



**GLOBAL STRATEGY FOR IMPROVING AGRICULTURAL STATISTICS  
*IMPLEMENTATION PLAN FOR AFRICA***

**Proposals on the Technical Assistance Component**

**September 2010**

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## Acronyms

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ADP:	Accelerated Data Program
AFCAS:	African Commission for Agricultural Statistics
AfDB:	African Development Bank Group
ASCC:	African Statistical Coordination Committee
ASPS:	Agricultural Sector Plan for Statistics
BMGF:	Bill and Melinda Gates Foundation
CoDG:	Committee of Directors-General
FAO:	Food and Agriculture Organization of the United Nations
FASDEV:	Forum on African Statistical Development
FoC:	African Friends of the Chair
GIS:	Geographical Information System
GMDTFAS:	Global Multi-donor Trust Fund for Agricultural Statistics
GPS:	Global Positioning System
GSC:	Global Strategy Coordinator
GSIO:	Global Strategy Implementation Office
IDA:	International Development Association
ILO:	International Labor Organization
ISI:	International Statistical Institute
IT:	Information and Technology
LSMS:	Living Standard Measurement Survey
MAPS:	Marrakech Action Plan for Statistics (MAPS)
MDAs:	Ministries, Departments and Agencies
MDG:	Millennium Development Goals
M&E:	Monitoring and Evaluation
MfDR :	Managing for Development Results
NASC:	National Agricultural Statistics Committee
NASS:	National Agricultural Statistical System
NSC:	National Strategy Coordinator
NSOs:	National Statistical Offices
NSS:	National Statistical Systems
NSDS:	National Strategy for the Development of Statistics
OECD:	Organization for Economic Co-operation and Development
PARIS21:	Partnership in Statistics for Development in the 21 <sup>st</sup> Century
RAF:	FAO Regional Office for Africa
RSS:	Regional Strategy Secretary
RRSF:	Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF)
RSTC:	Regional Steering Committee
SSPS:	Sector Strategic Plan for Statistics
StatCom-Africa:	Statistical Commission for Africa
TA:	Technical Assistance
TWG:	Technical Working Group
UN:	United Nations

UNECA: United Nations Economic Commission for Africa  
UNESCO: United Nations Educational, Scientific and Cultural Organization  
UNSD: United Nations Statistics Division  
WB: World Bank  
WHO: World Health Organization

## Executive Summary

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Over the last score of years, African countries have received in aggregate a lot of assistance for statistics. This assistance has been mainly in form of funds and technical assistance (TA). The TA has come from regional organizations, bilateral and multilateral donors and international organizations. It has also come in various forms. Initially and for a long period of time, TA was delivered through long-term advisers employed in technical cooperation projects funded by the development partners. Thus census and survey experts were recruited and sent to recipient countries to work on a census or survey or some other statistics capacity building project for some time. These projects were directed at building national capacity and lasted for several years. With the increasing availability of national expertise and reduced resources for TA, the pattern changed to short-term assistance using external consultants.

There is consensus that the state of statistics has improved over the years on account of the volume of TA received. In particular, statistical production has improved in several of the countries, countries statistical offices now have substantial skills in survey management, and survey information is starting to be more systematically archived and available to users. However, recent studies show that this improvement has, by and large, been uneven and has not been commensurate with the quantum of the assistance the countries have received over the years. A number of factors go to explain why this has been the case, including directing TA at meeting urgent short-term data needs especially to inform the donor supported projects and programs rather than to meet national needs and longer-term development of sustainable capacity for statistics; lack of coordination and prioritization of TA; and in some countries, TA did not meet one of its important objective of transferring know-how and technical expertise on counterparts. The said studies also show there is still demand for TA.

The international community has formulated a Global Strategy to Improve Agricultural and Rural Statistics to provide a framework and methodology that will lead to the improvement of national and international food and agricultural statistics to guide policy analysis and decision making in the 21st century. The formulation of the strategy was in response to: (i) declining quantity and quality of agricultural statistics and the need to provide data to support emerging data requirements mainly on biofuels, the environment, global warming, and adds the requirement for the data systems to be integrated; a lack of direction regarding data requirements posed by the MDG's, but also to guide policies regarding food vs. bio fuels, global warming, the environment, and food security; conclusions of the independent external evaluation of the FAO which called for improvements. Africa has taken leadership in implementing the Global Strategy by designing an implementation plan that includes 3 inter-related components, namely technical assistance, training and research as well as supportive governance mechanism.

Building on the Global Strategy, previous assessments undertaken on agricultural statistics in Africa, the ongoing work in countries on the design of the National Strategy for the Development of Statistics (NSDS), etc. a project framework for the TA component is presented, cascading from the statement of goal to outcomes to outputs and activities. In addition, key stakeholders in agricultural statistics are identified with a view to mainstreaming them in the statistical system

and prospects for sustainability are presented based on the principles of ownership, use of existing structures, mainstreaming project activities in the national statistical system and ensuring donor support. Risks to and assumptions about the project are identified and presented. Factors to ensure the success of the project are identified.

In order for TA to have impact, a case is made for designing and delivering TA using based on the UN Guiding Principles for Technical Cooperation for Statistics and the Paris Declaration on Aid Effectiveness. A TA delivery system is established and elaborated. It builds on four pillars: (i) level of agricultural statistical development relative to other countries in the region – a preliminary assessment is done, leading to grouping countries into 4 categories – fragile states, other countries with low level of development of agricultural statistics, countries with medium level statistical development and countries with higher level of statistical development. A more detailed assessment is provided for; (ii) leveraging existing structures at regional, sub-regional and national level, and strengthening them where they are weak; (iii) harnessing collective regional capacities using peer support mechanism and also using South-South cooperation; and (iv) using international experts with knowledge and working experience in statistical development work in Africa.

A large-scale project of this nature requires a well adapted periodic review system involving all key stakeholders. A monitoring and evaluation system has been proposed. It will ensure that the project is being implemented properly and that is on course to realize outputs and outcomes within the schedule and budget. Each of the implementation structures will ensure that activities under their respective responsibility are undertaken as scheduled and planned, monitored and evaluated. On a regular basis, current and cumulative progress reports indicating physical progress, procurement activities and expenditures (disbursement and accounting practices) in accordance with the requirements of the institution managing funds and donors will be produced. The monitoring and control plan will need to be kept updated as new information will become available.

The management of risks identified will also require their monitoring and controlling throughout the entire project lifecycle while that a relevant response plan will be adequately implemented. For this purpose, a Risk Log of all the unresolved problems (residual risks) and risks associated with the problems which may arise during a project will need to be maintained in order to keep them on track and maintain control over them. At the completion of the project, a comprehensive appraisal of the project will be conducted. This will cover an audit work of the project as well as an evaluation of the quality of the delivered outputs. Lessons learned will be compiled, reported and archived for a future possible reference. The procurement closure and/or releasing resources will be properly done.

A relevant and dynamic communication system will be established throughout the entire project lifecycle ensuring an easy, transparent and timely flow of information between stakeholders. Moreover, the activity plan will require periodic reviews and progress assessment in order to decide on adjustments to the results matrix, the work plan and budget, and other elements of the project, as appropriate. For this reason, project progress reports and timely updates will be issued, and regular review meetings involving concerned stakeholders (including implementation structures) organized on a timely manner.

A detailed work plan has been prepared, detailing all key activities to be undertaken, by whom and when. Also a budget has been prepared. The initial estimation of the budget needed for this first phase of the Global Strategy Implementation Plan for Africa will be about US\$ 50 million. Of this amount, the cost of the activities to be executed in the course of the implementation of the TA component of the Strategy (from 2011-2015) is estimated at US\$ 24 million. About 78% of the budget is for the national level activities and 22% for the regional one.

# Section 1

## Background Information and Justification

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### 1.1 Background Information

#### 1.1.1 Introduction

Technical assistance (TA) or cooperation for statistics comprises the exchange and development of know-how and technical expertise in order to build capacities to produce and use statistics. The scope of activities is wide, ranging from informal contacts in international working groups and meetings to in-depth programs to improve statistics. To be successful, it needs to be undertaken as a partnership between the various involved organizations, who should share common goals<sup>1</sup>. Over the last score of years, African countries have received in aggregate a lot of assistance for statistics. This assistance has been mainly in form of funds and technical assistance (TA). The TA has come from regional organizations, bilateral and multilateral donors and international organizations. It has also come in various forms.

#### 1.1.2 Technical assistance to statistics by regional organizations

The main regional organizations that have provided TA to statistics in Africa are the African Development Bank (AfDB), African Capacity Building Foundation (ACBF) and the United Nations Economic Commission (UNECA). The African Union Commission (AUC) has lately built up capacity and is becoming a key player in statistical development in Africa. It is expected that these institutions will continue to play a leading role in providing technical assistance. Of the four institutions, the UNECA has provided TA to African countries longest, having established statistics as one of its main programs on its inception in 1958.

#### *United Nations Economic Commission for Africa (UNECA)*<sup>2</sup>

The first decade of the existence of the UNECA coincided with the post-independence period of the majority of African countries. During this period, UNECA put special emphasis on laying the foundation for institutional and human development across the region. Statistics was one of UNECA's first programs. The Conference of African Statisticians was established as a technical committee in 1959. This conference was later expanded to become the Joint Conference of African Planners, Statisticians and Demographers in 1979 and subsequently, the Committee of Development Information (CODI) in 1997. The current committee is the Statistical Commission for Africa (StatCom-Africa) established in 2007 following ECA's repositioning exercise that also created the African Centre for Statistics in 2006 with division status. By the early 1990s, UNECA had launched five regional technical assistance programs, with the support of bilateral and multilateral organizations. These programs covered censuses, household surveys, national accounts, statistical training, and overall statistical development. However, the amount of UNECA's technical assistance to African countries

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<sup>1</sup> UN Principles on Technical Cooperation for Statistics, UN Statistical Commission, N.Y. 1999

<sup>2</sup> ECA and Africa: Fifty years of partnership, ECA, 2008.

declined when funding from the United Nations Development Program (UNDP) and the United Nations Population Fund (UNFPA) for the Commission's major regional co-operation programs ceased in 1993 due to strategic changes in the operations of these organizations. Resources assigned to statistical activities in UNECA declined accordingly. Since 2006 when the African Centre for Statistics was established, UNECA has allocated more resources to revamp the statistical function including human resources.

UNECA has supported the strengthening of capacities for statistical development at the national, sub-regional, and regional levels, through the promotion of the development of improved and integrated statistical databases in support of decision-making and policy formulation, monitoring, and evaluation. It has also supported capacity building and strengthening of African countries in various areas of statistical development through advisory services and missions to countries, strategy development and group training activities, preparation and adaptation of handbooks and manuals, and coordination of technical cooperation. Several forums under the auspices of UNECA have been dedicated to statistics. These include the Advisory Board on Statistics in Africa (ABSA), which advised on the coordination of statistical activities at national, sub-regional, and regional levels; the Committee on Development Information (CODI), which advised on statistical development in Africa; and the Forum on Statistical Development in Africa (FASDEV)<sup>3</sup>, which strengthens collaboration among major stakeholders.

#### ***The African Development Bank (AfDB)***<sup>4</sup>

The African Development Bank (AfDB) is a multilateral development bank involved in the promotion of economic development and social progress in regional member countries (RMCs). It is an international organization specialized in development issues, in fruitful partnership with its 24 non-regional partners drawn from the Americas, Asia and Europe, and a vast network of development institutions. Established in 1964, the Bank began operations in 1966.

The AfDB concentrates on Africa, enabling it to maintain close contact with its interlocutors everywhere in RMCs, and to demonstrate sensitivity to African problems and challenges in its programs. Thus, it plans to play an essential role on such sensitive policy issues as governance. Through its Statistics Department, the AfDB is contributing to the effective development of the statistical capacity and systems of its RMCs for the provision of timely and reliable data for policy formulation, implementation and evaluation as well as the monitoring of progress towards achieving the MDGs and Poverty Reduction Strategies.

Over the last several years, the AfDB has steadily intensified its statistical capacity building activities in African countries motivated by the need for reliable and up-to-date data for better measuring, monitoring and managing for development results. Accordingly, the AfDB has emerged as the largest regional sponsor of statistical activities and the largest regional provider of technical assistance for capacity building in statistics in terms of both its own financial resources and the resources it raises and manages from other sources. The AfDB finances stand-alone statistical projects and statistical components incorporated in other projects, including multi-year projects.

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<sup>3</sup> FASDEV is a forum of national, sub-regional, regional, and international organizations that seek to strengthen cooperation for statistical development in Africa.

<sup>4</sup> AUC, AfDB and UNECA, Strategy for the Harmonisation of Statistics in Africa (SHaSA), 2010.

The bank's activities have, so far, focused on improving the availability and quality of data and on strengthening the institutional capacity of African countries with a view to producing these data. These efforts were further bolstered in September 2004, following the approval of a grant of UA 14.75 million, equivalent to US\$ 22 million, by the African Development Fund (ADF) Board of Directors to support the Bank's program to strengthen statistical capacity in African countries within the context of the International Comparison Program for Africa (ICP-Africa)<sup>5</sup>. The program aimed at strengthening statistical capacity on the continent in order to meet urgent demand for reliable and timely data to support the monitoring of progress on the MDGs, poverty reduction strategies, the NEPAD initiative and the results agenda for development effectiveness.

The evaluation of the performance of the ICP-Africa program showed, *inter alia*, that<sup>6</sup>:

- Prior to the ICP-Africa, budgetary, material and manpower constraints forced countries to undertake surveys for compiling Consumer Price Indexes (CPIs) largely in the capital cities. Moreover, the products covered were also limited and not well specified. With support from ICP-Africa, countries were able to expand the geographical coverage of the surveys to other cities and rural areas, increase the product coverage, improve training of data collectors, improve CPI data validation process and their CPI product specifications, improve data analysis, etc. In short, the program led to improvements in price statistics in terms of geographical coverage, exhaustiveness, timeliness and meta data;
- Before the ICP surveys, most of the participating RMCs (about 60%) had already made the transition from the 1993 system national account (SNA68) to SNA93, to varying degrees. However, the ICP surveys resulted in substantial enhancement in the implementation of SNA93 by RMCs. This was mainly due to the technical capacity and material support provided to countries by AfDB. In particular, “..... a lot of clarity and guidance as well as financial support facilitated the engagement and training of additional manpower and purchase of survey data processing and logistical equipment. To varying degrees, most countries have sustained the improvements in national accounts towards compliance with the SNA93 as a result of the ICP”<sup>7</sup>.
- Under the ICP, a lot of statistical capacity was built through training including training organized by NSOs at country level (*for enumerators and supervisors*), and training of coordinators and statisticians in seminars and workshops organized by AfDB at regional and sub-regional levels. A total of 458 statisticians were trained in ICP price statistics methods and 105 in ICP methods on GDP compilation and breakdown. In addition, 180 other statisticians attended ICP regional and sub-regional workshops.
- Under the ICP-Africa, the RRSF described above was prepared and endorsed by stakeholders. The bank's statistical capacity building support program provided the platform for supporting financially and through technical assistance the design and/or updating of the NSDS in 15 RMCs.

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<sup>5</sup> The International Comparison Program for Africa (ICP-Africa), 2004-2007, was part of the global International Comparison Program (ICP) launched in 1970 as a global statistical initiative to generate comparable price and expenditure data to facilitate cross-country comparisons of GDP and its sub-aggregates in real terms without price and exchange rate distortions. The 2005 round of ICP covered over 140 countries including 48 countries in Africa. In the previous ICP round of 1993, 22 African countries out of a total of 118 countries globally participated in the program.

<sup>6</sup> Evaluation of performance of the ICP-Africa in the context of Bank group statistical capacity building in RMCs, Department of Statistics, AfDB, May 2008.

<sup>7</sup> *Ibid.*

At the request of RMCs to AfDB to scale up support to countries following the successful implementation of the statistical capacity program under ICP-Africa, the Board of Directors of AfDB approved in November 2008 an ADF Grant UA 17.85 million, equivalent to US\$ 27.8 million to implement Phase II in 52 RMCs. The program mainly focused on activities with Regional Public Goods characteristics including (i) **methodological development work** to generate a statistical infrastructure and approach that fit the African environment; (ii) **adaptation of international statistical standards** to suit local conditions in RMCs and conducting training workshops on these standards; (iii) **harmonization of data generation practices and standards** to ensure comparability of data across RMCs and with the rest of the world; and (iv) **training of RMC officials** for strengthening statistical capacity. The bank is selective in its interventions and assumes a leadership role for such activities as national accounts, Purchasing Power Parity (PPP) statistics, NSDS design, infrastructure statistics, and MDG monitoring.

In addition to the above program and as part of the global agenda on Managing for Development Results, the Bank is making considerable efforts to strengthen both its own capacity and the capacity of its regional member countries (RMCs) to manage for, monitor and report on development results that reflect country priorities. In this regard, the Bank has since 1st January 2008 systematically required the incorporation of a standardized set of indicators that measure the most recurrent outputs and intermediate outcomes achieved through Bank operations. Following the development and approval of appropriate guidelines in May 2010, this requirement has now become mandatory for all Bank operations. Operations submitted to the Board after the approval of these guidelines must include relevant core indicators in the project log frame and must arrange for data collection. To this end, the Bank makes it mandatory that efforts are made to ensure that adequate capacity is developed to generate the requisite data and monitor project indicators at the country level. Following international best practice, the Bank will henceforth allocate at least two percent of a project's total cost on monitoring and evaluation efforts, both to build country capacity and to collect data as part of project implementation. The Bank will allow for higher allocations where projects are deemed complex or where existing statistical systems are weak.

Similarly, the bank has developed and manages databases on economic, social and development cooperation statistics in Africa in collaboration with the bank's RMCs as well as regional and international agencies such as the UNECA, the IMF, the OECD, the UN, and the World Bank. This makes the AfDB the primary source of relevant, reliable and timely data on African development processes, starting with the data generated from its current management of the Africa component of the International Comparison Program (ICP-Africa).

