



# **GLOBAL STRATEGY FOR IMPROVING AGRICULTURAL STATISTICS**

## **IMPLEMENTATION PLAN FOR AFRICA**

### **PROPOSALS ON GOVERNANCE MECHANISM**

**September 2010**

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# Acronyms

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AfDB:	African Development Bank Group
AFRISTAT:	Observatoire Economique et Statistique d'Afrique Subsaharienne
AGROST:	African group on Statistical Training and Human Resources
AU:	African Union
AUC:	African Union Commission
ASPS:	Agricultural Sector Plans for Statistics
ASCC:	African Statistical Coordination Committee
ASS:	African Statistical System
BMGF:	Bill and Melinda Gates Foundation
CAADP:	Comprehensive Africa Agricultural Development Program
CEN-SAD:	Community of Sahel-Saharan States
CoDGs :	Committee of Directors-General of African National Statistics Offices
COMESA:	Common Market for Eastern and Southern Africa
DSD:	Département de la Statistique et de la Démographie
EAC:	East African Community
EASTC:	Eastern Africa Statistical Training Centre
ECCAS:	Economic Community of Central African States
ECOWAS:	Economic Community of West African States
ENEA:	École Nationale d'Économie Appliquée
ENSEA:	Ecole Nationale Supérieure de Statistiques et d'Économie Appliquée
INSEA:	Institut National de Statistique et d'Économie Appliquée
IGAD:	Intergovernmental Authority on Development
ISEA:	Institute of Statistics and Applied Economics
ISSEA:	Institute Supérieure de Statistique et d'Économie Appliqué
EVA:	Earned Value Analysis
FAO:	Food and Agriculture Organization of the United Nations
FASDEV:	Forum on Statistical Development in Africa
FoC:	Friends of the Chair of the UN Statistical Commission
GDP:	Gross Domestic Product
GMDTFAS:	Global Multi-donor Trust Fund for Agricultural Statistics
GSC:	Global Strategy Coordinator
GSIO:	Global Strategy Implementation Office
ICP-Africa:	International Comparison Program for Africa
ISI:	International Statistical Institute
MAPS:	Marrakech Action Plan for Statistics (MAPS)
MDAs:	Ministries, Departments and Agencies
MDG:	Millennium Development Goals
M&E:	Monitoring and Evaluation
NASCC:	National Agricultural Statistics Coordination Committee
NASS:	National Agricultural Statistical System
NGO's:	Non Governmental Organizations
NSDS:	National Strategy for the Development of Statistics
NSOs:	National Statistical Offices

NSS:	National Statistical Systems
PARIS21:	Partnership in Statistics for Development in the 21 <sup>st</sup> Century
RECs:	Regional Economic Communities
RSS:	Regional Strategy Secretary
RSTC:	Regional Steering Committee
RSIP:	Regional Strategy Implementation Office
RRSF:	Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF)
SADC:	Southern Africa Development Community
SHaSA:	Strategy for the Harmonization of Statistics in Africa
SNA:	System of National Accounts
SROs:	Sub-Regional Organizations
STCs:	Statistical Training Centres
TA:	Technical Assistance
TF:	Trust Funds
TWG:	Technical Working Group
StatCom-Africa:	Statistical Commission for Africa
UMA:	Arab Maghreb Union
UNECA:	United Nations Economic Commission for Africa
UNSC:	United Nations Statistical Commission
US\$:	United States Dollars
WFS:	World Food Summit

# Executive summary

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## Importance of agriculture and rural sector and role of statistics

The central and strategic role of agriculture sector to African economies is emphasized. This role makes the sector the key to general improved economic performance, increased incomes and raising of standards of living of households as well as poverty eradication and increased food security in the countries. Also emphasized is the need to plan, manage and monitor the development of the agricultural sector based on sound evidence i.e. sustained availability of comprehensive, reliable and consistent statistical data and information in a timely manner and in a form that renders them intelligible and usable. However, there has been concern about the serious declining quantity and quality of national and international agricultural statistics at a time when new data requirements are emerging to support policy issues on such areas as the environment, global warming, poverty and hunger, the use of land and water, and the increasing use of food/feed commodities to produce biofuels. There has also been concern about failure to integrate agricultural statistics into the overall National Statistical Systems. Fortunately, in recent past, new regional and international initiatives have been put in place to improve overall national statistical systems as well as national agricultural statistical systems. At regional level, these include Reference Regional Strategic Framework for Statistical Capacity Building in Africa, the African Charter on Statistics, the Strategy for the Harmonization of Statistics in Africa, the Global Strategy for improving agricultural statistics, etc.

## Global Strategy for improving agricultural statistics

In February 2009, the United Nations Statistical Commission endorsed the Global Strategic Framework for Improving Agricultural Statistics. 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 analysis and decision making in the 21st century. The Strategy was developed in response to the declining quantity and quality of agricultural statistics and the need to provide data to support emerging data requirements and the requirement for the data systems to be integrated; the conclusion 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 MDGs, but also to guide policies regarding food vs. bio fuels, global warming, the environment, and food security; and 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.*”

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.

A Conference of Development Partners on the Global Strategy for Improving Agricultural Statistics: Implementation Plan for Africa held in February 2010 endorsed the idea of developing three separate components to the Strategy implementation plan for Africa, namely technical assistance, training and research components supported by a governance mechanism. The three Strategy components will be developed as standalone proposals (for fund raising purposes) respectively under the leadership of AfDB (Technical Assistance), UNECA (Training) and FAO (Research). They will then be consolidated into a single overall proposal by the Regional Strategy Secretary, in close collaboration with the Global Strategy Coordinator. It will be possible for donors to pick a component or part of it for funding.

## **Governance mechanism for implementing the Strategy in Africa**

A governance mechanism for the implementation of the Strategy in Africa has been proposed and elaborated. The mechanism aims to establish an institutional framework and coordination arrangements for the implementation of the Strategy. In particular, it will provide support to the other components of the Strategy. The objectives, outputs and activities related specifically to this mechanism of the Strategy are presented in a results-based logical framework.

Provision is made for the sustainability of project activities including (i) stakeholder ownership and participation in project development and implementation at all levels, (ii) use of existing structures of the African Statistical System including the Statistical Commission for Africa (StatCom-Africa), the Committee of Directors-General (CoDGs), African Statistical Coordination Committee (ASCC) and the African Commission on Agricultural Statistics (AFCAS); at REC/SRO level, Statistics Committees of heads of National Statistics Offices (NSOs), specialized statistical agencies like AFRISTAT, and statistical training centres; and at national level, they include National Agricultural Statistics Committees (NASCs), and (iii) mainstreaming project activities into the National Statistical System and leveraging donor support. Risks drivers and mitigating measures as well as assumptions are given.

The **goal** of the project is to support the development of the agricultural and rural economy through the implementation of the Global Strategy 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.

**Key outcomes** are given as:

- the minimum set of core agricultural data produced annually and disseminated to national and international users.
- legal provisions for agricultural statistics are aligned with provisions in the national statistical legislation
- appropriate structures for coordinating implementation of the Strategy at regional level are established and are operational
- appropriate structures for coordinating implementation of the Strategy at national level are established and are operational

- appropriate structures for integrating agriculture in the national statistical system are established and are operational
- Resources are mobilized and allocated for Strategy

For each of these outcomes, specific outputs and activities are proposed and also charted out in a logical framework.

Phased Strategy implementation is proposed covering 15 countries in Year 1, 30 countries in Year 2 and 53 countries as from Year 3. The phasing will allow for lesson learning as Strategy implementation progresses. Criteria for selection of countries will include: whether or not the country is a fragile state or not, language and regional divide, Friends of the Chair of the UN Statistical Commission from Africa (3 countries), and countries where work is already going on with funding from BMGF (5 countries).

A stakeholder analysis is done, identifying who these are, the nature of their stakes, roles and interests. In addition, a governance structure for the implementation of the Strategy in Africa is proposed. The structure is modeled along the lines of the structure which was used to implement the 2005 International Comparison Program for Africa (ICP-Africa) with modifications. The structure served Africa well and will be used again for the next ICP round (2011-2012). The proposed structures include the following:

- (i) at **regional level** include the Statistical Commission for Africa (StatCom-Africa), the apex body on statistics and statistical development in Africa and the Committee of Directors-General (CoDGs) established to serve as the Steering Committee of SHaSA; the Regional Steering Committee, an enhanced African Statistical Coordination Committee (ASCC); and a Regional Strategy Implementation Secretariat to be located at AfDB and to be run by a **Regional Strategy Implementation Secretary (RSIS)** who will be assisted by a Financial Coordinator, Technical Coordinator, Training Coordinator (based at UNECA) and Research Coordinator (based at FAO) who will be working in close consultation with the Regional Strategy Secretary and the Global Strategy Coordinator;
- (ii) at **RECs/SRO level**, relevant structures will be closely kept in the loop of the Strategy implementation. Where possible and needed, they will be involved in the execution of project activities;
- (iii) at **national level**, **National Agricultural Statistics Committees (NASC)** will be used as policy bodies overseeing the development of national agricultural systems. Where they do not exist, they will be established as one of the standing user-producer committees to enhance the role of data users in national statistical development. It is expected that a leading organization responsible for agricultural statistics in the country will be designate a senior official to act as a **National Strategy Coordinator (NSC)** to deal with administrative and technical work in the implementation of the Strategy in the country. This coordinator will be expected to work closely with the Regional Strategy Coordinator, the country Coordinator for the National Strategy for the Development of Statistics (NSDS) and other stakeholders to ensure that the Strategy is properly

implemented in the country. He/she will be assisted by a **Technical Working Group (TWG)** of about 5 officials, each representing a branch of the sector (crops, livestock, forestry, fisheries & environment).

Monitoring and evaluation arrangements to assist with ensuring efficient and effective project implementation, communication and visibility needs as well as reporting results are provided for. In particular, provision has been made for periodic reviews that involve donors, the recipients and implementing agencies to assess progress of the project 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 other levels. Performance indicators, targets and milestones have been identified and will be used to know if implementation is on course. One important part of the monitoring and reporting system will be to learn and adjust during implementation.

The initial estimation of the budget needed for this first phase will be about 50 millions dollars. Preliminary estimates of the amount needed for the implementation of this component have been made. Assumptions used in budgeting are also given.

### **Methodology to ensure success**

In order to ensure that the project contributes to successful achievement of intended outcomes in a timely and efficient manner, it will use the following success factors: ensure stakeholder ownership and participation, use existing structures instead of creating parallel ones, do detailed work plans and budget for the first 5 year, integrate project activities into the National Statistical System, focus in project implementation on capacity building as a condition for ensuring sustainability of activities started by the project, do phased implementation of the project, and ensure accountability at every level through a system of monitoring and reporting.

