

# **The United Nations Food and Agriculture Organization**

## **Report on the Independent Evaluation of CountrySTAT for Sub-Saharan Africa**

Project GCP/GLO/208/BMG – CountrySTAT for Sub-Saharan Africa

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## Acronyms

BMGF	Bill and Melinda Gates Foundation
CAEMC	Central African Economic and Monetary Community
CountrySTAT	FAO Statistical platform for compiling, organizing, and disseminating data and indicators on food and agriculture
DevINFO	UNESCO-based statistical system for compiling, organizing, and disseminating data and indicators on MDG.
EAC	East African Community
EUROSTAT	Statistical Office of the European Community
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative (to specific countries)
FAOSTAT	Corporate Database for Substantive Statistical Data (FAO)
FBS	Food Balance Sheet
GIEWS	Global Information and Early Warning System
GIS	Geographical Information System
ICT	Information Communication Technologies
IEE	Independent External Evaluation of FAO (2007)
IFPRI	International Food Policy Research Institute
IT	Information Technology
MAFAP	Monitoring Food and Agricultural Policies (project)
MDG's	Millennium Development Goals
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
NSO	National Statistical Office
OECD	Organization for Economic Cooperation and Development
PARIS21	Partnership in Statistics for Development in the 21 <sup>st</sup> Century
SADAC	Southern African
SDMX	Statistical Data and Metadata Exchange
SSA	Sub-Saharan Africa
SUA	Supply/ Utilization Accounts
TA	Technical Assistance
TCP	Technical Cooperation Program
ToR	Terms of Reference
TWG	Technical Working Group
UEMOA	Economic and Monetary Union of West Africa
UNESCO	United Nations Education, Scientific, and Cultural Organization
UNSD	United Nations Statistics Division
WB	World Bank
WFP	World Food Program
WFS	World Food Summit

## I. Executive Summary

CountrySTAT for Sub-Saharan Africa is a project implemented by the Statistics Division of Food and Agriculture Organization (FAO) and funded by the Bill & Melinda Gates Foundation. The purpose of the Project is to provide a nationally-owned, reliable, and timely statistical system for compiling, organizing, and disseminating data and indicators on the food and agriculture sectors for use by public and private decision-makers in 17 Sub-Saharan Countries in Africa: Angola, Benin, Burkina Faso, Cameroon, Ethiopia, Ghana, Ivory Coast, Kenya, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Tanzania, Uganda, and Zambia.

The CountrySTAT for SSA Project was initiated on January 1, 2008. The 1<sup>st</sup> phase of the Project was completed at the end of May 2011. A 2<sup>nd</sup> phase, based on a new Project Document, was initiated on June 1, 2011. The Independent Evaluation of CountrySTAT for SSA was fielded in late May 2011 and completed in mid-July, 2011. The Evaluation had a two-fold purpose: (1.) to assess whether the initial Project (phase 1) delivered what was promised and assess the outcome effects from the delivered outputs, and (2.) to highlight any necessary changes in the overall project design and orientation of the 2<sup>nd</sup> phase of the Project, as detailed in the Project Document for Phase II.

### Conclusions and Recommendations

Four broad conclusions flow from the Evaluation:

*Conclusions:* (1.) Implementation of CountrySTAT in all 17 SSA countries effectively meets the threshold of the Project's primary objective: to build capacity within the 17 countries to compile, organize, and disseminate food and agriculture statistics, and to support analysis and informed decision-making towards the goal of eradicating extreme poverty and hunger. The Project outputs directly meet the SSA countries' needs for reliable statistics for food and agriculture, and addresses the Vision and major recommendations of the External Evaluation of FAOs Role and Work in Statistics (2008) for statistical capacity building, particularly in the poorest countries. (2.) The CountrySTAT Platform has become the premier system for the compilation and dissemination of agricultural statistics in all 17 countries. The Evaluation found no issues of compatibility with other statistical systems in use in the 17 SSA countries.

*Conclusions:* The CountrySTAT systems in place in the 17 SSA countries are fragile. So, a more complete picture of the sustainable impacts of CountrySTAT has yet to be documented. Accordingly, strengthening the system, building awareness, and garnering sustainable government support are the focal points of Phase II.

*Conclusions:* Viewed from an overall perspective, the expenditure of \$6.5 million for implementation and launch of a statistical system for compiling, organizing, and

disseminating food and agriculture statistics in 17 SSA countries, less than \$400,000 per country, can only be categorized as an efficient use of project funds.

*Conclusions:* Overall, the Evaluation Team judged the project management structures to be sound and working effectively.

## **Project Implementation, Efficiency, and Management**

### **Project Adaptation of Technical and Training Components**

*Conclusions:* These adaptations to the technical and training components should be considered “sunk costs” or capital investments in the core CountrySTAT platform. These were necessary inputs (costs) to develop a generic technical platform and associated training modules, not just for the CountrySTAT for SSA Project, but for anticipated additional extensions of CountrySTAT to other countries. With minor added costs for maintenance and updates, the IT platform and training modules can be implemented at low marginal cost.

*Recommendations:* Recommendation 5.1 – Training and IT modules should be updated as necessary based on “lessons learned” from implementation of CountrySTAT. New training and IT modules should be developed based on Phase II awareness/communication efforts and distance learning approaches to training.

### **Project Implementation**

*Conclusions:* The FAO CountrySTAT Team demonstrated great flexibility in adjusting to the particular needs of the individual 17 countries during the demanding implementation period. However, following the official launch of the 17 CountrySTAT systems, there remain significant deficiencies in the quantity/accessibility of data and indicators available, and in the capacity of many of the systems to share and exchange data at the regional and international level.

*Recommendations:* Recommendation 5.2 – With international exchange and sharing of data as a principal goal of the CountrySTAT Project, the Phase II strategy should incorporate specific objectives to bring the 17 countries into full compliance with regional and international standards for data exchange.

### **Project Technical and Administrative Liaison and Management of CountrySTAT for SSA**

*Conclusions:* The Evaluation Team judged the “Distance Management/Monitoring” approach to implementation of the CountrySTAT for SSA Project to be innovative and the most practical and efficient, given overall budget constraints.

*Recommendations:* Recommendation 5.3 – The distance management approach should be continued and fine-tuned during Phase II of the CountrySTAT Project. Tools and modules to make the distance management process more efficient and effective should be provided, such as audio-visual distance learning and telecommunications equipment.

### **Government Support**

*Conclusions:* The Evaluation Team found continued strong verbal support for CountrySTAT in all four countries visited. However, the National Coordinators in all

four countries visited by the Evaluation Team expressed in strong terms the need for FAO to begin discussions with National Governments about long-term support for CountrySTAT as Phase II of the Project comes to a close. CountrySTAT must be incorporated into the statistical budget in the 17 SSA countries, if the Program is to be sustainable.

*Recommendations:* Recommendation 5.4 – FAO should begin negotiations with the CountrySTAT for SSA countries at a high level, developing an exit strategy and a MoU which details the actions to be taken by national governments as funding for CountrySTAT comes to an end.

### **Technical and Operational Backstopping**

*Conclusions:* Technical and operational backstopping from FAO has worked well, but the FAOR offices could play a more active supporting role in the CountrySTAT for SSA Project.

*Recommendations:* Recommendation 5.5 - Despite a lack of technical and resource capacity, the FAO National Representations in the 17 SSA countries should be encouraged to become more active advocates and stakeholders in the National CountrySTAT system.

## **Towards Sustainability – Lessons Learned**

### **Annual Work Plans, Budgets, and Specific Activity Funding**

*Conclusions:* The TWGs and the National Coordinators are absolutely critical entities to the success of CountrySTAT and to a smooth data flow process. Constraining the efficient operation of the TWG because of a slow and/or contorted decision-making process within the FAO CountrySTAT Team is counter-productive.

The issue of incentives and motivation of the staff of the National Secretariats is a longstanding Project issue. But, having the National Coordinators going out-of-pocket to keep CountrySTAT functioning during demos and internet down-times, or to build awareness of CountrySTAT when an opportunity avails itself, does injustice to their basic concerns about incentives and motivation.

*Recommendations:* Recommendation 7.1 – FAO CountrySTAT management must develop a more efficient process for providing funds in a more timely manner to the National CountrySTAT Systems for effective coordination and management of the institutional infrastructure of the systems.

### **Training**

*Conclusions:* Maintaining qualified and well-trained staff on CountrySTAT at the national level is an important component of the overall equation for sustainability. The quality of training and assistance for Secretariats and focal points needs to be evaluated on a country-by-country basis, before developing a detailed training content and schedule for Phase II of the project.

*Recommendations:* Recommendation 7.2 – FAO CountrySTAT Team should develop a detailed training program for Phase II, with increased emphasis on training and assistance in the area of standardization and harmonization of data and metadata with international

standards. The first wave of training, particularly the content of the “Basic” and “Advanced” training, should take a “Train-the-Trainer” approach, with those trained providing training to others in subsequent training sessions. Training modules and distance learning modules should be developed with the cadre of national trainers in mind.

### **Strengthening the CountrySTAT Systems in the 17 SSA Countries**

*Conclusions:* The objective for CountrySTAT, Phase I, was to improve the quality **and quantity (accessibility)** of food and agricultural statistics. That quantity/accessibility objective should be maintained through Phase II for CountrySTAT.

Having detailed data on livestock products and on the SUA, FBS, and other indicators are critical for the “sensitizing” of policy-makers intended during Phase II. In fact, attempts to “sensitize” policy-makers to CountrySTAT without decision-relevant data and indicators, may have unintended consequences for long-term support of CountrySTAT.

