistance and two technical support consultants. The Regional Office plans to recruit another statistician as a long-term consultant to ensure results are achieved on time.⁴⁹ The Regional Coordinator, while accountable to the Budget Holder in FAO RAP, is also supported by the lead technical officer (senior statistician) of FAO RAP.⁵⁰ The delay until 2015 in the appointment of the Regional Coordinator as staff led to confusion in the internal process management,⁵¹ which has now been resolved (see Annex 11 for an organogram of the Regional Office). In the Asia-Pacific region for the development of SPARS, the Regional Office works with long-term international consultants covering multiple countries (two or three), and one national consultant for each country. These consultants report either to the Regional Coordinator or to the technical assistance expert (statistician).
- 88 Regional Offices have not been established in the LAC, CIS and Near East regions, as there is no funding available from GTF (as of mid-2015).⁵² In addition to the GAP (2012), the GSC endorsed the Regional Action Plans developed by Africa (2011/2014⁵³), Asia-Pacific (2012), LAC (2015) and CIS (2015). All regional action plans are aligned to the GAP, the harmonized consolidated Global Logical Framework and the integrated budget of the Global Strategy. The LAC and CIS plans are not currently funded and the Action Plan for the Near East is still under development.
- 89 Annual consolidated reports have been produced by the Global Office (since 2012), and the Regional Office in Africa and Asia-Pacific regions (since 2013), in addition to mid-year and annual financial reports. As part of strengthening M&E systems, six-monthly reporting on activities by the regions has been introduced since 2014.

3.3.2 Global strategy coordination mechanism

- 90 The Global Office has made great efforts to enhance the effectiveness of the coordination mechanism among participating partners and other related initiatives at the global level, including through expert and coordination meetings. Another example of coordination is UNECA's participation in UNESCAP's regional conference (organized by SIAP) to discuss regional training components. Furthermore, the Global Office attends RSC meetings in Africa and Asia-Pacific, either in person or via video conference. However, the Global Office's attendance at RSC meetings in Africa should not be seen as FAO attending as a participating/technical partner. This is reflected in FAO Regional Office for Africa's (RAF's) limited involvement as a technical partner in Africa.⁵⁴
- 91 FAO RAF is an important technical partner in the region. In addition to technical expertise, it also brings partnerships and relationships with ministries of agriculture and regional institutions on statistics (e.g. African Commission on Agricultural Statistics). Its limited level of involvement as a technical partner in the Global Strategy has also trickled down to the country level FAO offices (e.g. Ghana, Rwanda and Tanzania). They participate in meetings of the Global Strategy as a development partner in the country. Nonetheless, FAO Country Offices provide technical assistance to the countries through Technical Cooperation Programmes (TCPs), but this is not necessarily coordinated with the Global Strategy efforts at the country level. In Tanzania, where FAO was involved in the development of SPARS, the NSO looks to FAO for technical assistance first and not AfDB (which is responsible for the technical assistance component in Africa).

49 Internal approval from FAO RAP has been received.

50 As per FAO process for all donor funded projects, all project staff report to the project/programme coordinator responsible for delivery of the programme. The Coordinator is responsible to the Budget Holder who is the custodian of the work plan. The Lead Technical Officer ensures quality control.

51 FAO staff cannot technically report to a consultant. The Technical Assistance Statistician was recruited as staff but could not report to the Regional Coordinator who had been recruited as a consultant. Instead, the statistician (of the Regional Office) reported to the Lead Technical Officer of FAO RAP.

52 Limited funding provided to these three regions from the GTF stems from the Italian Cooperation's contribution.

53 Improving Statistics for Food Security, Sustainable Agriculture and Rural Development – An Action Plan for Africa 2011-2015 (AfDB). This was realigned to the GAP based on discussions held with AfDB, FAO and UNECA in 2014 and extended until 2017. While the Africa Action Plan is for 54 countries, the Global Strategy targets only 40 countries in the Africa region.

54 FAO RAF is the main coordinator of the African Commission on Agricultural Statistics and, under its mandate, has continued to provide technical assistance in agriculture and agricultural statistics to African countries.

- 92 The absence of communication between headquarters and field offices, and the non-inclusion or delegation of programme resources or activities, resulted in a low level of enthusiasm for and awareness of the Global Strategy and involvement at subregional and country levels for implementing partners in Africa. For example, UNECA's subregional office in Kigali covers 12 countries, yet it was not fully informed about headquarters' role in the Global Strategy, nor was it involved in any field training activities. Similarly, AfDB country offices in Rwanda and Tanzania did not have any active role in implementation.⁵⁵
- 93 In Asia-Pacific, where FAO RAP hosts the Regional Office of the Global Strategy, FAO Country Offices are highly committed and involved in country-level activities (e.g. Bangladesh and Indonesia). However, the Global Strategy is seen at times as an FAO programme. The Task Force meeting is an internal FAO process, chaired by the Assistant Director-General in the FAO Regional Office. Mainstreaming SPARS into FAO RAP activities and inviting UNESCAP/SIAP and ADB to attend (virtually) has enabled better coordination and sharing of information in the Asia-Pacific region. The mainstreaming of the Global Strategy and high level commitment resulted in significant involvement at FAO Country Office level.

3.3.3 Coordinating bodies of the national statistics service, legal frameworks and SPARS to enable the integration of agriculture into the NSS

- 94 The primary responsibility in making progress on this output is with the Regional Offices, through the coordination of participating partners. This includes improving national coordination mechanisms and statistical legislation, integration of agricultural and rural statistics into the respective country NSDS, and additional government funding to support agricultural statistics.
- 95 Although the Global Strategy was initially targeted to reach 90 countries (40 in Africa, 20 in Asia-Pacific, 20 in LAC, five in CIS and five in the Near East), implementation has been focused only in Africa and Asia-Pacific, in accordance with the financial resources mobilized.
- 96 Significant progress has been made in a number of countries with coordination mechanisms by bringing together NSOs, ministries of agriculture and other institutions collecting agriculture-related data, either as part of a national statistical coordination mechanism or, where none exists, by establishing a coordination mechanism for the agriculture sector. As of August 2015, 52 countries in Africa⁵⁶ and Asia-Pacific (40⁵⁷ and 12 respectively⁵⁸) have established the required coordination mechanism against a target of 30 countries by mid-2015 (22 in Africa and 8 in Asia-Pacific). Furthermore, in the Maldives, Pakistan and Papua New Guinea, national coordinators have been appointed and work is in an advanced stage in terms of establishing permanent coordination structures in these countries by end-2015. Progress can be attributed directly to the efforts/missions undertaken by the Global Strategy Regional Office teams in Africa and Asia-Pacific since the beginning of the Global Strategy. Furthermore, seven target countries in Africa have improved statistical legislation.
- 97 As part of the technical assistance component, a first stage country assessment was completed in Africa and Asia-Pacific which helped to identify priority countries in each region and provided an indication of key needs for technical assistance at the country level. The LAC region also completed a similar assessment in 13 countries. The Africa region published the results of this exercise, which covered 52 countries,⁵⁹ in 2014 in *Country Assessment of Agricultural Statistical Systems in Africa – Measuring the Capacity of African Countries to Produce Timely, Reliable and Sustainable Agricultural Statistics*. In particular, the publication highlighted how first stage country assessments are a good

55 Offices were not even available for interview during the MTE mission to the countries.

56 Although Africa reported to have reached 48 countries, only 40 have been considered – the target for Global Strategy in Africa.

57 All countries in Africa with the exception of Chad, the Central African Republic, Democratic Republic of Congo, Eritrea and Somalia. Although a total of 48 countries have been reported to have country coordination mechanism by AfDB, only 40 have been considered for this report (as this is the target for the Global Strategy in Africa).

58 Afghanistan, Bangladesh, Bhutan, Cambodia, Fiji, Georgia, Indonesia, Myanmar, Lao PDR, Samoa, Sri Lanka and Viet Nam.

59 Although the AfDB Africa Action Plan covers all 54 countries in Africa, the Global Strategy only targets 40 countries.

practice for establishing baselines for countries in the region, and are crucial to assessing the contribution of the Global Strategy in improving agricultural and rural statistics by 2017.

- 98 Despite a number of factors, including the slow start as discussed below, progress toward completion of IdCAs is satisfactory, reaching 92 percent (35 out of 38) for mid-2015 in Africa and Asia-Pacific (and 58 percent of the overall target of 60 countries). Twenty-six countries have completed an IdCA and, as of August 2015, another 10 were in the advanced stages of completion (Table 5), against a target of 38 by mid-2015 (27 in Africa and 11 in Asia-Pacific).
- 99 In Asia-Pacific, IdCAs have been finalized in six countries (Bangladesh, Bhutan, Georgia, Indonesia, Samoa and Sri Lanka) and have been completed and are awaiting endorsement in Fiji, Lao PDR, Myanmar and Viet Nam.
- 100 Additionally, work on IdCAs has begun in nine countries in Africa and five in Asia-Pacific. They are expected to be in advanced stages of completion by end-2015 (Table 5). It is therefore likely that the Global Strategy will have been completed or in the advanced stages of completion in 44 countries, meeting the end-of-2015 target. Furthermore, a subregional assessment for Pacific Small Island Developing States is also in progress.

Table 5: Progress summary on IdCAs (August 2015)

	Africa	Asia-Pacific
IdCA completed	16 (Benin, Burkina Faso, Burundi, Cabo Verde, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Malawi, Mali, Morocco, Nigeria, Senegal, Tanzania, Tunisia and Uganda)	10‡ (Bangladesh, Bhutan, Fiji, Georgia, Indonesia, Myanmar, Lao People's Democratic Republic (Lao PDR), Samoa, Sri Lanka and Viet Nam)
IdCA work Started	9 (Cameron, Congo Rep, Niger, Rwanda, Zambia, Chad, Comoros, Democratic Republic of Congo and Togo)	5+(1) (Afghanistan, Cambodia, the Maldives, Pakistan, and Papua New Guinea) + a regional approach for the Small Island Countries of the Pacific

‡ In Fiji, Lao PDR, Myanmar and Viet Nam IdCAs have been completed and are awaiting final endorsement.

† Covered by separate BMGF grant

Source: Global Office, Africa and Asia-Pacific narrative/activity reports; Regional Office documents

- 101 Standardizing the process is a challenge, as the level of advocacy required in each country is different. Furthermore, not all countries (governments) were ready to conduct the IdCA when approached, as it was not an immediate priority, or they were busy with the implementation activities included in their NSDS or other national statistical activities, such as census or surveys for agriculture and its sub-sectors. The 2015 AfDB study⁶⁰ reported that only 34 countries in Africa considered SPARS to be a priority. This could also be seen from contrasting outcomes of advocacy efforts made by AfDB in Sudan (where no subsequent step was taken by the Government after the approval of the road map), and in Rwanda and Tanzania (where it has translated into a steady pace of implementation).
- 102 As part of improving and expediting the process based on lessons learned in the first two years, the IdCA is now presented to countries in the Asia-Pacific and Africa regions as a phase in the overall SPARS development process. While changes have already been incorporated in the Asia-Pacific region (even in existing countries), it will only be introduced into new countries in Africa that take up the activities of the Global Strategy.
- 103 A total of 20 workshops on the SPARS (seven in Africa and 13 in Asia-Pacific⁶¹) have been organized since its inception, which has facilitated the work in SPARS development.