Finally, the AfDB is proposing to establish an **African Statistical Development Institute (ASDI)** as a central institution and main implementing agency for statistical capacity building activities in Africa. It will fill the coordination gap by facilitating the harmonization of statistical programs across the various agencies and countries and eliminate the futility of having different statistical approaches and thus unify the continent around a set of common statistical development goals and principles. It will, among other things, be responsible for coordinating the design and implementation of policies, strategies and guidelines outlined in the African

Charter on Statistics and the RRSF<sup>8</sup>. It will reinforce the current efforts of continental, regional and sub-regional organizations by providing leadership in the coordination of statistical development activities at continental, regional, sub-regional and country levels. This will help to significantly improve the effectiveness of statistical development work in African countries. The ASDI will also serve as a centre of excellence and a first port of call for all types of development data on African countries.

### *African Union Commission*<sup>9</sup>

The African Union Commission has lately become an active player on statistical development in Africa. Taking advantage of its link with political leadership, it has ably taken on the role of advocating for statistics at high political level and raising political commitment to statistical development. In this connection, it led the initiative to design the **African Charter on Statistics**, a significant initiative on statistical development in Africa. The Charter was developed to serve as a legal instrument to regulate statistical activities and to serve as a tool for advocacy and development of statistics in Africa. As highlighted by the African Union Commission (AUC) Chairman, the Africa Charter on Statistics “*will serve not only as a legal instrument to regulate statistical activity but also as a tool for advocacy and the development of statistics in Africa. ... It stands as a code of professional ethics and best practices for the exercise of the profession of statistician in Africa. ... The Charter also beckons African policy makers to base the formulation, monitoring and evaluation of policies on facts observed. Statistics should be considered as an essential public asset in any decision-making process*”.

The historic step undertaken by the decision-making organs of the AU to call for the elaboration of the charter was triggered by the realization that deficiencies in statistical information in Africa were hampering Africa’s development and integration processes. In particular, it was noted that although some significant progress had been made in statistical development in Africa due to several initiatives, there still remained a gap between data demand and supply; and that the quality of statistical information on some key development indicators by and large remains unsatisfactory.

The specific objectives of the Charter are to:

1. Serve as a policy framework for statistics development in Africa, especially the production, management and dissemination of statistical data and information at national, regional and continental levels;
2. Serve as advocacy tool and instrument for statistical development in the continent;
3. Ensure improved quality and comparability of the statistics required to monitor the economic and social integration processes in the continent;
4. Promote adherence to fundamental principles of production, storage, management, dissemination and use of statistical information in the African continent;
5. Contribute to enhancing coordination of statistical activities and statistics institutions in Africa, including coordination of partners’ interventions at national, regional and continental levels;

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<sup>8</sup> Reference Regional Strategic Framework for Statistical Capacity Building in Africa.

<sup>9</sup> AUC *et al*, *opt cit*.

6. Build institutional capacity of statistics authorities in Africa thus ensuring their autonomy in operations, while paying particular attention to adequacy of human, material and financial resources;
7. Serve as a reference framework for the exercise of African statistician profession, professional code of ethics and best practices;
8. Promote a culture of evidence-based policy formulation, monitoring and evaluation;
9. Contribute to improved and effective functioning of the African statistics system and experience sharing; and
10. Ensure that there is no duplication in the implementation of statistics programs.

Building on the UN Fundamental Principles of Official Statistics, the Charter seeks to promote six (6) principles, namely:

- Professional independence
- Quality
- Mandate for data collection and resources
- Dissemination
- Protection of individual data, information sources and respondents, and
- Coordination and cooperation

The Charter was adopted by the 12th Ordinary Session of the Assembly of Heads of State and Government of the African Union held in Addis Ababa, Ethiopia, on 3rd February 2009. Arrangements for the implementation of the Charter at country level are under study.

### ***African Capacity Building Foundation (ACBF)<sup>10</sup>***

The African Capacity Building Foundation (ACBF) is also a new player in statistical development in Africa. The ACBF is an independent capacity-building institution sponsored by the World Bank, the AfDB, and the United Nations Development Program (UNDP), which has recently started to support statistical capacity building through financial assistance.

Enhancement of statistical and monitoring capacity is one of the Foundation's core competence areas. The Foundation is collaborating with African Governments, regional and sub regional organizations and other development partners, to re-build and strengthen the capacity of African National Statistical Systems (NSSs) to improve statistics for measuring development outcomes and to assist sub-Saharan African Governments and private sector to make informed decisions.

In this connection, ACBF was investing in statistical and monitoring capacity development to:

- address the need for production and availability of timely and reliable data to support policy formulation, monitoring and evaluation, thus supporting evidence-based policy making;
- contribute in measuring of development investments;
- enhance accountability and transparency; and
- enhance effectiveness of development initiatives and programs.

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<sup>10</sup> Statement by ACBF at the Workshop for Permanent Secretaries on Statistical reforms and development in Zimbabwe, Harare, 25 August, 2010.

The instruments available at ACBF to support statistical and monitoring capacity development include:

- Grants for supporting national and regional projects
- Knowledge products
- Knowledge Networks - The National Statistics TAP-NET (STATNET) is ACBF's global network of African and non-African professionals with vast knowledge in the strengthening and monitoring of national statistics and statistical capacity for good governance and national development.

Support to statistical capacity building projects in a number of countries aims to supporting reforms and modernization processes for the respective country's NSS through capacity development interventions to enhance institutional and human capacity. In addition, the Foundation has also invested in statistical initiatives with regional scope and in collaboration with regional/international institutions. Projects at regional level focus on strengthening standardization and harmonization of statistical systems, guidelines and methodologies to enhance the quality, consistency and comparability of statistical data across the African region.

It is reported that in 2009 (according to the survey to assess the demand for ACBF products and services and emerging capacity development issues), the majority of stakeholders supported ACBF's continued intervention in strategic areas with support for statistics identified as a strategic area for ACBF intervention and support. Demand and relevance of ACBF support to statistical and monitoring capacity is expected to inform future ACBF interventions in this core competence area.

### *African Statistical Coordination Committee*

The role of regional organizations in statistical development in Africa will not be complete without mentioning the African Statistical Coordination Committee (ASCC). In 2007, the four institutions (AfDB, AUC, ACBF and UNECA) formally established the **African Statistical Coordination Committee (ASCC)** to enhance their collective contribution to Africa's statistical development. Afristat and RECs were later co-opted as members.

Since its establishment, the ASCC has done a lot to enhance coordination of statistical work in Africa. Under ASCC, capacity building workshops have been jointly organized, joint missions have been undertaken to countries, etc. Also under the ASCC, AUC, AfDB and UNECA have been producing a joint African Statistical Yearbook (ASYB) since 2009. The ASYB offers prospects for data harmonization and integration in Africa. Plans are also underway to establish a joint African Statistical Database that will be mirrored in each organization. Under the aegis of the ASCC, the AUC led the initiative to formulate the Strategy for the **Harmonization of Statistics in Africa (SHaSA)** to make quality harmonised statistical information available to users on all areas of integration to provide for better formulation and effective monitoring of integration in line with the timetable of the African integration process. Its purpose is to contribute to the establishment of an integrated Africa, with one voice, that constitutes a dynamic force on the world stage. The overall objective of the Strategy, therefore, is to provide harmonised quality information and statistical data, produced regularly and on time, and covering all aspects of political, economic, social and cultural integration in Africa.

SHaSA is structured around four pillars, each containing strategic objectives, which comprise a number of strategic initiatives. The pillars are:

- To Produce Quality Statistics for Africa
- To Coordinate the Production of Quality Statistics for Africa
- To Build sustainable Institutional Capacity of the African Statistical System
- To promote a Culture of Quality Decision-making

A Committee of Director Generals (CoDG) of National Statistical Offices (NSOs) in Africa was established to act as the Steering Committee for SHaSA.

These efforts will not only lead to efficiency in production of data on Africa but will also lead to significant progress in terms of data comparability.

### **1.1.3 Bilateral and multilateral donors, and international organizations<sup>11</sup>**

#### ***Bilateral donors***

Bilateral donors include Canada, France, Norway, Portugal, Sweden, the Department for International Development (United Kingdom), and the United States Agency for International Development which fund large statistical development programs in Africa. Bilateral donors provide support in the following ways:

- Financial support (increasingly preferred by donors and partners), alone or pooled/basketed with other donors or through other agencies (for example, by funding AFRISTAT, AFRITACs, PARIS21 or the TFSCB).
- Direct technical assistance in the form of long or short term advisers (the donor own NSO is frequently the executing agency for this work).
- Training, including workshops on statistics-related issues and on-the-job training.
- Development and installation of software products for statistical processing and databases.
- Large-scale surveys, such as DHS (Demographic and Health Surveys), MICS (Multiple Indicator Cluster Survey), integrated household budget surveys and censuses.

Statistical capacity building is not listed among the main sectors that other bilateral donors support, nor is it identified as a cross-cutting theme of any importance. However, several donors are moving in the direction of raising the priority of statistical capacity building in their policies, following recent moves toward evidence-based policymaking and decision-making and the monitoring of outcomes<sup>12</sup>. It was concluded in the RRSF that given the influence of bilateral and international organizations, a higher priority for statistical capacity building on their part- either as a separate sectoral activity or as a larger part of priority sectoral programs - would help better support statistics in African countries.

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<sup>11</sup> UNECA, AfDB, World Bank and PARIS21, Reference Regional Strategic Framework for Statistical Capacity Building in Africa: Better statistics for improved development outcomes, Addis Ababa, Ethiopia, 2007.

<sup>12</sup> *Ibid.*

### *Multilateral organizations*<sup>13</sup>

The multilateral agencies include the IMF, the World Bank, the European Union and PARIS21 which have over the years provided significant support for statistical capacity building in Africa. Of these, the World Bank and European Union are heavily involved in the development of agricultural statistics.

*World Bank:* The World Bank collects and disseminates statistical data related to development, and helps its member countries improve their statistical capacity to support development processes. Major statistical products of the World Bank include World Development Indicators, statistics on external debt, published in Global Development Finance, and the Atlas of the Millennium Development Goals. The World Bank has hosted the Global Office for the recent round of the International Comparison Program, which has resulted in new estimates of purchasing power parities worldwide. Support for statistical capacity building is guided by the Marrakech Action Plan for Statistics. Major global partnership efforts supported by the World Bank's Development Grant Facility include the Health Metrics Network, PARIS21, the International Household Survey Network, the Accelerated Data Program, the 2010 World Program of Population Censuses, and the UNESCO Institute of Statistics. The World Bank also works with the IMF to implement the General Data Dissemination System, and in particular manages a program to help countries in Anglophone Africa to implement their plans for improvement.

At the country level, assistance with statistical capacity building is addressed through the World Bank's strategic support for client countries. As well as using regular investment products of the Bank, countries may utilize specially designed programs for statistical work to access investment resources and expertise. The first of these, the Trust Fund for Statistical Capacity Building, is a multi-donor fund that provides grants to developing countries to help improve statistical systems. It is especially useful for countries that wish to develop a National Strategy for the Development of Statistics. The second is the STATCAP lending program, which provides a mechanism to help countries access regular World Bank investment products to support statistical capacity investment, including concessional credits and grants for countries eligible for support from the International Development Association. A requirement for investment through the STATCAP program is that countries have a comprehensive National Strategy for the Development of Statistics. Typical activities of a STATCAP project are improvements to the institutional framework; development of human capacity in statistical work; improvement of statistical and physical infrastructure of statistical services; improvement of information and communication technology; and data collection, analysis and dissemination.

Additionally, the World Bank helps countries implement specific household survey programs, such as the Living Standards Measurement Study surveys, and the Core Welfare Indicator Questionnaire surveys that provide data to measure and understand poverty in developing countries.

*European Union:* The Statistical Office of the European Communities (Eurostat) Eurostat was given its name in 1959 but its forerunner can be traced back to the creation of the Statistics

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<sup>13</sup> 2009 Global Directory of partners in statistical capacity building, PARIS21 & OECS, Paris, France, 2009.

Division of the Coal and Steel Community in 1953. Eurostat's mission is to provide the European Union with a high-quality statistical information service. Within this overall remit its task is to provide the European Union with statistics at European level that enable comparisons between countries and regions to define, implement and analyze Community policies. It also plays a coordinating role within the wider European Statistical System which is taken to include all of the statistical offices, ministries, agencies and central banks in EU Member States that collect official statistics.

Eurostat manages the implementation of the European Statistical System and takes the lead on coordinating common methods and standards. It takes also an active role in building statistical capacity in countries outside the EU and has established a set of cooperation programs that deal with different groups of countries including Africa. Statistical co-operation with these countries is targeted to the particular needs of the country or region concerned. However, it will usually consist of the co-ordination, design, management and implementation of cooperation programs at both the national and the regional / multi-country level. For sub-Saharan Africa, Caribbean, Latin America and Asia Eurostat's intervention focuses on regional statistical programs and it provides support to the EC delegations charged with the implementation of these programs. Eurostat has a strong interest in transferring statistical expertise to beneficiaries through training and is well-placed to mobilize statistical expertise within the European Statistical System. It has developed statistical software tools, such as ERETES and Eurotrace (used respectively for the compilation of national accounts and international trade statistics), which are used in a large number of developing countries. The provision of this software is supported through training and the creation of users' networks. Finally, Eurostat plays a coordinating role regarding EU Member States' support for statistics in developing countries and an advisory group with national experts has been established for this purpose. A major task of this group is to coordinate support to strengthen statistical capacity in sub-Saharan Africa.

**PARIS21:** PARIS21 is a unique global partnership of national and international statisticians, development practitioners, policy makers, analysts and other users of statistics who are committed to making a difference to the contribution of statistics to development processes. It was established on African Statistics Day following an international meeting held in November 1999 by the European Commission, the IMF, OECD, UN and the World Bank. PARIS21's goal is to develop a culture of evidence-based policy making and implementation in developing countries which serves to improve governance and government effectiveness in reducing poverty and achieving MDGs.

The consortium is owned by over 300 members who include policy makers and statisticians, international organizations, professional bodies and academic institutions from both donor and developing countries. PARIS21 helps countries through:

- Statistical advocacy: Promotes the recognition of the important role of statistics in development and poverty reduction;
- Documentation: Develops and widely distributes documents and materials, targeting different audiences and purposes, to provide guidance to countries on statistical advocacy; assists in mobilizing resources for regional statistical development programs; and provides assistance to individual countries in the design and implementation of their National Strategy for the Development of Statistics.

## *The UN family – The case of FAO*

The UN family including its specialized agencies such as FAO, UNICEF, UNFPA, etc. has also played a significant role in providing technical assistance to countries. Lately, the UN Statistics Division has provided increased assistance to Africa after a period of reduced activity. In this report, we focus on the FAO, the UN lead agency in agricultural statistics which gave TA to countries to build capacity to undertake decennial agricultural censuses and annual agricultural surveys using recommended international standards.

At the time it was created in 1945, the Food and Agriculture organization of the United Nations (FAO) was mandated to “*collect, analyze, interpret and disseminate information relating to nutrition, food and agriculture*” (*Article 1 of the FAO Constitution*). It was also mandated to assist member countries with collection, analysis, interpretation and dissemination of agricultural data and information. This mandate was given further emphasis by subsequent conferences including the **1989 World Conference on Agrarian Reform and Rural Development**, and lately, the **1996 World Food Summit**. The World Conference on Agrarian Reform and Rural Development recommended that socio-economic indicators for monitoring and evaluation of programs on agrarian reforms and rural development be developed in member countries. The World Food Summit Plan of Action highlights information as one of the priority areas in achieving food security.

The main focal points in the organization for carrying out the above are the **Statistics Division** in the Economic and Social Department, **Fishery Information, Data and Statistics Unit** in Fisheries Department, **Forestry and Planning Division** in the Forestry Department and the **global information system of water and agriculture (AQUASTAT)** developed by the Land and Water Development Division.

The Statistics Division, among other things:

- assembles, analyzes and disseminates statistics and related meta data on world food and agriculture and prepares annual food supply assessments in all countries;
- produces statistical methods and standards in agricultural statistics for use by countries;
- assists in development and improvement of food and agricultural statistics by providing advice and assistance to member countries in: agricultural censuses; systems of agricultural statistics; institutional strengthening; statistical data processing and statistical databases; training and capacity building; and improving food consumption statistics and derived indicators;
- provides technical inputs in the form of short-term expert and consultant services, short-term and practically-oriented training activities to build statistical capacity, and equipment and supplies;
- emphasizes that a National Statistical Development Strategy should have sector components where relationships with line ministries are specified and strategy to develop sector statistics are defined.

The Surveys and Statistical Development Service of FAO’s Statistics Division provides technical support to countries through FAO’s Field Program. The main areas of support are: agricultural censuses; on-going systems of agricultural statistics and institutional strengthening; agricultural statistics for food security and early warning information systems; statistical data processing and

statistical databases; and, training and capacity building. It also coordinates the work program of the statisticians in regional and sub-regional offices and supports FAO regional statistical activities. FAO has a post of Regional Statistician at the FAO regional office in Accra and a statistician in the sub-regional office in Cairo. These are direct contact points for country requests for assistance.

Current funding for statistical capacity building comes from the FAO regular program of technical cooperation, extra-budgetary sources, an FAO/World Bank initiative for strengthening agricultural statistics for poverty reduction, and from the FAO Investment Center which funds statistical and other services using World Bank funds.

FAO has prepared the program for the 2010 round of agricultural censuses. A new agricultural census methodology has been developed following a review of country experiences and an evaluation of data needs. The agricultural census will be the centre piece of the system of integrated agricultural censuses and surveys, with the agricultural surveys to be carried out based on sampling frames provided by the agricultural census. A modular approach is to be used for the agricultural census. A core census module, to be carried out on a complete enumeration or large sample basis, will provide data for a small number of key items; and one or more census supplementary modules, to be carried out on a sample basis, will collect more in-depth data. The latest World Program for the Census of Agriculture (WCA 2010), presented in the publication "*A System of Integrated Agricultural Censuses and Surveys, Volume 1, World Program for the Census of Agriculture 2010*", (SDS No. 11) provides countries with a flexible approach to the collection of structural agricultural data on a variety of subjects.