*Recommendations:* Recommendation 7.3 - In the effort to expand derived data and indicators in CountrySTAT, stronger and more focused attempts should be made to marry TCPs and other donor efforts with the CountrySTAT program, Phase II. Partnerships between the SSA countries and funding elements/organizations, similar to the partnership with the MAFAP project effort to share expertise for the improvement of price statistics, would bring much needed expertise to the development of derived indicators.

### **Building Awareness of CountrySTAT**

*Conclusions:* As CountrySTAT moves into Phase II, with a focus on building awareness and support for CountrySTAT, that component should not become a one-size fits all approach. Additionally, the composition of the TWG could be expanded to include users and stakeholders. The meetings of the TWG might change as well, with less time focused on clearing and validating data (once a regular data flow to CountrySTAT is established) and more time focused on issues of government support and outreach. Additionally, based on the examples mentioned above, the Evaluation Team believes that the National Coordinators have good insight into possible avenues for building awareness for CountrySTAT.

*Recommendations:* Recommendation 7.4 – Phase II of the CountrySTAT program should reconfigure the role and make-up of the TWG: (1.) Extending the make-up to include major advocates and stakeholders of the National CountrySTAT System, and (2.) Shifting the agenda for meetings and workshops more toward dealing with emerging issues and sustainability and less toward “clearance and validation” of data, as the data flow becomes more systematized within the CountrySTAT system.

Recommendation 7.5 – The FAO CountrySTAT Team should develop a detailed plan for communication and awareness on a country-by-country basis, giving due deference to the suggested plans and directions of the National Coordinators.

### **Strengthening Regional Partnerships**

*Conclusions:* Building a national and regional pool of CountrySTAT experts (in countries and in regional institutions) will reduce the cost of technical assistance and



provide an element of sustainability of national and regional systems after the end of the project.

*Recommendations:* Recommendation 7.6 - In addition to working with Regional Organizations already identified, FAO should work to identify funding for a potential “South-South” cooperation arrangement, such as the potential arrangement between the Central African Economic and Monetary Community (CAEMC) and Cameroon to spread CountrySTAT to other members of the Community.

## II. Introduction

The Evaluation of the FAO CountrySTAT Program was undertaken with a single focus on the Joint FAO/ Bill and Melinda Gates Foundation (BMGF) project to implement and populate the CountrySTAT Systems in 17 Sub-Saharan Africa (SSA) Countries. But, the Evaluation was also conducted in the broader context of the “Independent Evaluation of FAO’s Role and Work in Statistics,” July 2008. Several conclusions and recommendations from that Independent Evaluation have direct relevance to the goals and objectives of the CountrySTAT Program.

### A. Country Agricultural Statistics Capacity

The results of the Independent Evaluation of FAO’s Role and Work in Statistics, July 2008 found that, “the **most pressing “emerging” data need is actually a “re-emerging” need, to improve the capacity for collection and dissemination of country data of member countries in order to make available the best analytic and decision support tools, with priority on the poorest countries, particularly those in Africa.** While no exact numbers exist to compare the quality of statistical collection in the 1970’s and 1980s with that of today, there is extensive anecdotal evidence that national statistical capacity, particularly for agricultural statistics, has deteriorated, as a result of dismantling of public institutions under structural adjustment and a lack of donor interest in conserving statistics capacity, with a consequent decline in priority and resources at the national level. Many countries in Africa no longer have capacity to collect even the most basic production statistics, although that capacity existed in the 1970’s. Much of the good work FAO did in the 1970s to institutionalize national statistical capacity (e.g. collection, analysis, and dissemination) has been irreversibly lost. For many countries, like those in Africa and some in Asia and the Caribbean, building statistical capacity must begin anew. There is little or no foundation on which to build. This will require marshalling the multi-disciplinary and diverse resources of FAO to be brought to bear on this systemic “quality” issue. An urgent shift in priorities is required by FAO and its collaborative partners, in order to improve statistical capacity at its source.”

“An initial activity should be the development of a capacity building strategy that diagnoses the relative size, urgency and type of country needs and demands. Some countries, for example, will need a major and long term commitment from FAO and its partners in order to improve their statistical systems. Others will need more modest levels of technical assistance. The evaluation shares the view of the IEE that, “*capacity building must be delivered as an integrated whole bringing together technical cooperation, access to knowledge, experience and decision-making, with FAO both as a facilitator and provider,*” and strongly recommends the development of a *capacity-building strategy* as a first step for improving national capacity.”

## B. CountrySTAT and the Reinforcement of Data Quality from the National Source

Viewed from the 21<sup>st</sup> Century FAO Statistical System: (1) “**Data validation and quality control** takes place at the country level, as member countries institutionalize statistical capacity and increasingly take ownership of their data and data systems.” (2) “FAO manages **electronic data reporting through automatic web capture of data** (harvesting of data) where feasible, as it is from an increasing number of member countries.”

From the Independent Evaluation: “Three pillars – (i) a renewed effort in capacity building; (ii) providing assistance with reporting; and (iii) implementation of CountrySTAT to build country capacity in data compilation and exchange – form the core of a re-orientation of FAO statistical resources aimed at assisting national statistical agencies in taking greater responsibility for their data. With assistance of FAO, CountrySTAT will facilitate improved data quality closer to the source, as well as facilitating transmission of the data to the FAO. It provides statistical standards, methods and tools for two-way data exchange and provides data validation capabilities for countries. If countries so wish, they can also expand CountrySTAT to become a statistical information system for food and agriculture statistics in order to facilitate data use by national policy decision makers and researchers, compiling national Food Balance Sheets and Supply-Utilization Accounts.”

“CountrySTAT holds potential to raise the capacity at the national and regional levels to collect, analyse and disseminate food and agricultural statistics, including geo-spatial data, and at the same time increase national ownership of the data. CountrySTAT should become the “sustainability” element in FAO's renewed statistical capacity building programme. With the emphasis on strengthening national capacities and national ownership, countries will be empowered through a better understanding of their agricultural sector and the issues related to food security and rural development.”

## C. Objectives of the Evaluation

The overriding objective of the evaluation was to assess the **relevance, quality and utility of the FAO's CountrySTAT Program**. The relevance, quality and utility of the CountrySTAT program are closely linked to the need to focus statistical collection and dissemination on the key priority issues facing FAO and its member nations, particularly its poorest members. In this context, two overarching questions were important to consider:

- How well did the CountrySTAT for Sub-Saharan Africa meet the statistical capacity needs and data-user demands of the 17 SSA countries at the national and sub-national levels?
- To what extent did the CountrySTAT program conform with, and contribute to, FAO's strategic and program priorities?

The Independent Evaluation of CountrySTAT for SSA was fielded in late-May, 2011. The evaluation's assessment of the CountrySTAT program was based on data and information gathered from project documents and interviews with FAO stakeholders and the FAO CountrySTAT Team in Rome. Interviews were also conducted with stakeholders and the CountrySTAT teams and Technical Working Group members in 4 of the 17 SSA countries which were visited during the Evaluation: Kenya, Tanzania, Cameroon, and Bukina Faso. The information gathered from those sources was applied against standard evaluation criteria:

**The relevance and responsiveness** to members' needs and demands for statistics outputs and services, including the:

- degree to which the CountrySTAT program of work focused on topics and problems assigned priority by countries, regions and international bodies;
- relevance of work to individual countries' demands and needs, especially those of the poorer countries, including complementarity between FAO's support and that provided by other sources;
- extent to which the work represents the most appropriate response from FAO and takes advantage of FAO's comparative advantages in statistics and indicator development;
- flexibility of response in the light of changing demands; and,
- relevance of the activities to the intended target audiences.

**The efficiency** (in terms of use of limited resources) of FAO's institutional capacity in statistics, including:

- the extent to which the CountrySTAT Program was able to draw on its areas of particular technical competence; and
- the degree of partnership and coordination with other international and national organizations.

**The quality** of CountrySTAT Program statistical products and technical services, including in the case of products such factors as appropriateness, relevance, accuracy, comprehensiveness, and accessibility.

**The effectiveness** of the CountrySTAT Program, including the **impact** on the primary and ultimate target beneficiaries, and the **sustainability** of outcomes and impacts, including the:

- extent to which FAO's assistance has led to improved institutional capacity in countries and global knowledge; and,
- the degree to which assistance has led to increased national capacity in identifying the food insecure and measuring food insecurity.

### III. Background and Context

#### A. Background

CountrySTAT for Sub-Saharan Africa is a project implemented by the Statistics Division of Food and Agriculture Organization (FAO) and funded by the Bill & Melinda Gates Foundation.

The purpose of the Project is to provide a framework, a tool and an environment for constructing affordable and sustainable food and agriculture statistics databases in 17 Sub-Saharan Countries in Africa: Angola, Benin, Burkina Faso, Cameroon, Ethiopia, Ghana, Ivory Coast, Kenya, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Tanzania, Uganda, and Zambia.

All of these countries are considered among the low income food deficit countries, their population live in unfavourable conditions of health and nutrition and almost 130 million persons work in agricultural and rural areas. These developing countries deserve attention from multiple donors, including FAO, to develop their food and agriculture sectors by improving the breadth and depth of their food and agriculture statistical systems.

Reliable and easily accessible statistical information on food, resources, prices, trade, production, food consumption, agricultural machinery, fertilizer, pesticides, land use, labor, employment, and others are the basis for the identification and quantification of the constraints to agriculture development. Effective and efficient policy decisions require a good information system. As the National Coordinator, CountrySTAT Kenya said, *“We have to get the data right if we want the decisions on food and agriculture to be right.”* CountrySTAT has been undertaken to support policy makers as well as scientific researchers and analysts working towards the solution of problems at regional, national, and subnational levels. A mission statement in the lobby of the Institute of National Statistical in Ouagadougou, Burkina Faso speaks to the issue: *“To Govern is to Foresee, to Foresee is to Know, to Know is to Measure”*.