60 AfDB (2015), *Identifying Technical Assistance Needs for Improving Agricultural Statistics in African Countries*, p4.

61 Asia-Pacific include one regional in 2015, two each in Bangladesh, Bhutan, Indonesia, Samoa and Sri Lanka, and one in Lao PDR and Myanmar.

- 104 Progress made on the completion of SPARS has gained momentum and, as of August 2015, 24 countries (18 in Africa and 6 in Asia-Pacific) have completed SPARS or are in advanced stages of completing SPARS (Table 6), against a target of 30 countries (22 in Africa and 8 in Asia-Pacific). This is a 75 percent achievement in spite of a slow start to the process in the regions. In Tanzania, FAO RAF, AfDB and the United States Department of Agriculture (USDA) were involved in completing SPARS. In Malawi, development of SPARS was supported by the Global Office and USDA.
- 105 Egypt, Guinea Bissau and Madagascar are in the early stages of the SPARS process. Fiji, Georgia, Myanmar and Viet Nam are expected to complete their SPARS by mid-2016, while Afghanistan, Cambodia, the Maldives, Pakistan and Papua New Guinea plan to complete by end-2016. The Regional Office has also planned to recruit a long-term consultant (statistician) to complement the work and maintain momentum.
- 106 Furthermore, before the end of 2015 the RSC plans to identify five additional countries in Asia-Pacific to initiate Global Strategy activities in 2016, ensuring completion of SPARS by end-2017. There were no clear plans provided on how SPARS completion targets will be accomplished in the Africa region by end-2017.

Table 6: Progress summary on SPARS (August 2015)

	Africa	Asia-Pacific
SPARS completed	7 (Benin, Burundi, Cabo Verde, Kenya, Malawi, Senegal and Tanzania)	1 (Bangladesh)
SPARS work in progress (advanced stages)	13 (Burkina Faso, Cameroon, Congo Rep, Côte d'Ivoire, Niger, Morocco, Mozambique, Rwanda, Sudan, Tunisia, Ghana, Ethiopia and Zambia)	5 (Bhutan, Indonesia, Lao PDR, Samoa and Sri Lanka)
SPARS work in mid/ early stages (to be completed between mid-2016 and end- 2016)		9 (Afghanistan, Cambodia, Fiji, Georgia, Maldives, Myanmar, Pakistan, Papua New Guinea and Viet Nam)

‡ In these four countries IdCAs have been completed. †These countries had developed SPARS (2011-2012) by the time the Global Strategy was initiated. These are currently being fine-tuned by AfDB to align with the Global Strategy's guidelines;⁶²

Source: Global Office, Africa and Asia-Pacific narrative/activity reports; Regional Offices' internal monitoring documents; Global Strategy website⁶³

- 107 In Africa, 20 countries have completed, are in advanced stages of completion or have just started their SPARS (Table 6). It is therefore not evident how the other 19 SPARS will be completed by 2017. Of these 19 countries, only eight have been identified, while work on the Global Strategy is only expected to start in four countries by end-2015 or early-2016. Another 11 countries are yet to be identified. It should also be noted that FAO supported the development of SPARS in several countries in the early stages of the Global Strategy. AfDB should therefore consider recruiting at least one or two additional senior consultants to support, manage and expedite the process. A recent study by AfDB indicates that "only 34 African countries consider SPARS a critical element to improving agriculture statistical systems".⁶⁴ All this indicates that the Africa region may possibly fall short on the target of SPARS completion, which will affect integration into NSDS targets.
- 108 Development of SPARS has taken longer than originally envisaged due to both internal and external factors including:

62 PARIS21 - "In Mozambique, inclusion of agriculture sector was facilitated under the statistical act". Mozambique Agricultural Master Plan was approved by Statistics High Council chaired by the Prime Minister (<http://nsdsguidelines.paris21.org/node/292>). This is also cited by PARIS21 as "Good Practices".

63 <http://www.gsars.org/fr/the-in-depth-country-assessment-idca-regional-validation-workshop-in-accra/>

64 AfDB (2015). *Identifying Technical Assistance Needs for Improving Agricultural Statistics in African Countries*, p4.

- The envisaged SPARS process is country-driven, meaning there has to be ownership of both the final product and the entire process of development.⁶⁵ This is a good practice in international development which promotes sustainability. However, the process varies from country to country and can be affected by changes in government or the transfer of key personnel who have been champions for Global Strategy in the countries;
 - In the initial years, IdCAs and the development of SPARS were carried out in two distinct stages. This was a challenge,⁶⁶ especially in Africa, because ambiguous time gaps between the two stages added to uncertainty over the retention of national short-term consultants and, in the event of not being able to retain the consultant, the uncertainty of the recruitment (due to the tedious recruitment process and timely availability of skilled consultants).
- 109 The decision to present the IdCAs as part of SPARS to countries in Africa and Asia-Pacific is expected to expedite progress towards results. Each region has had a distinct way of achieving results in terms of completing IdCAs and SPARS. Key steps followed in Africa included the development of a road map, IdCAs and SPARS. In Asia-Pacific it included a road map to SPARS, IdCAs, short-term country proposals and the development of a SPARS document. The process is more streamlined in Asia-Pacific in terms of trying to complete each of the four stages within 12 months, with a mission to the country every three months either by the Regional Coordinator or the technical expert (statistician).⁶⁷ The average time taken for the development of SPARS documents is approximately eight months in the Africa region. Time gaps between various steps (e.g. road map, IdCA and SPARS) at times left countries and development partners (in the countries) in Africa asking what and when the next steps were (e.g. Rwanda and Tanzania).
- 110 The development of short-term country proposals in Asia-Pacific is a good practice for sustaining a country's interest throughout the process, especially in countries where capacity and enthusiasm is comparatively low. It also creates an avenue for countries to be involved in activities that are relevant to them and in which they can see immediate benefits (other than document development). In Asia-Pacific, many of these country proposals have been funded through the FAO's TCP of respective countries (e.g. FAO Bangladesh's support to the 2018 integrated agricultural census and FAO Afghanistan's support to statisticians for a study tour to India).

3.3.4 Integration of agricultural and rural statistics into NSDSs

- 111 Progress made by countries to integrate agricultural and rural statistics into their NSDS has not been as expected, vis-à-vis the ambitious target (22 countries in Africa and 8 in Asia-Pacific by mid-2015). At the time of the MTE, 12 countries identified under the Global Strategy had integrated these statistics into their NSDS, which is about 20 percent (12/60) of the target set for end-2017. This low achievement can be partly explained by the nature of the indicator and by circumstances beyond the Global Strategy implementation. Indeed, the denominator in the indicator relates to the process of updating and/or renewing the NSDS which may not be easily influenced by the current Global Strategy mechanism at the national level.⁶⁸
- 112 Twelve countries in Africa have fully integrated the SPARS process into their NSDS process (Table 7). Ethiopia and Uganda are considered as having successfully integrated the agriculture sector into their NSDS, despite having not developed a specific SPARS document. Seven other countries in Africa and six in Asia-Pacific were in the process of integrating agriculture into their NSDS in 2015.

65 It provides an opportunity for national stakeholders to commit to the purpose and work together, in addition to strengthening coordination mechanisms and capacities.

66 As planned in the GAP. Currently, the IdCA is integrated as a step in the SPARS process. The integration is more evident in practice in Asia-Pacific than Africa.

67 In both Africa and Asia-Pacific, the Regional Coordinator and the technical assistance expert (statistician) mutually decided on the countries that each would manage.

68 As NSDS design depends on several key stakeholders, many of whom may not be interested in the development of agriculture statistics. The SPARS-NSDS integration process can therefore be affected by circumstances beyond the Global Strategy's control. This is particularly the case in countries where schedules for both activities are different. Currently there is no mechanism (that is explicit) to ensure that the SPARS document be considered as an addendum to the existing NSDS.

Table 7: Progress summary on integration (August 2015)

	Africa	Asia-Pacific
SPARS integrated with NSDS	12 Benin, Burundi, Cape Verde, Côte d'Ivoire, Ethiopia*, Kenya, Malawi, Morocco, Mozambique, Senegal, Tunisia and Uganda*	-
In the process of integrating	7 Burkina Faso, Cameroon, Congo Rep, Niger, Rwanda, Tanzania and Zambia	6 Bangladesh, Bhutan, Indonesia, Lao PDR, Samoa and Sri Lanka

* Both Ethiopia and Uganda have already integrated successfully agriculture sector into NSDS, without SPARS
Source: Global Office, Africa and Asia-Pacific narrative/activity reports

113 Integration is also affected by policies which are sometimes unclear on who should collect and produce the data. In recent years, many countries have introduced legislation that mandates the NSO to produce agricultural data which was earlier produced by the ministries of agriculture (e.g. Bangladesh, Indonesia and Rwanda). However, the NSO may not have the necessary human resources to carry out the agricultural statistical data collection and production. Another challenge for the Regional Office teams is bringing together stakeholders who have historically worked in isolation with no or weak coordination or collaboration in producing agricultural statistics.

114 Global Strategy teams in both regions worked hard to overcome these challenges. For example, in Bangladesh and Rwanda NSOs and ministries of agriculture were brought together to make a positive contribution.

"Crop statistics have been included in NSDS since 1974 in Bangladesh. But now livestock and fisheries statistics have been included. The Agricultural Census to be conducted in 2018 will comprise crop, livestock and fisheries statistics (improved methodology from the Global Strategy). Prior to 2013, data collection and production for agriculture statistics was carried out by the ministries of agriculture. Now, with the 2013 legislation, the Bangladesh Bureau of Statistics is responsible for the production of data. Due to the coordinated national mechanism created by the Global Strategy, the Bangladesh Bureau of Statistics will develop the methodology for an annual agricultural survey and the ministries of agriculture will carry out the data collection".⁶⁹

"In Rwanda, with the current NSDS II in its second year, the SPARS that is being developed is planned for eight years with the help of AfDB (three years of the current NSDS II and the NSDS III to be developed), so that when NSDS III is developed the SPARS will be fully integrated into NSDS".⁷⁰

115 As part of regional and country activities, the Global Strategy also organized advocacy workshops (one in Africa and four in Asia-Pacific) to support governments allocating additional funding to support agricultural statistics. To date, Bhutan, Fiji and Indonesia have provided additional funding to support agricultural statistics.

3.3.5 Research on cost-effective methodologies

116 The Global Office is responsible for implementing and delivering results on the research agenda. A focal point in the Global Office monitors the work of consultants and/or the research institution appointed to work on each identified research topic, until the research is completed and published. These consultants and research institutions are identified through a request for proposal process. Each research topic has a defined work plan and timeline. The research work undertaken by the Global Office is grouped under research themes, with each having one or more research topics (Table 8).⁷¹

69 Summarized from discussions with FAO, Bangladesh Bureau of Statistics and Ministry of Agriculture in Bangladesh.

70 Summarized from the discussions at the National Institute of Statistics, Rwanda.

71 Under each research theme, work may relate to one or more research topics. As a result, more than one technical report or guidelines may be produced.