FAO's Statistics Division has launched the CountrySTAT project to provide countries with methodologies, including software, for compiling, verifying, validating, organizing, analyzing and disseminating their national data related to agriculture and food for the purpose of facilitating data use by national policy-makers and researchers. CountrySTAT enables countries to set up statistical modules for collection, processing, and dissemination. Countries will use tailored thematic modules as required for national policy or research. These modules will select data from various sources and combine them to analyze a particular theme or area. CountrySTAT has now been expanded to include regional institutions. The pilot case has been UEMOA (West African Economic and Monetary Union).

FAO sends experts to countries to deliver TA. Since 1996, it has been using **South-South Cooperation** to promote solidarity among the developing countries and to allow the recipient countries to benefit from the relevant experience and expertise of more advanced developing countries in the area of food production within the framework of the Special Program for Food Security (SPFS). The initiative is intended to encourage the provision of technical assistance from more advanced developing countries to specific recipient countries participating in the SPFS. It is reported that existing attempts at facilitating cooperation amongst developing countries have been only partially successful. The limited success is primarily attributed to the lack of financial support in funding transportation costs, allowances, research and feasibility studies and general implementation. The South-South Cooperation initiative seeks to address these shortcomings by combining the FAO, bilateral and multi-lateral support to the developing countries participating in the SPFS.

FAO also delivers TA through its **Technical Cooperation Program (TCP)** which was launched in 1976. The TCP is a part of FAO's Regular Program, financed from the assessed contributions of its Members. The Program aims to provide FAO's technical expertise to its Member countries through targeted, short term, catalytic projects. These projects address technical problems in the field of agriculture, fisheries, forestry and rural livelihood that prevent Member countries, either individually or collectively, from implementing their development programs. The aim of a TCP is to produce tangible and immediate results in the battle against hunger and to catalyze long-term changes.

#### **1.1.4 How has technical assistance been delivered?**

How has this TA been delivered and how effective has it been in terms of building capacities to produce and use statistics now and in the future? Initially and for a long period of time, TA was delivered through long-term advisers employed in technical cooperation projects funded by the development partners. Thus census and survey experts were recruited and sent to recipient countries to work on a census or survey or some other statistics capacity building project for some time. These projects were directed at building national capacity and lasted for several years. With the increasing availability of national expertise and reduced resources for TA, the pattern changed to short-term assistance using external consultants.

While there is consensus that the state of statistics has improved over the years, thanks to TA, this improvement has, by and large, been uneven and has not been commensurate with the quantum of the assistance the countries have received over the years. A number of factors go to explain why this has been the case, including the following:

##### ***Purpose of TA***

In many cases, TA has been directed at meeting urgent short-term data needs especially to inform the donor supported projects and programs rather than to meet national needs and longer-term development of sustainable capacity for statistics. In many ways, the TA was donor conceived, funded and driven and was not based on assessments of user requirements and relative priorities, including national, regional and international data needs. Also it was not part of an overall strategic framework and work program for national statistical development. The consequences of this were that:

- (a) TA did not confer ownership to national governments of activities started by donor conceived and funded projects. Indeed many such projects ceased when donor funding ended;
- (b) TA failed to enhance effective demand for data at political level and to enlist adequate funding and other forms of commitment from national governments under-resourcing the production and development of statistics;
- (c) There are also cases where TA distorted national priorities such as when parallel structures were established to collect needed data instead of strengthening and using existing structures;
- (d) In some of these cases, the authority/institutions were undermined because of new accountability systems established to meet the specific needs of a donor vis-à-vis accountability to national authorities. In addition some special remuneration regimes for

project staff vis-à-vis the rest of the staff in the organizations where the projects were based, did not create the right environment for harmony.

### ***Lack of coordination and prioritization***

Many recipients of TA lacked a framework for setting agreed goals and for coordinating and prioritizing TA from different donors. Thus different donors involved in TA had their own goals, targets and different criteria for judging the success of technical cooperation. As a result, there was no coordination between donors and between different players in the NSS in a proactive way to avoid duplication of effort and encourage complementarity and synergy. This led to duplication of efforts and a heavy reporting burden on recipients of TA as different donors had their own reporting formats and parallel reporting systems to external partners.

### ***Skills development***

In some countries, TA did not meet one of its important objective of transferring know-how and technical expertise on counterparts. Due to staff shortages, some countries let advisors work without counterpart staff to understudy them. Sometimes inappropriate counterpart staff were assigned to the advisors.

A recent thematic study of support to statistical capacity building commissioned as part of the evaluation of Paris Declaration on Aid Effectiveness and undertaken by Oxford Policy Management (OPM) found that while technical assistance achieved immediate objectives of meeting short-term data needs, it had had limited or even negative impact on long run statistical capacity and has done little to build competencies for results management in the countries. It also found that donor-driven agenda for giving support is more pertinent for donors' needs for data than for recipient country policy-makers' data needs, and that little support has been given for improving data use or results management in countries.

## **1.2 Justification**

### **1.2.1 The need for further technical assistance**

As pointed out above, a lot of TA has been received by African countries from different sources some of which were mentioned above. There is consensus that the state of statistics has improved over the years, thanks to TA. First, statistical production has improved in several of the countries studied. More statistics are available, and much of this has been supported by external partners. Second, developing countries statistical offices now have substantial skills in survey management. Third, survey information is starting to be more systematically archived and available to users. However, it has been observed that the said improvement has, by and large, been uneven and has not been commensurate with the quantum of the assistance the countries have received. Indeed several studies carried out in recent past, including the following ones, do lend credence to this statement.

The results of an evaluation of statistical development in Africa done in 2000 under the auspices of the United Nations Economic Commission for Africa (UNECA) shows that in many African countries, the quality of some data series leaves a lot to be desired. In particular, the evaluation found that there was lack of consistency, accuracy, timeliness and disaggregation in a lot of data

series including agricultural data series. It also found that there were serious data gaps and that existing statistical systems were inadequate to meet current and future needs for food and agricultural statistics, and that the systems were not sustainable in the long-term. The evaluation also identified lack of data quality as one of the reasons limiting data use in many countries. The results of the evaluation confirmed the results of data needs assessments done during the period 1997-2000 in some African countries in the context of the FAO/World Bank/USDA Initiative on Agricultural Statistics in Africa<sup>14</sup>.

In making the case for giving support to statistical capacity building in developing countries, the already mentioned thematic study of support to statistical capacity undertaken by Oxford Policy Management (OPM) in 2008 critiques the way the assistance is currently given. It argues that support to statistical capacity building has had limited or even sometimes negative effects on statistical capacity – it has been less relevant and well-targeted where<sup>15</sup>:

- Assistance has not been based on a comprehensive assessment of the problems and constraints facing the partner country statistical system.
- Efforts are focused on short-term data needs rather than system development.
- Attention has not been given to improving analytical capacity or data use in country.
- The focus has been mainly on household surveys to the detriment of other areas such as economic statistics or administrative systems and sector ministries.
- Assistance has concentrated too much on data collection, with the results analyzed by experts outside the country concerned.
- Limited human resources are spread too thinly, and too many data collection activities have been attempted.
- Activities have been poorly timed to produce data for national policy cycle deadlines. For example, the study found that very few poverty surveys delivered results in time to meet Poverty Reduction.

From these and other studies, it is clear that there is still demand for TA. The studies also show that such TA should be delivered in a way consistent with the UN Guiding Principles on Technical Cooperation and the Paris Declaration on Aid Effectiveness.

### **1.2.2 Global Strategy**

The United Nations Statistical Commission (UNSC) initiated the effort to develop a Global Strategy to Improve Agricultural and Rural Statistics during its 39<sup>th</sup> Session in 2008 and formed a working group to steer its development. The strategy was developed by a Working Group comprising representatives from Eurostat, the World Bank, FAO, the United States Department of Agriculture, and the International Statistical Institute. It was discussed at the Expert Meeting on Agricultural Statistics held in Washington, D.C., on 22 and 23 October, 2008, the UN Statistical Commission in N.Y in February 2009 and at the International Statistical Institute (ISI) Satellite meeting on agricultural statistics held in Maputo, Mozambique in August 2009.

The purpose of the Global Strategy is to provide a framework and methodology that will lead to the improvement of national and international food and agricultural statistics to guide policy

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<sup>14</sup> B. Kiregyera, A review of FAO Statistics Division, 2002.

<sup>15</sup> OPM briefing notes, 2009-05, OPM, U.K.

analysis and decision making in the 21st century. The formulation of the strategy was in response to:

- The declining quantity and quality of agricultural statistics and the need to provide data to support emerging data requirements mainly on biofuels, the environment, global warming, and adds the requirement for the data systems to be integrated;
- one of the outcomes of the 2007 International Conference on Agricultural Statistics held in Beijing, China which was that there was not only a lack of direction regarding data requirements posed by the MDG's, but also to guide policies regarding food vs. bio fuels, global warming, the environment, and food security;
- the conclusions of The Independent External Evaluation of the FAO which stated that "*the time has come for a total re-examination of the statistical needs for the 21st century and how they can best be met.*"<sup>16</sup>

The main lines of action covered by the Global Strategy include<sup>17</sup>:

- to identify a minimum set of indicators that reflect current core agricultural statistical needs and emerging requirements, including those from neighbouring domains;
- to provide a blueprint for a better integration of agricultural statistics in the national statistical system;
- to advocate for national statistical organizations and ministries of agriculture to obtain funding to meet the agreed international requirements;
- to establish a basis for statistical capacity building by identifying a set of methodological tools, and
- to establish coordination of donors' efforts to improve agricultural and rural statistics.

The strategy is based on three pillars, namely (i) the establishment of a minimum set of core data that countries will provide to meet the current and emerging demands, (ii) the integration of agriculture into the national statistical systems in order to meet policy maker and other data user expectations that the data will be comparable across countries and over time, and (iii) the foundation that will provide the sustainability of the agricultural statistics system through governance and statistical capacity building.

### **1.3 Structure of the report**

This first section of the document presents the main sources of TA with special focus on regional organizations and the FAO. It also describes the mode of delivery of the TA and critiques the TA that has been received so far. Section 2 gives the project framework that includes goal, outcomes, outputs and activities of the Implementation Plan. The Project Implementation itself is given in Section 3. Section 4 elaborates on the mechanism to monitor and evaluate the project progress and ensure the success.

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<sup>16</sup> Independent Evaluation of FAO's Work and Role in Statistics, June 2008

<sup>17</sup> ISI and Mozambique National Statistical Institute, Report of the ISI satellite meeting on agricultural statistics, Maputo, Mozambique, 13-14 October 2009.

## Section 2

### Project framework

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#### 2.1 Introduction

The Project Framework is the main part of the Proposal on Technical Assistance Component of the Implementation Plan for Africa of the Global Strategy for the Development of Agricultural Statistics. It builds on the Global Strategy, previous assessments undertaken on agricultural statistics in Africa, the ongoing work in countries on the design of the National Strategy for the Development of Statistics (NSDS), the Hammamet Conference recommendations, etc. This framework which is specific to TA, is part of the Global Framework that is given in the Global Proposal on Implementation Plan for Africa.

The Framework gives:

- impact/Goal, outcomes, outputs and activities of the Implementation Plan for Africa of the Technical Assistance;
- possible elements for Technical Assistance (TA);
- stakeholder analysis,
- sustainability, and
- risks and assumptions.

#### 2.2 Goal, outcome, outputs and activities specific to Technical Assistance

The SOW (Statement of Work) including the goal, the outcome, outputs and activities which are relevant and specific to the implementation of the TA assistance component is presented below. The corresponding results-based logical framework is presented in Annex 1.

##### Goal

The goal (development objective) of the component to support the development of the agricultural and rural economy through the implementation of the Global Strategy for Improving Agricultural and Rural Statistics in Africa that seeks to (i) establish a minimum set of core data to meet current and emerging demands; (ii) integrate agriculture into the national statistical systems; and (iii) improve governance of agricultural statistics systems and capacity building.

##### Outcome

More effective agricultural statistics systems in Africa developing in line with the recommendations of the Global Strategy. In particular, the outcome will include: improvements in the coverage and quality of the minimum core data set, focusing on both national and regional priority data needs; greater integration of agricultural statistics with national statistical systems; and the increased and sustained capacity of the systems to meet the needs of users in the future.

### ***Output 1***

TA component appropriately managed (at AfDB level)

#### *Activities*

- 1.1. Establishment of TA operational structures
- 1.2. Backstopping and Monitoring & Evaluation of the implementation of the project.
- 1.3. Assistance for the development of detailed national plans of actions.
- 1.4. Backstopping the implementation of the project.
- 1.5. Compilation and reporting on the aggregated regional minimum core data set.

### ***Output 2***

National capacity development programs established

#### *Activities*

- 2.1. Establishment of baseline information through a detailed assessment of specific country needs: questionnaire design, data collection, data processing, data analysis and reporting.
- 2.2. Development and establishment of capacity developments.

### ***Output 3***

Sector Strategic Plans for Agricultural Statistics designed

#### *Activities*

- 3.1. Adapting the “*Mainstreaming sectoral statistical system: a guide to planning a coordinated national statistical system*” to the agricultural sector.
- 3.2. Capacity building/training in using bottom-up approach to the SSPS on agriculture as part of the NSDS process (undertaking needs assessment, visioning, strategizing, action planning, M&E, etc.).

### ***Output 4***

Institutional and organizational capacities developed

#### *Activities*

- 4.1. Advocacy for agricultural statistics and statistical development in sectors: build skills, develop advocacy tools, materials and messages and create opportunities for advocating for agricultural statistics.
- 4.2. Support legal frameworks for agricultural statistics by establishing national statistical legislations (where they do not exist yet) and/or ensuring their alignment to other legal provisions (where they exist).
- 4.3. Advocacy and policy dialogue between government and development partners to mainstream agricultural statistics in sector development programs funded by governments as well as development partners.
- 4.4. Promoting and enhancing coordination for agricultural data production and use by:
  - Establishing mechanisms for continuous dialogue between agricultural data producers and user: through establishment of an Agricultural Statistics Coordination

Committees or Agricultural Data User-Producer Committees (where they do not exist yet) and/or strengthening it (where they exist);

- Assistance to come up with coordinating arrangements among data producers through establishment of Agricultural Data Producer-Producer Committees and national agricultural statistics work programs.

- 4.5 Assist countries build and sustain statistical capacity, including building survey infrastructure, IT infrastructure, training in new areas such as remote sensing, Geographical Information System (GIS) and Global Positioning System (GPS), e-learning/distance learning, developing and harmonizing curricula, etc.

### ***Output 5***

Agricultural data sources developed and harmonized

#### *Activities*

- 5.1 Assist countries to better plan and manage their agricultural censuses (as sources of benchmark agricultural data and indicators): by implementing the recommendation from FAO and USD that countries better coordinate the population and agricultural censuses for 2010 round, the 2010 World Census Program using the recommended modular approach and the program of inter-censal agricultural surveys.
- 5.2 Assist countries to design integrated survey frameworks and integrated databases.
- 5.3 Assist countries to review and audit methodologies and instruments in use for the production of agricultural administrative data.

### ***Output 6***

Required agricultural data harmonized, managed, produced, analyzed and disseminated

#### *Activities*

- 6.1 Assist countries to assemble, review, analyze and document good practices as well as existing agricultural datasets including causes of inconsistencies and discrepancies in agricultural data from different sources and propose how these may be reconciled.
- 6.2 Assist countries to verify the accuracy and reliability of the agricultural production data series.
- 6.3 Statistical support to data analysis on Research and Development.
- 6.4 Assist countries to establish and/or strengthen CountrySTAT as portal for national agricultural data dissemination.
- 6.5 Establish RegionSTAT (AfricaSTAT) at AfDB level.
- 6.6 Assist countries for the compilation reporting/dissemination of the minimum core data set

## 2.3 Possible elements for a Technical Assistance program

Technical assistance will be required from FAO and other international agencies to develop specific tools and guidance to help with this process. In this connection, four elements of a technical assistance program for Africa have been identified. These elements touch on other components of the program – training, and research and development.

The elements include:

- design of Sector Strategic Plans for Agricultural Statistics,
- development of institutional and organizational capacities,
- development and harmonization of data sources,
- data harmonization and management.

### Element 1: Design Sector Strategic Plans for Agricultural Statistics

There is international consensus that the design and implementation of the National Strategy for the Development of Statistics (NSDS) is the best way to build national capacity and strengthen statistics in support of national and international development. The NSDS is the leading action point (there are 6 action points) of the Marrakech Action Plan for Statistics (MAPS) and the overarching strategy of the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF). Many African countries have designed the NSDS or are in the process of designing one. Statistics at PARIS21 indicate that 21 African are currently implementing a strategy (5 of whom are also designing their next NSDS), and a further 17 have either designed strategies that await adoption or are in the process of designing one. Only two countries (Angola and Somalia) neither have a strategy in place nor are designing one; however, both have expressed plans to design an NSDS in the near future (PARIS21, 2008).