# Section 1

## Background and justification

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### 1.1 Assessment of National Agricultural Statistical Systems in Africa

#### 1.1.1 Importance of agriculture

Agriculture in its broadest sense is the dominant sector in the economies of many developing countries<sup>1</sup>. In much of Africa, the sector makes a big contribution to Gross Domestic Product (GDP), national exports and employment. In addition, most industries and services in the countries are based on this sector. The urban poor also depend on agriculture because basic foodstuffs account for the larger part of their total expenditure.

The central and strategic role of agriculture to the national economy makes the sector the key to general improved economic performance, increased incomes and raising of standards of living of households as well as poverty eradication and increased food security in the countries. Indeed all the Millennium Development Goals (MDGs) have direct or indirect linkages to agriculture. The major theme of The World Development Report<sup>2</sup> “*Agriculture for Development*” is that agriculture is critical if countries are to achieve the targets in the MDG of reducing by half the number of people suffering from poverty and hunger. It is for these reasons that in 2003, African Heads of State and Government launched an Africa owned and led initiative, the Comprehensive Africa Agricultural Development Program (CAADP), to assist African countries to achieve high growth through development based on agriculture, eliminate hunger, reduce poverty and food insecurity and promote trade expansion.

#### 1.1.2 Need for agricultural data

The aforementioned importance of the agricultural sector requires that its planning, management and monitoring be based on sound evidence. This in turn requires sustained availability of comprehensive, reliable and consistent statistical data and information in a timely manner and in a form that renders them intelligible and usable. Such data and information are a critical resource required for public policy analysis and design, policy implementation and monitoring, decision-making, input into other statistics e.g. national accounts, and for other purposes.

Agricultural data and information are required by a wide spectrum of stakeholders. These include policy, decision-makers and analysts in Government Ministries, institutions and quasi-government bodies; local authorities in regions and districts; the private sector operators (investors and traders) and the public at large to assess opportunities, risks and prospects in the sector; NGOs for planning, monitoring and evaluation; academia for research and teaching

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<sup>1</sup> Agriculture in its broadest sense includes crop and livestock production, forestry, fisheries and aquaculture

<sup>2</sup> World Bank, World Development Report, Agriculture for Development, 2008

purposes; the donor community and international organizations to assess requirements for assistance and/or participation in development initiatives; and the wider public for a variety of purposes. The need to inform these processes and monitor progress towards achievement of development goals has placed immense demands on institutions that produce official statistics including agricultural statistics in the countries.

### 1.1.3 State of agricultural statistics

Although African countries have a tradition of collecting agricultural statistics spanning a period of about four decades, they have by and large not developed structured National Agricultural Statistical System (NASS) with well-defined objectives and strategic directions. Neither has agricultural statistics been integrated into the National Statistical Systems. No wonder, therefore, that agricultural statistical systems in Africa are generally fragile, uncoordinated, insufficiently resourced and essentially unsustainable. These systems are an epitome of the “vicious cycle” of statistical under-development and under-performance in which **low demand** for data has led to **fewer resources** in terms of budgets, skilled and motivated staff, financial and technical assistance for statistical production and development which in turn has led to **poor output** in terms of data quantity, quality and dissemination.

All this is in spite of the fact that during this period, many projects aimed at collecting agricultural statistical data were designed and implemented, usually with assistance of donors. The success of these efforts did not necessarily add up to the development of the NASS because of lack of alignment of their objectives to the overall objectives of the NASS and its processes as well as the objectives and processes of the entire National Statistical System (NSS). There have been various assessments of National Statistical Systems in Africa in recent past, most in connection with the design of various initiatives to improve NSSs. Some of these initiatives are given below. In addition, there was a comprehensive assessment of the NASSs in Africa by the FAO regional office in Accra, Ghana in context of the 20th African Commission for Agricultural Statistics (AFCAS). The assessments show that:

- (i) **NASSs are unstructured** – they lack defined and shared objectives and strategic direction both of which are essential for performance enhancement;
- (ii) **NASSs are largely donor driven** - projects and programs for developing agricultural statistics have largely been donor conceived, funded and driven and have not conferred sufficient ownership on the recipient countries. In particular, they have failed to enlist adequate funding and other forms of commitment from national governments and as a result, production and development of agricultural statistics has been under-resourced;
- (iii) **NASSs are uncoordinated** - The NASSs in many countries are decentralized, with many institutions involved in data collection and compilation. These institutions use different methods for data collection and handling, and have different capacities for data production as well as management. All this is a recipe not only for production of conflicting and inconsistent data but also for statistical under-development. The institutions are by and large uncoordinated both horizontally and technically. Horizontal coordination is coordination between institutions aimed to ensure that they do not work at

cross-purpose. Technical coordination on the other hand aims to ensure that data from different sources are mutually consistent or comparable, achieved by service-wide adoption of standardised concepts, definitions and classifications. So not only do existing data tend to conflict between sources but also their collection generally fail to take advantage of opportunities for realizing synergy and cost-effectiveness;

- (iv) there is **wide use of “quick fix” approach** - because of the pressure to meet urgent data needs, short-term projects and programs have generally taken precedence over long-term planning and statistical development. This approach has in a number of cases distorted national priorities for statistical production. Moreover, it has not conferred lasting benefits to NSOs as it should in terms of capacity building and raising the profile of statistics.
- (v) **Existing data are inadequate** - existing data are poor (usually inaccurate and conflicting), insufficiently processed/analysed, insufficiently disaggregated (e.g. by gender and geographical divisions) and not easily accessible. There are also data gaps on such development indicators as the profile of rural populations, household food security, nutrition, on-farm food stocks, poverty levels, fish farming, post-harvest food losses, state of environment, forestry, food consumption, yields for staple food crops like bananas and cassava, horticultural production, actual role of women in agriculture, urban agriculture, etc.. There are also emerging challenges that need to be addressed with informed policies and decisions including bio fuels, environment and global warming, etc;
- (vi) **Methodological problems** - agricultural practices in many African countries including mixed cropping, continuous planting and harvesting, shifting cultivation, size of the plot, gender issues, employment issues, etc. create immense measurement problems.

So more than four decades of statistical work in many African countries, the need to build statistical capacity and systems is as great now as it has ever been. Fortunately, a number of initiatives have recently been put in place in Africa to improve statistics in general and agricultural statistics in particular. Hereunder, we highlight key initiatives.

#### **1.1.4 Recent key initiatives to improve statistics in Africa**

Recent key initiatives at improving statistics with implications for agricultural statistics include:

**The Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF):** The RRSF was designed to provide strategic directions and appropriate mechanisms for guiding and accelerating the development of sustainable statistical capacity in Africa for managing for results, and for implementing the Marrakech Action Plan for Statistics (MAPS) in the African region. It was endorsed by heads of National Statistics Offices (NSOs) in Africa, the Forum on Statistical Development in Africa (FASDEV) in 2006 and by the Conference of African Ministers of Finance, Planning and Economic Development in 2007.

**National Strategy for the Development of Statistics (NSDS):** The NSDS provides a country with a strategy for strengthening statistical capacity across the entire NSS. It provides a

vision for where the NSS should be in five to ten years time and sets milestones for getting there. It presents a comprehensive and unified framework for continual assessment of evolving user needs and priorities for statistics and for building the capacity needed to meet these needs in a more coordinated, synergistic and efficient manner. It also provides a framework for mobilizing, harnessing and leveraging resources (both national and international) and a basis for effective and results-oriented strategic management of the NSS.

**African Statistical Coordination Committee (ASCC):** The ASCC was established in 2007 to coordinate and harmonize statistical activities among continental and regional organizations with significant statistical component in accord with the RRSF. Membership of the ASCC includes the African Union Commission (AUC), the African Development Bank (AfDB), the UN Economic Commission for Africa (UNECA), the African Capacity Building Foundation (ACBF), AFRISTAT and RECs. Its terms of reference include, among others, promotion of overall coordination, integration and complementarity in statistical production and development; promotion and coordination of the implementation of the RRSF; ensuring that international recommendations are adapted to African conditions; fostering good practices; and following up on StatCom-Africa recommendations.

**Statistical Commission for Africa (StatCom-Africa):** StatCom-Africa was established by the UN Conference of the African Ministers of Finance, Planning and Economic Development in April 2007 as the apex inter-governmental body in charge of statistics and statistical development in Africa. Members of the Commission are African countries represented by their heads of NSOs. The Commission meets every two years. The African Group on Statistical Training and Human Resources (AGROST) dealing with the coordination of statistical training activities in Africa will play an important role in the implementation of the training component of the Strategy. AGROST was formed at a stakeholders' meeting on the coordination of statistical training activities and initiatives held in the margins of the 19th meeting of the AFRISTAT Steering Committee on 13 April 2009 in Ouagadougou, Burkina Faso. The meeting agreed to replace all existing groups dealing with statistical training in Africa by a unique working group called AGROST under the aegis of StatCom-Africa. This agreement was firmed up at a meeting held in Bujumbura, Burundi in June 2009 and attended by African Statistical Training Centres, statistics departments of selected African Universities, NSOs, sub-regional and regional organizations, and international organizations with special interest in statistical training and human resources development in Africa.

**The African Charter on Statistics:** Adopted by the Assembly of Heads of State and Government of the African Union in February 2009, the Charter was developed by members of the African statistical system under the leadership of the African Union (AU) to serve as a legal instrument to regulate statistical activities and to serve as a tool for advocacy and development of statistics in Africa. 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.

**Strategy for the Harmonization of Statistics in Africa (SHaSA):** This continental effort provides a framework for the production of timely, reliable and harmonised statistical information in support of Africa's integration agenda adopted by the African Heads of States and

Government. The strategy was adopted by African Ministers of Finance and Economy in March 2010 and is due to be adopted by Heads of States and Government in July 2010. As part of SHaSA implementation mechanism, a **Committee of Directors-General of National Statistics Offices (CoDG)** was established to provide overall guidance and serve as the Steering Committee for the implementation of SHaSa. In addition, a Technical Group on Agriculture, Environment and Natural Resources was established. This group is expected to play a key role in the implementation of the Strategy.

Recent initiatives specific to agricultural statistics include the 1999 FAO/World Bank initiative on agricultural statistics, the 2007 guideline by the African Development Bank, Intersect and PARIS21 on integration of sectoral statistics into the NSDS and lately, the Global strategy for improving agricultural statistics in developing countries.