The PARIS 21 Consortium (Partnership in Statistics for Development in the 21<sup>st</sup> Century) has demonstrated that in SSA countries, food and agriculture statistics represent a crucial component in their comprehensive national statistical strategies. From this perspective, the FAO CountrySTAT project is considered the tool that will assist SSA countries in their long-term goal to elaborate and monitor an agricultural development framework to combat poverty and hunger.

The CountrySTAT Project was designed to improve the quality, accessibility, relevance and reliability of national and sub-national statistics. It is a web based information technology system aiming to compile, organize and disseminate food and agriculture statistics in the 17 SSA countries. Dissemination is the focused “end-point” of the CountrySTAT system, providing a “one-stop center” for data and indicators on food and agriculture, and to support analysis and informed decision-making . Its implementation is

consistent with the commitment of the World Food Summit and Millennium Development Goals, especially the reduction of extreme poverty and hunger. The project is fully integrated in the Implementation Plan for Africa of the Global Strategy to Improve Agricultural and Rural Statistics, and perfectly fits with the principles of Dakar Declaration on the Development of Statistics.

In most SSA countries, multiple national institutions (i.e. Ministry of Agriculture, Ministry of Livestock, Ministry of Trade, National Statistical Offices, etc.) are involved in the collection, production and dissemination of statistical data on the agriculture and rural sector. Inevitably, data from different sources lead to some discrepancies. The CountrySTAT initiative has been created to build a common platform able to harmonize and standardize different statistical data so that data tables are integrated with each other at the country, regional and international levels. The basic features of CountrySTAT include: country ownership, partnership among stakeholders, integration of different subject domains, integration of agricultural statistics in the country's statistical system and integration of national statistics with the international statistical system.

With the implementation of CountrySTAT in each country:

- The quality of data should improve;
- The accessibility of data should increase;
- The duplication of data should disappear; and
- The reliability and frequency of updates should improve.

The CountrySTAT system is based on FAOSTAT, the largest consolidated international database on food and agriculture, and SDMX (Statistical Data and Metadata Exchange) General Director Assistant promoted by WB, IMF, UNSD, EUROSTAT, FAO, OECD, etc. The system is based on PC-Axis technology, a platform created in 1991 by Nordic Countries and used by 26 National Statistical Offices around the world. FAOSTAT and CountrySTAT are developing in tandem, using the same basis for data and metadata classification. Together they are a unique system, offering an improved statistical data source for use by policy formulators and decision makers. By receiving higher quality and more reliable data series from individual countries, FAOSTAT improves the quality of its own data and can provide an improved and integrated international food and agriculture statistical system..

On June 1<sup>st</sup> 2011, an agreement between FAO and Bill & Melinda Gates Foundation was signed for the implementation of the 2<sup>nd</sup> phase of CountrySTAT for a period of 43 months and an amount of \$ 6,910,474 (including an FAO contribution of \$ 341,170). The 2<sup>nd</sup> phase of CountrySTAT will focus on strengthening of the statistical systems already established with the specific aim to reach a sustainable level of functioning at the end of the project.

Additional funding will be provided to extend activities in Togo, Niger, Guinea Bissau and one Regional CountrySTAT for West African Countries by **UEMOA** (West African Economic and Monetary Union) at US\$1.0 million. Also, a Regional CountrySTAT for Eastern African Countries by **EAC** (East African Community) and **Italian Cooperation** at US\$1.0 million, which will also extend CountrySTAT to Burundi.

## **B. Context**

The original project document indicated that an Independent Evaluation of the CountrySTAT for SSA Project be completed at the end of the Project (months 22 and 23). The Evaluation Team was expected to assess whether the Project had delivered what was promised and to estimate the outcome effects from the delivered outputs of the Project. Lessons learned from the Project were to be derived and suggestions made concerning major investments that might be required to improve CountrySTAT's service to government and researchers focused on food security and the reduction of poverty and hunger. Following several extensions to the original project, the Independent Evaluation was fielded at the end of May, 2011, just as Phase I of the CountrySTAT Project was coming to a close. Implementation of Phase II of the CountrySTAT for SSA Project began on June 1, 2011, just as the Independent Evaluation was underway.

Given that context, the Evaluation had two principle objectives: (1.) To assess the progress and accomplishments of Phase I of the CountrySTAT for SSA Project; and (2.) To assess the strategy proposed for Phase II of the Project.

## IV. Assessment of Project Objectives and Design

### A. Justification and Relevance

CountrySTAT for SSA was designed to further the objectives of Article 1 of the Constitution of FAO, which sets as one of the three mandates of the organization to *collect, analyze, interpret and disseminate information relating to nutrition, food and agriculture.*

The main mission of the FAO Statistics Division, as the custodian of agricultural statistics of the United Nations System, is:

- To assist member countries in improving the coverage, consistency and quality of food and agricultural statistics data, and
- To provide technical assistance to the statisticians in the regional and subregional offices.

The CountrySTAT for SSA Project was built on the experience and knowledge of preceding CountrySTAT projects, such as those in Algeria, Bhutan, Chile, the Philippines, and Sudan. The Project concept aligns with the major needs and requirements of the 17 Sub-Saharan countries. Additionally, the Project concepts are in sync with the main results of the Independent Evaluation of FAO's Role and Work in Statistics (2008), "*to improve the capacity for collection and dissemination of country data of member countries in order to make available the best analytic and decision support tools, with priority on the poorest countries, particularly those in Africa.*"

### B. Objectives

The overall objective (long term development goal) of CountrySTAT is *to bring about accelerated reduction in hunger and poverty through more productive and sustainable agriculture, the economic basis of the poor in Sub-Saharan Africa.*

The overall objective seems to be very relevant for the situation of Sub-Saharan African countries, at the same time it is very ambitious and very difficult to achieve. The Project Document provided no specific indicators for how this objective could be assessed in the context of the CountrySTAT project.

Within that goal, the primary design of the CountrySTAT model is *the establishment of nationally owned and maintained information systems and supporting capacities in order to provide in the 17 countries quality statistics on food and agriculture, and promote evidence based technical, political and financial decision making, partner with national statistical offices or other statistical authorities to support the capacity building of their institutions and to support sister agencies to help them achieve success to governing.*



Again, no verifiable indicators were included in the project document. The Project Document contained no logical framework (log-frame) with which to trace the scope and objectives of the overall Project. A shorter document/framework (Appendix A in the original project document) listed the five project objectives, associated activities, and expected outputs and outcomes. A similar framework was prepared for the Evaluation Mission under its ToR. (See below.) While the ToR framework was not totally clear between specific objectives and activities, the descriptive part, where activities and outputs were listed, had more clarity and was the basis for the Evaluation Team's review and assessment of inputs, activities and outputs discussed in Chapter V, Part B, Activities and Outputs.

From the Evaluation Mission's Terms of Reference: Activities and Outputs completed or conducted - CountrySTAT for SSA:

### **1. Adaptation of CountrySTAT Statistical Framework for SSA Countries**

- Development, improvement and regular update of Web site for the 17 project countries (with a robust platform and a set of user-friendly IT tools) for better dissemination of basic food and agriculture data and metadata
- Streamlined data processing to support and to enforce International standards
- Creation of an application to compare official data between FAOSTAT and CountrySTAT
- Improve and update of the presentation and content of the CountrySTAT Web site: "About", "National Documents", "CountrySTAT News", "National Links", "Contacts".

### **2. Capacity Building on CountrySTAT for SSA Countries**

- Preparation of teaching materials and all the technical documents
- Assistance and support to countries for the organization of different national training sessions (Training and refresher training of focal points, Technical Working Group Meetings on data collection, harmonization and validation)
- Organization of regular telephone conferences with all 17 SSA countries
- Organization of Basic and Advanced CountrySTAT Training in Rome FAO HQ
- Organization of Regional Training Workshops (September 2010 in Ouagadougou Burkina Faso, November 2010 in Arusha, Tanzania)
- Preparation of reports and CD of CountrySTAT Regional Training Workshops.

### **3. Implementation of CountrySTAT for SSA Countries**

- Adoption of methodology, guidelines, classifications and international statistical standards for the harmonization and comparability of the CountrySTAT / RegionSTAT and FAOSTAT platforms
- Definition of the process for data collection, validation and harmonization with international standards
- Organization, integration and publication on the Web site, of national data and metadata in line with international standards
- Analysis and systematic review of data table structures
- Improve data and metadata quality with FAOSTAT standards

- Regularly update and upload of data tables in core and sub national modules, including consideration of gender aspects
- Comparison of national data between CountrySTAT and FAOSTAT
- Correspondence Tables between national and international classifications
- Constant follow-up of country activities with regard to the three principal project components (Statistics, IT and Communication)
- Elaboration, completion and validation of Key Indicators

#### **4. Outreach of CountrySTAT for SSA Countries**

- Implementation of coordinated communication activities at corporate and national/regional levels (newsletters, interviews and articles):
- CountrySTAT YouTube Channel and National CountrySTAT Web sites
- newspapers, journals, media / relevant sites
- print, Web, TV and audio/radio
- 15 National Communication Consultants hired
- Assistance during all phases of CountrySTAT official launch for a better visibility (press release, media attendance / coverage)
- CountrySTAT Web site official launches of 13 Countries
- Organization of regular Steering Committee Meetings
- Organization of three Consultative meetings in Tanzania, Senegal and Ghana
- Participation of national staff from 17 SSA countries and CountrySTAT Team HQ to PC-Axis Group Reference Meetings 2008, 2009 and 2010
- Elaboration of the work plan of 17 SSA countries, including the related budget

#### **5. Management of CountrySTAT for SSA Countries**

- Perform circular missions to SSA countries
- Preparation, finalization and publication of Panorama Report I of 17 SSA countries
- Preparation of the content of Panorama Report II
- Preparation of the second phase of the project and advocacy for phase II

### **C. Project Design**

The project design, particularly the managerial and institutional framework for implementation, was influenced significantly by the wide geographical dispersion of the 17 SSA countries, and by the initial Project Budget of roughly US\$5.6 million. The level of Project funding essentially eliminated a country-by-country implementation approach, typical of many FAO statistical capacity-building projects. The resulting adjustments to the original project design, demonstrated flexibility and innovativeness on the part of the FAO CountrySTAT management. See further discussion in Chapter V, Part B.3 – Project Technical and Administrative Liaison and Management of CountrySTAT.