- 117 The Scientific Advisory Committee reviews the work of all the technical papers and guidelines produced before they are published and disseminated. The Global Office also organizes specific expert group meetings (19 since inception) relevant to the research topics. Feedback from regions has been taken as appropriate to adapt the research results. A total of 16 field tests have been carried out on various research topics (Box 6 and Annex 12) and 21 research topics have been peer reviewed (see Annex 13).
- 118 The Global Office ensures that complementarities and synergies are built with research activities undertaken by other initiatives; for example, the Agricultural Market Information System (AMIS) project implemented by FAO, the livestock project implemented by FAO and the LSMS project of the World Bank.
- 119 While it is too early to assess the research activities in this MTE,⁷² it is important for the Global Strategy to define metrics/indicators to track the uptake in the programme's current monitoring system.

Table 8: Research themes and research topics

Research themes	Research topics
Framework for agricultural statistics	<ul style="list-style-type: none"> • System of Environmental-Economic Accounting for Agriculture, Forestry and Fisheries • Integrated Survey Framework • Development of AGRIS • Revision of the minimum set of core data
Improved methodologies for master sampling frame	<ul style="list-style-type: none"> • Identifying the most appropriate sampling frame for specific landscape types • Improving methods for linking area frames with list frames • Improving the use of GPS, GIS and RS for setting up a master sampling frame
Improving data collection methods	<ul style="list-style-type: none"> • Methods for estimating the cost of production in developing countries • Improving methods for estimating post-harvest losses • New technology for field data capture and compilation
Improving methods for estimating livestock and livestock products	<ul style="list-style-type: none"> • Improving methods for estimating livestock and livestock products
Improving food security statistics methods	<ul style="list-style-type: none"> • Improving methods for measuring food consumption • Improving methodology of food balance sheets
Improving methods for crop estimates	<ul style="list-style-type: none"> • Improving methods for crop estimates • Estimating crop area, yield for mixed, repeated, continuing cropping • Estimating yields of root crops • Improving on estimation of horticultural roots
Improving the methodology for using remote sensing	<ul style="list-style-type: none"> • Efficient and accurate methods for using remote sensing • Cost efficiency of remote sensing in developing countries • Methods for using land cover/land use databases • Integration of methodologies
Improving quality and use of administrative data to produce agricultural statistics	<ul style="list-style-type: none"> • Improving quality and use of administrative data
Improving methodology for small scale fisheries	<ul style="list-style-type: none"> • Indicators and collection methods for small scale fisheries • Developing a module for fishery and aquaculture censuses and surveys
Better integration of geographic information and statistics	<ul style="list-style-type: none"> • Better integration of geographic information and statistics
Forestry statistics	<ul style="list-style-type: none"> • Forestry statistics
Knowledge sharing strategy	<ul style="list-style-type: none"> • Development of a repository for knowledge sharing
Improving the methodology for data analysis	<ul style="list-style-type: none"> • Reconciliation Census-Surveys data
Gender	<ul style="list-style-type: none"> • Indicators, collection methods for gender/youth related data

Source: Compiled from information provided by the Global Office

⁷² Research activities typically take 15-24 months to be completed. Then the results have to field tested.

Table 9: Examples of field tests on research topics peer reviewed

- System of Environmental-Economic Accounting for Agriculture, Forestry and Fisheries in Australia, Canada, Columbia and Indonesia;
- Improved Methodologies for Master Sampling Frame in three pilot countries (Guatemala, Nepal and Rwanda); and
- Methods of Estimating Cost of Production in Developing Countries in Colombia, Indonesia and Tunisia.

See Annex 13 for the complete list.

3.3.6 Capacity building of agricultural statistics in regional training centres and target countries

Technical reports and guidelines

- 120 By August 2015, the Global Office had produced 18 technical standards and guidelines (Annex 9), exceeding the target of 16 set for mid-2015. Of these, eight pertain to research findings, seven to technical assistance and three covered both. Some publications have also been translated into French and/or Spanish (Annex 10). The Global Office has also made considerable progress in the preparation of another 16 technical standards/guidelines to be completed by the end of 2015 or early-2016, including guidelines on agricultural classifications, fisheries and aquaculture in census framework, and nomadic livestock.
- 121 The preparation of guidelines and training materials is discussed during coordination meetings at least once every six months. This helps the Global Office indicate defined timelines for the production of publications which, in turn, helps implementing partners in the regions plan their technical assistance and training activities.
- 122 Furthermore, the Global Strategy has been developing training courses including:
- An e-learning course on linking population and housing censuses with agricultural census (developed by the Global Strategy, FAO and UNFPA);⁷³
 - The CAPI web tutorial; and
 - A 10-day basic course on agricultural statistics (to be ready by end-2015).
- 123 While all publications are available on the Global Strategy website (and a few on the FAO website), there is scope to improve the dissemination and use of these products as, at the time of the MTE, the reach and use of these products was not very evident. Due to the lack of metrics to track and because many of the products were completed in 2014 and 2015, it is too early to measure the reach and impact. In addition to tracking web site/page visits and document downloads, it is also useful to track the reach and profile of users. This could be done through linkages to existing and other relevant partner websites, and increasing the communication reach by advocating for secondary distribution within the statistical community.

Training activities in Africa

- 124 Under the stewardship of UNECA, significant progress was made in 2013 and 2014 on the training component in Africa. The implementation of training activities, which include the development of curricula for regional training, assessments of training needs and the strengthening of existing training institutions, is well advanced. The curricula were validated at an Expert Group Meeting in Rabat (Morocco) in June 2014. Furthermore, a training of trainers was delivered in Dakar (Senegal) in September 2014 in partnership with UNIDEP, to 27 experts from 18 countries on the topics of economic accounts for agriculture and agricultural data processing.⁷⁴
- 125 Scholarships awarded through the regional action plan and UNECA have proven to be very successful. Thirty three students (from 10 countries) have started Masters level training

⁷³ <http://www.fao.org/elearning/#/elc/en/course/STAT>

⁷⁴ UNIDEP or IDEP - African Institute for Economic Development and Planning

on agricultural statistics, provided by regional statistics training centres⁷⁵ specialized in agricultural statistics (Annex 14). However, the administrative and financial processes of participating partners⁷⁶ in the region have raised questions on the viability of continuing the scholarship programme, since no students had enrolled for 2015 (despite interest and demand from students, including many from NSOs/ministries of agriculture); availability of funding for students already enrolled in 2014 for their second year was uncertain.

- 126 UNECA is focusing its efforts on developing harmonized curricula for formal training at three different levels, and standardized syllabuses in support of regional training institutions in Africa on: i) sampling design for agricultural surveys; ii) agricultural data processing and dissemination; iii) economic accounts for agriculture; and iv) agricultural census and surveys. Training sessions were also organized for human resource managers in agricultural statistics offices in order to better conduct training needs assessments, and for national statisticians working in agencies responsible for producing agricultural statistics to enable them to produce timely and reliable agricultural, rural development and food security information.
- 127 All training modules have been prepared in French and English,⁷⁷ and disseminated to the relevant stakeholders and partner institutions. The annual performance review of the training component was discussed at the African Group for Statistical Training and Human Resources (AGROST) annual review meeting held in Dar es Salaam (Tanzania) in November 2014. Overall, 33 countries have benefited from training programmes and 52 countries have benefited from technical assistance workshops. Women accounted for 40 percent of training participants and only 20 percent of workshop participants.
- 128 At the end of 2014 AfDB conducted a survey to assess the priority areas for technical assistance and the report, *Identifying Technical Assistance needs for Agricultural Statistics in Africa*, was published based on responses from 50 of the 54 countries.

Training activities in Asia-Pacific

- 129 The training activities in Asia-Pacific have been on track to meet or exceed targets. A network meeting for the Coordination of Statistical Training in the region was organized by UNESCAP in cooperation with SIAP to foster coordination and information sharing across statistical training centres. A subgroup for agricultural and rural statistics has been created to support the implementation of the Global Strategy. SIAP organized the sixth Workshop on Forging Partners in Statistical Training: Coordination and Networking for Agricultural and Rural Statistics, and an expert group meeting to discuss the development of a common core skills framework and tools to carry out a training needs assessment in the region. A regional workshop – Regional Training Course on Sampling Methods for Producing Core Data Items for Agricultural and Rural Statistics (in collaboration with the NSO of Indonesia) – was also organized in connection with Global Strategy activities.
- 130 Key highlights of SIAP's training activities include:
 - Four training-of-trainers workshops, Building Training Resources for Improving Agricultural and Rural Statistics, trained 83 statisticians and training specialists from NSOs and ministries of agriculture (21 in 2014). Topics of the training workshop included: reviewing the status and practices relating to agricultural and rural statistics; identifying technical issues and capacity gaps; presenting and discussing guidelines and good practices on statistical methods; and exploring content and approaches for training;
 - A regional training course programme on sampling methods for agricultural statistics, which was launched in 2014 with 24 participants from 12 countries;

75 Eastern Africa Statistical Training Centre (EASTC); École Nationale de la Statistique et de l'Analyse Économique (ENSAE); L'École nationale supérieure de Statistique et d'Économie appliquée (ENSEA); and Institut Sous régionale de Statistique et d'Économie Appliquée (ISSEA).

76 UNECA has been having problems in accessing EU funds (allocated for training) due to differences in administration costs and financial policies.

77 While French and English are the two working languages of UNECA (and AfDB) and the most widely spoken international languages on the continent, efforts should be made for at least selected materials to be translated into Arabic, Portuguese and Spanish.

- Participating countries for these regional courses were Bangladesh, Bhutan, China, Fiji, Georgia, India, Indonesia, Islamic Republic of Iran, Republic of Korea, Lao PDR, Malaysia, Mongolia, Myanmar, Pakistan, the Philippines, Samoa, Sri Lanka, Thailand and Viet Nam;
 - Collaboration with the statistical training institutes of India, Indonesia, Islamic Republic of Iran and the Republic of Korea to host workshops on a cost-sharing basis.
- 131 To increase capacity to use statistics for policymaking, FAO RAP collaborated with the UNESCAP Centre for Alleviation of Poverty through Sustainable Agriculture (CAPSA) to implement an ongoing series of policy analysis workshops on food security, poverty alleviation and sustainable agriculture. In two workshops conducted in 2013 and 2014, 86 statisticians, policy-makers and researchers from 12 countries⁷⁸ participated to strengthen their understanding of challenges facing the global food and agricultural system, and their analytical capacity to formulate and carry out focused analyses and studies.
- 132 While training activities in the region have been progressing well, UNESCAP/SIAP have been prudent in their spending of allocated funding as shown by their collaboration with regional/country-based training institutions to conduct training programmes on a cost-sharing basis. This is a good practice that can be replicated in the Global Strategy to extend available resources. Overall, 101 participants from NSOs/ statistical training institutes and 129 participants from ministries of agriculture⁷⁹ from 25 countries have benefitted from 10 training courses on statistical methods (covering a minimum set of core-data, sampling, use of administrative records, integration and survey methods) with a training of trainers component. Disaggregated information on participants in terms of gender was not available.
- 133 ADB has been a key self-funding partner that contributed to various components of the Global Strategy in the region. As a core member of the RSC, it has a unique role in supporting methodological research, as well as training and technical assistance. ADB presents concept notes to FAO RAP and the RSC for feedback and inputs before undertaking its work.
- 134 ADB supported development of plans in Bhutan, Lao PDR and Viet Nam. Its research work (funded by Japan) on agricultural land information systems (ALIS) looks at innovative data collection methods in agriculture using a combination of remote sensing and crop cutting experiments. ADB has also collaborated with the International Rice Research Institute (IRRI) to adopt best practices in crop cutting experiments.