The FAO/World Bank initiative was first discussed in 1999 at the 16<sup>th</sup> Session of the African Commission for Agricultural Statistics (AFCAS) held in Guinea as the new vision for the development of agricultural statistics in the continent. It was piloted in Ethiopia, Ghana, Guinea, Madagascar, Malawi, Tanzania and Uganda. The initiative involved using an integrated approach to develop national agricultural statistical systems. In 2008, the AfDB in collaboration with Intersect<sup>3</sup> and PARIS21<sup>4</sup> produced a Guide on Mainstreaming Sectoral Statistical Systems in Africa to help countries integrate sectoral statistics into their NSDS. This was meant 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 other sectors. This has made it difficult to develop shared goals and cross-cutting strategies and streamline institutional and coordination arrangements<sup>5</sup>. The next sub-section presents the latest initiative, the Global Strategy for improving agricultural statistics.

## 1.2 Global Strategy

The United Nations Statistical Commission (UNSC) initiated the effort to develop a global strategy to improve agricultural 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 40<sup>th</sup> UN Statistical Commission in New York in February 2009 and at the International Statistical

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<sup>3</sup> Intersect is an informal collaboration of individuals and institutions willing to commit time and/or financial resources to explore, document and disseminate ways of increasing the use of data across sectors to inform poverty reduction and other development strategies. It can be found at, <http://www.intersectweb.org>.

<sup>4</sup> PARIS21 (Partnership in Statistics for Development in the 21st Century) is a partnership of national, regional, and international statisticians, policymakers, development professionals, and other users of statistics interested in promoting evidence-based policy and decision-making in developing countries.

<sup>5</sup> African Development Bank, Intersect and PARIS21, Mainstreaming sectoral statistical system: a guide to planning a coordinated national statistical system, Tunis, Tunisia, 2007

Institute (ISI) Satellite meeting on agricultural statistics held in Maputo, Mozambique in August 2009. The 41<sup>st</sup> Session of the UNSC which was attended by many Heads of NSOs in Africa gave a clear and official mandate to FAO and Friends of the Chair to develop an implementation Plan for the Strategy.

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

- The serious decline in the quantity and quality of agricultural statistics and the need to provide data to support emerging data requirements mainly on the environment, global warming, poverty and hunger, the use of land and water and the increasing use of food/feed commodities to produce biofuels.
- 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 MDGs, 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>6</sup>

The strategy is based on three pillars<sup>7</sup>:

- The first pillar is the establishment of a minimum set of core data that countries will provide to meet the current and emerging demands.
- The second pillar is 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. The integration will be achieved by implementing a set of methodology that includes the development of a Master Sample Frame for Agriculture, the implementation of an Integrated Survey Framework, and with the results available in a Data Management System.
- The Third Pillar is the foundation that will provide the sustainability of the agricultural statistics system through governance and statistical capacity building.

The Conference of Development Partners on the Global Strategy for Improving Agricultural Statistics: Implementation Plan for Africa took place in the City of Hammamet, Tunisia from 3 to 4 February 2010. The conference was co-organized by the AfDB, FAO and the Bill and Melinda Gates Foundation (BMGF). The Conference endorsed the idea of developing three separate components to the strategy implementation plan for Africa including technical assistance, training and research and a supporting governance mechanism.

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<sup>6</sup> Independent Evaluation of FAO’s Work and Role in Statistics, June 200.

<sup>7</sup> Global Strategy to Improve Agricultural and Rural Statistics, Report of the Friends of the Chair on Agricultural, Statistics United Nations Statistical Commission, Forty-first session 23-26 February 2010

This proposal is an integral part of the strategy implementation plan for Africa and constitutes its central building block. It is also a strong supporting element to other components of the plan in Africa in the context of global governance structure. This document elaborates the governance mechanism of the implementation plan.

### **1.3 Strategy components**

As mentioned earlier, the Hammamet Conference recommended that for purposes of Strategy implementation, three inter-related technical components should be prepared - technical assistance, training and research. These components are being developed as stand alone proposals (for fund raising purposes) respectively under the leadership of AfDB, UNECA and FAO. They will then be consolidated into a single overall proposal. It will be possible for donors to pick a component or part of it for funding. These components will be supported by a governance mechanism<sup>8</sup>.

#### **Technical assistance component**

Given the capacity gaps that many countries face, Technical Assistance (TA) will be required to galvanize them to produce data that meets national and international requirements. Six preliminary elements of a TA program for Africa have been identified. These elements which also touch on other components of the program include: (i) designing and implementing national integrated agricultural statistics project proposals complete with objectives, outputs, activities and work plans, inputs (government and donors) (ii) designing the Agricultural Sector Plans for Statistics - as building blocks for the bottom-up approach in the design of the NSDS; (iii) development of institutional and organizational capacities - establishing institutional arrangements for coordination of agricultural statistics, human resources development and building an enabling infrastructure for developing agricultural statistics; (iv) development and/or adoption of appropriate methodologies for collecting and analyzing agricultural data, introducing new methodologies, tools and IT applications into their data collection and management and building capacity in economic and policy-related data analysis and data use for managing for development results; (v) preparation and distribution of self-contained technical manuals and guides to be used both as training and reference materials; (vi) data harmonization and management – including assembling, reviewing, analyzing and documenting existing agricultural datasets, verifying the accuracy and reliability of the agricultural production data series and establishing CountryStat<sup>9</sup> in countries to provide decision-makers access to statistics across thematic areas such as production, prices, trade and consumption; and (vii) strengthening data systems including administrative data sources, agricultural censuses (including the 2010 census round) and agricultural sample surveys.

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<sup>8</sup> Report on Conference of Development Partners on Global Strategy For Improving Agricultural Statistics: Implementation Plan for Africa, Hammamet, Tunisia 3-4 February 2010.

<sup>9</sup> CountrySTAT is a statistical framework and applied information system for analysis and policy-making to organize, integrate and disseminate statistical data and metadata on food and agriculture coming from different sources. CountrySTAT gathers and harmonizes scattered institutional statistical information so that information tables become compatible with each other at the country level and with data at the international level.

This component will be led by the AfDB and implemented in close collaboration with other stakeholders.

### **Training component**

Agricultural statistics agencies need many different kinds of staff from senior managers to enumerators and field supervisors. All of them need an adequate education as well as specialist skills competencies and expertise. They also need to update their expertise and learn new competencies to respond to new data needs and to make use of new methods and technologies. A limited survey of African countries indicates that there is continuing demand for training with the main focus on technical areas, especially remote sensing, geographical information systems, sampling, data management and the management of agricultural surveys and censuses. Training, therefore, will be an essential component of any program looking to put the recommendations of the Global Strategy for Improving Agricultural Statistics into effect in Africa.

Training will be needed, both to help statistical agencies be more effective and efficient and to support the development of individual careers. Any new program will need to take both aspects into account, ensuring, wherever possible that the costs and benefits are shared. A quick review of regional training providers suggest that there is training capacity in place, but that it is having difficulty in responding to demand and in developing new courses. The training component of the project, therefore, will need to take this into account and should include mechanisms to strengthen the capacity of training providers, to make training activities more sustainable, and to strengthen the real demand for training.

This component will be led by the UNECA and implemented in close collaboration with other stakeholders.

### **Research component**

The agricultural sector in the African setting is complex. This complexity which confounds data collection challenges includes the following:

- the bulk of food crops production is from a large number of small subsistence farms which use a wide variety of agricultural practices;
- wide geographical and cropping diversity in terms of the importance of crops grown (cereals vs. root crops) and agricultural seasons (specificities of seasons: one or several seasons);
- specific challenges related to livestock data collection (enumeration of nomadic and semi-nomadic livestock, estimates of livestock products -informal slaughtering); and
- rapid changing nature of agriculture and the emergence of new issues (bio-fuel, climate change, etc.);
- fisheries;
- Forestry and environment.

These factors contribute to data collection challenges. As a consequence, the quality of data on the agricultural sector in Africa, particularly its accuracy, has recurrently been questioned by data users. This component aims to handle these challenges in order to improve agricultural

statistics. Major research themes identified for improving data collection during the Conference at Hammamet are:

- improved methods for estimation of crop area, yield, production and stock;
- methodology for food balance sheet, cross border trade, farm gate prices and cost of production;
- issues related to food security and vulnerability;
- specific issues on agricultural censuses and surveys; and
- issues related to integrated survey methodology.

This component will be led by FAO and implemented in close collaboration with other stakeholders.

### **Governance mechanism**

The governance mechanism and structures aim to establish an institutional framework and coordination arrangements for the implementation of the Strategy. In particular, the mechanism will provide support to the technical components of the Strategy.

The Governance mechanism is elaborated in the next sections.

## **1.4 Organization of the report**

This report is organized in five sections. Background information and justification for the project are presented in section 1. Section 2 presents the project framework for the governance mechanism. Governance arrangements are presented in section 3 and section 4 presents oversight and reviews, monitoring and evaluation system, information management and reporting system.

The report has three annexes. Annex I gives the results-based logical framework for the project. The work plan is presented in Annexes II.

## Section 2

### Project framework for governance mechanism

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#### 2.1 Introduction

Governance of a project is crucially important to streamline management and operations so that the project can meet its objectives. Among other things, governance helps to:

- make a compelling business case, stating the objects of the project and specifying the in-scope and out-of-scope aspects,
- identify all stakeholders with an interest in the project and agreeing on the project deliverables,
- ensure the proper flow of information regarding the project to all stakeholders,
- ensure clear assignment of project roles and responsibilities,
- identify resources needed to successfully implement the project – staff, budget, etc,
- indicate resource mobilization and disbursement arrangements,
- elaborate arrangements for oversight and reviews, monitoring and evaluation/control.

This section presents key aspects of the project framework of the Proposal on the Governance Mechanism of the Implementation Plan for Africa of the Global Strategy for the Development of Agricultural Statistics. The Project Framework is the main part of this proposal and 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 governance mechanism, is part of the global framework for the implementation of the Strategy plan for Africa.

The following are the elements of the framework:

- goal and purpose of governance mechanism,
- specific outcomes, outputs and activities,
- stakeholder analysis,
- sustainability,
- risks and assumptions, and
- methodology to ensure success of the project.

These elements are charted in a logical framework which is given as Annex I.

#### 2.2 Goal and purpose

##### 2.2.1 Goal

To support the development of the agricultural and rural economy through the implementation of the Global Strategy 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.

### **2.2.2 Purpose**

To strengthen the institutional and organizational basis for improving agricultural statistics including integrating agriculture in the national statistical system

## **2.3 Specific outcomes, outputs and activities of the Global Strategy**

### **Outcome 1**

Increased availability and use of agricultural data for policy, decision-making and other purposes

#### **Output 1.1**

The minimum set of core agricultural data produced annually and disseminated to national and international users

#### **Activities**

- 1.1.1 undertake comprehensive capacity assessment of agricultural statistical systems
- 1.1.2 build statistical capacity
- 1.1.3 improve data sources including censuses and surveys as well as administrative data sources
- 1.1.4 improve methodologies for data collection through research
- 1.1.5 prepare methodological manuals and guides
- 1.1.6 develop skills of statistical personnel

#### **Output 1.2**

African key policy and decision-makers, legislators, etc. who appreciate the value of and are able to use statistics in their work

#### **Activities**

- 1.2.1 promote use of agricultural statistics and empower users to effectively use them in policy and decision-making
- 1.2.2 improve capacity for data analysis and especially policy-related analysis.