*Potential Risks:* A list of important potential risks was detailed in the original project document, including the potential loss and mobility of CountrySTAT trained staff, and the lack of adequate internet connectivity. At Project completion (Phase I), these risks turned out to be very “real” risks for the sustainability of the CountrySTAT Project. Mitigation strategies developed to deal with these risks became critical strategies in the development of Phase II.

*Government Support:* FAO obtained an initial high-level commitment of support for CountrySTAT from all 17 SSA governments which allowed the structuring of the institutional framework that proved crucial to the success of the Project, the Technical Working Group (TWG).

*Sustainability:* Because of the short duration of the initial Project (a 2-year period), sustainability was not a critical “success factor.” However, sustainability has become the focus of the 2<sup>nd</sup> Phase of the CountrySTAT Project.

## V. Assessment of Project Implementation, Efficiency, and Management

### A. Project Budget and Expenditures

The total Budget/Expenditure for Phase I of the CountrySTAT for SSA Project was \$6.5 million.(Table 1.) The original Project period covering Calendar Years 2008 and 2009 was extended twice: a no-cost extension through September 2010, and a funded extension, including the use of earned interest through May 31, 2011.

**Table 1. Project Expenditures: CountrySTAT for Sub-Saharan Africa - GCPGLO/208/BMG (TF6F11AA08026)**

	APPROVED BUDGETS/ EXPENDITURES				
	YEAR 1	YEAR 2	YEAR 3	Year 4	
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F (B+C+D+E)</b>
<b>Cost Category/Budget Line Items</b>	<b>2008 BUDGET - ACTUALS b/</b>	<b>2009 BUDGET - ACTUALS c/</b>	<b>2010 BUDGET JANUARY-MAY + JUNE-SEPTEMBER no-cost extension d/</b>	<b>2011 BUDGET JANUARY-MAY 2011 (excluding carry-over 2010 unspent budget) d/</b>	<b>TOTAL BUDGETS/ ACTUALS YEARS 2008, 2009, 2010, 2011</b>
<b>Total Personnel</b>	461,052	664,471	995,139	124,912	2,245,574
<b>Total Fringe Benefits</b>	0	0	0	0	0
<b>Total Travel</b>	397,215	446,088	490,337	59,500	1,393,140
<b>Total Consultants</b>	218,070	506,916	514,322	72,246	1,311,554
<b>Total Supplies</b>	36,501	42,500	147,189	7,000	233,188
<b>Subtotal of Modified Direct Costs and Indirect Costs</b>	1,274,875	1,880,853	2,453,801	294,084	5,903,611
<b>Total Contracted Services</b>	66,000	68,813	174,907	0	309,720
<b>Total Equipment</b>	131,939	19,143	103,316	0	254,398
<b>Grand Total Costs</b>	1,472,814	1,968,809	2,732,024	294,084	6,467,729
	Period 2008	2009	Period 2010		
<b>Interest earned d/</b>	25,844	8,237	3,028	0	37,109
					6,504,838

b/ Year 1 Period 1 January - 31 December 2008 (funding agreement signed in November 2007)

c/ Year 2 Period 1 January - 31 December 2009

d/ Year 3 and Year 4 Period 1 January - 31 May 2010 + June-September 2010 no-cost extension + October 2010 to February 2011 additional extension funding + period March to May 2011 partly covered by donor approval to use earned interests for project-related expenditures.

Until the CountrySTAT for SSA Project agreement between FAO and the Bill and Melinda Gates Foundation, CountrySTAT was a “pilot program” within the Statistics Division. The CountrySTAT program had not been “mainstreamed” into the Division’s

biennial budget and program of work. The Team charged with implementation and management of the CountrySTAT for SSA Project had to be newly built, with most of the Team hired on the basis of unique needs and skills, particularly in the areas of IT and Communications. Only a few of the FAO CountrySTAT Team were seconded from the “mainstream” FAO statistics program. Therefore, most funds were used to cover FAO CountrySTAT/Rome expenditures, including Salary and Benefits (S&B), Travel, Consultative Services, and Supplies for a total of \$5.9 million, roughly 90 percent of total Project funding. According to that project accounting framework (one of several used to monitor particular components of the Project), approximately, \$600,000 was used in direct support of the 17 National CountrySTAT Teams for Contracted Services and Equipment.

Table 2, below, details expenditures by country and provides a different break-out of funds for particular in-country activities over the entire project period. Funds expended in support of CountrySTAT for SSA programs totaled about \$920,000. But that expenditure includes funds from FAO CountrySTAT/Rome for consultants and supplies and promotional materials for CountrySTAT launches. If funds expended from Rome for the consultant-based Panorama Reports and funds expended for Launch are left out of the accounting for in-country expenses, \$690,000 were expended in the 17 SSA countries for the CountrySTAT SSA project (last column in table). Those expenses included: funding for technical administration of the CountrySTAT platform, funding for meetings of the TWGs, equipment, and consultative services for media and communications, part of which was funded directly by FAO/Rome. The Evaluation Team was not provided with a budget/expenditure “cross-walk” between differing accounting systems. Therefore, there was no practical means to compare expenditures by activity and outputs as requested in the Evaluation ToR. The “output” was the same for each country— installation and launch of CountrySTAT, but expenditures ranged from a low of \$2,922 for Ethiopia (one of the last countries to launch), to a high of \$78,645 for Tanzania (one of the early countries to launch). As such, the Evaluation Team could not undertake any meaningful, in-depth review of the efficiency or effectiveness of use of project funds by country or by activity.

## **B. Activities and Outputs**

The Evaluation Team categorized the five objectives of the CountrySTAT for SSA Project into three major components for purposes of evaluation. (See List of five Activities and Outputs in previous Section IV, Part B, Objectives.)

### **1. Project Adaptation of Technical and Training Components**

- *Technical adaptation of CountrySTAT statistical framework for use in SSA countries:* Much of this preparatory work involved harmonization of the CountrySTAT framework with the standards of FAOSTAT. CountrySTAT was put in place in several countries around the world, including the Philippines and Bhutan. Kenya was the first pilot in Africa, beginning in 2005. Technical problems prevented a full-scale launch of CountrySTAT. There were, therefore,

required modifications to the existing CountrySTAT platform before CountrySTAT could be implemented in the 17 SSA countries. A principal goal of the CountrySTAT project was to enable the 17 countries to share and exchange data at the international level, which would also allow for electronic updates to FAOSTAT. If the project goal of having a “one-stop center” for agricultural statistics and indicators was to be realized in the 17 SSA countries, these preparatory adaptations to the CountrySTAT system were critical.

**Table 2. Expenditures By Country and By Activity, CountrySTAT for SSA**

Country	TWG s # Meeting	TWGs (\$) Total Costs	Consultative Meeting (\$)	Data Upload (\$)	Technical Training (\$)	Advocacy Activity (\$)	Official Launch (\$)	Official Launch & TWG (Angola) (\$)	Consultants Panorama Report (\$)	Consultants Media & Communication (\$)	Server (\$)	Miscellaneous (\$)	Total Cost (\$)	Total cost(\$) excl. - Panorama Rept. and Launch
ANGOLA	3	47919			7370			7923	4500		239	1585	69539	56877
BENIN	6	27289	720	1875	4786		5582		4500	10950	239		55946	45864
BURKINA FASO	2	11846	720	3899	15612		9000		3839	6400	239	2857	54414	41575
CAMEROON	6	37646		1420	18367	1964	8338		4513	4900	239	4194	81587	66772
COTE D'IVOIRE	5	36553	450				12058		4000	11015	239	3911	68230	52173
ETHIOPIA	1	1583			1100		6397		1500		239		10820	2923
GHANA	3	8344			30773		3530		12000	5700	239		60588	45058
KENYA	9	22024			10196		11044		6000	7600	239	377	57488	40444
MALAWI	5	20483					6090		8000	5200	239		40017	25927
MALI	4	30546	720	3210	15491		4912		4500	3700	239	1047	64369	54957
MOZAMBIQUE	1	1777					3472			5800	239	294	11583	8111
NIGERIA	5	15955			7690		13650		6987	8600	239		53126	32489
RWANDA	2	12300			8679		5577		7500	5000	239	400	39696	26619
SENEGAL	4	34071	288	3440			11096		3000	8870	239		61008	46912
TANZANIA	6	39708	8586		20341		11169		5190	5500	239	4271	95010	78651
UGANDA	2	12747					10476		7673	5120	239		36256	18108
USA (LOWA)											8102		8102	8102
ZAMBIA	3	27831					5666		8991	10285	239		53015	38358
<b>Total Activity (\$)</b>	<b># 67</b>	<b>388621</b>	<b>11484</b>	<b>13844</b>	<b>140405</b>	<b>1964</b>	<b>128057</b>	<b>7923</b>	<b>92693</b>	<b>104640</b>	<b>12158</b>	<b>18936</b>	<b>920792</b>	<b>689917</b>

- *Design of training programs for building CountrySTAT capacity in Ministries and NSOs of SSA countries:* As with the technical adaptations to the IT platform, adaptations to the training modules (two IT modules and a technical capacity building module on classifications and harmonization of standards at the international level) was a critical initial phase of the CountrySTAT SSA project if the goal of sharing and exchanging of data at the international level was to be realized.