3.3.7 The agricultural integrated survey

- 135 The addition of a fifth output in 2015 was a positive step by the Global Strategy to enable countries to produce cost-effective high quality data on the technical, economic, environmental and social dimensions of the agricultural sector on a regular basis. The AGRIS methodology is at an advanced stage of development within the framework of the Global Office's research agenda. In addition to testing the AGRIS methodology, the plan is to develop harmonized guidelines and packages that integrate farm survey (AGRIS) and household survey (Living Standards Measurement Study – Integrated Surveys of Agriculture [LSMS-ISA]) approaches.
- 136 In the next two years, the assessment and results on the progress made on this output will be crucial for the Global Strategy's next phase. This could be a basis for a more formal partnership to establish a joint agricultural "survey hub", which could be instrumental in scaling-up adoption of integrated survey instruments that can respond to national policy needs and reporting requirements in alignment with regional (e.g. Comprehensive African Agriculture Development Programme (CAADP)) and international commitments (e.g. SDGs).

⁷⁸ Bangladesh, Bhutan, Fiji, Indonesia, Lao PDR, Malaysia, Myanmar, Mongolia, Nepal, Papua New Guinea, Sri Lanka and Thailand.

⁷⁹ Includes forestry, fisheries and livestock subsectors.

3.3.8 Programme contribution to expected outcome

- 137 The specific objective of the Global Strategy is for 90 target countries (40 in Africa; 20 in Asia-Pacific; 20 in LAC; 5 in CIS; and 5 in Near East) to develop sustainable statistical systems for the production of accurate and timely agricultural and rural statistics, comparable over time and across countries. With no funding mobilized in the LAC, CIS and Near East regions at the time of the MTE, achieving the intended outcome in these regions is low and the Global Strategy's contribution towards the outcome is likely to vary little, compared to what was envisaged in the GAP. However, these regions are likely to benefit from various technical reports, guidelines, research results and cost-effective methodology produced by the Global Strategy, even if they are not able to adapt to the region and countries. As of August 2015, Colombia and Guatemala have benefited from field tests of research topics carried out by the Global Office. Funding from FAO RLAC through the TCP, Caribbean Development Bank and/or IADB could help the region adapt the research results and cost-effective methodology.
- 138 Work that has contributed to the achievement of the expected outcome in Africa and Asia-Pacific includes: research activities by the Global Office; IdCA and the development of the SPARs for the targeted countries in these regions; efforts to set-up national coordination mechanisms; UNECA and UNESCAP/SIAP training activities; technical assistance provided by AfDB; and FAO RAP in integrating agricultural and rural statistics into NSDS.
- 139 In terms of progress towards the five indicators of the Global Strategy outcome:
- There was no mid-term target regarding the number of countries that produce the agreed minimum set of core data of adequate quality.⁸⁰ This is because the production of an agreed minimum set of core data will be achieved through the contribution of various technical assistance component activities; therefore, this metric is more appropriate to be measured at the end of the project, in 2017.
 - Regional Offices in the Africa and Asia-Pacific regions conducted an initial assessment of the agriculture statistical capacity in target countries in 2013. The results were published in 2014 and formed the baseline to monitor and assess progress made to improve agricultural statistical capacity through the Global Strategy. Although interesting to measure and compare results of progress made in the first two and a half years of the Strategy, it will be important to also measure at the end of the programme (in 2017) to assess the Global Strategy's contribution in all target countries. It is an important tool to assess progress, as well as plan and provide specific technical assistance and training required in the countries. It will also help mobilize resources through the GTF or directly through other resource partners.
 - The Global Strategy has exceeded mid-term targets in establishing national coordination mechanisms in countries in Africa and Asia-Pacific (as discussed earlier).
 - Progress on the number of target countries that have integrated agricultural and rural statistics into their national systems is gaining momentum. At the time of the MTE, 20 countries in Africa and 6 in Asia-Pacific have finished or are in the advanced stages (Table 7). Six countries in Africa (Ethiopia, Mauritius, Morocco, Rwanda, Tunisia and Uganda) and four in Asia (Bangladesh, Indonesia, Lao PDR and Sri Lanka) have implemented a master sample frame⁸¹ and an integrated survey framework⁸². Bhutan and Samoa are also in an advanced phase.

80 Although Asia-Pacific region has indicated five countries (Indonesia, Iran, Japan, Mongolia, and Taiwan), this has been based on baseline (initial country assessment questionnaire) and hence it is not very evident, if these are countries producing agreed minimum set of core data of adequate quality.

81 A Master Sampling Frame (MSF) "is a list of area units that covers the whole country and that contains information on a broad range of key characteristics of the unit, including demarcation of the boundaries as well as identification of higher-level units. The specific feature of a MSF is that makes it possible to draw samples for several different surveys or different rounds of the same survey, as opposed to building an ad-hoc frame for each survey. In the context of the Global Strategy, the MSF is a tool that combines information on the socio-economic characteristics of the household and on the agricultural characteristics of the holding, including information on land area". Source: Naman Keita and Pietro Gennari. *Building a Master Sampling Frame by Linking the Population and Housing Census with the Agricultural Census*.

82 An Integrated Sampling Framework is a statistical system developed to examine phenomena concerning several statistical populations, such as individuals, land-parcels, households and farms, whose units are linked through specific relationships. "Each population is a collection of specific statistical units, capable of providing a given subset of the information of interest for the resulting integrated statistics." *Technical Report on the Integrated Survey Framework*; June 2014; Technical Report Series GO-02-2014.

3.3.9 Potential contribution to the normative and knowledge function

- 140 The Global Strategy not only complements the work FAO has been doing, but is also a process through which agricultural and rural statistics can be reinvigorated to look beyond the basic production and area data. Several of FAO's methodologies are still relevant and/or being used in several countries (e.g. crop-cutting methodology, survey methodology for fisheries).
- 141 Research results, technical reports and guidelines produced from data are very relevant to the needs of the regions and countries (e.g. integrated survey framework, linking area and list frames in agricultural surveys, more efficient and accurate methods for the use of remote sensing in agricultural statistics, cost of production, improving methods for estimating livestock and livestock production, and improving use of GPS, GIS and remote sensing in setting up a master sampling frame, among others). The IdCA and SPARS guidelines are currently used by implementing partners in the development of SPARS in the countries, in order to integrate them in the NSDS.
- 142 Many countries are also looking forward to an appropriate cost-effective methodology for estimating crops in mixed-cropping/inter-cropping (especially in small parcels of land), and also new technologies for data capture through support from the Global Strategy.
- 143 As part of the Global Strategy, ADB has taken FAO's crop-cutting experiment methodology and modified it to include randomization at the subplot level. ADB is also reviewing the methodology to estimate post-harvest losses developed by the research component of the Global Strategy for use in their work and projects, demonstrating the uptake of research methodology and its adaptation to situations and needs on the ground. A few countries have also begun work on an integrated agricultural census, which includes agriculture, fisheries, livestock and forestry (e.g. Bangladesh).
- 144 Most technical reports and guidelines have been published in the last 12 months. It is therefore too early to make an assessment on the uptake and use of these materials. Appropriate tracking on the uptake and use of knowledge products will help assess the impact of these materials in the countries by the end of 2017.

3.4 Analysis of cross-cutting issues and sustainability of results

Finding 4: The Global Strategy is committed to undertake research with gender equity dimensions. Capacity development is at the core of the Global Strategy and is mainstreamed into all activities. In fact, 46 percent of the Global Strategy's integrated budget is allocated to capacity development. However, the dissemination of newly acquired capacities beyond the primary beneficiary was not evident at the time of the MTE. Implementation of activities through consultants is likely to affect institutionalization of capacities in participating partner organizations, especially in Africa. The alliance with FAO as a technical partner is crucial in terms of long-term servicing and sustainability, especially at the country level, due to its historic and overall organizational mandate, and its work in agricultural and rural statistics.

3.4.1 Gender

- 145 The Global Strategy has given appropriate consideration to gender equality at various levels. Regional and global committees have attempted to be gender balanced, while considering the profile of statisticians and the field of statistics. The gender-ratio in terms of the proportion of women to men in the various bodies of the Global Strategy varies significantly. In the Global Office, there are eight women and four men (2:1 ratio) which highlights efforts being made to ensure gender balance at that level. However, there are no women in the Regional Office for Asia-Pacific and only one in the Regional Office for Africa. In the GSC, there are seven women and 22 men (1:3 ratio), while in the RSC for Asia-Pacific there are four women and 22 men. The overall degree of inclusiveness was acknowledged by all stakeholders. However, participation at the decision-making level varies from country to country. Furthermore, gender balance among beneficiaries of capacity development efforts depends on the existing staffing structure in the ministries of agriculture and NSOs in the countries.

- 146 The Global Strategy is also committed to undertake research on gender-equality dimensions. In 2015, research to identify appropriate indicators and collection methods for gender-related data began. The results of the research will contribute to countries making appropriate decisions to address issues related to gender inequity.
- 147 Although countries produce disaggregated data, they are unlikely to cover all gender-related dimensions in the agricultural and rural sector. The Global Strategy has taken this into consideration and gender-related dimensions have been integrated into the work on integrated surveys for collecting data on farm structures and other data between censuses. The research component of the Global Strategy is also making efforts to integrate gender-related dimensions, as relevant, in the various technical reports and guidelines.

3.4.2 Partnerships and alliances

- 148 The Global Strategy was designed with a focus on partnerships, as evidenced by various activities at the global, regional and country levels. Partnerships included key international organizations, multilateral and bilateral development agencies, regional institutions and countries. In this multi-layered multi-partner structure, each partner contributed a unique but complementary strength which is relevant to the region and component. Partnerships and alliances include:
- Funding partnerships: Pooled funding of DFID, BMGF and Italian Cooperation (through the FAO-managed GTF) and direct funding by the EU for the Africa region to AfDB;
 - Participating partners: AfDB, CIS STAT, FAO, UNECA and UNESCAP;
 - Implementing partners: ADB (through its own funding resources);
 - Supporting partners: Both the World Bank and USDA have been involved in the development of the Global Strategy at various levels. They have been members of the GSC and/or RSCs and have also funded activities of the Global Strategy directly in the countries (capacity building study tours) or in the regions (World Bank support to CIS STAT). Both partners, along with FAO, are the driving force behind the data hub being planned as part of the second phase of the Global Strategy; and
 - Government partners: At the national level, partnerships extend beyond the key Global Strategy focal points (NSO and ministries of agriculture) as part of the coordination mechanism and local steering committee.
- 149 In Africa, the partnership with subregional statistical institutes through the scholarship component implemented by UNECA has been a highlight, and there is further scope to improve partnerships and alliances with subregional committees.
- 150 One of the unique partnerships of the Global Strategy in Asia-Pacific is the alliance with ADB. As a regional development bank, ADB has contributed primarily to the subregional research component and training through its own funds. In addition to having a Global Strategy focal person, ADB regularly participates in RSC meetings and keeps the Regional Office informed of its activities contributing to the advancement of the overall objectives of the Global Strategy.
- 151 Furthermore, the Regional Office for Asia-Pacific has worked in close collaboration with subregional bodies, including the Association of the Southeast Asian Nations (ASEAN), the Secretariat of the Pacific Community (SPC) and the South Asian Association for Regional Cooperation (SAARC). These subregional bodies regularly participate in meetings and workshops; this is evidence of local (regional) ownership which enables sustainability. They also participate in RSC meetings in Asia-Pacific. This association and partnership helps to extend the Global Strategy mission to non-participating countries⁸³ (e.g. ASEAN). India is the lead donor in the SAARC, the benefits of which have been evidenced in collaboration for training⁸⁴ and support for technical assistance through bilateral cooperation (South-South collaboration).