#### **Output 1.3**

An integrated database in place and use

#### **Activities**

- 1.2.1 establish data dissemination policies including use of web technologies

- 1.2.2 build database infrastructure
- 1.2.3 roll out CountryStat to other countries

## **Outcome 2**

Legal provisions for agricultural statistics are aligned with provisions in the national statistical legislation

### **Output 2.1**

Aligned legal provisions for agricultural statistics

#### **Activities**

- 2.1.1 Ensure existence of legal provisions for agricultural statistics which are aligned with the provisions in the national statistical legislation

## **Outcome 3**

Appropriate structures for coordinating implementation of the Strategy at regional and national level are established and are functional

### **Outputs 3.1**

Strategy implementation structures at regional and national level are established and operational

#### **Activities**

- 3.1.1 Establishment of implementation structures including M&E system at regional level
- 3.1.2 Establishment of implementation structures including M&E system at national level

## **Outcome 4**

Appropriate structures for integrating agriculture in the national statistical system are established and are operational

### **Output 4.1**

A master sample, an integrated survey framework and an integrated database are in place

#### **Activities**

- 4.1.1 establish a Master Sample
- 4.1.2 establish an integrated survey framework
- 4.1.2 establish an integrated database

## **Output 4.2**

Sector Strategic Plan for Agricultural Statistics (SSPS) designed in context of the NSDS

### **Activities**

- 4.2.1 design, test and implement the Sector Strategic Plans for Agricultural Statistics (SSPS) in countries

## **Outcome 5**

Resources are mobilized and allocated for Strategy implementation

### **Output 5.1**

Donors' coalition built and operational.

#### **Activities**

- 5.1.1 mobilize donor support at all levels;
- 5.1.2 establish a donor's forum for agricultural and rural statistics in countries with a lead donor identified;
- 5.1.3 establish basket funding arrangements for agricultural statistics in context of Agricultural Sector Plans for Statistics (ASPSs).

### **Output 5.2**

National resources mobilized.

#### **Activities**

- 5.2.1 advocate for national resources;
- 5.2.3 stimulate demand for statistics at the national level through support for relevant, accessible, timely, and accurate data which are produced to meet user needs.

## **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
<p>Planning authorities (Ministries of Planning, Planning Departments in sectoral Ministries – agriculture, health, education, labour, environment, water, etc.)</p>	<p>Wish for good statistics to help them:</p> <ul style="list-style-type: none"> <li>• Make good evidence-based policies and decisions</li> <li>• Justify and illustrate the results of former policies and decisions, so highlight successes</li> <li>• Monitor implementation of poverty reduction strategies (PRSs) and other development programs</li> <li>• track progress in key policy and development areas</li> <li>• To build an accurate picture of what is happening at local, regional and national levels</li> </ul>	<p>A strengthened agricultural statistical system will lead to:</p> <ul style="list-style-type: none"> <li>• better diagnosis of development issues</li> <li>• more informed policies, plans and programs</li> <li>• better identification of vulnerable groups especially the poor, disabled, women and children and better targeting of interventions</li> <li>• better monitoring and tracking of progress in achievement of stated objectives, goals and targets.</li> </ul>
<p>Local Governments</p>	<p>To influence Ministries and central government to accelerate transfer of resources away from the centre to local governments,</p> <p>Planning, implementing and monitoring development at lower levels of government in countries.</p>	<p>Improved planning, implementing and monitoring development at lower levels of government in countries.</p>
<p>Research and training institutions including Universities</p>	<p>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.</p> <p>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.</p>	<p>A strengthened statistical system will lead to:</p> <ul style="list-style-type: none"> <li>• improved prospects in participating in various data collections at NSOs, line ministries, etc.</li> <li>• availability of better data for analysis of developmental issues</li> <li>• better meet demand for cross-cutting analyses</li> <li>• improved access to data and especially micro data when databases in line ministries are up and running</li> <li>• increased opportunities to train statisticians and data analysts</li> <li>• increase revenue from training and publication activity</li> </ul>
<p>Private Sector Organizations</p>	<p>Want to receive accurate information to:</p> <ul style="list-style-type: none"> <li>• assess product demand</li> </ul>	<p>A strengthened statistical system should lead to:</p> <ul style="list-style-type: none"> <li>• better availability of official statistics</li> </ul>

	<p>(population and income data are crucial)</p> <ul style="list-style-type: none"> <li>• assess investment opportunities, risks and prospects and be able to inform external interested parties about investment in a country</li> <li>• plan and make decisions</li> </ul> <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>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<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 government figures and evidence.</p> <p>Will also be interested in stakeholder meetings and in the possibilities of influencing government and other agencies</p>	<p>More systemic approach will assist in finding correlations between different areas and also give them better access to government and other agencies.</p> <p>Will have limited time and resources so may need to be led into the process so will really value effective communication.</p>
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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:

### 2.5.1 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”*.

### 2.5.2 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.

### 2.5.3 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. It will also be done by mainstreaming sectors in the design of the NSDS where Sector Strategic Plans for Statistics (SSPS) will be designed and used as building blocks for the NSDS.

## 2.5.4 Donor support

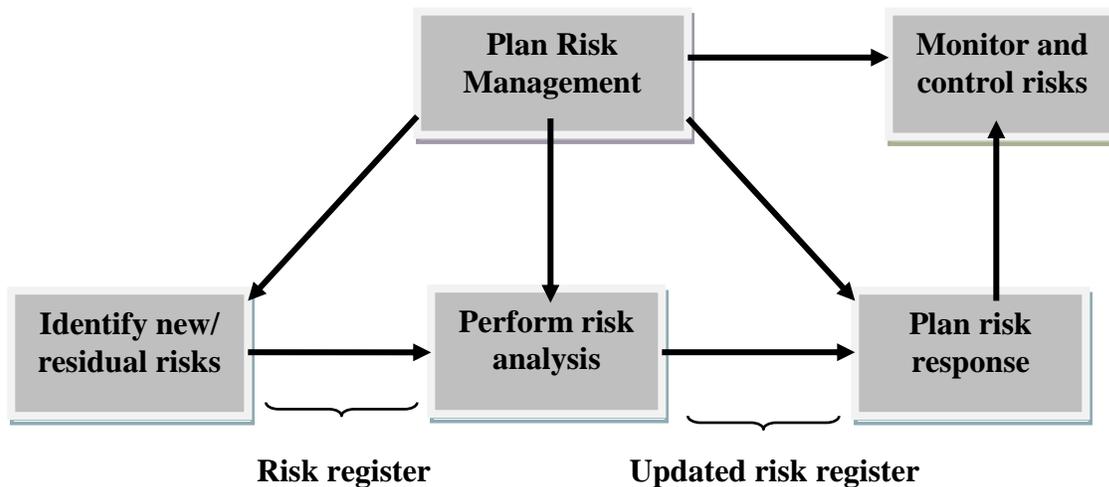
Given the global nature of this Strategy, it is expected that funding the program will continue to receive attention from donors. As the project makes progress, countries will gain relevant experience and data collection efficiencies will be enhanced thereby reducing the cost of producing similar data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

The risk management will be kept dynamic throughout the whole project life cycle. A Risk Log of all the unresolved problems and risks associated with the problems which may arise during a project will be maintained in order to keep them tracked 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 figure below).

### Monitoring and controlling risk in the big picture of risk management



Possible important risks (and corresponding risk descriptions) that could jeopardize the realization of the project outcomes and related mitigating measures that would minimize their impact on the success of the project are presented in table 1 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 I).

**Table 2: Risks to project outcomes**

<b>Risk drivers</b>	<b>Description/Discussion</b>	<b>Mitigating measures</b>
<b><i>1. Donor coalition risks</i></b>		
1.1 Unsustainable donor commitments	The donor commitment to fund parts of the project may not be sustainable along the whole life of whole project cycle	- To organize and implement the Strategy by phase and groups of countries
1.2 Mobilization and securing all funds required to cover project cost	It may not be easy to mobilize in a timely manner the total funds required to complete the project	- Strong advocacy among all potential donors
1.3 Large project size	The project is covering three important technical components including cross-cutting activities.	- Technical components may be funded as standalone sub-projects - To organize and implement the Strategy in phases and by group of countries
<b><i>2. Project management risks</i></b>		
2.1 Problems to coordinate the implementation plan	Some tasks of this important Strategy will be executed in parallel or some after others by different structures (AfDB, FAO and UNECA). This requires a transparent and coherent coordination and management arrangements	- The Regional Strategy Coordinator to be assisted by a Technical Coordinator and support staff.
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 M&E system
2.3 Weak risk management system	If all possible risks are not regularly monitored, evaluated/controlled, and mitigated, they may 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 Possible weaknesses of RECs/SROs	Some leading organizations in countries and/or RECs/SROs may not have the capacity to support the project activities as planned	- To identify the capacity of each of them and assist them accordingly. The establishment of country profiles will help
2.6 The project schedule and cost overruns	The volume of activities to be implemented may be too ambitious while required funds and other resources are not made available and timely	- To monitor closely the adherence to the project schedule and ensure that required funds are made available in a timely manner - To include appropriate management reserve tasks on the schedule of technical components

## **2.7 Methodology to ensure success**

The following will be done to ensure that the project contributes to successful achievement of intended outcomes in a timely and efficient manner.

### **2.7.1 Engendering ownership and participation**

As stated earlier, stakeholder ownership and participation in the implementation of the strategy will be promoted through stakeholder committees such as the Regional Steering Committee and NASC and meetings at the level of RECs. Where NASCs have not been established or are weak, they will be established or activated. And where RECs are weak, they will be strengthened with human and material resources so that they can provide continuity in rendering technical assistance to countries.

The structure has been designed in such a way as to mainstream key stakeholders in the African Statistical System and engender wide stakeholder ownership and participation in the implementation of the Strategy. Ownership leads to more commitment, creativity, imagination, innovation and productivity. Provision has been made for African countries, continental organizations (AfDB, UNECA and AUC), and FAO and others, to own the Strategy and fully participate in its implementation as partners. 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”*.

### **2.7.2 Detailed work plans and budget**

A detailed work plan has been prepared for the first 5 years of the project and is given as Annex II. It identifies key activities to be undertaken for each output, when they will be undertaken and by whom (responsibility centre), and integrating these in the National Statistical System. In addition, a detailed budget has been prepared and is presented in Annex III. These should contribute to the success of the project.

### **2.7.3 Sustainability**

To the extent possible, the existing structures of the African Statistical System will be used instead of creating parallel structures. These structures were briefly described above. New structures will be created where necessary.