*Conclusions:* These adaptations to the technical and training components should be considered “sunk costs” or capital investments in the core CountrySTAT platform. These were necessary inputs (costs) to develop a generic technical platform and associated training modules, not just for the CountrySTAT SSA Project, but for anticipated additional extensions of CountrySTAT to other countries. With minor added costs for maintenance and updates, the IT platform and training modules can be implemented at low marginal cost.

*Recommendations:* Recommendation 5.1 – Training and IT modules should be updated as necessary based on “lessons learned” from implementation of CountrySTAT for SSA. New training and IT modules should be developed based on Phase II awareness/communication efforts and distance learning approaches to training.

## **2. Project Implementation**

- *Installation of the CountrySTAT System in each country:* While the development of the IT platform and training modules could be considered “generic,” and capable of being used to introduce CountrySTAT into any country, the Project Implementation phase uncovered several specific constraints and difficulties in almost every country. (From discussions with the CountrySTAT Team/Rome and field visit interviews with National CountrySTAT staff.) The solutions ranged from adjustments to the IT platform (Ethiopia), to several adjustments to the standards and classification of commodities specific to one or more of the 17 SSA countries. Because of the quality and timeliness of the FAO/Rome technical support and backstopping, most of these difficulties were handled without additional in-country costs for technical backstopping.
- *Population of CountrySTAT in each of the SSA countries with national and sub-national level data, metadata, and indicators on food and agriculture:* The CountrySTAT system in all 17 SSA countries has been populated and operationalized (launched) with some basic core data (production, trade, and prices) at the National level. Several countries have been able to populate their CountrySTAT system with sub-national data and a few countries with some other key indicators related to food security. Table 3, below, indicates the operational status of the 17 countries, as of the end of May 2011. Within the Most Advanced Countries (Group 1), the number of tables/data available in the countries ranged from a low of 40 for Ethiopia (only launched in March 2011) to a high of 180 for Tanzania. In the Slow Progress Group (3), for those countries which launched

their CountrySTAT website in March 2011, only 30 to 40 tables/data were available. 30 to 40 tables/data of “Core” domain data (production, area, trade, etc.) only begins to provide a picture of a country’s agricultural sector, and would not likely include other indicators of importance to policy makers, such as food security. So, little progress has been made on “...elaboration, completion, and validation of Key Indicators.” (See the list of Activities and Outputs Chapter IV, Part B, 1 and 3.) For many of the 17 SSA countries, the work of compiling a more complete set of data and key indicators for food and agriculture has just begun.

- *Sharing and exchanging statistical data, metadata, and indicators at the national and international levels:* While there is a data processing component in the CountrySTAT platform to support sharing and exchange of data at the international level (including with FAO’s FAOSTAT), the application has not become operational. In addition to harmonization and metadata issues, historical data gaps and discrepancies must be fully vetted and corrected before meaningful data exchange can take place. Only 8 countries listed in Group I (Most Advanced Countries) fully meet the international standards which are required for international exchange of data. Only two of the 17 countries, Burkina Faso and Kenya, appear to be compliant with full metadata requirements. Progress on key criteria for data exchange and sharing (compliance with international standards and existence of metadata) appear to be at minimal levels for over half of the 17 countries. While CountrySTAT for SSA countries has been successfully launched in all 17 countries, there appears to be significant technical work yet to be accomplished in many of the countries for there to be a credible and sustainable CountrySTAT system, capable of exchange and sharing of data at international levels. Again, it is difficult to make any conclusions about the disbursements of funds by country and the cost efficiency of developing populated CountrySTAT systems. For example, the in-country costs for most of the 17 countries were in the \$40,000 to \$50,000 range (Table 2). For Mozambique, which launched CountrySTAT in March 2011, the in-country costs were far below average, at just over \$8,000. However, for Ethiopia, which launched CountrySTAT in March 2011 as well, and which is ranked in the “Most Advanced” Group, the in-country cost was less than \$3,000.

*Conclusions:* The FAO CountrySTAT Team demonstrated great flexibility in adjusting to the particular needs of the individual 17 countries during the demanding implementation period. However, following the official launch of the 17 CountrySTAT systems, there remain significant deficiencies in the quantity/accessibility of data and indicators available, and in the capacity of many of the systems to share and exchange data at the regional and international level.

*Recommendations:* Recommendation 5.2 – With international exchange and sharing of data as a principal goal of the CountrySTAT Project, the Phase II strategy should incorporate specific objectives to bring the 17 countries into full compliance with regional and international standards for data exchange.



**Table 3. Status of CountrySTAT for SSA, Phase I**

Current situation of CountrySTAT for Sub-Saharan African - Phase I											
	Date of Launch	Number of Tables/Data Available (National and Sub-National 19/05/2011)	Users Website Hits (01/01/2011 - 18/05/2011)	Data Quality				Institutional Framework			
				Compliance with International Standards	Existence of Metadata	Correspondence Table1	Consistency Checks2	Secretariat		Technical Working Group Collaboration	Remaining Issues
								Technical Capacity of National Staff3	Institutional Commitment to CountrySTAT4		
<b>GROUP 1: MOST ADVANCED COUNTRIES</b>											
Burkina Faso	02/10/2009	38	1,299	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓	✓✓✓	
Cameroon	25/02/2010	77	757	✓✓✓	✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓	✓✓✓	
Kenya	20/11/2009	44	1,473	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓	✓✓✓	
Benin	03/06/2010	56	745	✓✓✓	✓	✓✓✓	✓✓	✓✓	✓✓	✓✓✓	
Ethiopia	15/03/2011	39	1,223	✓✓✓	✓✓	✓✓✓	✓✓	✓✓	✓✓	✓✓	
Côte d' Ivoire	11/11/2009	40	690	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓	✓✓✓	
Tanzania	20/02/2010	61	2,039	✓✓✓	✓	✓✓	✓✓	✓✓	✓✓	✓✓	✗ ✗✗
Uganda	16/06/2010	29	2,667	✓✓✓	✓	✓✓✓	✓✓	✓✓	✓✓	✓✓	✗ ✗✗
<b>GROUP 2: IN PROGRESS</b>											
Mali	18/06/2009	87	709	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✗
Ghana	30/11/2009	40	1,335	✓✓	✓	✓✓✓	✓✓	✓✓	✓✓	✓✓✓	
Zambia	14/02/2011	50	534	✓✓	✓	✓✓✓	✓✓	✓✓	✓✓	✓	✗ ✗✗
Senegal	27/05/2010	64	785	✓✓	✓✓	✓✓✓	✓✓	✓✓	✓✓	✓✓	✗
<b>GROUP 3: SLOW PROGRESS</b>											
Nigeria	16/06/2010	44	529	✓✓	✓	✓✓✓	✓✓	✓✓	✓	✓✓	✗ ✗✗
Angola	14/11/2009	43	1,545	✓✓	✓✓	✓✓✓	✓✓	✓	✓	✓✓	✗ ✗✗
Malawi	03/11/2011	33	1257	✓✓	✓	✓✓✓	✓✓	✓	✓	✓	✗ ✗✗
Rwanda	10/03/2011	42	785	✓✓	✓	✓✓✓	✓✓	✓✓	✓	✓✓	✗ ✗✗
Mozambique	10/03/2011	36	897	✓✓	✓	✓✓✓	✓✓	✓	✓	✓✓	✗ ✗✗

✓✓✓	Good
✓✓	in progress
✓	slow progress
✗	strong government support required
✗✗	weak inter-institutional collaboration

### **3. Project Technical and Administrative Liaison and Management of CountrySTAT for SSA**

- *Establishing and maintaining technical and administrative liaisons at the national level:* The design of the CountrySTAT SSA project included a “distant”, but very effective process for providing technical support and administrative liaison with the 17 SSA country programs. From the Evaluation Team’s field visit to four SSA countries, it was apparent that there was very little face-to-face technical and administrative support and communication with National Coordinators. Most support and communication dealing with implementation of CountrySTAT was provided from the FAO CountrySTAT Team in Rome:
  - Assistance and support to countries for the organization of different national training sessions (Training and refresher training of focal points, Technical Working Group Meetings on data collection, harmonization and validation)
  - Organization of regular telephone conferences with all 17 SSA countries
  - Organization of Basic and Advanced CountrySTAT Training in Rome FAO HQ
  - Organization of Regional Training Workshops (September 2010 in Ouagadougou, Burkina Faso, November 2010 in Arusha, Tanzania)
  - Assistance in preparation of consultant-based Panorama Reports and Communication Consultants
  
- *Establishing Work Plans for CountrySTAT in each of the 17 SSA countries:* Work plans were developed each year by the National Coordinator and members of the Secretariat, with input from the other Ministry focal points. The work plans and associated (estimated) budgets were discussed, adjusted and agreed to on a country-by-country basis with the FAO CountrySTAT Team in Rome. The development of annual work plans was critical to maintaining forward progress of CountrySTAT project in all 17 countries. The work plans and anticipated outcomes became the benchmarks by which the FAO CountrySTAT Team in Rome monitored and evaluated progress.
  
- *Monitoring, evaluation, and management of the CountrySTAT program in each of the 17 SSA countries:* The management infrastructure established for monitoring the CountrySTAT SSA Project included staff focused on the three “pillars” of the Project: Statistics, IT, and Communications. The FAO CountrySTAT Team was composed as follows:
  - FAO Principal Officer- Project Manager
  - FAO Statistician (seconded to the project as lead technical officer of the project)
  - FAO Information System (IT) Specialist
  - FAO Communication and Reports Officer
  - FAO Country Project Officer
  - FAO Statistician
  - FAO Clerk Typist
  - FAO Clerk

- FAO Information Technology Clerk
- FAO Statistics Clerk

The proposed budget for travel for the entire Project precluded a country-by-country approach. The “regional” approach (Francophone and Anglophone) was the most plausible approach for training and capacity building, as well as monitoring of Project progress and accomplishments. The Evaluation Team reviewed the set of criteria and benchmarks that countries were required to meet before a country’s CountrySTAT system could be officially launched. All project activities were steadily monitored and evaluated for efficiency and effectiveness.