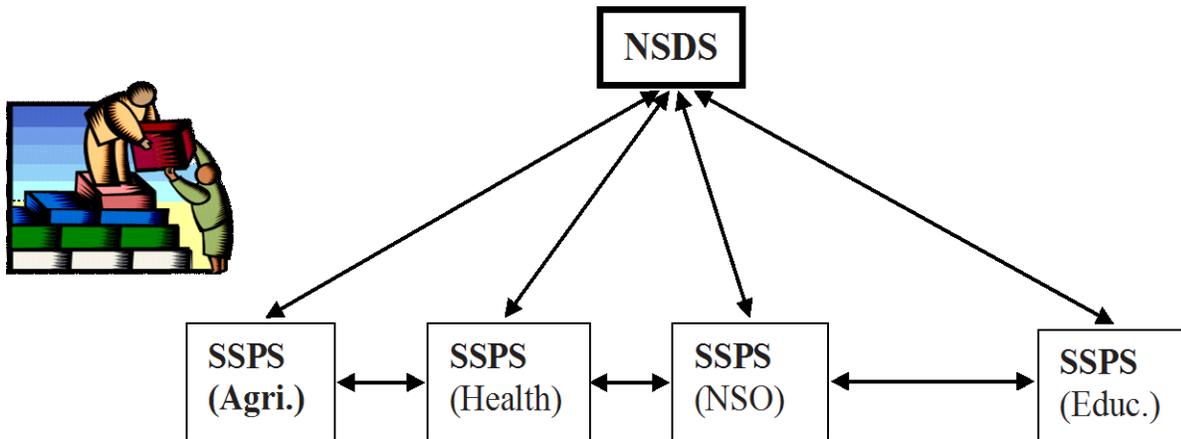
It is, however, important to mention that the NSDS is both an approach and a product, and the approach is as important as the product. There is also consensus that the bottom-up or sectoral approach to the design of the NSDS is the best way to integrate agricultural statistics into the NSDS. Using this approach, Sector Strategic Plans for Statistics (SSPS) are prepared and then used as building blocks for the overall NSDS (See Figure illustrated below). This approach will help to correct the situation where: (i) statistical capacity building has often focused on the NSOs to the neglect of the other producers of data, mainly sectors, (ii) linkages between sectoral statistics systems and between sectoral statistical systems and NSOs are inconsistent, informal and relatively weak, and (ii) there is little appreciation of the statistical activities of one sector with respect to others. This has made it difficult to develop shared goals and cross-cutting strategies and streamline institutional and coordination arrangements<sup>18</sup>. There is, however, little familiarity in countries with this new approach to NSDS design even after African Development Bank *et al* produced in 2007 the guidelines on mainstreaming sectors into the NSDS<sup>19</sup>.

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<sup>18</sup> AfDB *et al*, *opt cit*

<sup>19</sup> African Development Bank *et al* (2007), *Mainstreaming sectoral statistical system: a guide to planning a coordinated national statistical system*, Tunis, Tunisia and Paris, France

## Bottom-up approach to designing NSDS



In order to take advantage of international guidelines, other country experiences and expertise that are available nationally, TA will be required by countries to facilitate the NSDS design process. This helps to bring objectivity, international best practices and experiences from other countries to bear on the process. Key issues to be addressed by TA include:

- adapting the said guide to the agricultural sector (see item 5 below),
- capacity building/training in using bottom-up approach to the SSPS on agriculture as part of the NSDS process (undertaking needs assessment, visioning, strategizing, action planning, M&E, etc.). These issues are rarely covered in regular statistical training programs, if ever.

### Element 2: Development of institutional and organizational capacities

Most Africa counties have and continue to experience both institutional and organizational weaknesses in their statistical systems.

Institutional weaknesses include, among others:

- low levels of appreciation of the value and importance of statistics across society,
- inadequate political support for statistics,
- low priority and inadequate funding for statistics,
- inadequate institutional capacity (values and norms, bureaucracy, performance management and accountability, etc.), and
- inadequate coordination, collaboration, networking and information sharing and inadequate use of data for policy and decision-making)

Organizational weaknesses on the other hand include:

- capacity to manage strategically (connecting policy, strategy, products, resources - staff and funds),
- capacity to get cooperation from key stakeholders (other data producers, data users, data suppliers, development partners)

- capacity and skills to design, implement, analyse and report agricultural statistics, etc.

TA will be required to address the above weaknesses. In particular, TA will be sought by countries on a needs basis for the following:

**(a) *Advocacy for statistics and statistical development in sectors***

Statistical advocacy aims to create greater awareness especially among policy and decision-makers about the role of statistics, enhance demand for and use of statistics especially for results agenda in the sector. The advocacy message in sectors should emphasize the value of statistics to support development agenda, a holistic approach to statistical development, commitment to using statistics especially in improving development outcomes and commitment to invest in statistical production and development.

Statistical advocacy has not been well done in Africa either by sectors or the National Statistics Office due, *inter alia*, to lack of appreciation among statisticians of the potency of statistical advocacy, lack of skills, and inadequate advocacy tools, fora and opportunities to advocate for statistics. TA will come in handy to build skills, develop advocacy tools, materials and messages, and to create opportunities for advocating for statistics.

**(b) *Statistical legislation***

It is generally agreed internationally that a strong statistical legislation (Statistics Act, decree or proclamation as it is known in some countries) is a fundamental prerequisite for an effective statistical system<sup>20</sup>. As pointed out by Dennis Trewin (2002) (former head of the Australian Bureau of Statistics), “*sound legislation is crucial to a good statistical system as it:*

- *provides legitimacy and transparency to statistical operations,*
- *is necessary to provide public confidence in the statistical system – however, it is no sufficient; that depends on the actions of Ministers and senior people in the statistical system,*
- *Provides for continuity of arrangements as key personnel change often with different ideals and backgrounds”.*

In a number of countries in Africa, some national statistical legislations tend to be NSO-centric and not holistic in the sense of covering the whole NSS and yet, in addition to NSO, there will usually be government Ministries, Agencies and Departments (MDAs) that collect and compile statistical data including the Central Bank and some ministries using other legal provisions. It was reported that about 96% of the countries have a national statistical legislation and about 69% have a separate legal framework for agricultural statistics activities<sup>21</sup>. It is important that countries are supported to ensure an alignment between the national statistical legislation and the said other legal provisions.

**(c) *Mainstreaming agricultural statistics in sector development policies, programs and budgets***

<sup>20</sup> Consultative Seminar on Governance of National Statistical Systems, Singapore, May 28-30, 2003

<sup>21</sup> The State of Food and Agricultural Statistics System in Africa-2007,RAF Publications 2008/E, FAO Regional Office for Africa , Accra, Ghana December 2008

One of the factors inhibiting statistical development in sectors is that statistics is not mainstreamed in sector development policies, programs and budgets. In many countries, statistical activities are undertaken on ad hoc basis as and when resources are available or when specific data are required. Indeed in many cases, there is no dedicated budget for statistics in Ministry budgets. In these cases, a lot of statistical activities are funded by development partners and they have ceased when financial assistance has ended. All this has made building and sustaining statistical capacity in sectors a tall order.

It is crucial that countries are assisted through advocacy and policy dialogue between government and development partners to mainstream agricultural statistics in sector development programs funded by governments as well as development partners.

**(d) *Enhancing coordination***

Coordination between data users and producers is essential for advancing "*common understanding of policy issues and related data requirements, setting data priorities, clarifying the objectives for data collection and agreeing on the best methods for collecting data*" products (UNSD, 1991). Data users need to routinely specify their data needs, the form in which data are required (e.g. summary data in form of indexes, trends, rates, etc.), the detail the data should take (level of disaggregation), the time frame for data presentation (e.g. monthly, quarterly, annually) and to be informed on potential application for existing data. On the other hand, data producers need to indicate what data are available and their quality, how available data can be accessed, what data are expected to be collected, what problems are experienced in data production, etc. Above all, they need to promote use of statistical data and products.

In order to ensure that data users are clearly identified and that their needs are continuously assessed and synthesized, it is important to establish mechanisms for continuous dialogue between them and data producers. One such mechanism is an Agricultural Statistics Coordination Committee or Agricultural Data User-Producer Committee. In some countries this Committee has been established to provide direction and guidance in the development of agricultural statistics in the country. In some countries, it is chaired by a high-level policy maker e.g. a Permanent Secretary in the Ministry responsible for agriculture with the NSO providing the Secretariat. Membership of this committee usually include top policy makers and heads/directors of major agricultural data user and producer institutions in the country and the remit of the Committee could include:

- ◆ provision of policy guidelines on the development of agricultural statistics,
- ◆ assuring co-ordination between different institutions involved in agricultural statistics,
- ◆ reviewing progress in implementation of the work program on agricultural statistics,
- ◆ officially approving crop forecast and other agricultural estimates before they are released to the public.

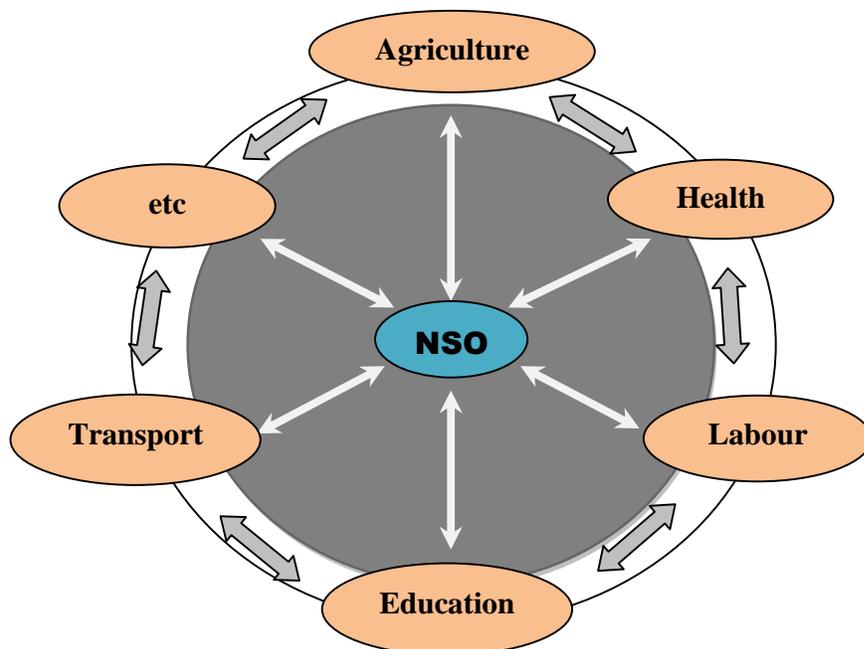
TA may be required to establish such Committees where they do not exist i.e. in 75% of the African countries (RAF, 2007. In the 25% of countries where the Committees exist, they need to be strengthened.

It is also important that there is coordination among data producers themselves. This will facilitate the badly needed:

- mutual support and reinforcement: In many countries of Africa, institutions and organizations are young, weak, under-resourced and vulnerable. They can derive mutual strength through partnerships;
- prevention of duplication of effort: Duplication often leads to inconsistent data and cost-inefficiency in utilizing scarce resources for statistical purposes. Principle 8 of the UN Fundamental Principles of Official Statistics states, “*Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system*”;
- avoid production of conflicting data or at least data that can be meaningfully related to each other. The need to produce comparable data arises because data users seek cohesion across all statistics, irrespective of their source;
- synergy: Synergy is described as a situation where the final outcome of a system is greater than the sum of its parts, and there is cost-effectiveness in utilization of scarce resources;
- avoid working at cross-purpose: Non-complementary work and inter-organizational rivalry which can sometimes be destructive;
- production of higher quality data across the system: Better coordinated NSSs are more likely to lead to improvement in the design of data collection methods and instruments;

This coordination requires that sectors and other data producers not only coordinate with NSO but also with each other as can be seen in the following figure. This is particularly crucial in agricultural sector where data are produced by different agencies. TA will be required to assist countries come up with coordinating arrangements among data producers and in particular to establish a Data Producer-Producer Committee, a national agricultural statistics work programs,

**Figure: Fully coordinated statistical system at national level**



(e) **Capacity building (training)**

Many African countries still lack the needed statistical capacity to supply needed statistics on a continuing basis using best statistical practices. There is lack of capacity at all stages of the data value chain – planning to collect data, data collection, data management including archiving, data analysis and reporting, and data dissemination and use. Lack of capacity has been due in part due to under-resourcing of institutions that collect and manage data and in part due to the focus on meeting short-term data needs even among donor-funded projects and programs vis-a-vis building capacity to meet current and future data needs. Lack of capacity has led to under-performance and loss of faith in the National Agricultural Statistical System to support policy and planning initiatives.

TA will be required to assist countries build and sustain statistical capacity through training. The Hammamet Conference identified the following as priority areas for TA to training in agricultural statistics:

- training at different levels such as primary and intermediate level,
- training trainers in new areas such as remote sensing, Geographical Information System (GIS) and Global Positioning System (GPS);
- training tools, e-learning, distance learning;
- decentralizing training to the different countries;
- developing and harmonizing curricula, as well as the actual training programs, make them more sustainable in local Universities and do this in conjunction with users.
- training both for existing staff and those being recruited into service;
- better targeting for in-service training programs; and
- advocating for agricultural programs to include some statistical training components.

It is important that capacity building goes well beyond training and includes also building survey infrastructure, IT infrastructure, etc. TA will be required in these other areas of capacity as well.

**Element 3: Development and harmonization of data sources**

Technical assistance will be given to countries to better plan and manage their census of agriculture programs as a source of benchmark agricultural data and indicators. In particular, countries will need to be assisted to:

- (i) implement the recommendation from FAO and the UN Statistics Division (UNSD) that countries better coordinate the population and agricultural censuses for the 2010 round. A review of past population censuses shows that only a limited number of countries have included specific data items related to agriculture in their population census questionnaire. Some countries have successfully coordinated the two censuses by attaching a small agricultural module to the population and housing census to identify rural and agricultural households and to provide a linkage between population and agricultural data. The population census will thus provide the basis for establishing a Master Sample Frame for censuses and sample surveys conducted in the inter-censal periods. Use of such a frame

avoids duplicative efforts of different organizations maintaining their own frames as a basis for selecting random samples<sup>22</sup>.

- (ii) Implement the 2010 world census program using the recommended modular approach in which:
  - Core census module would be implemented on a complete enumeration basis
  - Census supplementary module(s) would be implemented on a sample basis
  - Community level data collection would be undertaken
- (iii) Implement a program of inter-censal agricultural surveys covering, among others:
  - Inter-censal structural survey
  - Crop surveys
  - Livestock surveys
  - Aquacultural surveys
  - Farm management and cost of production surveys
  - Time use surveys

In addition to the above, countries will be assisted to design an integrated survey framework that, (i) provides an annual work program that is consistent from year to year, (ii) minimizes the required scope of censuses, (iii) recognizes that some data need to be collected more often than annually because of the seasonal nature of agriculture and the crop and livestock production cycles, (iv) takes into account the additional data sources that need to be included in the overall framework such as administrative data, remotely sensed data, community survey, etc.

The integrated survey framework should describe integration of the entire survey process including sample design, questionnaires, method of data collection, analysis, and estimation. The Master Sample Frame for Agriculture forms the foundation for the integrated survey framework. The final elements in the integrated survey framework are the indicators to be computed and their storage in an integrated database. The value of the integrated data base will increase over time as it grows. It will not only provide more analysis capabilities across time, it can be used to improve data quality by comparing survey information with census data or between surveys over time. The output of the aggregated values will be the input to CountryStat following its methods and principles<sup>23</sup>.

### ***Administrative data***

A lot of agricultural data come from administrative records including periodic reports compiled by extension staff. Governmental interventions such as subsidies, regulation, and legislation often require agricultural holders to report production information; land ownership and cadastral surveys provide useful information for constructing registers; food inspections, animal health inspections, and trade data provide input to the utilization accounts, etc. while administrative data is easy and relatively cheap to compile vis-a-vis censuses and surveys, the quality of some of the data collected from this source leaves a lot to be desired. For instance, it has often been

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<sup>22</sup> *Global Strategy to improve agricultural statistics, Draft, June 2009*

<sup>23</sup> *Ibid*

realized that in some countries, extension staff usually report targets they were supposed to meet rather than actual production levels. Moreover, some of them are not well trained to collect and manage agricultural data. Also there are a number of data gaps which have had to be filled by annual agricultural surveys and decennial censuses.

Administrative data sources have largely been given little attention in national statistical programs and perhaps are the weakest aspect of the Global Strategy. Technical assistance will be required to review methodologies and instruments in use and to periodically audit existing data for both systems. The datasets to be reviewed include key administrative systems and data (agricultural production data, health and nutrition data, etc), and census and survey systems and data. The overall purpose of the audit should be to promote continuous improvements in agricultural statistics by verifying that operational procedures and controls comply with the documented procedures and to determine their effectiveness in delivering products and services. The audit should determine whether the data sources and statistical techniques are available and can provide the basis for compiling data, and whether statistical outputs sufficiently portray reality. The audits should examine data sets from different sources, carry out plausibility checks and establish the extent to which they are consistent among sources and also through time. It should also involve some modelling to make sense of a number of relationships.

The audit should lead to a policy on data quality. The policy should, *inter alia*, spell out conditions under which data will be published. For instance, the policy may prescribe publishing data from a survey which registers less than 45% response rate or whose data are subject to unacceptably high sampling errors, etc.

It is important to mention that data consistency will also be achieved by deepening and broadening inter-institutional coordination and linkages; system-wide adoption and application of standardized concepts, definitions and classifications; and collecting data during the same period of the year.

#### **Element 4: Data harmonization and management**

Various assessments of national agricultural statistical systems in Africa have shown that among other deficiencies, existing agricultural data tend to be inconsistent between sources and in time, and also that the data are scattered among the institutions producing them. In these institutions, the data are stored in different media and are not readily accessible to users.

Technical assistance will be required to help countries to:

- assemble, review, analyze and document good practices as well as existing agricultural datasets including causes of inconsistencies and discrepancies in agricultural data from different sources and propose how these may be reconciled. This can be done along the lines of the Accelerated Data Program (ADP), a PARIS21 satellite program that aims to assist countries identify weaknesses and making short-term improvements to relevant statistical processes such as household surveys, in order to quickly obtain or improve estimates of key indicators, including those for the MDGs<sup>24</sup>;

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<sup>24</sup> PARIS21 and OECD, Counting down poverty: The role of statistics in world development, Paris, 2007.

- verify the accuracy and reliability of the agricultural production data series using information on agricultural prices, export volume and values, level and distribution of rainfall, household consumption survey data, etc. that could directly or indirectly explain the production levels/trends;
- Statistical support to data analysis, research and development;
- establish CountrySTAT<sup>25</sup> in countries and RegionSTAT<sup>26</sup> at AfDB (AfricaSTAT). CountrySTAT is a web-based information technology system for food and agricultural statistics at the national and sub-national levels. It provides decision-makers access to statistics across thematic areas such as production, prices, trade and consumption. This supports analysis, informed policy-making and monitoring with the goal of eradicating extreme poverty and hunger. Since 2005, FAO has introduced CountrySTAT in over 20 countries (including 17 sub-Saharan African countries) in Latin America, Africa and Asia. It is planned to expand further CountrySTAT and cover 13 more African countries during the next five years (2011-2015)<sup>27</sup>. Recently, CountrySTAT has embraced a regional dimension with the creation of RegionSTAT. UEMOA (West African Economic and Monetary Union)<sup>28</sup> has successfully piloted this initiative which is going to be expanded to other sub-regional organizations (EAC, etc.). It is important therefore that all those countries and sub-regional institutions be linked through an overall African dimension with a kind of AfricaSTAT to be based at AfDB. To have a comprehensive coverage, this would require that the remaining 23 countries also acquire CountrySTAT.
- assist countries for the reporting/dissemination of the minimum core data set.