83 Countries currently not supported by Global Strategy (as only 20 countries will be covered in Asia-Pacific region between 2013-2017).

84 SIAP has signed a memorandum of understanding with India for training in statistics. India will provide accommodation and boarding for trainees and SIAP will cover transport cost. However, this is not under the purview of the Global Strategy (although very relevant).

- 152 Other partnerships and alliances in the countries within the overall mandate of the Global Strategy and/or enabled by the Global Strategy, are not always reported due to the lack of mechanisms (as part of the Global Strategy) at the country level. Examples include:
- The Korean International Cooperation Agency is assisting Lao PDR to conduct the rice stock survey. The Regional Office in Asia-Pacific was invited by the Ministry of Agriculture to help prepare the proposal to the Agency;
 - The Statistical Capacity Building (STATCAP) loan to Indonesia by the World Bank (with one of eight process improvements pertaining to horticultural crops);
 - Implementation of the Agricultural Routine Data System, including technical assistance and capacity building, in Tanzania by the Japan International Cooperation Agency (JICA);
 - The National Forest Registry by the United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation in Bangladesh (FAO has the mandate);
 - EU support in creating a computerized registration/data information system on processing plants and aquaculture commercial farms in Bangladesh; and
 - FAO TCPs which are supporting training in Afghanistan and integrated agricultural census in Bangladesh.
- 153 Partnership with the World Bank and USDA/United States Agency for International Development (USAID) is crucial for long-term sustainability. LSMS-ISA and CARD are two of the three building blocks, along with AGRIS of FAO, to help integrated modular agricultural and rural statistical systems/mechanisms evolve.
- 154 The alliance with FAO as a technical partner is crucial in terms of long-term servicing and sustainability, especially at the country-level due to its historic and overall organizational mandate, and its work relevant to agricultural and rural statistics.

3.4.3 Capacity development

- 155 The core of the Global Strategy is capacity development and this has been mainstreamed into all activities conducted. The Global Strategy builds capacity through technical assistance, strengthening national coordination mechanisms, training and scholarship programmes. Capacity development accounts for 46 percent of the overall integrated budget. Although there is evidence of capacity building efforts, it is too early to assess and comment on the diffusion beyond the beneficiaries of the training and/or scholarships.
- 156 Despite the complementary strengths of participating partners' organizations, the institutionalization of their capacities will be affected by the use of consultants for implementing activities, as well as the negligible involvement of the implementing partners' subregional/country offices.
- 157 As part of the Global Strategy, in addition to country-specific technical assistance in the preparation of IdCAs and SPARS, training and workshops have been organized by the regional implementing partners. Further to providing technical knowledge, the Global Strategy has also organized training-of-trainer workshops in the region to enable local/regional capacity building and long-term sustainability.
- 158 The Global Strategy also benefits from capacity building efforts of founding partners, such as USDA and the World Bank. For example, Bangladesh, Indonesia, Rwanda and Tanzania have benefitted from the capacity development initiative of USDA (funded by USAID) aligned to the scope and mandate of the Global Strategy to strengthen the national capacities of NSOs and ministries of agriculture. USDA is a member of the GSC and the RSC in Asia-Pacific, and was an active member of the Friends of Chair Committee in the development of the Global Strategy. Similarly in Indonesia, the World Bank has been working with the NSO to transform the institution by improving data collection and estimation of horticultural crops.
- 159 However, implementation capacity and lessons learned are less likely to be internalized for scale-up and follow-up by implementing partners (AfDB, UNECA and UNESCAP) because Global Strategy activities are implemented by consultants. There is also a negligible level

of involvement by subregional/country offices. In this regard, FAO is an exception with staff hired at the Global Office and FAO RAP. Country offices are also highly involved in Asia-Pacific. Moreover, except for FAO, implementing partners have not made any explicit financial contribution to the Global Strategy.

3.4.4 Sustainability and ownership of results

- 160 By design, the Global Strategy focuses on capacity building, institutionalization and building ownership. In so doing, the likelihood of institutional, technical and social sustainability is increased, as demonstrated by various activities and intended results (outputs) including: the creation/strengthening of national coordination mechanisms; the development of SPARS with the help of NSOs and ministries of agriculture (primarily); integration of SPARS into NSDS; technical assistance and training of statistical personnel involved in agricultural and rural statistics with reference to cost-effective methodologies; and capacity building of regional institutions/trainers. Although these activities provide a strong foundation for sustainability, diffusion of newly acquired capacities beyond the primary beneficiaries (who were trained), which is crucial for sustainability, is not clear at this point in the programme. It is important to monitor this in order to institutionalize and mainstream capacities.
- 161 The Global Strategy works on a model driven by partnerships and alliances at various levels. Although partnership is a key ingredient for sustainability, it should be viewed with caution on two counts. First, with the exception of FAO, the implementation of the Global Strategy by implementing partners (AfDB, UNECA, UNESCAP), is led by consultants. As such the implementation capacity and lessons learned are less likely to be internalized for scale-up in these organizations.⁸⁵ Second, although the activities of the Global Strategy complement the work of the implementing partners, they make no obvious financial contribution (with the exception of FAO).⁸⁶ The question to be asked is - are implementing partners interested to continue the activities of the Global Strategy after the current resource partners cease to provide funding? FAO is likely to continue its technical support due its agriculture and rural sector mandate.⁸⁷
- 162 Partnerships between NSOs, ministries of agriculture and other relevant government actors will be cemented during the course of Phase I of the Global Strategy. However, additional funding from respective governments is important for partnerships to oversee and conduct activities. It is also not evident how countries will be able to attract and sustain the interests of development and technology partners, the private sector and other data users (likely to vary from country to country). It will only be possible when relevant quality data is being produced for actors beyond the government decision-making mechanism, which is linked to economic and financial sustainability.
- 163 The research component of the Global Strategy (e.g. improving estimation of post-harvest losses; improved assessment of forest resources, its products and land use) will help improve the quality of data collected/analysed. It will thereby improve decision-making which will contribute to environmental sustainability.
- 164 The key to the sustainability of the Global Strategy's results is how all of this will translate into data collection, analysis and dissemination of evidence for policy decision-making, as shown by the adoption of Output 5 in 2015. At the same time, an ongoing evolution and assistance will be necessary over the next five to ten years for long-term sustainability, in order to ensure that the activities envisaged in the SPARS continue to be carried out. While

85 Even in Africa, the Global Strategy is only providing funding for 40 countries out of the total of 54.

86 From its own funds, FAO supports Output 5. It also supports the research component at the global level and country projects through the TCP.

87 Statistics is a core function of FAO and represents a highly visible area of the organization's work. FAO is at the forefront of these tasks, performing an essential role in helping to reduce hunger and poverty by informing decision-making through the provision of reliable and timely data. FAO has a decentralized statistical system, with statistical activities taking place in several divisions across its seven departments: Agriculture and Consumer Protection; Economic and Social Development; Fisheries and Aquaculture; Forestry; Corporate Services, Human Resources and Finance; Natural Resources Management and the Environment (NRC); and Technical Cooperation (TC). The director of the Statistics Division (ESS) in the Economic and Social Development department, as Chief Statistician of FAO, is tasked with coordinating the statistical activities of the organization, as well as with other international organizations (Asia Pacific Commission on Agricultural Statistics, 2014) – APCAS/14/4/2

data collection and adoption of cost-effective methodologies are likely to start during the second half of Phase I of the Global Strategy, it is expected to peak during Phase II. Ongoing technical support and commitment from FAO and coordination support globally from key partners will be crucial for continuity. In this context, the envisaged survey hub will be vital to long-term sustainability and, more immediately, the continuity into Phase II of the Global Strategy.

165 Key issues pertaining to sustainability to be considered, include:

- The funding gap jeopardizes the overall sustainability of the programme. From 2016 it will not only affect the implementation of the Global Strategy within under-funded regions, but also the sustainability of the research component and the production of associated guidelines. Furthermore, the funding gap will also affect the implementation of activities at the regional level, particularly in Asia-Pacific (which is partially funded);
- The Global Strategy's funding structure and activities may be affected (or have to be revisited) should donors decide to earmark contributions to fund activities within the scope of the Global Strategy but outside of the GTF;
- The existing administrative processes involving the planning and implementation of activities are particularly cumbersome due to the governance structure. While the governance structure has been crucial for the Global Strategy in its start-up and rolling out of its activities so far, it might have to be revisited (if there is a Phase II);
- The use of long-term consultants (rather than recruiting staff for the positions planned in the integrated budget) does not guarantee a continuity of activities and does not always allow implementing partners to institutionalize their own capacity;
- The Global Strategy funds the strengthening of statistical capacities but not data collection in countries. The question of the overall funding of the agricultural statistical system will have to be adequately addressed at the country level to guarantee the sustainability of the Global Strategy results. The fundamental issue to sustainability is the country's ability to allocate additional financial resources for cost-effective data collection, analysis and dissemination in the improved agricultural and rural statistical system.

3.4.5 Human rights based approach

166 The outcome and impact of the Global Strategy is to reduce poverty and increase food security through sustainable agriculture and rural development, made possible through evidence-based decision-making supported by sustainable statistical systems producing and disseminating accurate and timely data. This incorporates the principle of Right to Food and rural employment. Evidence-based decision-making will help address various challenges faced by the agriculture sector and, in particular, smallholder farmers in terms food security, subsistence agricultural practices, climate smart agricultural practices, value chain development and post-harvest losses, with a focus on gender sensitivity.

3.5 Lessons learned

167 The MTE provided convincing evidence that the Global Strategy will continue to facilitate and support harmonizing agricultural statistics at the global, regional and country levels.

168 The vertical and horizontal coordination structures among the various partners are key to establishing efficient national agricultural statistical systems. The establishment of global RSCs under the guidance of the Global Office is the foundation of effective national, regional and global agricultural statistical systems/entities. The Global Strategy is supported by the existing steering committees, for which it is essential that the donor and partners involved reach an agreement on their roles and responsibilities regarding effective coordination. All stakeholders should participate in future planning, enabling them to make joint decisions to improve statistical systems at the national level.

169 An assessment of skill gaps at country and regional levels is crucial for designing effective tailor-made capacity development programmes in the different regions, particularly Africa. A comprehensive capacity building programme needs to be carefully designed to meet the needs, priorities and interests of the end users (individuals and or institutions). It is

fundamental to carry out an assessment of the strengths and weaknesses at the individual and institutional as well as national and regional levels. These assessments would detect the capacity and skills gaps at the different levels. Findings of these assessments should be the starting point for the formulation of effective capacity development programmes.

- 170 A phasing out strategy is essential to ensure the sustainability of the programme activities and impact. The programme needs to develop a detailed plan on how it will phase out, while ensuring that achievements are not jeopardized. The strategy should contain a time frame with clear action steps and identification of those responsible for taking these steps.

4. Conclusions and recommendations

- 171 Based on evidence that emerged from the MTE and the identified lessons learned, the evaluation team drew the following conclusions and recommendations. The recommendations aim to provide guidance and propose improvements for the remaining period of the programme.