*Conclusions:* The Evaluation Team judged the “Distance Management/Monitoring” approach to implementation of the CountrySTAT for SSA Project to be innovative and the most practical and efficient, given overall budget constraints.

*Recommendations:* Recommendation 5.3 – The distance management approach should be continued and fine-tuned during Phase II of the CountrySTAT Project. Tools and modules to make the distance management process more efficient and effective should be provided, such as audio-visual, distance learning, and telecommunications equipment.

### **C. Government Support**

FAO obtained an initial high-level commitment of support for CountrySTAT from all 17 SSA countries prior to implementation. On the basis of the countries visited by the Evaluation Team, the actual level of Government support consisted of staff assigned from the NSO or one or more Ministries, to serve as the Secretariat—administrative management of CountrySTAT in each country. In none of the four countries were the 3-4 staff assigned full-time to CountrySTAT. In all cases, CountrySTAT was an added assignment on top of their normal duties. For many, work on CountrySTAT was an “after official hours” activity and on weekends. In only one of the four countries visited, Cameroon, was CountrySTAT incorporated into the Ministry’s statistics budget cycle. It received some financial assistance in 2009, but not in later years.

*Conclusions:* In discussions with senior officials in the various NSOs, the Evaluation Team found continued strong verbal support for CountrySTAT in all four countries visited. But, according to an old Chinese proverb, “Talk does not grow rice”. CountrySTAT must be incorporated into the statistical budgets of the 17 SSA countries, if the Program is to be sustainable. The National Coordinators in all four countries visited by the Evaluation Team expressed in strong terms the need for FAO to begin discussions with National Governments about long-term support for CountrySTAT as Phase II of the Project comes to a close.

*Recommendations:* Recommendation 5.4 – FAO should begin negotiations with the CountrySTAT for SSA countries at a high level, developing an exit strategy and a MoU which details the actions to be taken by national governments as funding for CountrySTAT comes to an end.

## **D. Project Management**

The management structure of the CountrySTAT for SSA Project seems very well defined and operationally sound at the FAO and SSA-country level.

### **1. FAO Management Structure**

At FAO Headquarters level two bodies are charged with executive and operational management of the CountrySTAT for SSA Project. These are:

- CountrySTAT Steering Committee composed of the Heads of Divisions and Directorates within FAO with stakeholder interest in the CountrySTAT for SSA Project, such as Fisheries, Forestry, GIEWS, Statistics, and others. The Steering Committee meets on a quarterly basis. Based on interviews at FAO Headquarters, the Steering Committee has been helpful to operational management of the Project. From a Steering Committee perspective, the Meetings have allowed for good communication on progress and issues and input on direction for the CountrySTAT for SSA Project. Steering Committee members indicated that the operational management team provides regular and ample updates on progress and issues prior to the quarterly meetings. However, there was an expressed need to incorporate the data interests of other FAO units (stakeholders) more fully in the technical components of the 2<sup>nd</sup> Phase of the Project. The Steering Committee appears to be providing effective oversight and guidance to the Director of Statistics and the CountrySTAT Team.
- CountrySTAT for SSA Team composed of high-level subject experts and experienced support personnel - all hired especially for servicing this project. See the structure and operation of the FAO CountrySTAT Team in the Part B, above under Activities and Outputs. The CountrySTAT Team is under the overall direction of the Director of the Statistics Division. Discussion of problems and issues from the Evaluation Team field visits concerning the working relationship between the FAO CountrySTAT Team and the National Secretariats is detailed in Chapter VII, “Towards Sustainability – Lessons Learned.”

Project Design materials indicated a CountrySTAT for SSA Coordination Board (Advisory Committee) composed of senior staff from FAO as the lead technical agency, Bill & Melinda Gates Foundation as the project sponsor/donor, and others determined to be important stakeholders (like IFPRI, PARIS21, WFP, WB). Members of the Coordination Board (Advisory Committee) were to meet periodically, sometimes with the Steering Committee, to review the 6-month progress reports and to advise the FAO operational team for CountrySTAT for SSA. The Evaluation Team was not provided any information on this body, its actual structure, membership, or role in advising on the scope and direction of the Project. In discussion with a representative of the BMGF, the representative was not aware of any “Committee” of stakeholders acting in an advisory capacity for the CountrySTAT for SSA Project. The BMGF requires a formal annual report from all Grantees in a special BMGF format. The CountrySTAT Team has consistently provided those annual progress reports in a timely manner. Informally, the FAO CountrySTAT Team provides unsolicited updates on key project milestones, such

as launches and training sessions, on a monthly basis. The BMGF representative has attended several Steering Committee Meetings and at least one field Training Session. The BMGF advisory role has been limited to advise on general principles and relationships to other BMGF project efforts. Overall, the BMGF is pleased with progress of the CountrySTAT project and with the working relationship with the FAO Statistics Division.

## **2. Country-Level Management Structure**

At the country level, two bodies are charged with executive and operational management of CountrySTAT. These are:

- CountrySTAT National Steering Committee composed of NSO Management and CountrySTAT National Focal Points (in other Ministries), and the CountrySTAT National Coordinator. The National Steering Committee provides oversight and guidance to the National Coordinator, the Secretariat, and the focal points on the Technical Working Groups who contribute to, and manage the CountrySTAT activity at national and sub-national levels. The Evaluation Team met with members of the National Steering Committee during its field visits. With a few exceptions, most seemed very aware of CountrySTAT, its progress, and the importance of CountrySTAT to agricultural development and food security. There were exceptions, however. As confirmed by the FAO CountrySTAT Team, the active role played by the National Steering Committee varies greatly by country.
- CountrySTAT National Secretariat: Typically the National Statistical Office, the Ministry of Agriculture, or in some countries, a combination of the two organizations comprises the National Secretariat. In Cameroon, the Secretariat was housed in the Ministry of Agriculture. In Tanzania, it was contained within the Bureau of National Statistics. And, in Kenya, while the Ministry of Agriculture is the custodian of the National CountrySTAT System, the Secretariat was comprised of two persons from the Ministry of Agriculture and two persons from the Bureau of National Statistics. The Secretariat is generally comprised of 3 to 4 people with expertise in statistics, IT and communications. One permanent staff of the Secretariat is assigned as the National Coordinator and administrative head of the Secretariat. The National Coordinator's role is to coordinate and manage project implementation. It was obvious to the Evaluation Team during its field visits, how critical the roles of National Coordinator and the Secretariat are to the progress and success of the National CountrySTAT program.

The Evaluation Team was not aware of a Coordination Board or Advisory Committee at the National level. However, there were cross-cutting projects underway in some of the countries visited that would require "coordination" at the National level. For example, a project on Monitoring African Food and Agricultural Policies (MAFAP) is underway in Kenya, Tanzania, and Burkina Faso (as well as Mali). The MAFAP effort is focused on developing indicators that would track policy and/or programs related to food and agriculture sector development. The Evaluation Team found tangential links between

CountrySTAT and MAFAP projects in several of the countries visited. The MAFAP project should work in closer cooperation with CountrySTAT. In a few countries, the Evaluation Team was made aware of other National Government efforts to consolidate and harmonize definitions and collections on statistical domains with direct relevance to CountrySTAT. In Tanzania, for example, the Bureau of National Statistics has established a working committee on Harmonization and Consolidation of Resource and Environmental Statistics. In most cases the focal points for CountrySTAT from other Ministries were serving on the same Statistical Committee.

*Conclusions:* With the exception of some minor glitches mentioned in Chapter VII, Part A, the Evaluation Team judged the overall project management structures to be sound and working effectively. However, the data needs of other FAO units should be incorporated more fully in the 2<sup>nd</sup> Phase, and closer cooperation between country Secretariats and other ongoing statistical efforts of relevance to CountrySTAT should be encouraged.

### **E. Technical and Operational Backstopping**

Most all of the technical and operational backstopping comes from the FAO CountrySTAT Team in Rome. The FAOR assists with certain administrative and fund disbursement aspects of the CountrySTAT project, but does not have the technical or resource capacity to tackle substantive backstopping. In Cameroon, however, the FAO R was more proactive towards CountrySTAT than in other countries visited by the Evaluation Team. The FAOR Office had a local staff member charged with maintaining its library service function. Any request for information on agriculture in Cameroon, from media, researchers, and others, goes first to the CountrySTAT Cameroon Website.

Concerns were raised in several countries visited about the lack of face-to-face technical and operational backstopping. In one interview on the Evaluation Team's field visits, the Team was told that it (the Evaluation Team) was the first CountrySTAT-related delegation to visit their office.

*Conclusions:* Technical and operational backstopping from FAO has worked well, but the FAOR offices could play a more active supporting role in the CountrySTAT for SSA Project.

*Recommendations:* Recommendation 5.5 - Despite a lack of technical and resource capacity, the FAO National Representations in the 17 SSA countries should be encouraged to become more active advocates and stakeholders in the National CountrySTAT system.

## **VI. Assessment of Results and Effectiveness**

### **A. Outputs, Outcomes and Sustainability**

#### **1. Outputs**

*National CountrySTAT:* During Phase I (January 2008 through May 2011), CountrySTAT was successfully installed, populated (at least at some minimum level of 30 + tables), and launched with a functioning Website for dissemination of food and agricultural statistics in all 17 SSA countries. This is a significant accomplishment for the FAO CountrySTAT for SSA Project and for the National CountrySTAT programs, because it has effectively reached the threshold of the Project's primary objective: to build capacity within the 17 countries to compile, organize, and disseminate food and agriculture statistics, and to support analysis and informed decision-making towards the goal of eradicating extreme poverty and hunger.