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<sup>25</sup> See: [CountrySTAT.org](http://CountrySTAT.org).

<sup>26</sup> See: <http://stat.uemoa.int/regionstat/show.asp?gourl=home.asp&csname=uemoa>.

<sup>27</sup> FAO (2010), Phase II – CountrySTAT for Sub-Saharan Africa “Consolidation, Extension and Development of the CountrySTAT System for Sub-Saharan African Countries”, Concept Note/08-21-10AM.

<sup>28</sup> The UEMOA counts 8 member countries: Benin, Burkina Faso, Cote d’Ivoire, Guinea Bissau, Mali, Niger, Senegal and Togo.

## 2.4 Stakeholder analysis

It is important that stakeholders in the agricultural statistical system are identified and the nature of their stakes, roles and interests are outlined. This will help to assist in the design of systematic ways to broaden and deepen engagement with a wide range of stakeholders. The following table summarizes the stakeholder analysis.

*Table 1: Stakeholder analysis for agricultural statistical systems*

Stakeholders	Interests	Likely impact on their interests with the development of agricultural statistical systems
Planning authorities (Ministries of Planning, Planning Departments in sectoral Ministries – agriculture, health, education, labor, environment, water, etc.)	Wish for good statistics to help them: Make good evidence-based policies and decisions Justify and illustrate the results of former policies and decisions, so highlight successes Monitor implementation of poverty reduction strategies (PRSs) and other development programs track progress in key policy and development areas To build an accurate picture of what is happening at local, regional and national levels	A strengthened agricultural statistical system will lead to: better diagnosis of development issues more informed policies, plans and programs better identification of vulnerable groups especially the poor, disabled, women and children and better targeting of interventions better monitoring and tracking of progress in achievement of stated objectives, goals and targets.
Local Governments	To influence Ministries and central government to accelerate transfer of resources away from the centre to local governments,  Planning, implementing and monitoring development at lower levels of government in countries.	Improved planning, implementing and monitoring development at lower levels of government in countries.
Research and training institutions including Universities	They are providers, analyzers and users of data. As so much of their core work is concerned with effective statistics, they should be a very interested party.  They are also likely to be involved in training statisticians and given the nature of resource levels, may be looking at this work as a potential way of increasing their level of resources.	A strengthened statistical system will lead to: improved prospects in participating in various data collections at NSOs, line ministries, etc. availability of better data for analysis of developmental issues better meet demand for cross-cutting analyses improved access to data and especially micro data when databases in line ministries are up and running increased opportunities to train

		<p>statisticians and data analysts increase revenue from training and publication activity</p>
<p>Private Sector Organizations</p>	<p>Want to receive accurate information to:          assess product demand (population and income data are crucial)          assess investment opportunities, risks and prospects and be able to inform external interested parties about investment in a country          plan and make decisions</p> <p>May be prepared to pay for statistical products to the extent that they are relevant and up-to-date.</p> <p>Have no time to look everywhere for statistics. Keen on collecting statistics from one source to be accessed with minimum bureaucracy.</p>	<p>A strengthened statistical system should lead to:          better availability of official statistics          quicker access to official statistics especially when the NSO sets up a national databank, line Ministries develop accessible databases and more statistics are disseminated using the Internet.</p>
<p>Multi-lateral donor agencies</p> <ul style="list-style-type: none"> <li>• World Bank</li> <li>• IMF</li> </ul> <p>Bilateral donors</p> <p>UN Agencies (UNDP, UNICEF, FAO, UNFPA, UNESCO, WFP, UNAIDS, WFP, ILO, etc.)</p> <p>Regional institutions/organizations</p>	<p>Will want accurate statistics to give them a picture of what's going on in a country and to assist them to assess requirements for assistance and/or participation in development initiatives (how they should allocate their resources)</p> <p>Will also want statistics to monitor performance of the programs they support</p> <p>They want statistics to report on their activities in the country and for international and regional reporting e.g. on progress towards the MDGs.</p> <p>Are very interested in building statistical capacity and effectiveness, very much in line with international and regional target setting approach and the MDG's</p> <p>Will want NSS to be cost-effective and if possible, developed in such a way so that it is internationally and regional comparable.</p>	<p>A streamlined and better coordinated statistical system will send the right signal to donors to provide assistance to the country in a coordinated manner</p> <p>The NSDS will provide a mechanism for coordinating donor response to challenges of statistical development in the country.</p> <p>A strengthened statistical system will provide better statistics to donors to better assess requirements for assistance and to provide assistance in a coordinated and synergic manner.</p>
NGOs	<p>May see the statistical system as a way of integrating statistical production they have commissioned into the mainstream of</p>	<p>More systemic approach will assist in finding correlations between different areas and also give them better access</p>

	government figures and evidence.  Will also be interested in stakeholder meetings and in the possibilities of influencing government and other agencies	to government and other agencies.  Will have limited time and resources so may need to be led into the process so will really value effective communication.
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**2.5 Sustainability**

It is crucial that the activities started by the project not only have impact in terms of capacity built but also that they are sustainable when the project ends. The following will be done to increase the prospects for sustainability:

***Ownership***

Stakeholder ownership of the project and its activities will be actively promoted throughout the life cycle of the project. In particular, key stakeholders in the African Statistical System (ASS) will be mainstreamed in the implementation of the Strategy. Ownership leads to more commitment, creativity, imagination, innovation, productivity, and domestic fund raising both by the private sector and governments . It is well known that ownership and participation are essential for successful strategic management and the key to the success of any strategy. After all, “*People support what they help to create*”.

***Use of existing structures***

To the extent possible, the existing structures of the African Statistical System will be used instead of creating parallel structures. These structures include the Statistical Commission for Africa (StatCom-Africa), Committee of Directors-General of African National Statistics Offices (CoDGs), African Statistical Coordination Committee (ASCC), African Commission for Agricultural Statistics (AFCAS), Regional Economic Communities (RECs), Sub-Regional Organizations (SROs) and National Agricultural Statistics Committees (NASCs). These structures are briefly described in the next section.

***Mainstreaming project activities in NSS***

Countries and organizations will be encouraged to implement project activities as part of their current activities in agricultural statistics supported by their respective governments. This will be done through extensive advocacy among high level policy and decision-makers.

***Donor support***

Given the global nature of this Strategy, it is expected that funding the program will continue to receive attention from donors. As the project makes progress, countries will gain relevant experience and data collection efficiencies will be enhanced thereby reducing the cost of producing similar data in future.

Over time, producing the minimum core data will constitute routine activities of NSSs in the countries and will be integrated into RECs/sub-regional statistical programs as well. At the regional coordination level, it is expected that this work will become part of the statistical activities of the Bank Group and other regional organizations.

## 2.6 Risks and assumptions

Possible and important risks (uncertain events or conditions) that may have some probability to occur and would have significant negative effects (threats) on meeting the project objectives related to components such as schedule (time), cost, scope or quality performance, have been identified. Together with corresponding descriptions and mitigating measures that would minimize their impact on the success of the project are presented in Table 2 below.

The assumptions, however, are basically the conditions needed to achieve results after the risks have been managed. For this reason, they have been defined for each activity and included within the logical framework (see Annex 1).

**Table 2: Risks to project outcomes**

Identified risk drivers	Description/Discussion	Mitigating measures
<b>1. Methodological and technical risks</b>		
1.1 Different country specificities and disparities in Technical Assistance (TA) needs	Agricultural statistical systems and TA needs are not the same across countries	Prioritization of TA activities according to the grouping of countries with similar NASS and/or needs
Difficulties in promoting and using new/unfamiliar methodologies and/or technology	New methodologies and techniques for data collection/processing and analysis may be difficult to adopt and use in some countries	Testing widely and under different environment new methodologies and techniques Training national staff in the use of new/unfamiliar methodologies and/or technology
Inadequately skilled personnel		Training national staff in the use of new/unfamiliar methodologies and/or technology
<b>2. Project management risks</b>		
2.1 Complexity of the project: TA is cross-cutting in terms of it being required in other components such as training and methodological research	Problems to coordinate the implementation plan of the TA component	The three components to be managed in a strict partnership, collaboration and cooperation between FAO, AfDB and UNECA
2.2. The project schedule may be too aggressive		To revise and update it as more relevant information will be available
2.3. The project budget may have been underestimated estimated		To revise and update it as more relevant information will be available

2.2 Weak M&E system at country level	At country level, the M&E system does not always exist or operate efficiently	To assist countries to develop and implement an appropriate M&E system
2.3 Weak risk management system	If all possible risks are not regularly monitored, evaluated/controlled, and mitigated, they may arise and compromise the success of the project	To put into place an operational risk management plan. To ensure that related regular reports on the progress made are issued and discussed with the senior management, and the mitigating measure executed.
2.4 Inadequate allocation of resources (budget, human and materials) and delay in resource disbursement	The planning may have underestimated some required resources. Or disbursement of some resources may be delayed	To revise regularly the budget and work plans To ensure timely disbursement of all required resources
2.5 Some leading organizations in countries and/or RECs/SROs may not have the capacity to support the program as planned		To identify the capacity of each of them and assist them accordingly. The establishment of country profiles will help
<b>3. Organizational risks</b>		
3.1 Project activities may not respond to country priorities		To develop plan of action for each country
<b>4. External risks</b>		
4.1 Lack of national political will to support the project implementation	This may be translated in lack of government contribution	To organize national strategy launching To adopt a required communication plan

## Section 3

### Strategy implementation and management arrangements

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#### 3.1 How should TA be delivered?

In designing and delivering TA, we need to be guided by the UN Guiding Principles for Technical Cooperation for Statistics and the Paris Declaration on Aid Effectiveness.

##### *UN Guiding Principles for Technical Cooperation for Statistics*

At its 30<sup>th</sup> session in 1999, the UN Statistical Commission approved the UN Guiding Principles for Technical Cooperation for Statistics<sup>29</sup>. These principles contain a number of recommendations for improving technical cooperation within a partnership. They give goals and success of technical cooperation, good practice for technical cooperation and a checklist of specific measures and issues to be considered in implementing technical cooperation programs.

In particular, according to these principles, TA should:

- lead to exchange of expertise
- lead to development of skills and expertise
- be demand driven
- not distort national priorities
- not undermine national institutions and authority.

These principles should also help partners in the technical cooperation process to create models following the best possible practices of technical cooperation. They also aim to encourage countries to make optimal use of statistics and commit themselves to improving the national statistical system, such as by guaranteeing the availability of adequate staff, equipment, management and other resources and by allowing professional independence.

##### *Paris Declaration on Aid Effectiveness*

The Paris Declaration on Aid Effectiveness, endorsed on 2 March 2005, is an international agreement by one hundred ministers, heads of agencies and other senior officials from developed and developing countries, international agencies and civil society organizations to improve aid practices and effectiveness in helping developing countries reduce poverty and improve human welfare by 2015. It followed reflection and rethinking of development aid with countries and development agencies demanding better performance of development interventions. This high-level commitment calls for greater effectiveness and accountability in managing for development results and in changing the way partner countries and development agencies work together. The

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<sup>29</sup> UN Statistical Commission approved the UN Guiding Principles for Technical Cooperation for Statistics, 3th session, UN Statistical Commission, N.Y. 1999

declaration which recognizes the need for better statistics for more effective aid, laid down five key principles for improving the quality of aid and its impact on development.

The principles are<sup>30</sup>:

- **Ownership:** developing countries will strongly lead their own chosen development strategies, and donor countries will help them to do so;
- **Alignment:** developing countries will prioritize capacity development, including for financial management and efficient procurement, and donor countries will align their efforts on the institutions and systems chosen;
- **Harmonization:** donor countries will harmonize and simplify their procedures for the provision of development aid, to make them less burdensome (especially for fragile states) and aid supply more efficient;
- **Managing for results:** donor countries will work with developing countries, emphasizing results indicators chosen by the latter, to strengthen capacities for results-based decision-making;
- **Mutual accountability:** developing and donor countries alike seek to strengthen transparency and accountability to the public in their use of development resources.

### **3.2 Models for delivering TA (Approach to ensure success of the Technical Assistance implementation)**

The effectiveness of TA will not only depend on the amount delivered but also how it is delivered. It is, therefore, important that an effective TA delivery system is established. This system will be built on the following pillars:

- Level of agricultural statistical development relative to other countries in the region
- Management and operational support arrangements that include: leveraging existing structures, harnessing regional capacities and using international experts

#### **3.2.1 Grouping countries according to their level of development of agricultural statistics**

##### ***(i) Introduction***

In line with the UN Guiding Principles for Technical Cooperation in Statistics<sup>31</sup> and the Paris Declaration on Aid Effectiveness, it is crucial that technical assistance is based on demand and specific country needs to strengthen their agricultural statistical systems. That way, technical assistance will be more relevant and have greater impact. To establish these needs, detailed and specific country assessments will need to be undertaken to establish who the primary data users are, how they use data and their current and future data needs; and how national agricultural statistical systems should galvanize themselves in terms of organization, capacity and data collection and processing methodologies in order to satisfy user needs within the limitations imposed by time and resources. This assessment will be undertaken as outlined below. However, to

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<sup>30</sup> Paris Declaration on Aid Effectiveness, High Level Forum, Paris, 28 February-3 March 2005

<sup>31</sup> UN Statistical Commission, Thirtieth session, Some guiding principles for good practices in technical cooperation for statistics, New York, 1–5 March 1999.

get an idea about the said levels of statistical development as a starting point, an attempt has been made to group countries by level of agricultural statistical development.

**(ii) *Quick assessment and grouping of countries according to their level of agricultural statistics development***

As an integral part of considerations for Technical Assistance to countries, a quick assessment was made to rank countries by the level of development of their agricultural statistical system. The assessment used secondary data from various sources. The source of data, indicators used and the ranking of countries are given below.

*Data sources*

FAO. As the lead agency for agricultural statistics in the world, FAO was considered as the main source of the data used in the assessment. Reports compiled by the FAO Regional Office for Africa based in Accra, Ghana that gives the state of agricultural statistics in 2007<sup>32</sup> and 2009<sup>33</sup>. Also *FAOSTAT* database was used to get information on some variables (Available from: <http://faostat.fao.org/site/339/default.aspx>). Two other important sources of data were PARIS21 (data on the existence of NSDS)<sup>34</sup> and the World Bank which assesses statistical capacity in all countries and publishes the results on its Bulletin Board on Statistical Capacity (Online)<sup>35</sup>. Data from the World Bank was used to supplement data from the other sources. Required data are not available for Equat. Guinea, Somalia, Djibouti and Libya.

*Indicators used*

Different aspects of input and output perspectives of statistical capacity were used as follows:

Input aspects of statistical capacity: Here some institutional and organizational issues related to the national agricultural statistical system were examined including:

- existence of a legal framework for agricultural statistical activities,
- existence of an active agricultural statistics advisory committee,
- existence of NSDS and if it is operational or not,
- existence of an Agricultural Statistics Work Program and if it is operational or not,
- existence of a regular training program for staff, and
- if a country has technical assistance projects.

Each of the indicators was scoring a maximum of 2.

Output aspects of statistical capacity: Under this perspective, the following were examined:

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<sup>32</sup>FAO Regional Office for Africa (2008). The State of Food and Agricultural Statistics Systems in Africa – 2007. RAF Publication 2008/E.

<sup>33</sup>FAO Regional Office for Africa (2010). The State of Food and Agricultural Statistics Systems in Africa – 2009. RAF Publication 2010/E.

<sup>34</sup>PARIS21 (2008). National Strategies for development of Statistics (NSDS): Worldwide Report on Progress and Emerging issues. PARIS21 Secretariat

<sup>35</sup>The World Bank. Bulletin Board on Statistical Capacity [Online]. Available from: <http://bbsc.worldbank.org/bbsc/SelectColorParameter> (Accessed: 07 September 2010).

- existence of agricultural database,
- existence of website for data dissemination,
- periodicity/frequency of agricultural censuses,
- periodicity/frequency of and surveys, and
- volume of available agricultural data (primary crop and live animal numbers) in terms of official data (as reported by countries to FAO).

Here also, each of the indicators was scoring a maximum of 2, except for the volume of available agricultural data which was expressed in %.

It was also considered a blind variable indicating if a country is a fragile one or not (respectively with the score 1 and 2).

### *Validation of the results*

Obtained results were validated using the WB Statistical Capacity Building Indicator as supplementary and mirror data. The correlation between the two indicators is evident from the table presented in Annex 3 as they all follow the same trend. Some observed gaps may be explained by difference between scopes, methodologies, reference periods, etc. considered for the two indicators.

### *Ranking of countries*

Except for the volume of available agricultural, all other indicators were given equal weight, aggregated and then expressed as a sub-total of scores (in value and percentage). That sub-total of scores (in %) and the proportion (in %) of available agricultural data resulted in an overall average (in %) called “Agricultural Statistics Development Indicator”. It is this average that is used to rank the countries (see the results in Annex 3). Broadly, this ranking is consistent with the World Bank ranking. The limit of this approach is not taking into consideration the relative weight of each indicator. However, it has the merit of providing a simple indicator of the level of agricultural statistics development.

### *Identification of countries requiring special attention – the case of fragile States*

There is no international consensus about the definition of “**fragile state**”. However, some common features of fragile states have been identified. “*Fragile states suffer deficits in governance that hinder development. Conditions are too unstable for long-term planning and investment, with society focusing on short-term coping strategies to secure basic needs....*”<sup>36</sup>. Fragile states are characterized by inability of the states to perform their core functions - maintaining security across their terrain, enabling economic development and ensuring that the essential needs of their populations are met. Often, the governments and institutions lack legitimacy, human rights are violated, and basic public services (health, water, education, security) are not assured for the population<sup>37</sup>.