In addition, responsibilities for different actions have been apportioned as per the work plan. So it will be known who will do what, when, where, and why. And very importantly, there will be a focus in project implementation on capacity building as a condition for ensuring sustainability of activities started by the project.

### **2.7.4 Phased implementation**

It will not be possible to implement the Strategy in all 53 African countries from year 1 of the project cycle. Moreover, some activities such as methodological research can only be done in

selected countries. Accordingly, it is proposed to start Strategy implementation covers 15 countries in Year 1, 30 countries in Year 2 and 53 countries as from Year 3. The phasing will allow for lesson learning as Strategy implementation progress. However some activities like training can be started in all countries right from Year 1.

Criteria for selection of countries to participate in each phase will be developed. Broadly, the criteria will include: whether or not the country is a fragile state or not, language and regional divide, Friends of the Chair of the UN Statistical Commission from Africa (3 countries), and countries where work is already going on with funding from BMGF (5 countries).

### **2.7.5 Monitoring and reporting**

A system for monitoring and reporting on implementation at every level has been established to ensure accountability. Performance indicators, targets and milestones have been identified and will be used to know if implementation is on course. In addition, provision has been made for review meetings. One important part of the monitoring and reporting system will be to learn and adjust during implementation.

## Section 3

### Governance arrangements

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#### 3.1 Introduction

Effective implementation of the Global Strategy in Africa will require good governance at global, regional and country level. Not only does this entail defining governance structures at all levels but also defining linkages among them. At regional level, other considerations have been taken into account including past experiences in implementing global initiatives and the need to leverage existing structures.

The following figure depicts the structure for implementing the Strategy in Africa. The structure cascades from the global to the national with enhanced vertical and horizontal linkages.

#### 3.2 Governance arrangements at global level

It is expected that a global governance structure will be put in place for purposes of overall oversight, coordination, accountability and management of the Strategy implementation program globally. This structure will ensure consistency and data quality in all regions and countries. It is assumed that the global structure will involve establishment of a **Global Strategy Implementation Office (GSIO)** based at FAO, with a **Global Strategy Coordinator (GSC)** running the office and working closely with regional strategy secretariats in other parts of the world. The GSIO will play an “umbrella” role of addressing technical issues at global level and ensuring technical consistency and complementarity of various components at regional level.

The Global Implementation Plan will be supported by a Global Multi-donor Trust Fund for Agricultural Statistics (GMDTFAS). It is expected that funds from GMDTFAS will be allocated to regions where mobilization of resources is weaker.

The development of the Global Strategy was recommended by the 40<sup>th</sup> session of the **United Nations Statistical Commission (UNSC)**. The 41<sup>st</sup> session of the Commission endorsed the Strategy and gave a clear and official mandate to FAO and the Friends of the Chair to develop an implementation plan. Progress on implementation of the Strategy will be regularly reported to the Commission. In addition, progress will be reported regularly to the FAO governing body, the FAO Council (Ministers of Agriculture of Member States). The involvement of Ministers of Agriculture is crucial since in many countries, agricultural statistics are handled by the Ministry of Agriculture.

### **3.3 Governance arrangements at regional level**

#### **3.3.1 Introduction**

A number of considerations were taken into account in coming up with governance arrangements for the implementation of the Strategy in Africa including the following:

- (a) As was pointed out earlier, existing structures of the African Statistical System will be used in the governance arrangements for implementing the Strategy in Africa in order to confer ownership and achieve synergy.
- (b) The Global Strategy is not the first global program to be implemented in Africa. In 2002-2007, Africa successfully implemented the International Comparison Program (ICP). The ICP-Africa whose implementation was coordinated by AfDB created an implementation office at AfDB and used RECs, SROs and an ICP coordinator at national level to implement the program. The ICP-Africa structure served Africa well and is to be used again for the next ICP round (2011-2012). The implementation of the global strategy will be modeled along the ICP-Africa governance arrangements.
- (c) Another consideration is designing the regional and country governance structures is the need to engage data users in decision making on the implementation of the Strategy. These are being accommodated in regional and national structures.
- (d) Finally, there was a need for the governance structure to clearly spell out reporting arrangements and specifically on who reports to whom for information and for action.

#### **3.3.2 Existing structures of the African Statistical System**

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.

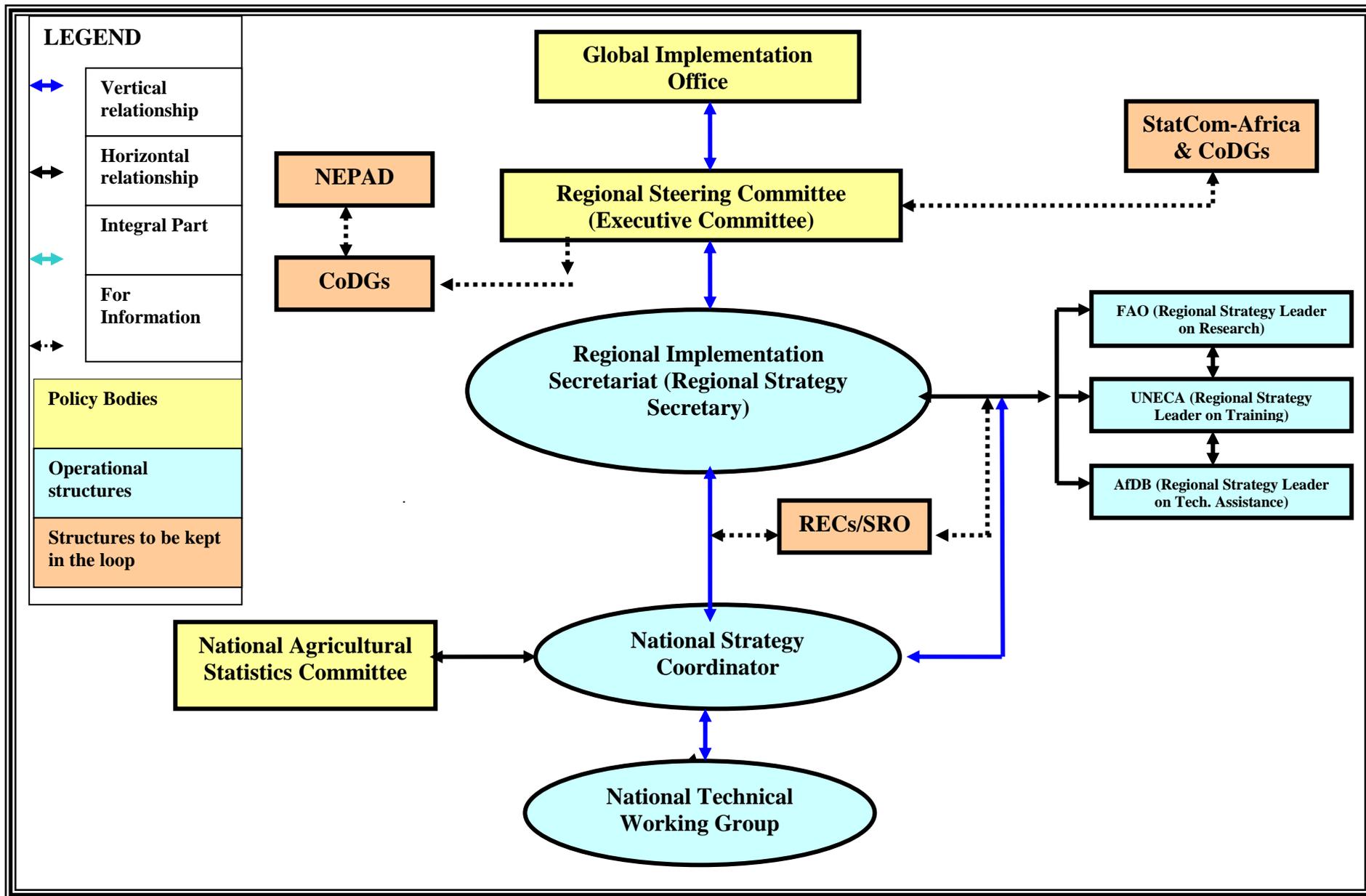
##### **(a) Existing structures at regional and sub-regional levels**

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 first three structures have already been presented above. The others (AFCAS, RECs and SROs) are presented below.

# Governance Structure



## **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 for north Africa based in Cairo, Egypt. 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 harmonisation. 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 harmonisation 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 harmonisation.

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>10</sup>. Initially emphasis in training was on middle-level cadre but it later included professional training. Some of these centres had a

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<sup>10</sup> J.P.M. Ntozi, Training of African Statisticians at professional level, Journal of Official Statistics.Vol.8, No. 4, 1992

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>11</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.

#### **(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

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<sup>11</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

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.

### **3.3.3 Role of data users**

Data users are the most important component of the NSS. Not only are they the *raison d'être* for the production of statistics but also, and equally importantly, some of them also dispense resources – the case with policy makers in ministries of finance/planning. It is also now well recognized that demand for data is essential for sustainability of statistical systems. This notwithstanding, data users in many countries in Africa have, by and large, been at the periphery or on the margins of the statistical systems, playing a second fiddle and usually invited to one off workshops and meetings to determine their data needs or to receive census/survey reports. Therefore, in order to enhance the statistical systems, data users need to be mainstreamed i.e. repositioned to the very center of the system where they can and should be encouraged to play proactive roles in statistical development.

In order to play this role, however, data users will be encouraged to:

- understand better agricultural statistics and their potency, which naturally will increase the value of the statistics,
- better articulate their requirements for data,
- understand better the process for the production of good agricultural statistics,
- appreciate the need for statistical reforms and in particular, integrating agriculture in the NSS,
- appreciate the need to invest in statistical capacity building as, “*enhanced investment in statistics will pay for itself many times over by improving the efficiency of governments and donors in allocating resources and monitoring outcomes*” (PARIS21, 2006), and
- understand better the meaning and importance of key data series like growth rate of agricultural sector, food balance sheet, etc.

In designing the structure, the place of data users at regional and national level has been secured as can be seen below.

### **3.3.4 Governance structures at regional level**

The governance structures will be required to execute the implementation plan, allocate resources, provide technical assistance, monitor implementation, assess progress and coordinate

linkages among Strategy implementation components including timing and sequencing of activities. Taking into account the aforementioned considerations, the following governance structures will be used at regional level.

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

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.

**(ii) Committee of Directors-General of NSOs (CoDGs)**

As was mentioned earlier, the **Committee of Directors-General of NSOs (CoDGs)** will serve as the Steering Committee of SHaSA. 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.