*The CountrySTAT Platform:* The CountrySTAT system has become the premier system for the compilation and dissemination of agricultural statistics in all 17 countries. The comparative value and advantage of CountrySTAT is the obvious focus on food and agriculture statistics. But, it has the capability to compile data on a potentially wide range of economic and social indicators with relevance to food security, natural resource use and the environment, and economic activity associated with rural households. A statement from a representative of UEMOA to the Evaluation Team during its field visit to Cameroon sums up the contribution of CountrySTAT: "If it didn't already exist, we would have had to invent it."

*Compatibility with Other Statistical Systems:* In all four countries visited by the Evaluation Team, the UNESCO-based DevINFO System was in use by the NSOs for compiling economic and social data and to track MDG indicators. CountrySTAT works from a different IT platform (PC-Axis) than DevINFO. No compatibility concerns were raised during the Evaluation Team field visits. Additionally, in Cameroon, the National CountrySTAT Secretariat developed an Excel macro for transferring data from CountrySTAT to DevINFO, and for pulling pertinent data of relevance to agriculture and food security from DevINFO into CountrySTAT. At least for CountrySTAT Cameroon, this eliminated any "compatibility" issues with DevINFO.

## CountrySTAT and DevINFO Compatibility

PC-Axis was developed by the Nordic Countries as the IT platform for compiling and disseminating statistics for the Nordic countries. PC-Axis has a user community that meets yearly to discuss issues and new modules developed for various specific uses. The PC-Axis user community was quite small until the implementation of the FAO CountrySTAT for SSA Project. Now a significant number of PC-Axis users are in Africa. With that in mind, the 2010 PC-Axis Users Meeting was held, not in Europe, but in Maputo, Mozambique.

Because of the large user base in Africa, Statistics Sweden has developed a specific module for the next (soon-to-be-released) version of PC-Axis which allows for seamless transfer of data between CountrySTAT and DevINFO. This was confirmed in Evaluation Team discussions with a Swedish Statistical Project in the Institute for National Statistics, Burkina Faso. That particular Project is using PC-Axis to disseminate the Institutes' Statistical Yearbook, with graphic and mapping capabilities similar to CountrySTAT.

CountrySTAT has found its place among other statistical platforms, as a “one-stop center” for data and information on food and agriculture. And, with the ability to seamlessly transfer data, concerns (real or imaginary) about the compatibility between CountrySTAT and DevINFO should be laid to rest.

*Panorama Reports:* The development of “Panorama Reports” for each of the 17 countries was an important first step in the CountrySTAT for SSA Project. The first report for each country was to assess the state and condition of statistical data and metadata, with a focus on food and agriculture. It was in essence, a Baseline assessment. The second Panorama Report completed near the end of the Project (Phase I), assessed the progress made from the CountrySTAT Project. Panorama Report I was made available to the Evaluation Team for all 17 countries. However, while the Panorama Report II had been completed for each of the countries, the reports were under review, and not available for review by the Evaluation Team. Thus, a more in-depth assessment of progress made on building capacity under Phase I of the CountrySTAT for SSA, even for a sampling of countries could not be undertaken.

*Conclusions:* (1.) Implementation of CountrySTAT in all 17 SSA countries effectively meets the threshold of the Project's primary objective: to build capacity within the 17 countries to compile, organize, and disseminate food and agriculture statistics, and to support analysis and informed decision-making towards the goal of eradicating extreme poverty and hunger. The Project outputs directly meet the SSA countries' needs for reliable statistics for food and agriculture, and addresses the Vision and major recommendations of the External Evaluation of FAOs Role and Work in Statistics (2008), ... *for statistical capacity building, particularly in the poorest countries.*



(2.) The CountrySTAT Platform has become the premier system for the compilation and dissemination of agricultural statistics in all 17 countries. The Evaluation found no issues concerning compatibility with other statistical systems in use in the 17 SSA countries.

## **2. Outcomes and Sustainability**

One possible measure of outcomes or impacts of CountrySTAT from Phase I is the extent to which the target audience finds the data/information useful. Table 3, Chapter V, provided some information on the number of “hits” on the country websites. While this is an indicator of “potential” usefulness to the target audience, more Web statistics would be required before those “hits” can be a useful guide to uses and users of CountrySTAT, such as pages visited, data downloaded, etc.

The Evaluation Team found only a limited number of hard examples of the use of CountrySTAT data for decision-making. There were two examples from Kenya that stood out. First, a senior staff member in the Ministry used data from CountrySTAT Kenya to monitor the sudden downturn in sugar prices and correlated the downturn to an increase in sugar imports, which sponsored a review of sugar import policies. In another example, a fertilizer firm used CountrySTAT data on regional concentration of corn area and production to more efficiently preposition pre-season fertilizer supplies. Kenya has a more “mature” CountrySTAT system, having been one of the early countries to “launch” and they continue to add new data series and tables. These are ideal examples of how data and analysis from CountrySTAT can be used by public and private sector entities to enhance decision-making. At this point in the CountrySTAT for SSA Project, however, these types of examples are too few in number to be used to demonstrate CountrySTAT’s usefulness to decision-makers.

In the Evaluation Team’s visit to Tanzania, we encountered a potential “opportunity missed” to sensitize policy-makers to CountrySTAT’s analytic and monitoring capabilities. Tanzania has just launched a major agricultural development project, Kilimo Kwanza (Agriculture First). The Project will be managed out of the Prime Minister’s Office. There is a “crisis of information” at senior levels in the PM’s Office, and elsewhere, according to senior people with the Tanzania Revenue Authority. Some of the goals of the Kilimo Kwanza project are to: increase production, increase exports, increase processed food product exports, boost prices, etc. Most of these data domains are already within CountrySTAT, Tanzania. However, no effort has yet been made to demonstrate CountrySTAT’s analytic and monitoring capabilities to the PM’s Office.

A lesson learned from the first phase of the project (based on the staggered timelines for launches) clearly revealed that the 17 countries are at different levels of statistical development and have different capacities and constraints. Therefore, as a capacity building project, the period of Phase I was too short for establishing a sustainable system in all 17 countries.

*Conclusion:* The CountrySTAT systems in place in the 17 SSA countries are fragile. So, a more complete picture of the sustainable impacts of CountrySTAT has yet to be

documented. Accordingly, strengthening the system, building awareness, and garnering sustainable government support should be the focal points of Phase II.

## **B. Environmental Impact of Results**

The Evaluation Team identified no direct environmental impact stemming from implementation of CountrySTAT. However, in all four countries visited, natural resource and environmental data were being compiled in CountrySTAT—forestry data, land and water management data, etc. In the long-term, CountrySTAT could play a significant role in providing indicators of environmental impacts related to agricultural initiatives.

## **C. Gender-Based Statistics in Project Implementation and Results**

For most of the 17 SSA countries during Phase I, compilation of gender-based statistics has been limited to male/female break-outs for population, and for some, economically active populations in agriculture. However, the CountrySTAT project holds prospects for extending gender-based statistics, particularly for rural households. In Evaluation Team discussions with the Bureau of Population Census in Cameroon, the prospect for breaking out “heads of rural households” according to gender might be a “future”, but realistic possibility.

## **D. Cost-Effectiveness**

The Evaluation Team could not undertake a detailed review of the cost-effectiveness of CountrySTAT for SSA Project by country or by project activity. As a key part of the evaluation, the Evaluation Team was asked to undertake a field assessment of CountrySTAT in 4 of the 17 SSA countries, Kenya, Tanzania, Cameroon, and Burkina Faso. All four countries visited were in the “most advanced” category of countries implementing CountrySTAT. It was very difficult (and ultimately not credible), therefore, to ascribe specific country findings to their degree of CountrySTAT “progress,” or lack thereof. Only a broad assessment of the project’s cost-effectiveness may be made.

*Conclusion:* Viewed from an overall perspective, the expenditure of \$6.5 million for implementation and launch of a statistical system for compiling, organizing, and disseminating food and agriculture statistics in 17 SSA countries, less than \$400,000 per country, can only be categorized as an efficient use of Project funds.

## **E. Major Factors Affecting Project Results**

### **1. The Technical Working Group (TWG) Concept**

The NSOs within the 17 countries have the mandate to collect and publish statistics for their country, and have experience in dealing with different authorities who are

competent on their sector statistics, like Customs Offices, Treasury, Ministry of Agriculture, Ministry of Livestock, Ministry of Forestry, Ministry of Fisheries, etc. In the design of the CountrySTAT for SSA Project, an early objective was to sign a Memorandum of Understanding, or equivalent agreement, with the NSOs of the 17 countries to ensure sustainable working relations and a continuous commitment of human resource support by the National partner Ministries/Agencies. It was realized from the beginning that acknowledgement of ownership to partner agencies for their statistical contributions to CountrySTAT was important for sustainable collaboration. The TWG became the key technical and coordination body for continuous functioning of the system, since it was composed of national experts (focal points) from various departments and ministries who review and validate all new data from various sources to be uploaded in the CountrySTAT system.

In interviews throughout the Evaluation period, the FAO CountrySTAT Team received accolades for the “novel” and “pioneering” approach taken to developing a sustainable working relationship within each of the countries. By including the various Ministry focal points and other members of the TWGs in the CountrySTAT training program, FAO was able to build capacity across many Ministries and Institutes, thereby, increasing the prospects for sustainability of the entire system.

## **2. Distance Management Approach**

This was a unique approach forced upon the FAO CountrySTAT Team by the number of countries involved and by a budget that would not allow for a typical “country-by-country” approach. (See the description of the approach to technical and administrative support discussed in Chapter V, Part B.3.)