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<sup>36</sup> OECS, Service delivery in fragile situations: key concepts, findings and lessons, April 2007

<sup>37</sup> Transforming fragile states-examples of practical experience, BMZ – Federal Ministry of Economic

In Africa, many fragile states are post-conflict countries. In these countries, statistical infrastructure, like all other infrastructure, has broken down. Statistical systems are weak, there is lack of suitably qualified staff, institutional memory is destroyed, etc. As a result, data are in short supply and even where they exist, they may be restricted or inaccessible.

Currently, those considered fragile and, by this fact, more focused on by donors are the following: Angola, Burundi, Central African Republic, Chad, Comoros, DRC, Congo Republic, Cote d'Ivoire, Djibouti, Eritrea, Gambia, Guinea, Guinea Bissau, Liberia, Sao Tome and Principe, Sierra Leone, Somalia, Sudan, Togo and Zimbabwe. A special attention should therefore be paid to them when proceeding to country grouping.

#### *Preliminary grouping of countries*<sup>38</sup>

Based on the total score obtained, countries were classified into four groups as following:

- **Group A:** Fragile countries.
- **Group B:** Countries which scored less than 40%<sup>39</sup>. These are countries where the agricultural statistics system is at the lower end of development.
- **Group C:** Countries which scored between 41-60%<sup>40</sup>. These are countries with moderate development of agricultural statistics system.
- **Group D:** Countries which scored at least 61%. These are countries where the agricultural statistics system is reasonably well developed.

The countries in each group are given in Figure 1 below (see also detailed data and results in the table of Annex 3).

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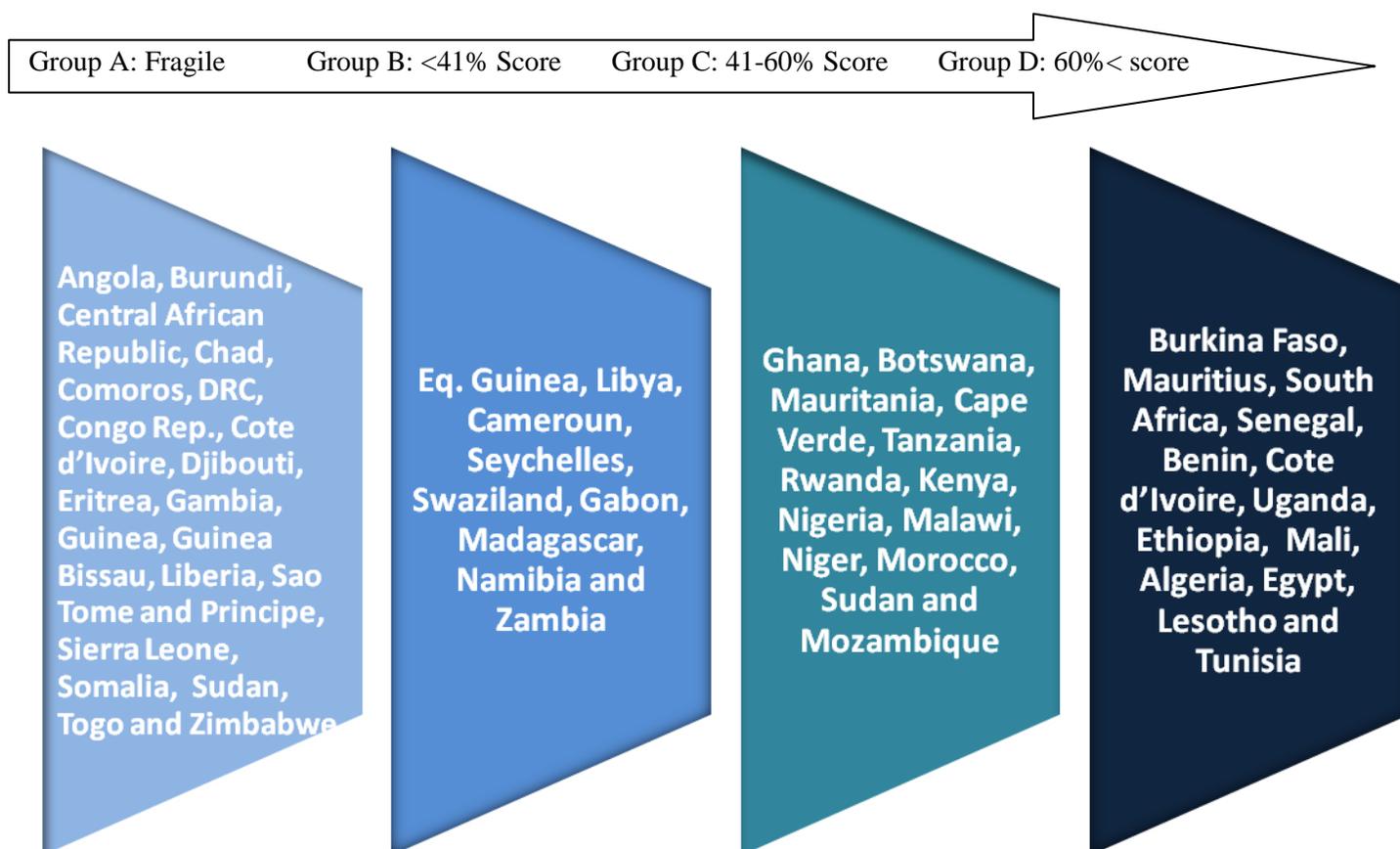
Cooperation (ed), NOMOS, 2006

<sup>38</sup> A possible updating/revision of the grouping will be made as more relevant information becomes available, especially from the country assessment exercise.

<sup>39</sup> Including Equat. Guinea and Libya for which the WB indicator seems to reflect an accurate score. This group excludes fragile countries.

<sup>40</sup> This group excludes fragile countries.

Figure 2: Composition of country groups



**NB:**

- Required relevant data are not available for Eq. Guinea, Djibouti, Libya and Somalia.
- The development of agricultural statistics system in Eq. Guinea, Djibouti and Libya is of level A. These countries have therefore been included into that group.
- Somalia does not have a statistical system at all. It has been therefore excluded into the analysis, bringing the total of countries at 52.

***(iii) Detailed assessment of agricultural statistical capacities in countries***

The detailed assessment of agricultural statistical capacities will require undertaking a comprehensive survey to countries. This will involve designing an appropriate questionnaire, training of data collectors, data processing and analysis as well as the reporting. As the results will constitute an input for the design of national of plan of actions and development of a regional capacity program, it will be important to produce specific assessment reports by country and for the whole African region.

• *Data collection step*

Two options for undertaking that assessment are considered:

Option 1:

- Using a national data collector for each country. This would have an advantage of completing the data collection very quickly, in about one weeks time. The option presents also an advantage of building national capacity for further future similar assessments. But, despite an appropriate training that they would have, supervision would not be easy in such short time. This option would therefore imply some risk of errors in filling the questionnaire.

Option 2:

- Using regular AfDB/FAO/ECA staff and consultants. This would have the advantage of getting questionnaires back with good data quality. But, the data collection would take longer to be completed (about two months). In addition, national staff would not feel very involved in the exercise.

ICP-Africa used Option 2 which worked well. Perhaps a combination of the two could be used.

- *Data processing, analysis and reporting*

Filled questionnaires will be centrally handled at AfDB level for data checking, processing and analysis. A regional report will be prepared and issued. Electronic data files will be shared with countries for more in-depth analysis with a national perspective and reporting.

### **3.2.2 Management and operational support arrangements**

*i) Leveraging existing structures*

To the extent possible, the existing structures of the African Statistical System will be used instead of creating parallel structures. New structures will be created only where necessary. The following structures of the African Statistical System (ASS) will be used for purposes of implementing the project or closely kept in the loop. Where the structures are weak, they will be strengthened through the project. Where they do not exist (for example, not all countries have established a National Agricultural Statistics Committee), the project will advocate for their establishment. This is consistent with best practice in the design and implementation of the NSDS in countries.

*(a) Existing structures at regional and sub-regional levels*

Structures at regional and sub-regional levels include:

- Statistical Commission for Africa (StatCom-Africa)
- Committee of Directors-General (CoDGs)
- African Statistical Coordination Committee (ASCC)
- African Commission for Agricultural Statistics (AFCAS)
- RECs and SROs

The Governance structure is presented in Annex 2 for more details.

### *Statistical Commission for Africa (StatCom-Africa)*

The Statistical Commission for Africa (StatCom-Africa) was established by the UNECA Conference of African Ministers of Finance, Planning and Economic Development as the apex inter-governmental process in charge of statistics in the continent. Members of the Commission are countries represented by heads of National Statistical Offices (NSOs).

The responsibilities of StatCom-Africa are to:

- Promote the development of national statistical systems of the continent, and the improvement of the quality and comparability of statistics they produce in line with the Fundamental Principles of Official Statistics;
- Promote the African Charter on Statistics (see below);
- Ensure coordination with the United Nations Statistical Commission to map out actions to be taken to ensure sustainable development of statistics in Africa.
- Ensure the coordination of statistical work of the various actors and mechanisms and their implementation in the continent;
- Examine progress, identify problems, and propose solutions to existing and emerging issues on statistical development in Africa;
- Promote exchange of experiences, peer learning, technical cooperation, and data sharing among African countries and institutions;
- Examine, globally and within Africa, emerging trends in statistical development and present the state of knowledge;
- Participate in the establishment of methodologies, norms and standards at the international level and oversee the adoption of these internationally agreed methodologies, norms and standards and practices in line with African specificities;
- Review the relevance of regional statistical training and the on-job-training programs to the needs of the countries of the region and promote the training of African statisticians;
- Advocate in favour of resource mobilization and technical cooperation in support of statistical development in Africa;
- Consider and make recommendations on the statistical work program of the African Centre for Statistics;
- Promote the collection and dissemination of internationally comparable statistics of ECA member States as required by policy makers, enterprises, researchers and the general public in particular in the continent;
- Ensure the dissemination of the results of its work to national statistical offices, sub-regional, regional, and international organizations, enterprises or any other user; and
- Recommend studies that may be required to further the objectives of the Statistical Commission for Africa and the African Statistical System.

As the apex body on statistics and statistical development in Africa, the **Statistical Commission for Africa (StatCom-Africa)** will be regularly informed on the whole process of Strategy implementation in the region.

StatCom-Africa is convened every two years. However, between meetings, its business is handled by a Bureau. So StatCom-Africa or its Bureau will need to endorse the Strategy

implementation program for Africa and to receive periodic reports on progress in implementation of the Strategy. Moreover, StatCom-Africa will ensure liaison with the UN Statistical Commission including reporting on the implementation of the Strategy in Africa.

#### *Committee of Directors-General (CoDGs)*

For purposes of implementing SHaSA, a Committee of Directors-General of NSOs (CoDGs) has been established to provide overall guidance and to act as the Steering Committee for the SHaSA. The specific terms of reference of this Committee include:

- Monitoring the overall implementation of the SHaSA and formulating the necessary guidelines for improving the implementation and results;
- Reviewing draft standards and methods and submitting them to the Conference of Ministers of Finances, Planning and Economic Development and the Summit of Heads of State and Government for consideration and decisions;
- Reviewing adapted international standards and methods to African realities and making recommendations to the Conference of Ministers of Finances, Planning and Economic Development and the Summit of Heads of State and Government for consideration and decision;
- Discussing progress reports prepared by STCs and making recommendations to Conference of Ministers of Finances, Planning and Economic Development and the Summit of Heads of State and Government for consideration and decisions;
- Submitting, through the AUC, a comprehensive assessment report on the implementation of the SHaSA highlighting and addressing problems and obstacles encountered to the Conference of Ministers of Finances, Planning and Economic Development and the Summit of Heads of State and Government for consideration and decision;
- Setting up a Peer Review System to evaluate the status of the Charter implementation at national, regional and continental levels;
- Considering and adopting statistical programs based on data requirements for the integration agenda, as well as actions/programs for their provision; and
- Validating statistics from countries in line with adopted common African standards.

This Committee will meet annually and will need to be informed on the process of Strategy implementation. Moreover, this Committee will need to regularly inform NEPAD on progress of Strategy implementation.

#### *African Statistical Coordination Committee (ASCC)*

The Regional Steering Committee for the implementation of the Global Strategy in Africa will be the enhanced African Statistical Coordination Committee (ASCC), enhanced by its enlargement to include non-ASCC members. Hence the ASCC will be the backbone of the Steering Committee. The main terms of reference of the Committee are to:

- promote overall coordination, integration and complementarity
- promote, coordinate RRSF implementation
- ensure that 12 RRSF strategies are adhered to

- coordinate NSDS preparation and implementation
- aim to reduce reporting burdens on African countries
- ensure that international recommendations are adapted to Africa
- coordinate mechanisms to facilitate use of international systems
- foster good practices
- establish working groups on a need basis
- provide coordinated preparations for the StatCom-Africa

#### *African Commission on Agricultural Statistics (AFCAS)*

The FAO Conference at its Eleventh Session (1961) approved the creation of the regional Agricultural Statistical Commission for Africa (AFCAS). The Commission was accordingly established by the Director-General in October, 1962.

The purpose of the Commission is to review the state of food and agricultural statistics in the region; to advise member countries on the development and standardization of agricultural statistics within the general framework of FAO's work in statistics; and to convene expert group meetings or other subsidiary bodies of national experts required for this purpose.

Through the Commission, the FAO in recent years has been able to intensify its efforts to develop Food and Agriculture Statistics in countries of the region, particularly in the conduct of national censuses of agriculture within a common framework of definitions, concepts, standards and guidelines, to help countries generate data that are internationally comparable and the provision of basic statistics on food security in a manner readily adaptable to understanding the food security situation.

AFCAS has been used to: (i) enhance dialogue among users and producers of agricultural statistics in various African countries which has helped to improve their agricultural data collection processes and (ii) reinforce gender concerns in agricultural statistical data collection activities, and planners and others on the need to increase the availability and use of disaggregated agricultural statistical information for policy, planning and monitoring and evaluation of the development of the sector. In addition, manuals on taking agricultural censuses and surveys have been published and distributed to countries. Guidelines for updating fishery statistics in countries of the region have been revised and made available to countries. Finally, consultations on Forestry Statistics have been held and assistance has been provided for implementing forestry statistics projects.

The FAO regional office in Accra, Ghana serves as the secretariat of AFCAS. The office has a post of Regional Statistician and in addition, a Regional Statistician post has been created in the FAO regional office in Cairo to service North Africa. These posts have enhanced the ability of FAO to provide technical assistance to African countries

#### *Regional economic communities (RECs)*

The Regional Economic Communities (RECs) group together individual countries in sub-regions for the purposes of achieving greater economic integration and development. They are described as the 'building blocks' of the African Union. Currently, there are eight (8) RECs recognized by the AU, each established under a separate regional treaty. They are: the Arab Maghreb Union

(UMA), the Common Market for Eastern and Southern Africa (COMESA), the Community of Sahel-Saharan States (CEN-SAD), the East African Community (EAC), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Intergovernmental Authority on Development (IGAD) and the Southern Africa Development Community (SADC). Three of their most important mandates relating to statistical activities deal with: (i) building statistical capacity in their Member States; (ii) harmonising statistics (ex-post and ex-ante) across their Member States; and (iii) compiling and disseminating harmonised quality statistical information to inform decision making at regional level.

At the level of RECs, Statistics Committees have been established as inter-governmental bodies responsible for statistical development among member states of the REC. Members of these committees are heads of NSOs in member countries. Some of the RECs could be used in Strategy implementation as appropriate. At the very least, the RECs should be kept in the loop.

#### *Sub-regional organizations (SROs)*

In addition to RECs, there are sub-regional organizations (SROs) like Aristat (Observatoire Economique et Statistique d'Afrique Subsaharienne) which work alongside RECs as well as Statistical Training Centres (STCs) which are statistical capacity building organizations in different parts of Africa.

#### AFRISTAT

This organization operates in 19 countries in sub-Saharan Africa, mostly French-speaking countries, for the harmonisation of concepts, standards and methods in the areas of national accounts, price and the informal sector statistics. Building on existing international standards, AFRISTAT, together with its member states, has developed a nomenclature of activities and a nomenclature of products adapted to the realities of its member states. AFRISTAT supports its Member States in undertaking a process of ex-ante harmonization. It has developed: methodological guidelines for the compilation of national accounts based on the SNA93 with specifics relating to countries; guidelines on concepts and methodologies of production of informal sector statistics; guidelines on production of price statistics; guidelines on production of agricultural statistics; and guidelines on production of employment statistics.

AFRISTAT also works in close collaboration with several RECs and international organisations in implementing harmonization programs of the latter, including EAC (interventions in Burundi), ECOWAS (interventions in French-speaking as well as English-speaking countries), AfDB (ICP-Africa). As major regional actor of the ASS, AFRISTAT's expertise will be crucial in driving the process of regional statistical harmonization.

Some Strategy activities could be implemented in the AFRISTAT region through AFRISTAT.

## Statistical Training Centres (STCs)

In the immediate post-independence period, the Second Conference of African Statisticians recommended an intensive training program to overcome the severe shortage of statistical personnel at NSOs. This recommendation was taken up by the United Nations established statistical training centres initially in Francophone Africa in the early 1960s followed by those in Anglophone Africa in the late 1960s and in the 1970s<sup>41</sup>. Initially emphasis in training was on middle-level cadre but it later included professional training. Some of these centres had a regional character i.e. serving a group of countries and some were national institutions. To ensure a continuous supply of qualified personnel for NSOs, the UNECA with funding from UNDP established in 1978 the Statistical Training Program for Africa (STPA). Eleven centres were selected to participate in the program because they had a regional character and they offered practical training in statistics. In addition, the program had an associate member, the Munich Centre for Advanced Training in Applied Statistics for Developing Countries (CDG).

The STPA assisted the training centres in:

- training of trainers for which scholarships were made available,
- organizing meetings of heads of the training centres participating in the program,
- developed standard training programs for both high and middle-level statistical training,
- offered training support missions of short-duration,
- offered advisory services, and
- created a forum for 16 African statistical training centres and two non-African associated training centers to meet and exchange experiences.