**(iii) Regional Steering Committee**

At regional level, overall coordination and accountability for Strategy implementation will be the responsibility of a **Regional Steering Committee (RSTC)**. The RSTC will be the enhanced African Statistical Coordination Committee (ASCC), enhanced by inclusion of non-ASCC members. In constituting the Committee, it was felt that apart from the consideration of using existing structures for representation on the Committee, the Committee should be pitched high and should be under high level stewardship of a major data user for reasons of visibility and effectiveness. In particular, the need was felt for the Committee to be chaired by someone with gravitas to assist in resource mobilization given that Strategy implementation will require a lot of resources. At the meeting of component leaders, consultants and some donors held in Rome, Italy from 12 to 15 September, it was proposed that this Committee is best chaired by the Chief Economist and Vice-President, AfDB.

Since the Committee is large because of representation from different constituencies (about 35 members), there will be an **Executive Committee (EC)**, a smaller body of seven people, that will act as the bureau for the RSTC. The EC will be expected to meet more frequently and get things done on behalf of the Regional Steering Committee. The Executive Committee to be chaired by the Chair of StatCom-Africa, will comprise six other members, namely four regional members of ASCC, FAO and the Chair of AFCAS.

## *Responsibilities*

The responsibilities for the RSTC will include:

- providing policy oversight and guidance on the implementation of the Strategy
- overall coordination and accountability of the program
- approving the overall work program
- providing overall management of the implementation action plan
- resource mobilization
- reporting progress to StatCom-Africa, CoDGs and the Global Governing Board.

## *Membership*

Chairperson: Chief Economist and Vice President, AfDB

Membership of the RSTC will include:

- regional members of the African Statistical Coordination Committee (ASCC)<sup>12</sup>
- African Friends of the Chair (FoC)<sup>13</sup> of the UNSC and representatives of four (4) other selected countries. The selection will take into account language and regional considerations
- Bureau of StatCom-Africa (5 countries)
- Bureau of the African Commission on Agricultural Statistics (AFCAS)
- Representatives of 3 statistical training centres
- FAO Regional Offices for Africa based in Accra, Ghana and Cairo, Egypt
- International organizations including Bill and Melinda Gates Foundation (BMGF)<sup>14</sup>, etc.

## *Meetings*

The RSTC will hold one regular meeting each year. The meetings will be convened by the ASCC. However, the Executive Committee will meet more frequently on a needs basis.

## *Reporting*

There will be a multi-reporting mechanism that will allow reports to be received and acted on by different structures including the following:

- StatCom-Africa which will report to the UN Statistical Commission as well as the Joint African Union and the UNECA Conference of African Ministers of Finance and Economy;
- Committee of Director Generals of National Statistics Offices in Africa which will report to NEPAD<sup>15</sup> in context of its CAADP program;

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<sup>12</sup> Regional members of ASCC are: AfDB, AUC, ACBF and UNECA

<sup>13</sup> These countries are:

<sup>14</sup> With funding from Bill and Melinda Gates Foundation (BMGF), the World Bank and other organizations are working in six (6) African countries to develop and implement household surveys and analyze survey data with a strong emphasis on agriculture. The countries are: Mozambique, Ghana, Zambia, Kenya, Zimbabwe and Tanzania.

- AFCAS which will report to the biennial FAO Regional Conference for Africa;
- AfDB which will report to its Board of Directors;
- Global Governing Board which will report to the FAO governing body, the FAO Council (Ministers of Agriculture of Member States) and the UN Statistical Commission on global Strategy implementation.

**(iv) Regional Strategy Implementation Secretariat**

The governance mechanism will require a Secretariat which will be responsible for fund raising, managing funds, monitoring and evaluation, and reporting on the implementation of the strategy. It has been agreed that this Secretariat should be based at AfDB. However, not all members of the Secretariat will be based at AfDB. The Secretariat will be headed by a Secretary and a core team of four regional coordinators –Technical Coordinator, Coordinator for Research (based at FAO, Rome) and the Coordinator for Training (based at UNECA, Addis Ababa). Also at the secretariat will be a Financial Manager, a Monitoring and Evaluation Officer and an administrative officer.

Their responsibilities are as follows:

***Regional Strategy Secretary***

The Regional Strategy Secretary (RSS) will be responsible for running the Secretariat on behalf of the Steering Committee. He/she will be responsible for administrative, financial and technical work as well as M &E system.

Specific responsibilities of the RSS will be to:

- head the Secretariat and service the Regional Steering Committee
- coordinate with FAO, the Global Implementation Office (Global Strategy Coordinator) ), the three (3) Regional Component Coordinators (TA/Training/Research) and other partners, in the implementation of the Strategy in Africa,
- liaise with the Global Strategy Coordinator and the three (3) Regional Component Coordinators (TA/Training/Research) about the implementation of the Global Strategy,
- assist countries design their implementation action plans in line with the global framework,
- organize organizational workshops on the Strategy to ensure that uniform standards of work are used especially with regard to production of the minimum core data set,

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<sup>15</sup> NEPAD (New Partnership for Africa’s Development) is a blue print for Africa’s development in the 21<sup>st</sup> century. It was formally adopted by the 37<sup>th</sup> Summit of Organization of African Unity (OAU) in 2001 as a strategic framework document that promises Africa’s renewal. NEPAD is a program of the African Union (AU), formally known as the OAU and its highest authority is the Heads of State and Government Summit of the African Union. NEPAD was designed by African leaders to address Africa’s development challenges; place their countries, both individually and collectively, on a path of sustainable growth and development; and extricate themselves and the continent from the malaise of underdevelopment and exclusion in a globalizing world.

- backstop the countries implementing or planning to implement the Strategy,
- determine the resource requirements of each country and allocate resources from overall fund accordingly,
- supervise the technical and administrative work of the Strategy implementation,
- assist countries with policy-related use of agricultural data, and
- report through AfDB to all African and global stakeholder organizations as well as donors.

### ***Financial Manager***

The Financial Manager will work under the direct supervision of the Secretary at the Regional Implementation Secretariat office at AfDB. The remit of the coordinator will be to monitor budget and expenditures with some analysis of the implementation program. In consultation with the other component coordinators and the Secretary, he/she will be expected to:

- receive budgets from technical coordinators and disburse funds accordingly
- subcontract on tender basis or on comparative advantage basis (whenever possible to African institutions) activities to be undertaken
- track allocations expenditure of the program,
- receive and consolidate from technical coordinators (a) quarterly and annual progress reports, and (b) the annual audit report,
- ensure that the above reports are fully audited and certified in time,
- ascertain that the task managers and consultants adhere to the Bank's rules and guidelines when undertaking their assignments – TORs are written out, recruitment guidelines are followed, mission reports are submitted, SAP entries for consultants are entered including evaluation of the consultants;
- ensure that expenditures are charged to the correct account, and
- ensure that SCB prepare and submit biannual progress reports to the senior management, which will provide policy oversight and guidance on the implementation of the program.

### ***Research Coordinator***

There will be a Research Coordinator who will be a member of the Regional Implementation Secretariat. This coordinator will be based at FAO, Rome and will be responsible for establishing and implementing a regional program on research in agricultural statistics. This program will be based on the recommendations of the Hammamet Conference and a list of research topics compiled by FAO on the basis of various AFCAS recommendations. For day-to-day management of the training program, this Coordinator will be answerable to the Director of the Statistics Division at FAO in Rome. However for financial management and reporting, he/she will be answerable to the Secretary.

The specific responsibilities for the Coordinator will be to:

- (i) work closely with the Secretary and the countries to design and prioritize a research program on agricultural statistics, ,
- (ii) prepare work plans, budgets and manage project funds for the implementation of the research program,
- (iii) commission, supervise and disseminate results from research studies,
- (iv) arrange for recruitment of consultants, supervise the consultants and arrange for their payment,
- (v) arrange regional and sub-regional meetings,
- (vi) backstop, monitor, evaluate and report on the implementation of the research program

### ***Training Coordinator***

There will be a Training Coordinator who will be a member of the Regional Implementation Secretariat. This coordinator will be based at the African Centre for Statistics, UNECA and will be responsible for establishing and implementing a regional training program in agricultural statistics based on a detailed assessment of training needs and training facilities in Africa. For day-to-day management of the training program, this Coordinator will be answerable to the Director of the Centre. However for financial management and reporting, he/she will be answerable to the Secretary.

Specifically, the Coordinator will be responsible for:

- (vii) working closely with AGROST, FAO, the Secretary and the countries to undertake a training needs assessment and establish a regional training in agricultural statistics,
- (viii) assisting to strengthen the capacity of regional and national training centres including in-service training centres at NSOs through:
  - partnerships and twinning arrangements
  - training of trainers working in regional and national training institutions
  - providing technical and financial support for the development of curricula and training materials
  - developing and developing new and more cost-effective methods of delivering training, including the use of distance and e-learning where appropriate,
- (ix) assist to increase effective demand for training in agricultural statistics by providing funds to countries to support priority training needs, and by supporting a process of course accreditation so that successful trainees can receive a recognized qualification,
- (x) prepare work plans, budgets and manage project funds for the implementation of the training program,
- (xi) elicit and review proposals from training centres and allocate and distribute funds for the development of new courses, curriculum material and the training of trainers,

- (xii) elicit requests for technical assistance from countries, arrange for recruitment of consultants, supervise the consultants and arrange for their payment,
- (xiii) commission the preparation of guides and good practice materials, supervise work and disseminate results,
- (xiv) arrange regional and sub-regional meetings,
- (xv) backstop, monitor, evaluate and report on the implementation of the training program.

### ***Technical Coordinator***

There will be a Technical 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.

### ***Monitoring and Evaluation Officer***

The discussions at the Conference in Rome of main stakeholders held in Rome from 13-14 September 2010 emphasized the need for effective monitoring and evaluation of the plan. Accordingly, need has been seen to create within the Secretariat a post of a Monitoring and Evaluation (M&E) Officer.

There will, therefore, be an M&E Officer will be responsible for guiding the overall M&E strategy and implementation of related activities within the project and via partners, plus providing timely and relevant information to project stakeholders. This entails close communication with all involved in M&E design and coordination: technical coordinators; representatives from primary stakeholder groups; and the Regional Strategy Implementation Secretary, external consultants and field staff when appropriate.

Critical tasks for the M&E Officer are setting up the M&E system and ensuring it is implemented effectively by the key stakeholders, namely the primary stakeholders and implementing partners. This needs to be supported by facilitating stakeholders to value, have appropriate capacities for and undertake their own M&E activities, and to link these into an overall assessment of project progress and needed actions.

Specific responsibilities include:

Setting up the system:

- develop the overall framework for project M&E, for example, annual project reviews, participatory impact assessments, process monitoring, operations monitoring and lessons-learned workshops.
- guide the process for identifying and designing the key indicators for each component, to record and report physical progress. Also steer the process for designing the format of such progress reports.
- guide the process for identifying the key performance questions and parameters for monitoring project performance and comparing it to targets. Design the format for such performance reports.
- with stakeholders, set out the framework and procedures for the evaluation of project activities.
- ensure that all service provider contracts include specifications for the internal monitoring required of them, the reporting systems and the penalties for failure to report as specified.
- develop a plan for project-related capacity-building on M&E and for any computer-based support that may be required.
- organize and undertake training with stakeholders, including primary stakeholders, in M&E skills, including participatory aspects.