4.1 Conclusions

Conclusion 1

The Global Strategy is becoming an international reference point for agricultural and rural statistics.

- 172 The Strategy plays a catalytic role in increasing stakeholders' awareness and contributions to the overall objectives. It also plays the vital role of an integrating platform for various complementary and synergistic initiatives to achieve greater impact and efficiency.

Conclusion 2

The Global Strategy has been instrumental in integrating agricultural and rural statistical systems into institutional frameworks at national and regional levels.

- 173 Overall, the Global Strategy has succeeded in integrating agricultural and rural statistical systems into institutional frameworks at national and regional levels. It is aligned with international initiatives relating to agricultural and development statistics, regional initiatives, and global and national priorities. The logical framework of the Global Strategy is coherent in terms of its theory of change. The approach and methodology adopted for implementation of the GAP requires a long-term perspective. However, it is too early to assess the effectiveness of the agricultural and rural statistical systems in this MTE. Most of the focused efforts of the Global Strategy have been in Africa and Asia-Pacific. With no additional funding, there is little possibility of achieving the intended outcomes in the LAC, CIS and Near East regions, meaning the Global Strategy has made little contribution as compared to what was envisaged in the GAP.

Conclusion 3

Capacity development is at the core of the Global Strategy and is mainstreamed into all activities. However, the diffusion of newly acquired capacities beyond the primary beneficiary is not obvious at this point, which could jeopardize the programme regardless of the positive signs of sustainability.

- 174 The Global Strategy has various activities to build capacity: technical assistance, strengthening national coordination mechanisms, training, and scholarship programmes. Capacity development accounts for 46 percent of the overall integrated budget, as evidenced by the various activities and intended results (outputs): creation/strengthening of national coordination mechanism; development of SPARS with help of NSOs and ministries of agriculture (primarily); integration of SPARS into NSDS; technical assistance and training of statistical personnel involved in agricultural and rural statistics with reference to cost-effective methodologies; and capacity building of regional institutions/trainers. These activities provide a strong foundation for sustainability. However, to ensure sustainability, efforts need to be made to ensure that the capacity is shared beyond primary beneficiaries, and it is not clear how this will be achieved. It is important to monitor this issue in order to institutionalize and mainstream capacities.

Conclusion 4

Governance structures have proven to be useful platforms for coordination and facilitation among the various partners.

- 175 The programme has supported well-designed global and regional steering committees that facilitated the creation of national coordination frameworks and mechanisms. Although it has some limitations, and great potential for improvement, the Global Strategy has succeeded in bringing NSOs and ministries of agriculture together.

Conclusion 5

As host of the Global Strategy, FAO can contribute to further strengthening links between the Global Strategy and ministries of agriculture in the different regions.

- 176 FAO can also fund TCP projects from its own resources when requests are made, as part of technical assistance to countries. While technical assistance in Africa is led by AfDB, utilizing FAO's technical expertise and resources as applicable will provide focused technical support and facilitate long-term sustainability.

4.2 Recommendations

Recommendation 1. To the Global Office of the Global Strategy

The evaluation team recommends the Global Strategy include metrics with long-term focus and sustainability.

- 177 To consolidate the programme some actions suggested include:
- In order to assess the outcome and sustainability of the Global Strategy, metrics should be defined to track and measure the uptake of research results, the reach and use of technical reports and guidelines, and the diffusion of training and capacity building beyond the primary beneficiary.
 - Revise the indicator on "number of missions". A possible option is to limit the indicator to technical missions that aim to strengthen statistical capacity in specific areas. These areas could be predefined at the global/regional level and evidenced by a technical report showing mission justification (either problems are submitted by the recipient country, or identified by the Regional Office), and describing advice and/or support provided;
 - Revising Output 1 indicators and incorporating indicators to measure the number/percentage and type of members (e.g. countries, resource partners, participating partners) attending various governance meetings, as well as type and number of key decisions taken by these bodies, will strengthen the programme theory.

Recommendation 2. To the Regional Officer of the Global Strategy for improving programme sustainability

The evaluation team recommends that Regional Offices (of the Global Strategy) improve the SPARS process to enhance the pace of progress and value to countries.

- 178 While the SPARS development process is defined in detail in the *SPARS Guidelines*, the following actions will enhance the value of the SPARS process and increase the pace of progress:
- Facilitation of **South-to-South cooperation** in terms of building capacities to improve agricultural statistics. This is evident in Asia-Pacific where countries have learned from their neighbours who are more developed, and have expertise on more advanced or proven methodologies and/or technologies.

- **Fast track “model” countries** which have more resources and greater statistical capacities in Africa through the SPARS process, and involve them in helping other countries in the region. This will help speed up implementation of global activities.⁸⁸
- In Asia-Pacific and other non-funded regions, **countries willing to participate and benefit** with their own resources should be encouraged to develop SPARS.
- In order to improve planning processes and contribute to achieving the agreed targets of country participation by the end of the Global Strategy, adapt Asia-Pacific’s streamlined model of completing the “Road Map-IdCA-short-term Country Proposals-SPARS” sequence in four stages within 12 months. This also helps to plan ahead for the recruitment of consultants. Country proposals are a good practice which should be continued/replicated, as they maintain a country’s interest throughout the process, especially in countries where capacities and enthusiasm are comparatively low.⁸⁹
- The NSDS design depends on several key stakeholders, many of whom may not be interested in the development of agriculture statistics. As such, the SPARS-NSDS integration process can be affected by circumstances beyond the Global Strategy’s control, particularly in countries where schedules for both activities are different. In such cases, Global and Regional Offices should develop a **mechanism to ensure that the SPARS document is considered an addendum to the existing NSDS** and that some provisions in the NSDS are updated accordingly.

Recommendation 3. To the Global Office

The evaluation team recommends that implementing partners improve vertical coordination and communication within their respective organizations, especially in Africa.

179 For the consideration of the Global office, the evaluation team suggests that:

180 While horizontal coordination and communication among implementing partners have improved over the last 12 months, there is minimal awareness and involvement at the subregional and country offices by implementing partners, due to inadequate vertical communication and/or coordination. This is more evident in Africa, as subregional and country offices were not as involved. The positive lessons of vertical communication and involvement are evident in the Asia-Pacific region and are self-explanatory. Mainstreaming of SPARS into FAO RAP activities and inviting UNESCAP/SIAP and ADB, the implementing partners, to attend (virtually) the Task Force meetings⁹⁰ has enabled better coordination and sharing of information in Asia-Pacific region. High-level commitment from FAO RAP meant high involvement in FAO Country Offices. This should be continued and replicated, as relevant.

Recommendation 4. To RSCs and Regional Offices of the Global Strategy

The evaluation team suggests increasing the direct involvement of subregional institutions in training.

181 Instead of conducting training activities through one regional partner/institution, the evaluation team believes that engaging subregional statistical training institutions to train statistical personnel from countries will not only build more capacities within the subregions, but also make accessibility easier for countries. In this model, the capacities built will be more widely spread at country and subregional levels and more localized, making it relevant to Africa in terms of building local capacities for long-term sustainability, which is currently only being done through UNECA. Also, in Asia-Pacific, where there are more middle-income countries, SIAP has leveraged training institutions in countries on a cost-sharing basis which made training activities cost-efficient.

88 With the challenge of maintaining work continuity amid long recruitment processes, tedious administrative procedures for the renewal of the Regional Offices’ consultants contracts and resulting disruption and slippages in the IdCA/SPARS development schedule at country level, Regional Offices should consider and explore a capacity building model/framework that effectively empowers and further capacitates some countries to conduct all or part of IdCA/SPARS development activities. This will help stick to the agreed schedule, it will ensure that the momentum is not lost in countries where the work has started and that more willing countries are involved in the Global Strategy programme, and will contribute to programme’s sustainability.

89 The Country Proposals also create an avenue for the countries to be involved in some activities that are relevant to them in which they can see immediate benefits (other than document development). It will strengthen a country’s ownership of the programme in anticipation of the actual integration of agriculture statistics into the NSDS implementation process.

90 The Task Force meeting is an internal FAO process, chaired by the Assistant Director-General in the FAO Regional Office.

Recommendation 5. To the GSC

Ensure the continuity of the Global Strategy beyond its current phase to facilitate implementation of cost-effective methodologies and integrated survey frameworks and processes.

182 Coordination mechanisms or alternative models through which this can be achieved include:

- Creating a coordination mechanism (survey hub) will ensure the continuity of the Global Strategy into Phase II, in order to help countries implement cost-effective methodologies, and integrate survey framework and processes. It is also important for long-term sustainability;
- Relevant data, collected beyond the government policy-makers, could open doors to private sector investment and private sector partnerships;
- At the country level, strengthening partnerships with the private sector in the process of a needs assessment and identification of minimum set of core data will attract greater private business attention and interest in agriculture statistics that inform the agriculture value chain. A potential market for agriculture data can thus be created which can contribute resources to surveys in the countries; and
- At the global level, the Global Office may wish to conduct a review of existing private databases on agriculture, in terms of technical characteristics and scope of relevant markets, with a view to highlighting the Global Strategy's comparative advantages; identifying areas to be further developed to meet private sector needs (e.g. for value chain data); seeking partnerships; and assessing potential funding opportunities.

Recommendation 6. To the GSC

Ensure the continued involvement of FAO as a technical partner for short/medium-term fixes and long-term servicing in all regions and countries.

183 FAO can play a key role in all regions. The involvement of FAO Country Offices has added value in the Asia-Pacific countries. It has been able to fund country proposals for technical assistance through its own resources in the countries. Hence, collaboration between FAO Regional Offices and implementing institutions should be scaled-up (and must be part of the institutional framework) in regions like Africa where the Global Strategy Regional Office is not hosted by the FAO Regional Office. In so doing, FAO Regional Offices will be able to follow through and provide services after Global Strategy funding has ceased.

Recommendation 7. To the GSC

Identify alternative models of resource mobilization.

184 With the constraints in resource mobilization, the Global Strategy should consider and explore other models and frameworks including:

- Allowing countries to participate at their own cost to benefit from the data revolution envisaged by the programme in partially funded (Asia-Pacific) and non-funded (LAC, CIS and Near East) regions;
- Involving subregional communities/commissions is key to expanding the reach of the Global Strategy in partially funded and non-funded regions, and for sustainability in all regions; and,
- Projecting the Global Strategy as "not an FAO" project is vital to mobilizing funds from development partners. Branding and communication materials have attempted to project the Global Strategy as a unique and independent initiative. However, the perception and operational mechanism do not necessarily indicate that.