By the time the STPA ended in 1993, a large number of statistical personnel had been trained at all levels. When the STPA program ended, some of the centres closed and some were taken over by host governments<sup>42</sup>. In addition, many Universities and other training institutions in many African countries now include statistics in their curricula.

Under its statistical capacity building program, the AfDB has been assisting six (6) STCs initially in context of implementation of the ICP-Africa training component. These Centres are: Ecole Nationale Supérieure de Statistiques et d'Economie Appliquée (ENSEA) (Abidjan, Cote d'Ivoire), [Institut National de Statistique et d'Économie Appliquée](#) (INSEA) (Rabat, Morocco), Institute Supérieure de Statistique et d'Economie Appliqué (ISSEA) (Yaoundé, Cameroon), École Nationale de la Statistique et de l'Analyse Economique (ENSAE) (Dakar - Sénégal); Institute of Statistics and Applied Economics (ISAE) (Uganda)), and Eastern Africa Statistical Training Centre (EASTC) (Tanzania).

Some training and research activities identified in the Strategy implementation plan can be executed using these centres.

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<sup>41</sup> J.P.M. Ntozi, Training of African Statisticians at professional level, Journal of Official Statistics.Vol.8, No. 4, 1992.

<sup>42</sup> UNECA, An evaluation of statistical development in context of the Addis Ababa Plan of Action for Statistical development in African in the 1990s, 10<sup>th</sup> meeting of the Coordination Committee on African Statistical Development (CASD), 25-26 April 2001, Addis Ababa, Ethiopia.

***(b) Existing structures at national level***

The primary responsibility for implementing the Strategy lies with countries, the Strategy's main beneficiaries. Streamlining the governance of the Strategy implementation at country level is the more important given that: (i) agricultural statistics is still defined in a narrow sense to include crop and livestock production, (ii) the production of agricultural statistics rests with different government Ministries, Departments and Agencies (MDAs), (iii) by and large, agricultural statistics have not been integrated in the NSSs, and (iv) agricultural statistics remains one of the weakest aspects of the NSSs in Africa.

In some countries, coordination structures for agricultural statistics already exist including the National Agricultural Statistics Committees (NASCs) and National Agricultural Technical Committees (NASTCs). The NASCs have been established as data user-producer forum to provide general direction and guidance in the development of agricultural statistics in the countries. The NASTCs, on the other hand, have been established to deal with all technical aspects of agricultural data production and management. In some countries, the establishment of these committees has been underpinned by the legislation for agricultural statistics and/or the national statistical legislation; in other countries, they have been established as part of the NSDS strategy to mainstream key data users in the NSS.

***(ii) Harnessing regional capacities***

That many institutions and organizations responsible for agricultural statistics in Africa are young, weak and sometimes vulnerable is well known. It is also well known that there are countries and individuals in Africa that have excelled in certain aspects of the agricultural statistics value chain such as conducting an agricultural surveys or census. For instance, there are countries like Ethiopia that have consistently and successfully undertaken an annual agricultural survey since 1970s. Ethiopia's experience and expertise can be used in a country with less experience and expertise in conducting an agricultural survey. Other countries have successfully established coordination arrangements for agricultural statistics, yet others have advanced legal provisions for agricultural statistics aligned with the national statistical legislation. So while there are capacity deficits in some countries, collectively there is capacity in Africa which can be harnessed to deliver TA. This has been called different names including peer support mechanism in context of the 2010 Africa population and housing census program, etc. This consideration is consistent with the distinctly African "Ubuntu" value system that stresses the mutual dependence of a person on another. So by harnessing regional capacities, African countries will collectively stand together to assist one another according to each country's needs.

This for of delivery of TA is not new to Africa. FAO and other development partners are increasingly using African experts to support work in different countries. These experts have the distinct advantage of being familiar with the African realities and specificities. This makes it easier for them to hit the ground running and to link up more easily with their hosts (no cultural shocks).

**iii) Using international experts**

While it may be desirable to use regional capacities as much as possible, there are areas of specialized nature where expertise may be lacking or insufficient in the region. This means that international expertise will need to be leveraged. This will be done in different ways, including:

- (a) South-South cooperation which FAO is using already to get experts from developing countries to provide assistance to other developing countries.
- (b) Traditional hiring of experts in specific areas to undertake specific tasks. It will help if the experts have some working experience on agricultural statistics in Africa.
- (c) Twinning agricultural statistics agencies with the more advanced agencies that produce agricultural statistics.

**iv) How will TA be managed?**

The earlier discussion of TA is about what will be done to deliver TA. However, it is also important that consideration is given up-front on how the TA will be managed given the scale of TA needed by countries. There are two scenarios that could be considered:

**a) *Scenario 1***

Under this scenario, a large number of people could be hired as short-term consultants to provide TA in different areas of agricultural statistics. This approach, however, is not amenable to continuity in the work in countries and may also not be good for purposes of delivering consistent messages to countries.

**b) *Scenario 2***

Under this scenario, a core team of 3 people, including the TA Coordinator, could be recruited on full-time basis and attached to the Secretariat for purposes of implementing the TA program. This core team would do most of the heavy lifting in delivering TA. From time to time, however, this core team would be strengthened by recruitment of short-term consultants on a needs basis. This approach has the advantage of ensuring consistency and continuity in work as well as in messages to countries.

For better quality of deliverables, continuity in the work and smooth management of the project, it is recommended that Scenario 2 be used. The TA core team could look like this:

No.	Designation	Profile
1	TA Coordinator	The incumbent should have expertise in statistical organization and management, with special focus on agricultural statistics
1	Expert in data management	The incumbent should be a statistician with long experience in database development and management or an IT person with long experience in handling agricultural data
1	Associate Expert	Will assist the expert in data management

The TA Coordinator will work closely with the other component coordinators in delivering TA specific to their components. In addition, the TA Coordinator is expected to ensure that the TA is

linked to the Global Strategy. The terms of reference for the Technical Assistance Coordinator are presented below.

### *Technical Assistance Coordinator*

There will be a TA Coordinator within the Secretariat who will work very closely with other Coordinators and cooperating agencies to identify required TA by countries and to deliver the assistance in a way that will create impact. He/she will be responsible for developing and implementing a capacity development program. This will be done based on results of a comprehensive capacity assessment of the national agricultural statistical systems to be undertaken in countries. This assessment is scheduled to be undertaken early 2011.

Specifically, the Coordinator will be responsible for:

- coordinating the briefing, training and backstopping of National Strategy Coordinators,
- assessment of countries' capacity for agricultural statistics covering institutional and organizational capabilities, data sources including administrative data sources, data harmonization and management,
- determining demand for TA and mode of delivery of the assistance,
- arranging for recruitment of consultants, supervising the consultants and arranging for their payment
- assessment of countries' legal provisions for agricultural statistics and assisting to align them with the provisions in the national statistical legislations,
- assisting countries establish or strengthen existing coordination arrangements,
- assessing the status of the NSDS with a view to determining the extent of integration of agriculture in the NSDS process, and specifically in the design of the Sector Strategic Plans for Statistics (SSPS),
- assisting countries to assemble, review, analyze, document and disseminate existing data,
- assist countries to verify the accuracy and reliability of agricultural production data series,
- assist countries to establish and maintain databases, and
- backstop, monitor, evaluate and report on the implementation of the technical assistance program.

#### v) *Prioritization of activities*

The activity prioritization of the TA component should be based on the results of the assessment of country needs and capacity. In addition, the national plans of actions as well as the regional capacity development program will be based on the results of the same assessment. For those reasons, this task should be the top priority one. By waiting, a tentative work plan has been prepared and presented in Annex 4. This has been done taking into consideration dependency relationships existing between tasks (those which can be executed in sequential order or in parallel). It should be regularly updated as more information becomes available.

#### vi) *Phased approach for implementation*

A phased approach is proposed to take advantage of the 'learning curve' and to ensure adequate support is provided at each stage of the development process. For the first phase of the Global

Strategy that covers a period of five years (2011-2015), it will not be possible to implement the project in all 53 countries. The continent will be covered progressively and activities executed according established priorities. For the Year 1, it is proposed to cover 15 countries, 30 countries in Year 2 and 53 countries as from Year 3. The phasing will allow for lesson learning as Strategy implementation progress.

Selection of participating countries in each phase will depend on which group they belong to. The priority will decrease in the order of Group A, B, D and D. Other supplementary criteria to consider (for example in if two countries are tied at the same score) would be: readiness (government commitment) to this initiative as well as their potential for success, language and regional divide, countries where work is already going on with funding from one the supporting institutions, whether or not the country is a fragile state or not, Friends of the Chair of the UNSC, and, etc.

The sharing of experiences and the transfer of skills between participating countries will be a particular feature of the program. This will be achieved through the exchange of national experts and the organization of workshops/training opportunities at both national and regional levels.

Institutional support from FAO, AfDB, UNECA, BMGF and WB, as well as SROs such as AFRISTAT, will be provided through the program. Other international institutions will be encouraged to join the program to provide additional resources and technical expertise and to ensure a coordinated approach from the international community.

**vii) Partnership in the implementation**

This TA component will be led by the African Development Bank Group (AfDB) and implemented in close collaboration with other stakeholders (in particular with FAO and UNECA), as per the institutional framework and coordination elaborated under Section 3.1 and in respect with the Governance Mechanism structure developed in the related document proposal. Where needed and relevant, AfDB may draw technical support from the most appropriate REC and/or SRO in agreement with the countries.

## Section 4

### **Oversight and reviews, Monitoring and Evaluation system, information management and reporting system**

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#### **4.1 Oversight and reviews**

A large-scale project of this nature will require a well adapted periodic review system. This will involve donors, members of the Regional Steering Committee, recipient representatives and implementing agencies to assess progress of the project at all levels and to decide on adjustments to the results matrix, the work plan and the budget, and other elements of the project, as appropriate. Review meetings will be organized at regional and national levels (and possibly at REC's/SRO's levels).

#### **4.2 Monitoring and evaluation system**

This importance of this system will be to ensure that the project is being implemented properly and that is on course to realize defined outputs and outcomes within the schedule and budget. It will therefore include monitoring and control arrangements that will be put in place to assist with ensuring efficient and effective project implementation.

##### **4.2.1 Monitoring and quality control**

An integral system for the monitoring and control of the project progress will be put into place. The required resources will be affected to this task and needed basic data regularly compiled. This will be done through target and performance indicators (schedule and cost indexes, earned and planned values, budget completion, estimate to complete and estimate at completion, etc.) as well as quality control tools. Related required progress reports will be issued timely.

Each of the implementation structures will ensure that activities under their respective responsibility are undertaken as scheduled and planned, monitored and evaluated.

Evaluation of the project, supervision and assessment of ongoing work will be regularly organized to ensure that the project outputs are of the expected and required quality. Particular attention will be paid to constraints encountered with a view to resolving all bottlenecks.

On a regular basis, current and cumulative progress reports indicating physical progress, procurement activities and expenditures (disbursement and accounting practices) in accordance with the requirements of the institution managing funds and donors will be produced.

The monitoring and control plan will need to be kept updated as new information will become available.

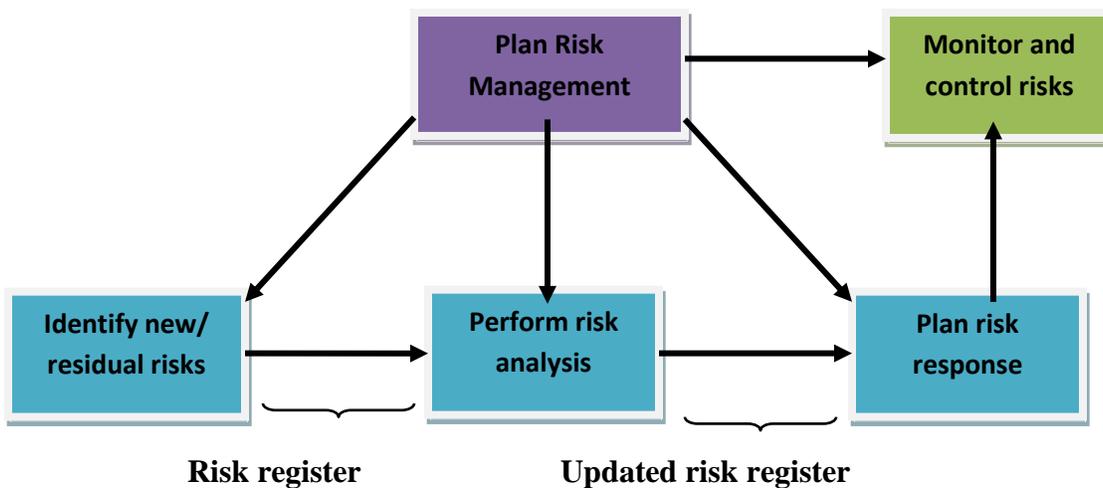
#### 4.2.2 Terminal review

At the completion of the project, a comprehensive appraisal of the project will be conducted. This will cover an audit work of the project as well as an evaluation of the quality of the delivered outputs. Lessons learned will be compiled, reported and archived for a future possible reference. The procurement closure and/or releasing resources will be properly done.

### 4.3 Risk, Quality and Performance management system

The management of risks identified in Section 2.6 will require their monitoring and controlling throughout the entire project lifecycle while that a relevant response plan will be adequately implemented. For this purpose, a Risk Log of all the unresolved problems (residual risks) and risks associated with the problems which may arise during a project will need to be maintained in order to keep them on track and maintain control over them. Residual risks and/or their changes in terms of probability of occurrence and magnitude of impact will be kept updated while that new risks will continuously be identified, analyzed and recorded into the risk register (See the big picture in Figure 3 below).

*Figure 3. Monitoring and controlling risk in the big picture of risk management*



### 4.4 Communication and visibility system

The major goal of communication management is to deliver the right information to the right stakeholder at the right time by using the right communication means to produce the desired impact. For this purpose, a relevant and dynamic communication system will need to be established throughout the entire project lifecycle ensuring an easy, transparent and timely flow of information between stakeholders. More importantly stakeholders will need to be regularly kept aware on the progress made, on how risks and problems are taken care of, what is still pending, what needs to be done, etc.

Moreover, the activity plan will require periodic reviews and progress assessment in order to decide on adjustments to the results matrix, the work plan and budget, and other elements of the project, as appropriate. For this reason, project progress reports and timely updates will be issued, and regular review meetings involving concerned stakeholders (including implementation structures) organized on a timely manner.

#### **4.5 Impact assessment and reporting system**

The reporting system will help to track the progress of the project, provide stakeholders with regular status updates related to the project, and alert them on any changes to the original plan.

It is indeed through timely reported information from this system that regional, sub-regional (possible) and national implementation structures will be able to monitor and control the project progress in general and warned on potential problems or trends that may negatively affect project planning and execution in general.

In general, tools such as detailed and/or summary project status reports that include graphical representations (Gantt charts), Earned Value Analysis (EVA), etc. are used for that purpose. For this project, they will precisely contain the following, by not limited to:

- Annual national and regional minimum core data set.
- Current/annual and cumulative national and regional progress reports and impact assessment.
- National and regional appraisal/quality project evaluation reports.

# Annexes

## Annex 1. Results-based logical framework

HIERARCHY OF OBJECTIVES	EXPECTED RESULTS	REACH	PERFORMANCE INDICATORS	INDICATIVE TARGETS TIMEFRAME	ASSUMPTIONS / RISKS
<p><b>Goal:</b></p> <p>To support the development of the agricultural and rural economy through the implementation of the Global Strategy Improving for Agricultural and Rural Statistics in Africa that seeks to (i) establish a minimum set of core data to meet current and emerging demands; (ii) integrate agriculture into the national statistical systems; and (iii) improve governance of agricultural statistics systems and capacity building.</p>	<p><b>Impact:</b></p> <p>Improvements in the coverage and quality of the minimum core data set, focusing on both national and regional priority data needs; greater integration of agricultural statistics with national statistical systems; and the increased and sustained capacity of the systems to meet the needs of users in the future.</p>	<p><b>Beneficiaries:</b></p> <p>Main stakeholders in agricultural statistics in Africa, especially policy and decision-makers in government, the private sector, civil society and other users including regional and international organizations.</p>	<p><b>Impact Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Improved capacity for the collection, analysis and handling of agricultural statistics which are fully integrated into the national statistical system.</li> <li>2. Number (%) of countries where agricultural statistics are integrated into the national statistical system.</li> <li>3. Quality of key minimum core data sets for Africa and World.</li> <li>4. Existence of legal arrangements for agricultural statistics in countries in line with the Global Strategy exigencies.</li> </ol> <p><b>ources:</b> Project Progress Report and Baseline Information Report.</p>	<p><b>Progress anticipated in the long term:</b></p> <ol style="list-style-type: none"> <li>1. Reduce the number of countries whose NASS are classified as low capacity by 80% (<i>up from current 39%</i>).</li> <li>2. Increase the number of countries reporting key data of adequate quality to FAO to 80% (<i>up from assessment figure</i>).</li> <li>3. 50% of countries to have a master sample frame for agricultural statistics (<i>up from assessment figure</i>).</li> <li>4. 50% of countries to have implemented an integrated survey framework (<i>up from assessment figure</i>).</li> <li>5. 50% of countries to have an integrated legal framework in line with the Global Strategy exigencies (<i>up from assessment figure</i>).</li> </ol> <p><b>Timeframe:</b> By 2020.</p>	<p><b>Assumption statement:</b></p> <p>Statistical systems are adequately resourced and governments are committed to support and implement the Global Strategy.</p> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Lack of national political will to support the project implementation</li> <li>• Project activities may not respond to country priorities.</li> </ul> <p><b>Mitigation strategies:</b></p> <ul style="list-style-type: none"> <li>• Advocacy through National Strategy launching.</li> <li>• To adopt a required communication plan.</li> <li>• To integrate the project structure into existing national structures.</li> <li>• To develop plan of actions for each country.</li> </ul>