Implementation of M&E:

- guide staff and implementing partners in preparing their progress reports. Together, analyze these reports in terms of problems and actions needed. Prepare consolidated progress reports for project management to submit to the relevant bodies, in accordance with approved reporting formats and timing.
- review monitoring reports, analyze them for impact evaluation and to identify the causes of potential bottlenecks in project implementation.
- foster participatory planning and monitoring by training and involving primary stakeholder groups in the M&E of activities.
- identify the need and draw up the TORs for specific project studies.

- inform and join external supervision and evaluation missions – of funding and other agencies – by screening and analyzing monitoring reports as well as by furnishing direct personal knowledge of the field situation.
- organize (and provide) refresher training in M&E for project and implementing partner staff, local organizations and primary stakeholders.
- plan for regular opportunities to identify lessons learned and implications for the project's next steps. Participate in these events when possible.

Communication:

- prepare reports on M&E findings, as required, working closely with financial controller, technical staff and implementing partners.
- undertake regular visits to the field to support implementation of M&E and to identify where adaptations might be needed.
- guide the regular sharing of the outputs of M&E findings with project staff, implementing partners and primary stakeholders.
- check that monitoring data are discussed in the appropriate forum and in a timely fashion in terms of implications for future action. If necessary, create such discussion forums to fill any gaps.
- participate in external missions and facilitate mission team members' access to M&E data and to stakeholders.

### **3.4 Regional Economic Communities (RECs) /Sub-regional organizations (SROs)**

The RECs/SROs have and continue to play crucial roles in the development of statistics among their Member States. In both Phase I and Phase II of the AfDB's statistical capacity building programs, they have been used under the bank's supervision to coordinate and supervise the implementation of project activities, disburse the project funds to countries and assist in procurement management.

The RECs will be closely kept in the loop on the Strategy implementation. Where possible and needed, they will be involved in the execution of project activities.

### **3.5 Governance structures at national level**

At national level, the governance structures will aim to bring together in a coordinated all key stakeholders in agricultural statistics including data users and producers, and key stakeholder organizations such as the NSO, sector ministries and other agencies that provide data. In the case of agricultural statistics, this will include the ministries responsible for agriculture, forestry, fisheries, natural resources and organizations that collect agriculture-related data.

#### **3.5.1 National Agricultural Statistical Coordination Committee**

As was mentioned earlier, some countries already have a **National Agricultural Statistical Coordination Committee (NASCC)**. It is also expected that within the framework of the NSDS, a NASC will be established as one of the standing user-producer committees to enhance the role of

data users in national statistical development. The NASC should serve the purpose of overseeing the development of the national agricultural statistical system in the country as an integral part of the National Statistical System. All the sub-sectors of food, agricultural and environment data (crop, livestock, fishery, forestry, environment and natural resources, and food security statistics, etc.) should be represented at the NASC.

For those countries which do not have this Committee in place, will be encouraged to establish it and ensure that it works. In many a country, such committees have been established but did not function well.

### **3.5.2 National Strategy Coordinator**

The leading organization responsible for agricultural statistics in the country will be expected to designate a senior official to act as a **National Strategy Coordinator (NSC)** to deal with administrative and technical work in the implementation of the Strategy in the country. This coordinator will be expected to work closely with the Regional Strategy Coordinator, the country NSDS Coordinator and other stakeholders to ensure that the Strategy is properly implemented in the country. In some countries, it may not be possible to designate an official to work as the NSC. In such cases, a qualified person will be appointed to work as the NSC.

The responsibility of the NSC will be to:

- work with the Technical and other Coordinators to undertake an assessment of the state of agricultural statistics in the country
- design a plan of action based on the assessment which should cover the project period (2011-2015) and the follow up activities;
- organizing national workshops and training courses;
- assisting in resolving any queries arising from data analysis;
- providing the necessary data on agriculture and any other supplementary information required for regional and global comparison;
- contributing to the analysis of the data;
- implementing follow up activities to the project; and
- helping strength data analysis capacity, with the goal of increasing the use of analysis of the information generated by the project.

### **3.5.3 Technical Working Group**

The NSC will be assisted by a **Technical Working Group (TWG)** of about 5 officials, each representing a branch of the sector (crops, livestock, forestry, fisheries, environment and natural resources, and food and nutrition security).

## Section 4

### **Oversight and reviews, Monitoring and evaluation system, Information management and Reporting system**

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This section presents the oversight for the strategy to ensure that it is being implemented properly and is on course to realize defined outputs and outcomes in a timely manner. This section details also monitoring and evaluation arrangements that will be put in place to assist with ensuring efficient and effective project implementation. Communication and visibility needs as well as reporting results are provided for.

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

A large-scale and complex project of this nature requires periodic reviews that involve donors, the recipients and implementing agencies to assess progress of the project 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 other levels. They will involve key stakeholders, including members of the Regional Steering Committee.

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

The project activities will be monitored especially with respect to their deadlines and ensuring the required quality of deliverables. The progress and performance of the Implementation Plan of the Strategy vis-à-vis the specific objectives to be achieved will be regularly assessed and evaluated.

Each of the implementation structures at every level will ensure that activities undertaken at each level are well monitored and evaluated. The implementation partners of the Strategy at regional level will also contribute to the execution of the M&E plan, each one for the specific technical components they are responsible for. The overall M&E system will be coordinated at the AfDB level, through the Governance mechanism.

The M&E plan for each of the technical components will be developed and incorporated into the related proposals. For this purpose, the table below (Table 2) is showing the milestones/benchmarks to be reached (target indicators) by the end of the first five years of the project life cycle and related monitoring progress indicators (performance indicators).

**Table 3: Milestones/benchmarks for the project**

<b>Milestones/benchmarks by end of 2015</b>	<b>Annual performance indicators</b>
Regional Steering Committee in place and operational	Number of meetings held
Regional coordination team in place	Progress reports
RECS/SROs involved in implementation of the Strategy	Number of RECs/SROs involved in Strategy implementation
Each country is implementing the plan	Number and % of countries implementing the plan for one, two or all the three technical components
Each country has an operational National Agricultural Coordinating Committee	Number and % of countries having an operational National Agricultural Coordination Committee
Countries are having regular and timely National Agricultural Coordination Committee meetings	Number of National Agricultural Coordination Committee meetings organized
Each country with approved plan of action	Number and % of countries having an approved plan of action
Each country has established an M&E plan for the Strategy	Number and % of countries having an M&E plan which is operational
Each country has established a risk management plan for the Strategy	Number and % of countries having a risk management plan for the Strategy which is operational
Each country is reporting the minimum core data set	Number and % of countries reporting the minimum core data set, including the coverage rate of data reported
Each country has agricultural statistics integrated into the National Statistical System	Number and % of countries having agricultural statistics system integrated into the National Statistical System
All countries have been trained on the Strategy (production of the minimum core data set)	Number and % of countries trained on the Strategy (production of the minimum core data set)
All countries have organized all technical workshops/meetings as per their plan of action	Number of national and regional technical workshops/meetings organized by countries
All allocated budget has been used	% of the budget already absorbed by country and for the whole region

The Regional Implementation Secretariat will regularly monitor and supervise the utilization of the project resources allocated to the regional organizations, RECs/SROs and countries, through field missions and review of regular progress reports, annual audit and financial statements submitted by the beneficiaries.

Monitoring the project activities at RECs/SROs and country levels will also be undertaken through the AfDB/FAO/UNECA's regular participation in the national and regional coordination

meetings and other important gatherings at regional and RECs/SRO levels. The capacity building events such as workshops where beneficiaries will be meeting in the framework of the project will also be used for the same purpose. In the same way, the RECs/SROs will take advantage of their regular activities in their respective member states to monitor field activities relating to the whole project.

Follow-up activities will be organized at regional, REC/SRO and national levels. These include internal and external evaluation of the program, supervision missions and assessment on the basis of objective indicators. Particular attention will be paid to constraints encountered with a view to resolving all bottlenecks.

On a quarterly and annual basis, countries will prepare current and cumulative progress reports, (according to an agreed format) indicating physical progress, procurement activities and expenditures in accordance with the requirements of funding agencies. Those reports will be consolidated for the RECs and regional level within the following two months. The National Strategy Coordinators will submit program completion reports which will be consolidated for the RECs and regional levels within six months of the end of program implementation.

The supervision by implementation structures will be closely linked to the project implementation schedule. It will include, *inter alia*: (i) continuous supervision and implementation assistance through missions to RECs/SROs and in countries; (ii) Yearly review of the work-plan and budget; (iii) Review of progress reports, procurement, correspondences and implementation assistance to countries. The program supervision will focus on the physical implementation, management performance and financial control. The key areas include: (i) coordinating office performance: program implementation progress, disbursement and accounting practices; (ii) physical implementation of the program targets as agreed upon; and (iii) financial control: maintenance of adequate control at all levels of implementation.

### **4.3 Communication and visibility**

Communication and sharing results with all stakeholders will allow them meet their requirements as well as strengthen sustainability of actions and results. As experience and best practices will be gained and lessons learned, this information will be shared with other countries and partner organizations to strengthen overall statistical development.

The mechanism for a transparent and timely flow of data and information will need to be established. This type of communication network will still be reinforced along the whole project life cycle so that the visibility of the Strategy is kept enhanced at national, REC/SRO and regional levels.

### **4.4 Impact assessment and reporting system**

The above mentioned monitoring and evaluation system will actually be accomplished through reporting. 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.

Tools such as project status reports, charts, and standardized practices will be important for reporting project progress. These tools allow implementation offices to monitor and control the project by providing timely information that can warn them of potential problems or trends that may negatively affect project planning.

The following important tools will be used to monitor and evaluate the project progress at national and regional levels:

- An annual national and regional report containing the minimum core data set: to be produced by countries and ASCC.
- Current/annual and cumulative national and regional progress reports and impact assessment: to be produced by countries and ASCC
- National and regional appraisal/quality project evaluation reports.

It will be sufficient to develop summary reports that include graphical representations, such as Gantt charts, stoplight reports, Earned Value Analysis (EVA), etc. to show project progress.