Appendices

Appendix 1. Documents consulted

Global strategy programming documents and reports

- Consolidated Activity Reports – January to June 2015
- Activity Report of Asia-Pacific (First Semester 2015) – January to June 2015
- Activity Report of Africa (First Semester 2015) – January – June 2015
- Situation of Funding Gaps – Presented to 11th GSC on June 22, 2015
- Proposal for a New Output for the Global Office (June 22, 2015)
- Note of Agricultural Integrated Survey (AGRIS) – Rationale, methodology and implementation (June 22, 2015)
- Work Plan of TA Expert in Africa (July 15, 2015)
- GS in Asia Pacific – Summary of In-depth Country Assessments and Short-term Country Proposals for TA and Training (2015)
- Funding Agreement Amendment with BMGF (January 13, 2015)
- Final Log Frame of GS (February 2015)
- Global Office Annual Consolidated Narrative Reports – 2012, 2013 and 2014
- Work Plans and Budget for Global Office, Africa and Asia-Pacific - 2015
- Consolidated Financial Reports – 2012, 2013 and 2014
- Africa Annual Narrative Report - 2014
- Asia Pacific Narrative Report - 2014
- Terms of Reference of Global Office Staff and Consultants
- Terms of References for GSC, GEC and RSCs
- Summary Record of Coordination Meetings with Implementing Partners (September 10, 2014 and April 30, 2015)
- GSC Meeting Records/Reports and Participation List (1st to 11th)
- GEB Meeting Notes and Reports (2012 to 2015)
- Asia-Pacific RSC Meeting Agenda and Documents – 4 meetings (2013-2015)
- European Union Contribution Agreement with AfDB - DCI-Food 2014.353-288 (December 19, 2014)
- Country Assessment of Agricultural Statistical Systems in Africa (2014)
- Assessing Country Capacity to Produce Agricultural and Rural Statistics – Guidelines (June 2014)
- IdCA – Guidelines for the In-depth Country Assessments (June 2014)
- SPARS – Strategic Plans for Agricultural and Rural Statistics Guidelines (June 2014)
- Amendment to the MoU between Government of UK of Great Britain and Northern Ireland acting through DFID and FAO – Amendment No. 1-2014 (February 3, 2014)
- Revised Work Plan of the Global Office - 2014
- Revised Organization of Work Implementation of Activities of the Research Component of the GS for 2014-2015
- Revised Overall Budget 2013-2017 (January 22, 2014)
- Asia-Pacific Regional Action Plan to Improve Agricultural and Rural Statistics 2013-2017 (2013)
- CIS Region Implementation Plan 2013-2017
- Latin America and the Caribbean Region Implementation Plan 2013-2017
- GS in Asia Pacific – Brochure (2014)
- GS - Communication Strategy
- Proposal for an Integrated Monitoring and Evaluation Framework – submitted to FAO by B.T Ngo and A.J.Flatt (December 2014)
- Allocation of Funds - 2013
- Work Plans and Budget of Global Office, Africa and Asia-Pacific - 2013

- MoU between FAO and AfDB for implementation of GS (August 19, 2013)
- Agreement between the Government of Italy and the FAO (March 26, 2013)
- Concept note for Monitoring and Evaluation Framework – Agenda Item 6 for endorsement to 7th GSC
- Work Plan and Budget of GS at Global Level - 2012
- Work Plans of Asia Pacific, CIS, LAC and Near East Regions – 2012
- Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics (November 9, 2012) Prepared by FAO, World Bank and the UNSC
- Grant Proposal to BMGF (June 18, 2012)
- Global Strategy Mid-term Conference Presentations
- Way Forward: Completing the 1st Phase of the GS Implementation (June 25, 2015)
- Meeting CAADP Data Needs: A Case Study of COMESA (June 25, 2015)
- The GS and the International Development Agenda – Data Needs for SDGs Global Monitoring (June 25, 2015)
- Linking Statistics with Policies in Tanzania (June 25, 2015)
- Investing in the Production and Use of the Minimum Set of Core Data (June 25, 2015)
- Catalytic Role of the Global Strategy for Other Statistical Capacity Building Initiatives: The AMIS (Agriculture Market Information System) Perspective (June 24, 2015)
- Implementing the Global Strategy to Improve Agricultural and Rural Statistics in the CIS Region (June 24, 2015)
- Catalytic Role of the Global Strategy: Overview of Existing Initiatives (June 24, 2015)
- USDA – Economic Research Services and the National Statistics Service (June 24, 2015)
- Overview of the Implementation of the TA Component in Africa (June 24, 2015)
- National Strategy for Development of Agricultural and Rural Statistics of the Cabo Verde – PSSAR-CAV 2015-2021 (June 24, 2015)
- Development of Multiple Frame Surveys for Agriculture and Rural Statistics: Experience of Ethiopia (June 24, 2015)
- Implementation of GS in Bangladesh (June 24, 2015)
- Overview of TA in Asia and the Pacific (June 24, 2015)
- Experiences with Implementation of GS in Lao PDR (June 24, 2015)
- Using IdCA Information to Progress Technical Assistance in Samoa (June 24, 2015)
- Agricultural Statistician Training at the Eastern Africa Statistical Training Centre – Succession Plan Initiative (June 24, 2015)
- Main Achievement of the Training Component of the Action Plan for Africa of the GS (June 24, 2015)
- Capacity Building Program for Agricultural and Rural Statisticians (June 24, 2015)
- GS Asia-Pacific: Training Component (June 24, 2015)
- Development of Agricultural Statistics in Kazakhstan (June 24, 2015)
- Improving the Quality and Use of Administrative Data for Agricultural Statistics in Developing Countries – Tanzania Experience (June 23, 2015)
- Computer-assisted Personal Interviewing in Practice: The Case of Uganda (June 23, 2015)
- A Participatory Approach for the Estimation of Costs of Production in Tunisia (June 23, 2015)
- Improving Rice Statistics in the Philippines (June 23, 2015)
- Producing Fisheries and Aquaculture Statistics Through the Agricultural Census Framework (June 23, 2015)
- Research Programme (of Global Strategy) – Introduction (June 23, 2015)
- Improving Post-harvest Losses Statistics (June 23, 2015)
- Lessons Learnt from Implementing the Global Strategy in Africa (June 23, 2015)
- Lessons Learnt from Implementing the GS in Asia and the Pacific (June 23, 2015)
- Lessons Learned from Implementing the Global Strategy: The Global Office Point of View (June 23, 2015)
- Modernization of the Agriculture Statistics in Support of SDGs (June 23, 2015)
- Dot Sampling Method Using Google Earth (June 23, 2015)

Other relevant documents

- AfDB (2015) Identifying Technical Assistance Needs for Improving Agricultural Statistics in African Countries, Statistics Department, AfDB
- Ministry of Agriculture, Indonesia (2015) Agricultural Statistics – Data Collection System by Centre for Agricultural Data and Information Systems (CADIS)
- Asia Pacific Commission on Agricultural Statistics (APCAS) (2014) FAO – the New Strategic Framework and the Role of Statistics - Asia and Pacific Commission on Agricultural Statistics 25th Session (February 2014)
- Space Research and Remote Sensing Organization, Bangladesh (SPARRSO) (2014) Crop Estimation, Analysis and Monitoring System (CEAMONS)
- Japan International Cooperation Agency (JICA) (2014) – Agricultural Routine Data System (ARDS) Flow Diagram in Tanzania
- DFID (2011) Supporting the Implementation of the Global Strategy for Improving Statistics for Food Security, Sustainable Agriculture and Rural Development (December 2011)
- AfDB (2011) Improving Statistics for Food Security, Sustainable Agriculture and Rural Development – An Action Plan for Africa 2011-2015 (May 2011)
- World Bank (2010) Global Strategy to Improve Agricultural and Rural Statistics - Report No. 56719 – GLB (prepared by World Bank, FAO and the UN)
- World Bank (2010) Global Strategy to Improve Agricultural and Rural Statistics- Report of the Friends of the Chair on Agricultural Statistics, Presented in UNSC 41st Session February 23-26, 2010
- World Bank (2009) Living Standards Measurement Surveys on Agriculture

Appendix 2. People consulted

Global level stakeholders

- DFID
 - Mr Neil Jackson – Chief Statistician
 - Mr Kenny Bambrick - Statistics Advisor
- Bill and Melinda Gates Foundation
 - Dr Stanley Wood – Senior Program Officer, Ag. Development Program
- FAO, Rome
 - Mr Pietro Gennari – Chief Statistician and Director of Statistics Division
 - Ms Charlotta Oqvist – CSS (Fund Administrator for GS)
- Global Office of the Global Strategy
 - Mr Christophe Duhamel – Global Office Coordinator
 - Ms Consuelo Senoret - Programme Officer
 - Ms Carola Fabi – TA and Training Coordinator
 - Dr Naman Keita – Research Coordinator Consultant
 - Ms Nora De Falco – Communication Consultant
- World Bank
 - Ms Haishan Fu – Director, Development Data Group
 - Mr Alberto Zezza – Senior Economist, Development Research Group
 - Mr Gero Carletto – Lead Economist & Manager LSMS
- USDA
- Mr Mark Miller - NASS
 - Ms Sarah Hoffman, International Program Office, NASS
 - Ms Nicole Norris – Agricultural Statistician, NASS
 - Ms Karla Kouldelka – Agricultural Statistician, NASS
 - Ms Susan Waage – FAS (Tanzania PASA)
- Others

- Mr Romeo Soon Recide, Philippines Statistical Authority
- Ms Philomena Harris - Statistician, CARICOM
- Ms Irina Goryacheva, CIS-STAT
- Mr Mohammed Barre – Regional Statistician, FAO RO Near East

African Development Bank, Cote D’Ivoire (August 3-5, 2015)

- Mr Oliver Chinganya, Division Manager, ESTA, AfDB
- Mr Stephen Bahemuka, Task Manager for Global Strategy, AfDB (based in Kenya, interviewed by phone from Lusaka, Zambia)
- Mr Vincent Ngendakumana,, Project Coordinator Global Strategy, Consultant
- Mr Adam Abdoulaye, Technical Assistance Consultant (based in Tunisia)
- Mr Arnaud Lath, Consultant Global Strategy – Administration and Finance Officer
- Ms Estella Mensah Addiko, Consultant Global Strategy – M&E Officer (currently in Ghana)
- Mr Marcel Ouattara, “Long-term” Consultant Global Strategy (based in Burkina Faso)
- Mr Kanyi Mensah, “Long-term” Consultant Global Strategy (based in Togo)
- Mr Hassan Serghini , “Long-term” Consultant Global Strategy (based in Morocco)

UNECA

- Mr Issoufou Seidou Sanda – African Centre of Statistics, UNECA (in Rome and by Skype)

Ghana (August 6, 2015)

- FAO RAF
 - Mr Bukar Tijani, Assistant Director-General/ FAO Regional Representative for Africa
 - Mr James Tefft – Senior Policy Officer
 - Mr Berhanu Bedane Male – Animal Production and Health Office (SRO West Africa)
 - Mr Eloi Ouedraogo, FAO Regional Statistician (on Skype)
 - Mr Ulrich Nyamsi, Consultant on Global Strategy Research Component
- Ghana Statistical Service
 - Mrs Philomena Nyarko - Government Statistician
 - Mr Anthony Amuzu Snr. - Head, Survey Organization & Census Directorate/ Head, Statistical Training Institute
 - Mr Baah Wadieh - Deputy Government Statistician, Technical Support
 - Mr Anthony Amuzu Pharin – Head of Social and Demographic Section
 - Mr Kwadwo Asante Mensah – Head of Administration Directorate
 - Mr Peter Peprah – Head of Field Operations and Logistics Section
- Ministry of Food and Agriculture
 - Mr Francis Dzah, Head, Agriculture & Environment Statistics Section
 - Mr Sidney Nii Oko Bampe Addo, Ministry of Food and Agriculture (also the National Coordinator for Global Strategy)

Rwanda (August 10-14, 2015)