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<p><b>Project purpose:</b></p> <p>Helping African countries to adopt more effective methods and procedures for agricultural and rural statistics, based on a detailed assessment of their actual capacities and needs</p>	<p><b>Outcomes:</b></p> <p>More effective agricultural statistics systems in Africa developing in line with the recommendations of the Global Strategy.</p>	<p><b>Beneficiaries:</b></p> <p>The immediate beneficiaries of the project will current and new data users in key agencies (in particular planners in ministries of agriculture) and agricultural data producers (in particular those in the Ministry of Agriculture and/or the national statistics offices).</p>	<p><b>Outcome indicators:</b></p> <p>Measures of the overall capacity of agricultural statistics systems, for all countries and for Africa as a whole.</p> <p>Measures of the quality of key minimum core data sets, for all countries and for Africa as a whole.</p> <p>Assessments of the extent to which countries have developed and are using a master sample frame for agricultural statistics.</p> <p>Assessments of the extent to which countries have an integrated survey framework.</p> <p>Assessments of the extent to which the legal frameworks for agricultural statistics are in line with the Global Strategy.</p> <p><b>ources:</b></p> <p>Project progress report and Baseline Information Report.</p>	<p><b>Progress anticipated in the medium term:</b></p> <p>Reduction of number of countries whose NASS are classified as low level of development by 50% compared with the baseline.</p> <p>Increase of number of countries reporting key data of adequate quality to FAO by 50% compared with the baseline.</p> <p>Increase of countries with a master sample frame for agricultural statistics by 25% compared with the baseline.</p> <p>25% countries more to have implemented an integrated survey framework (compared with the baseline).</p> <p>25% countries more to have an integrated legal framework in line with the Global Strategy (compared with the baseline).</p> <p><b>Timeframe:</b></p> <p>By 2015</p>	<p><b>Assumption statement:</b></p> <p>Governments are committed to support the Global plan.</p> <p>NASS are provided with adequate domestic resources.</p> <p>NASS are able to get access to aid resources in addition to the project.</p> <p>NASS are developed in line with good practice and the Fundamental Principles of Official Statistics.</p> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Lack of national political will to support the. project implementation</li> </ul> <p>Project activities may not respond to country priorities.</p> <p>Weaknesses in implementing agencies.</p> <p><b>Mitigation strategies:</b></p> <p>Continued advocacy.</p> <p>Integration of agricultural statistics into NSDS.</p> <p>Operational M&amp;E, risks, quality and communication management plans.</p>

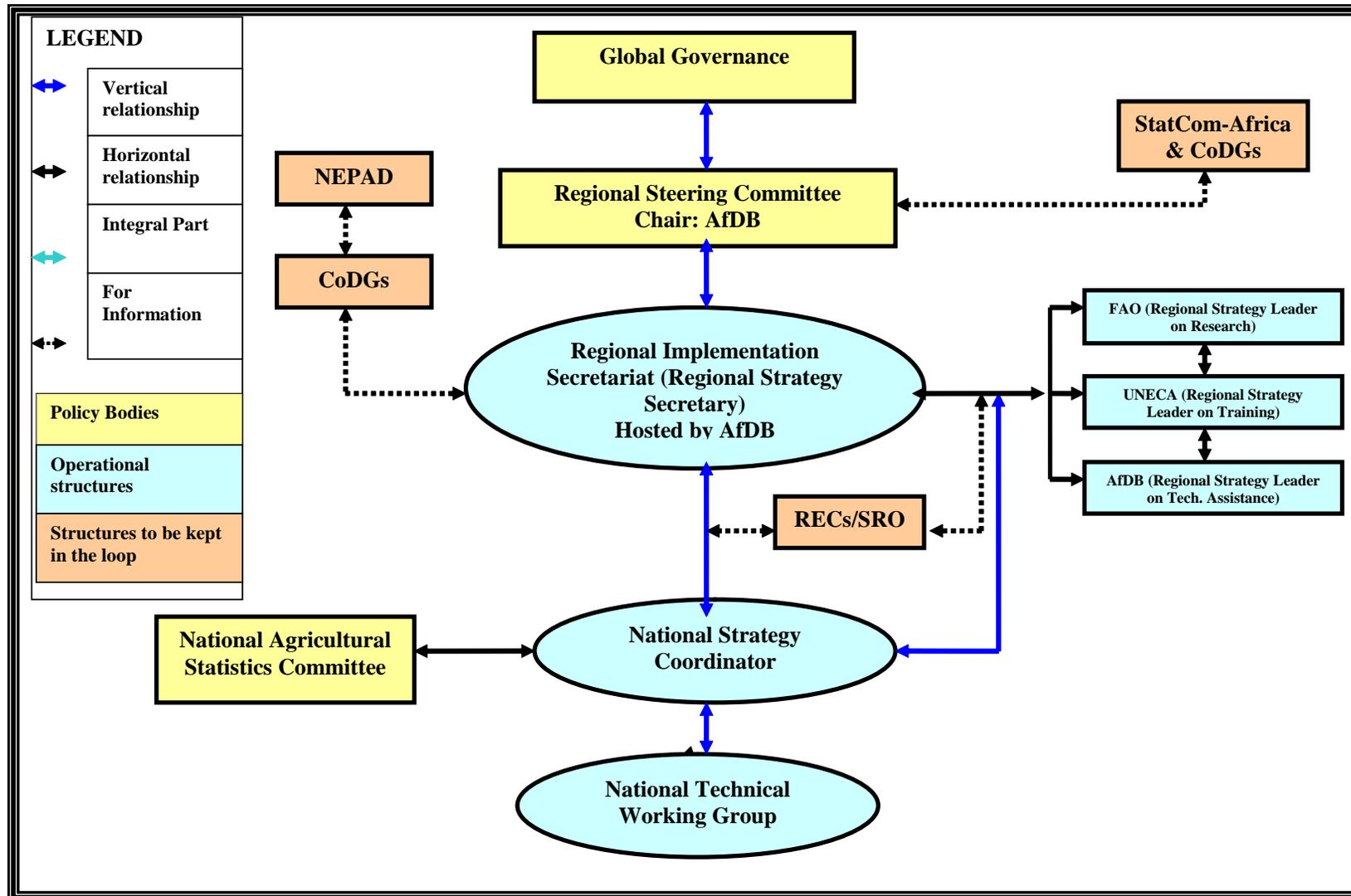
HIERARCHY OF OBJECTIVES	EXPECTED RESULTS	REACH	PERFORMANCE INDICATORS	INDICATIVE TARGETS TIMEFRAME	ASSUMPTIONS / RISKS
<p><b>Inputs and activities:</b></p> <p>Adapting the “<i>Mainstreaming sectoral statistical system: a guide to planning a coordinated national statistical system</i>” to the agricultural sector. Capacity building/training in using bottom-up approach to the SSPS on agriculture as part of the NSDS process.</p> <p>Advocacy for agricultural statistics and statistical development in sectors. Support establishment of national agricultural statistical legislations and/or ensuring their alignment to other legal provisions.</p> <p>Advocacy and policy dialogue between government and development partners to mainstream agricultural statistics in sector development programs. Promoting and</p>	<p><b>Outputs:</b></p> <p>1. Sector Strategic Plans for Agricultural Statistics designed.</p> <p>2. Institutional and organizational capacities developed.</p>	<p><b>Beneficiaries:</b></p> <p>Data producers at national (countries), subregional (RECs and SROs) and regional (AfDB) levels.</p> <p>Data users: National Planning authorities (Ministries of Planning, Planning Departments in sectoral Ministries), Local Governments, Research and training institutions including Universities, Private Sector Organizations, donors and NGOs.</p>	<p><b>Output indicator:</b></p> <p>1. Number (%) of countries who have designed the Sector Strategic Plans for Agricultural Statistics.</p> <p>2. Number (%) of countries with legal legal frameworks for agricultural statistics in place.</p>	<p><b>Progress anticipated in the short term:</b></p> <p>1. Increase the number of countries with a Sector Strategic Plans for Agricultural Statistics in place by 10% (compared with the baseline).</p> <p>2. Increase the number of countries with legal legal frameworks for agricultural statistics in place by 10% (compared with the baseline).</p>	<p><b>Assumption statement:</b></p> <p>Required resources allocated as planned and activities executed in respect with the schedule.</p> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Inadequate allocation of resources (budget, human and materials) and delay in resource disbursement.</li> <li>• Country specificities and disparities in Technical Assistance (TA) needs.</li> <li>• Difficulties in promoting and using new/unfamiliar methodologies and/or technology.</li> <li>• Inadequately skilled personnel.</li> <li>• Complexity of the project: TA is cross-cutting in terms of it being required in other components such as training and methodological research.</li> <li>• The project schedule may be too aggressive.</li> <li>• The project budget may have been underestimated estimated.</li> <li>• Weak M&amp;E system at</li> </ul>

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<p>enhancing coordination for agricultural data production and use.</p> <p>Assist countries to better plan and manage their agricultural censuses.</p> <p>Assist countries to design integrated survey frameworks and integrated databases.</p> <p>Assist countries to review and audit methodologies and instruments in use for the production of agricultural administrative data.</p> <p>Assist countries to assemble, review, analyze and document good practices as well as existing agricultural datasets.</p> <p>Assist countries to verify the accuracy and reliability of the agricultural production data series.</p> <p>Statistical support to data analysis, Research and Development.</p> <p>Assist countries to establish and/or strengthen</p>	<p>3. Agricultural data sources developed and harmonized.</p> <p>4. Required agricultural data harmonized, managed, produced, analyzed and disseminated.</p>		<p>3. Number (%) of countries conducting agricultural censuses and surveys regularly as required and at the appropriate frequency (decennial for census and annual for surveys).</p> <p>4. a) Proportion of countries reporting key data (minimum set of core agricultural data) of adequate quality. b) Volume (%) of data (minimum set of core agricultural data) of</p>	<p>3. At least 50% of countries conducting agricultural censuses and surveys regularly as required (decennial for census and annual for surveys).</p> <p>4. a) At least 50% of countries report key data (minimum set of core agricultural data) of adequate quality. b) At least 50% of required volume data (minimum set of core agricultural data) are</p>	<p>country level.</p> <ul style="list-style-type: none"> <li>• Weak risk management system.</li> <li>• Some leading agencies in countries and/or RECs/SROs may not have the capacity to support the program as planned.</li> </ul> <p><b>Mitigation measures:</b></p> <ul style="list-style-type: none"> <li>• To ensure timely disbursement of all required resources.</li> <li>• Prioritization of TA activities according to the grouping of countries with similar NASS and/or needs.</li> <li>• Testing widely and under different environment new methodologies and techniques</li> <li>• Training national staff in the use of new/unfamiliar methodologies and/or technology,</li> <li>• The three components to be managed in a strict partnership, collaboration and cooperation between FAO, AfDB and UNECA,</li> <li>• To revise and update the schedule and budget as more relevant information will be</li> </ul>

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<p>CountrySTAT. Establish RegionSTAT (AfricaSTAT) at AfDB level. Assist countries for the compilation reporting/ dissemination of the minimum core data set. Establishment of baseline information through a detailed assessment of specific country needs. Development and establishment of capacity development programs.  Establishment TA operational structures. Backstopping and Monitoring &amp; Evaluation of the implementation of the project. Assistance for the development of detailed national plans of actions. Compilation, aggregation and reporting on the regional minimum core data set.</p>	<p>5. National capacity development programs established</p> <p>6. TA component appropriately managed (at AfDB level).</p>		<p>adequate quality reported.</p> <p>5. Number (%) of countries with capacity development programs in place.</p> <p>6. a) Availability of national plans of action. b) Project progress reports (for national and regional levels).</p>	<p>reported.</p> <p>5. At least 50% of countries with capacity development programs in place.</p> <p>6. a) Countries which are covered by the project have national plans of action in place. b) Project progress reports (for national and</p>	<p>available.</p> <ul style="list-style-type: none"> <li>• To assist countries to develop and implement an appropriate M&amp;E system.</li> <li>• To put into place an operational risk management plan and ensure that related regular reports on the progress made are issued and discussed with the senior management and the mitigating measure executed.</li> <li>• To develop an appropriate communication management plan and ensure regular and timely information flow between stakeholders.</li> </ul>

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			<p>c) Report of aggregated regional minimum core data set.</p> <p><b>Source:</b> Project Progress Report and Baseline Information Report.</p>	<p>regional levels) issued regularly and timely.</p> <p>c) Report on aggregated regional minimum core data set issued regularly and timely.</p> <p><b>Timeframe:</b> By 2014.</p>	

## Annex 2. Governance Structure



### Annex 3. Level of Agricultural Statistics Development by country as of 2007

COUNTRY	Input perspectives of statistical capacity										Outputs perspectives of statistical capacity					
	Non fragile state No=1; Yes=2	Agricultural Stat. LegFramework No=1; Yes=2	Active AgriStat Advisory Commettee No=1; Yes=2	Existence of NSDS: No=1 Yes=2	Operational NSDS No=1; Yes=2	Existence of AgriStat WorkPrg No=1;Yes=2	Operational AgriStat WorkPrg No=1; Yes=2	Existence of dialogue No=1; Yes=2	Existence of regular training Prg No=1; Yes=2	Existence of TA projects N=1; Y=2	Periodicity of AgriCensus: Reg=2;NonReg =1;Never=0	Periodicity of AgriSurvey: Reg=2;NonReg =1;Never=1	Website existence N=1; Y=2	Database existence N=1; Y=2	S/Tot Score Value	%
1 Equat. Guinea*	2										0	0			2	7
2 Somalia*	1			1		1					0	0			3	11
3 Djibouti*	1			2	1						0	0			4	14
4 Libya*	2			1		1					2	0			6	21
5 Liberia	1	1	1	1	1	1	2	1	1	1	1	0	2	2	14	50
6 Rep. of Congo	1	1	1	2	1	1	1	1	1	1	1	1	1	1	14	50
7 Cameroon	2	2	1	1	1	1	1	1	2	1	1	1	1	1	15	54
8 Comoros	1	2	1	2	1	1	1	1	1	1	1	1	1	1	15	54
9 Seychelles	2	1	1	1	1	1	1	1	2	1	1	0	1	1	13	46
10 Swaziland	2	1	1	1	1	1	2	1	1	1	1	2	2	2	17	61
11 Gabon	2	2	1	1	1	2	2	1	1	1	1	0	2	2	18	64
12 Sao Tome&Princ.	1	2	1	2	1	2	1	1	1	1	1	1	2	1	18	64
13 Madagascar	2	2	1	2	1	1	1	2	2	2	2	1	1	1	19	68
14 Central Afr. Rep.	1	2	1	1	1	2	1	1	2	1	1	0	1	1	15	54
15 Sierra Leone	1	1	1	2	2	2	2	2	1	1	0	2	1	2	20	71
16 Zimbabwe	1	1	1	1	1	1	2	2	2	1	0	2	2	2	16	57
17 Namibia	2	2	1	2	1	1	2	1	1	2	2	2	2	2	21	75
18 Guinea Bissau	1	1	2	1	1	1	1	1	1	1	1	0	1	1	12	43
19 Zambia	2	2	1	1	1	2	2	1	1	2	1	0	2	1	18	64
20 Angola	1	2	1	2	2	1	1	1	1	1	0	0	2	1	15	54
21 Ghana	2	1	1	2	1	1	1	1	1	1	1	0	1	2	15	54
22 Botswana	2	2	1	1	1	2	2	2	2	1	2	2	2	2	23	82
23 Mauritania	2	2	1	2	1	1	1	1	1	1	1	0	2	2	17	61
24 Cape Verde	2	2	2	2	2	1	2	1	2	2	2	2	2	1	23	82
25 Guinea	1	2	2	1	1	1	2	1	1	1	2	0	2	2	17	61
26 Burundi	1	2	1	1	1	1	1	1	1	1	1	1	2	2	15	54
27 Togo	1	2	1	1	1	2	2	2	1	1	1	2	1	2	19	68
28 Gambia	1	1	1	2	1	1	1	1	1	1	1	2	1	2	16	57
29 DRC	1	1	1	1	1	1	1	1	1	1	1	1	1	1	12	43
30 Tanzania	2	2	2	2	1	2	2	2	1	2	2	2	2	2	26	93
31 Eritrea	1	2	1	1	1	1	1	1	1	0	2	1	1	1	13	46
32 Chad	1	2	1	1	1	1	1	1	2	1	2	1	1	1	15	54
33 Rwanda	2	1	1	2	2	2	2	2	1	2	1	2	2	1	23	82
34 Kenya	2	2	1	2	2	1	1	1	2	0	1	2	2	1	19	68
35 Nigeria	2	2	2	2	2	1	2	2	1	1	0	1	1	1	19	68
36 Malawi	2	1	1	2	1	1	2	2	2	1	2	2	2	2	21	75
37 Niger	2	2	2	2	2	1	2	2	1	1	0	1	2	2	20	71
38 Morocco	2	2	1	1	1	1	1	1	2	1	1	2	1	2	16	57
39 Sudan	1	2	1	1	1	2	2	1	2	2	1	1	2	2	20	71
40 Mozambique	2	2	1	2	1	1	1	2	2	2	2	2	2	2	22	79
41 Burkina Faso	2	2	2	2	2	2	2	2	1	2	1	2	2	2	26	93
42 Mauritius	2	1	1	2	2	1	2	2	1	0	1	2	1	1	18	64
43 South Africa	2	1	2	1	1	1	2	2	1	2	2	2	2	2	20	71
44 Senegal	2	2	1	2	1	1	1	1	2	1	0	1	2	1	17	61
45 Benin	2	2	2	2	1	2	1	2	2	1	1	2	1	1	22	79
46 Cote d'Ivoire	1	2	1	2	1	2	1	1	1	1	2	2	1	1	19	68
47 Uganda	2	2	2	2	1	2	2	2	1	1	1	0	2	1	21	75
48 Ethiopia	2	2	2	2	2	2	2	2	1	2	2	2	2	2	27	96
49 Mali	2	2	2	2	2	1	1	1	1	2	1	1	1	2	20	71
50 Algeria	2	2	2	1	1	1	2	1	2	2	2	2	2	1	20	71
51 Egypt	2	2	2	1	1	1	2	2	1	2	2	2	2	2	21	75
52 Lesotho	2	1	1	2	2	1	1	2	1	2	2	2	2	2	21	75
53 Tunisia	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27	96

(\*) Secondary data are not available