## Annex I - Results-based logical framework

### Logical Framework for the Global Strategy for Agricultural Statistics – Africa Implementation Plan Governance

#### Mechanism

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 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>More effective and sustainable institutional and organizational arrangements integrated into the national statistical system for producing, disseminating and using data in response to both traditional and emerging user needs.</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> <p>1) Improved capacity for the collection, analysis, handling, of agricultural statistics which are fully integrated into the national statistical system                  2) The quality of key minimum data set for Africa,, and the world                  3) Number of countries where agricultural statistics are integrated into the national statistical system                  4) Quality of key minimum core data sets.                  5) Existence of governance arrangements for agricultural statistics in countries in line with the Global Strategy</p> <p><b>Source:</b>                  Project progress report and baseline information report</p>	<p><b>Progress anticipated in the long term:</b></p> <p>1) Reduce the number of countries whose systems are classified as low capacity by 80% (<i>up from current 38.5%</i>).                  2) Increase the number of countries reporting key data of adequate quality to FAO by 80% (<i>up from assessment figure</i>)                  3) 50% of countries to have a master sample frame for agricultural statistics (<i>up from assessment figure</i>)                  4) 50% of countries to have implemented an integrated survey framework(<i>up from assessment figure</i>).                  5) 50% of countries to have an integrated governance framework in line with the Global Strategy(<i>up from assessment figure</i>)</p> <p><b>Timeframe:</b>                  By 2020</p>	<p><b><u>Assumption</u></b>                  Statistical systems are adequately resourced.</p> <p><b><u>Risks</u></b></p> <ul style="list-style-type: none"> <li>• Unsustainable donor commitment</li> <li>• Failure to mobilize resources in right amounts and in time</li> <li>• Poor project implementation</li> <li>• Possible weaknesses in implementing agencies</li> <li>• Weak M&amp;E system</li> </ul> <p><b><u>Mitigation strategies</u></b></p> <ul style="list-style-type: none"> <li>• Strong advocacy</li> <li>• Implement Strategy in phases</li> <li>• Strong Secretariat that ensures coordination, M&amp;E</li> <li>• Implement risk management plan</li> </ul>

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<p><b>Project purpose:</b></p> <p>To strengthen the institutional and organizational basis for improving agricultural statistics including integrating agriculture in the national statistical system</p>	<p><b>Outcomes:</b></p> <p>1) the minimum set of core agricultural data produced annually and disseminated to national and international users.  2) legal provisions for agricultural statistics are aligned with provisions in the national statistical legislation  3) appropriate structures for coordinating implementation of the Strategy at regional level are established and are operational  4) appropriate structures for coordinating implementation of the Strategy at national level are established and are operational  5) appropriate structures for integrating agriculture in the national statistical system are established and are operational  6) Resources are mobilized and allocated for Strategy implementation</p>	<p><b>Beneficiaries:</b></p> <p>The main beneficiaries will be data users in key agencies, especially planners in ministries of agriculture and agricultural data producers, especially those in the Ministry of Agriculture and/or the national statistics office</p>	<p><b>Outcome indicators:</b></p> <p>1) Number of countries producing and reporting minimum set of core agricultural data  2) Number of countries with rationalized legal provisions for agricultural statistics  3) Number of countries with functioning coordination structures for agricultural statistics  4) Number of countries with a Sector Strategic Plan for Agricultural Statistics (SSPS) designed in context of the NSDS  5) Number of countries with an integrated survey framework  6) Increase in resources for agricultural statistics</p> <p><b>Source:</b>  Project progress report and baseline information report</p>	<p><b>Progress anticipated in the medium term:</b></p> <p>1) 60% of the countries producing and reporting minimum set of core agricultural data  2) 90% of the countries have a rationalized legal provision for agricultural statistics (<i>up from assessment figure</i>)  3) 80% of the countries have functioning coordination structures for agricultural statistics (<i>up from current 28%</i>)  4) At least 60% of the countries have agriculture fully integrated in national statistical systems (<i>up from assessment figure</i>)  5) At least 35 countries with a Sector Strategic Plan for Agricultural Statistics (SSPS) designed in context of the NSDS (<i>now 19 countries have NSDS</i>)  6) At least 60% of the countries have an integrated survey framework (<i>up from assessment figure</i>)  7) Increase by 60% existing resources for agricultural statistics <i>up from assessment figure</i>)</p> <p><b>Timeframe:</b>  By 2015</p>	<p><b>Assumption</b></p> <p>The right environment exists for production and use of agricultural statistics in countries.  Resources are available as needed</p> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Investment for agricultural statistics not forthcoming from government</li> <li>Coordination structures exist but are not functional</li> <li>Sector Strategic Plan for Agricultural Statistics (SSPS) not designed in context of the NSDS</li> </ul> <p><b>Mitigation measures</b></p> <ul style="list-style-type: none"> <li>Intense statistical advocacy including</li> <li>Ensuring that agendas for meetings of the coordination structures are interesting</li> <li>Ensuring that invitation to meetings of the coordination structures are sent out in time</li> </ul>

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<b>Inputs and activities:</b>  1) Launch the implementation Plan for Africa 2) Undertake comprehensive capacity assessment of agricultural statistical systems 3) Establish Strategy implementation structures at regional level including M&E system and aligned with Global governance framework 4) Mobilize and allocate sources for Strategy implementation 5) Promote use of agricultural statistics and empower users to effectively use them in their work 6) Helping countries design the Sector Strategic Plan for Agricultural Statistics (SSPS) as part of the NSDS process and using the internationally agreed standards 7) Align legal provisions for agricultural statistics with provisions in the national statistical	<b>Outputs:</b>  1) Implementation plan for Africa launched 2) Country assessment reports and consolidated report 3) Strategy implementation structures at regional level including M&E system are established and operational 4) Resources are mobilized and allocated for Strategy implementation 5) Advocacy materials produced and used by countries 6) African key policy and decision-makers, legislators, etc. who appreciate the value of and are able to use data in their work 7) African key policy and decision-makers, legislators, etc. who appreciate the value of and are able to use statistics in their work 8) Sector Strategic	<b>Beneficiaries:</b>  The countries which are the beneficiaries of the Strategy and development partners supporting the implementation of the Strategy in Africa.	<b>Output indicator:</b>  1) Launching meeting held 2) Assessment reports 3) Existence of functioning Strategy implementation structures at regional level 4) Resources mobilized, secured and allocated 5) Number of countries formally undertaking statistical advocacy in the agriculture sector 6) Number of countries where capacity has been improved 7) Number of countries where methodology for agricultural statistics has been improved 8) Number of manuals and guides prepared and disseminated to counties 9) Number of countries with legal provisions for agricultural statistics aligned with provisions in the national statistical legislation 10) Number of countries with legal provision for agricultural statistics aligned with the provisions in the national statistical legislation 11) Number of countries	<b>Progress anticipated in the short term:</b>  1) Strategy implementation plan launched 2) Country capacity assessment undertaken 3) Functioning Regional Steering Committee, Executive Committee and the regional Implementation Office are in place 4) Functioning National Agricultural Statistics Coordination Committee in place 5) At least 80% of required resources are mobilized and are available 6) At least 50% of countries are formally undertaking statistical advocacy in sectors ( <i>up from assessment figure</i> ) 7) At least 50% of the countries have improved their data sources ( <i>up from assessment figure</i> ) 8) At least 50% of the countries have adopted recommended methodologies 9) At least 50% of the countries have legal provisions for agricultural statistics aligned with provisions in the national statistical legislation ( <i>up from assessment figure</i> ) 9) At least 50% of the countries with a Sector	<b>Assumption statement:</b>  The NSDS is prepared in a way that mainstreams sectors in the NSDS design process  <b>Risks</b> <ul style="list-style-type: none"> <li>• For various reasons, sectors are not mainstreamed in the NSDS process</li> <li>• Drive for resource mobilization may falter</li> <li>• Countries may be more interested in meeting short-term data needs than investing in longer-term statistical capacity building</li> <li>• Coordination arrangements may not be effective</li> <li>• Weak M&amp;E at both regional and country level</li> </ul> <b>Mitigation measures</b> <ul style="list-style-type: none"> <li>• Vigorous NSDS advocacy using PARIS21 tools to demonstrate importance of longer-</li> </ul>

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legislation 8) Establish or strengthen existing structures for agricultural statistics at national level including coordination structures 9) Integrate agriculture in the national statistical systems 10) Develop data sources including agricultural censuses and surveys as well as administrative sources 11) Build statistical capacity 12) Improve methodologies for data collection through research and preparation of manuals and guides 13) Train personnel dealing with agricultural statistics 14) Develop capacity for enhanced data analysis and dissemination 15) Establish data dissemination policies including use of web technologies 16) Build database infrastructure 17) Roll out CountryStat to other countries 18) Monitor, evaluate and report on Strategy	Plans for Agricultural Statistics (SSPS) designed 9) Legal provisions for agricultural statistics exist and are aligned with provisions in the national statistical legislation 10) Structures for agricultural statistics at national level including coordination structures established 11) Agriculture integrated in the national statistical systems 12) Data sources developed 13) Statistical capacity and methodologies improved 14) Methodological manuals and guides produced and staff trained 15) Analytical and dissemination capabilities build 16) An integrated database in place and use 17) Monitoring and		with Sector Strategic Plan for Agricultural Statistics (SSPS) 12) Number of countries with a Master Sample, an Integrated Survey Framework and an Integrated database 13) Number of countries with coordination arrangements for agricultural statistics 14) Number of countries with Sector Strategic Plan for Agricultural Statistics (SSPS) fully integrated in the national statistical system 15) Number of countries with improved data sources 16) Number of countries with improved analytical and dissemination capabilities 17) Number of countries where countryStat is in place and use 18) Regular production of monitoring and progress reports  <b>Source:</b> Project progress report and baseline information report	Strategic Plan for Agricultural Statistics (SSPS) designed in context of the NSDS ( <i>up from assessment figure</i> ) 10) At least 80% countries have legal provisions for undertaking agricultural statistics ( <i>up from current 69%</i> ) 11) At least 60% of the countries have functional coordination arrangements for agricultural statistics ( <i>up from current 28%</i> ) 12) At least 50% of the countries have h Sector Strategic Plan for Agricultural Statistics (SSPS) fully integrated in the national statistical system 13) At least 80% of the countries are using improved data sources ( <i>up from assessment figure</i> ) 14) At least 50% of the countries have improved data analysis and dissemination capabilities 20) At least 50% of the countries have established and usable integrated databases ( <i>up from assessment figure</i> ) 15) 16) At least 50% of the countries have monitoring and evaluation, and risk	term planning and also in mainstreaming sectors in the NSDS. <ul style="list-style-type: none"> <li>• AfDB which has a lot of experience in resource mobilization should take leadership in this activity</li> <li>• Ensuring that coordination arrangements are formalized and build in the national statistical legislation</li> <li>• Closer supervision and strict reporting mechanism</li> </ul>

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implementation	evaluation, and risk management systems and reporting plans in place and operational			management systems and reporting plans in place.  <b>Timeframe:</b> By 2014	