- FAO Rwanda
 - Mr Attaher Maiga – FAO Representative
 - Mr Otto Muhinda - Assistant FAO Representative
 - Ms Jeanne d’Arc Mukamwiza Matuje– Programme Assistant
- Development Partners
 - Mr Tom Bundervoet – Senior Economist, World Bank
 - Mr Valence Mwumvaneza – Agricultural Economist, World Bank
 - Mr Tim Wilson, Associate Economic Affairs Officer, Sub-regional Office East Africa, UNECA

- Ms Daya Bragante, Head of Cluster on Sub-Regional Initiatives, Sub-regional Office East Africa, UNECA
- Ms Lynn MacDonald – Statistician, DFID Rwanda
- Mr Aimable Ntukanyagwe – Country Program Officer, IFAD
- Mr Diego Zurdo – Head of Section for Rural Development, EU Delegation
- Ms Fina Kayisanabo – Officer, Economic Growth, USAID Rwanda
- Dr Innocent Matabishi – Agribusiness Advisor, Dutch Embassy
- National Institute of Statistics of Rwanda (NISR)
 - Dr Murangwa Mago Yusuf – Director General
 - Mr Manzi Sebastien – Director Economic Statistics
- Ministry of Agriculture (MINAGRI)
 - Mr Semwaga Octave – Director General Planning
 - Mr Dushimayezu Bertrand – Statistician
- Others/Private Sector
 - Mr Narcisse Ndagijimana – Chamber of Farmers, Private Sector Federation
 - Mr Twizere Jean de Dieu – National Cooperative Confederation of Rwanda

Tanzania (August 17-19, 2015)

- National Bureau of Statistics (NBS)
 - Dr Albina Chuwa – Director General
 - Mr Titus Mwisomba – Head of Agriculture Statistics Department (Focal Point for GS)
 - Dr Morrice Oyuke – Director, Economic Statistics Directorate
- Ministry of Industry and Trade (MIT)
 - Mr Odilo Majengo, - Director of Trade Promotion and Marketing
 - Mr Genya C Genya – Statistician (Focal point in the Ministry of Agricultural Statistics)
 - Mr Christoph Ansari – Principal Trade Officer
- Ministry of Agriculture, Food Security and Cooperatives (MAFC)
 - Mr Oswald M. Ruboha – Assistant Director, Monitoring, Evaluation and Statistics
 - Mr Elias Martin Masunga - Economist
- Ministry of Livestock and Fisheries Development (MLDF)
 - Mr Salimu R Mwinjaka – Principal Livestock Officer
 - Mr Silver D. Mlaw – Principal Statistician
 - Mr Longin Nsiima - Principal Livestock Officer
- Eastern Africa Statistical Training Centre, Tanzania
 - Prof Innocent Ngalinda, Rector
- Development Partners
 - Ms Elizabeth Talbert, Senior Statistician, World Bank
 - Dr Frederick Kivaria, Assistant FAO Representative, FAO
 - Mr Minoru Homma, JICA
 - Mr Harold Carey – Economic Growth Officer, USAID Tanzania (phone)

Bangladesh (August 23-28, 2015)

- FAO Representation in Bangladesh
 - Mr Mike Robson –FAO Representative
 - Dr Nur Ahamed Khondaker – Assistant FAO Representative (Programme)
 - Mr Mohammed Amirul Islam – Lead National Consultant (AMIS)
 - Mr Shamim Ahmed Choudhury – National Consultant (Programme)
 - Ms Halima Neyamat – Programme Officer
 - Bhupesh Roy – Registry Officer

- Bangladesh Bureau of Statistics (BBS) – Ministry of Planning
 - Mr Mohammed Abdul Wazed – Additional Secretary/Director General
 - Mr Baitul Amin Bhuiyan – Deputy Director General
 - Ms Salima Sultana, Director Agriculture wing
 - Mr Bidan Baral – Joint Director Agriculture Wing and AMIS
 - Mr Mohammed Akhter Hassan Khan – Programme Director (PASDAC Programme)
 - Mr M.A. Mannan Howlader – Addl. Secretary, Statistics and Informatics Division
 - Ms Kaniz Fatima NDC Secretary, Statistics and Informatics Division
 - Mr Md. Abdul Halim – Deputy Director Agriculture Wing
- Bangladesh Meteorological Department (Ministry of Defence)
 - Mr Md. Shah Alam – Director
 - Mr Md. Shameem Hassan Bhuiyan – Project Director (1st Class Meteorological Observatory at Five Places)
 - Mr Shamsudeen Ahmed – Deputy Director, National Warning Centre
 - Mr Mahanaz Khan – Deputy Director, Agro-meteorological Centre
- Department of Agricultural Extension (Ministry of Agriculture)
 - Kbd Md. Zakir Hossain – Deputy Director (Project Implementation and Evaluation)
- Department of Fisheries (Ministry of Fisheries and Livestock)
 - Mr Syed Arif Azad – Director General
 - Sk Mustafizur Rahman – Principal Scientific Officer (Director)
 - Mr Kazi Mofizul Hoque – Statistical Officer
- Department of Livestock Services
 - Md Ruhul Amin – Livestock Statistical Officer
 - Mr Avijit Kumar Modak – Scientific Officer
 - Dr Swapan k. Paul – Deputy Director
 - Dr. MD. Mehedi Hossain – Head Epidemiology Unit
 - Mr S.M. Rafiur Rahman – FAO Consultant
- Department of Agricultural Marketing (Ministry of Agriculture)
 - Md Abdur Rashid – Deputy Director (MI)
 - Md Mahboob Ahmed – Joint Secretary, Director of Department of Agricultural Marketing
 - Mr Anarul Kabir – Deputy Chief (P&D)
- Bangladesh Space Research & Remote Sensing Organization (SPARRSO)
 - Hafizur Rahman – Chief Scientific Officer and Head, Agri Division
 - Sukumar Dutta – Senior Engineer
- Food Planning and Monitoring Unit (Ministry of Food)
 - Hajiqlul Islam – Research Director
- USAID Bangladesh (Economic Growth Office)
 - Mr M. Shahidur Rahman Bhuiyan – Senior Food Security & Ag. Policy Advisor
 - Ms Kathryn Begeal – Agriculture Officer - Economic Growth Office
 - Mr Muhammad Nuruzzaman – Project Management Coordinator - Economic Growth Office

Indonesia (August 31 – September 4, 2015)

- FAO Representation in Indonesia (FAOR)
 - Mr Mark Smulders – FAO Representative in Indonesia
 - Ms Oemi Praptantyo - Assistant FAOR
 - Ms Verra Syam – Office Assistant
- Badan Pusat Statistik
 - Mr Adi Lumaksono – Deputy Chief Statistician for Production Statistics
 - Mr Happy Hardjo – Director of Food Crops, Horticulture, and Estate Crops Statistics
 - Mr Edison Ritonga – Director for Livestock, Fishery and Forestry Statistics

- Ir Solimah – Statistician, Head of Horticultural Statistics Sub Directorate
- Mr Kadaramanjo – Head of Food Crop Statistics
- Mr Lomi Hajar – Head of Forestry Statistics
- Mr Sigit Pumona – Head of Fishery Statistics
- Ms Riko Arifianto – Staff, Fishery Statistics
- Mr Achmad Dahlan – Staff Livestock Statistics
- Ms Nita Indrajari – Staff of Forestry Statistics
- Ms Eka R. Pattinama – International Relations and Cooperation Division
- Mr Umi Hajar – Head of Forestry Statistics
- Ministry of Agriculture
 - Ms Anna Astrid Susanti – Statistician CADIS
 - Ms Rhendy Kencanaputra Widiyanto – Statistician – Center for Agricultural Data and Information System (CADIS)
 - Ms Anny Kumala – DG of Food Crops
 - Ms Rina Ade – DG of Animal Health and Livestock
 - Ms Noviati – CADIS
 - Dr Ir. Leli Nuryati – Head of Commodities Data Division
 - Ir Dewa Ngakan Cakrabawa – Head of Non-Crops Data Division – CADIS
 - Mr Widhiyanti Nugraheni – Statistician – Directorate General of Horticulture
 - Ms Susico Novianto Damarjati – Staff at Directorate of Crops Estate
 - Mr Asep Udin – Staff at Directorate of Crops Estate
 - Mr Ismatullah Salim – Staff International Cooperation - Directorate General of Livestock and Animal Health Services
- Directorate of Planning Bureau – Policy Formation Division – MOA
 - Mr Zainul Azmi – Head of Regional Planning sub-division
- Centre for Fisheries Data and Information – Ministry of Marine Affairs and Fisheries
 - Dr Ismayanti – Head of Data and Statistics - Centre for Data and Statistics and Information
 - Mr Muhammad Anas - Data and Statistics Sub-Directorate
 - Mr Bayu Aji - Data and Statistics Sub-Directorate
 - Ms Rennisca Ray Damanti - Centre for Data and Statistics and Information
 - Mr Krisna Fehy Rahmantlya – Center for Data and Statistics and Information
- Centre for Forestry Data and Information (Ministry of Environment and Forestry)
 - Dr Yetti Rusli – Executive Director, Indonesia National Climate Change Advisory Board
 - Ms Anna Tosiani - Statistician
 - Mr Yenny Syafrina - Deputy Director
 - Ms Siswati - Statistician
- WAMTI
 - Mr Joko Ferry Chadaryanto – Deputy President
 - Mr Agusdin Pulungan – Chairman
- Indonesian Chamber of Commerce and Industry (KADIN Indonesia)
 - Ms Rahardjo Jamtomo – Executive Director
 - Ms Juan Permata Adoe – Vice Chairman (Food Processing, Farm Agribusiness and Tobacco Industry)
- Bogor Agricultural University
 - Dr Khairil Anwar Notodiputro - Professor, Department of Statistics
 - Dr Bagus Sartono – Professor, Secretary of Department, Department of Statistics
- USAID Indonesia
 - Dr Donald Tambunan – Project Management Specialist (Agriculture)
 - Mr Yusak Oppusunggu – Program Specialist
- Australian Aid
 - Mr Jim Tomecko – Senior Advisor
 - Mr Daniel Nugraha – Program Director

- Basai
- Ms.Lulu Wandhani – Senior Program Manager – Rural Development Unit – Development Cooperation – Department of Foreign Affairs & Trade – Australian Embassy Jakarta
- Ms Astari Widiastomo – Program Officer
- World Bank
 - Ms Noriko Toyoda – Senior Government Specialist

**FAO Regional Office for Asia and the Pacific (FAORAP), Bangkok, Thailand
(September 7 – 9, 2015)**

- Mr Villi A Fuavao – Deputy Regional Representative for Asia and the Pacific
- Mr Dalip Singh – Statistician, GSRO
- Mr Anthony Burgard – Consultant, GSRO
- Mr Yohei Kunikane – Technical Officer (Agricultural Statistics)
- Mr Andrew Sobey – Regional Programme Officer and Budget Holder
- Mr Mukesh – Senior Statistician
- Mr Allan Nicholls – GS Regional Coordinator, Asia and the Pacific (on Skype on 11/8/2015)

Asian Development Bank, Manila

- Lakshamn Nagaraj Rao – Statistician (phone)

United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)

- Ms Margaret Guerrero – Director of Statistical Institute for Asia and the Pacific (SIAP), (Skype)
- Dr Yanghong Zhang – Statistician, Statistical Development and Analysis Section, Statistics Division (ESCAP)



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