## **3. Building Capacity at the Regional Level**

Under Phase I, a strong working relationship developed between FAO and UEMOA. UEMOA was interested in building a RegionalSTAT for agriculture for monitoring regional agricultural development activities. Under Phase II, UEMOA is sponsoring training for CountrySTAT for countries in the Union which were not included in the original SSA Project. By the end of Phase II UEMOA is expected to be able to provide CountrySTAT support and backstopping within the region.

In Phase II, FAO would like to extend this regional cooperation model to the East African Community (EAC) and potentially to SADC. Building regional capacity is a key component of FAO’s exit strategy for the CountrySTAT for SSA Project.

## **4. Quality and Dedication of FAO and National CountrySTAT Teams**

*National CountrySTAT Teams:* Having a big, audacious goal, like CountrySTAT, requires focus, consistency and a determined approach from the management/coordination unit. In the four countries visited, the Evaluation Team found a highly determined and dedicated National Secretariat.

*FAO CountrySTAT Team:* The FAO CountrySTAT Team was especially recruited for the Project. The Team was built with people with strong skills in the three pillars of the

CountrySTAT program: Statistics, Information Technology, and Communications. The combination of strong technical skills and operational intuition and flexibility on the part of the FAO CountrySTAT Team allowed timely, on-the-ground adjustments to be made to critical elements of the Program.

## **VII. Towards Sustainability – Lessons Learned (Assessment of Phase II Strategy)**

### **A. Annual Work Plans, Budgets, and Specific Activity Funding**

In all four countries, the National Coordinators and many of the focal points on the Technical Working Groups (TWG) found the funding of specific activities to be very onerous, particularly the funding of the TWG meetings. While a country work plan and budget had been approved by FAO/Rome, specific activities, such as each TWG meeting had to go through a separate request for funding, often with FAO/Rome making significant changes to the funding request and the scope of activities to be carried out. FAO/Rome approvals for funding rarely arrived in a timely manner, often requiring cancellation of TWG meetings or setting up TWG meetings at the last minute once funding was assured. Last minute rescheduling of TWG meetings resulted in generally poor attendance because focal points had other previously scheduled commitments.

On two occasions, the Evaluation Team noticed the National Coordinators “paying out – of –pocket” for supplies (URL internet connectors and pre-paid telephone time) and for building awareness of CountrySTAT. CountrySTAT for virtually all the National Coordinators and focal points is an “added duty”, usually on top of an already full agenda of duties. Having to pay for added supplies from their own pockets speaks to the dedication they have for the success of CountrySTAT.

*Conclusions:* The TWGs and the National Coordinators are absolutely critical entities to the success of CountrySTAT and to a smooth data flow process. Constraining the efficient operation of the TWG because of a slow and/or contorted decision-making process within the FAO CountrySTAT Team is counter-productive.

The issue of incentives and motivation of the staff of the National Secretariats is a longstanding Project issue. But, having the National Coordinators going out-of-pocket to keep CountrySTAT functioning during demos and internet down-times, or to build awareness of CountrySTAT when an opportunity avails itself, does injustice to basic concerns about incentives and motivation of national staff.

*Recommendations:* Recommendation 7.1 – FAO CountrySTAT management must develop a more efficient process for providing funds in a more timely manner to the National CountrySTAT Systems for effective coordination and management of the institutional infrastructure of the systems.

### **B. Training**

All four countries would like to have additional funding for training/retraining of focal points and Secretariat staff, given turn-over of staff. In East Africa, both countries wanted the funding for training, but also wanted FAO to conduct the training. In the

West African countries, the CountrySTAT Secretariat felt comfortable with their level of training and have been actively training new members of the TWG and focal points. In Cameroon, the Secretariat was willing to extend CountrySTAT to other Central African Community countries, if funding could be made available.

In discussions with FAO CountrySTAT Team members, the Evaluation Team learned that the content and approach to training had changed over the course of Phase I implementation. Early in the Project implementation, training modules were: “80 percent IT platform based and 20 percent standards and classifications based.” With enhancements to the IT platform and adjustments to the training modules, the break-out is now more like 20 percent IT-based and 80 percent standards-based. This has important implications for FAO training and assistance in Phase II.

In the four countries visited by the Evaluation Team, all were compiling fishery and forestry data for CountrySTAT. Yet, little or no specific technical training on forestry and fishery statistics classifications and standards has been undertaken.

*Conclusions:* Maintaining qualified and well-trained staff on CountrySTAT at the national level is an important component of the overall equation for sustainability. The quality of training and assistance for Secretariats and focal points needs to be evaluated on a country-by-country basis, before developing a detailed training content and schedule for Phase II of the project. Currently, the Project document simply calls for “Organization in each country of 7 National Training Workshops.....” (Activity 1.1.1). See also reference to the 7 Workshops in the budget narrative under Training where the workshops are referred to as “technical working group workshops”?

*Recommendations:* Recommendation 7.2 - The first wave of training, particularly the content of the “Basic” and “Advanced” training, should take a “Train-the Trainer” approach, with those trained providing training to others in subsequent training sessions. Training modules and distance learning modules should be developed with the cadre of national trainers in mind. Recommendation 7.3 – FAO CountrySTAT Team should develop a detailed training program for Phase II, with increased emphasis on training and assistance in the area of standardization and harmonization of data and metadata with international standards. This training should include technical training in forestry and fishery statistical classifications, and in the development of indicators such as SUA and FBS.

### **C. Strengthening the CountrySTAT Systems in the 17 SSA Countries**

The Project Document for Phase II discusses the need for strengthening the CountrySTAT systems established in the 17 countries: “updating and strengthening the technical capacity of national staff, **improving data quality**, and improving the relevance and use of data through partnerships with key data users.” In another area, the Document talks about “**revisions of existing tables**”, but there appears to be no focus on the need to continue to expand the number and type of data and indicators compiled in, and accessible by, the CountrySTAT system.

*Conclusions:* The objective for CountrySTAT, Phase I, was to **improve the quantity (accessibility) and quality** of food and agricultural statistics. That quantity/accessibility objective should be maintained through Phase II for CountrySTAT. (See related issue in part D, below.)

#### **D. Technical Support and Backstopping in Generating Derived Statistics**

The CountrySTAT for SSA Project does not address (nor is it supposed to address) the issue of generation of primary data: surveys, census, etc. But, CountrySTAT for SSA was supposed to address secondary or derived data generation, such as Supply Utilization Accounts (SUAs) and Food Balance Sheets (FBS). In addition, during field visits, several countries (3 out of 4) asked for assistance with livestock and product statistics. The countries have data on animal numbers, but lack more current coefficients to allow them to generate statistical estimates for milk and meat production, for example.

*Conclusions:* Having detailed data on livestock products and on the SUA, FBS, and other indicators are critical for the “sensitizing” of policy-makers intended during Phase II. In fact, attempts to “sensitize” policy-makers to CountrySTAT without decision-relevant data and indicators, may have unintended consequences for long-term support of CountrySTAT. FAO could play a critical partner and facilitator role in the development of derived statistics and indicators

*Recommendations:* Recommendation 7.4 - In the effort to expand derived data and indicators in CountrySTAT, FAO should take a stronger and more focused role in marrying TCPs and other donor efforts with the CountrySTAT program, Phase II. Partnerships between the SSA countries and funding elements/organizations, similar to the partnership with the MAFAP project effort to share expertise for the improvement of price statistics, would bring much needed expertise to the development of crucial derived statistics and indicators.

#### **E. Building Awareness of CountrySTAT**

The Evaluation Team found numerous examples of countries leading their own “awareness” campaign. In Cameroon, the FAO office has a library services person who fields requests for information on Cameroon agriculture from media, university students, research institutes and some private firms. He sends them directly to the CountrySTAT Web-site. In the case of Cameroon, the FAO staff member is a member of the CountrySTAT Cameroon’s TWG.

In Kenya, a representative of the University of Nairobi sits on the TWG, not as a supplier of data, but to represent a significant body of users of CountrySTAT Kenya, university students and researchers. In Burkina Faso, the CountrySTAT project is linked with SIAR (Système d’Information Agricole Régionale) and with PA-SISA (Plan d’Action Système d’Informations sur la Sécurité Alimentaire) working in the country for food security.

The Evaluation Team found no predetermined criteria for deciding between outside consultants and national capacity for carrying out several elements of the CountrySTAT program, particularly the Panorama Reports and consultancies on Communication and Outreach. During Phase I of the Project some countries were able to use members of the Secretariat to undertake one, or both of the Panorama Reports. Also during Phase I, 15 outside consultants were used for communications and outreach efforts, rather than relying on national capacity.

*Conclusions:* As CountrySTAT moves into Phase II, with a focus on building awareness and support for CountrySTAT, that component should not become a one-size fits all approach. Additionally, the composition of the TWG could be expanded to include users and stakeholder. The meetings of the TWG might change as well, with less time focused on clearing and validating data (once a regular data flow to CountrySTAT is established) and more time focused on issues of government support and outreach. Additionally, based on the examples mentioned above, the Evaluation Team believes that the National Coordinators have good insight into positive avenues for building awareness for CountrySTAT.

*Recommendations:* Recommendation 7.5 – Phase II of the CountrySTAT program should reconfigure the role and make-up of the TWG: (1.) Extending the make-up to include major advocates and stakeholders of the National CountrySTAT System, and (2.) Shifting the agenda for meetings and workshops more toward dealing with emerging issues and sustainability and less toward “clearance and validation” of data, as the data flow becomes more systematized within the CountrySTAT system .

Recommendation 7.6 – The FAO CountrySTAT Team should develop a detailed plan for communication and awareness on a country-by-country basis, giving due deference to the suggested plans and directions of the National Coordinators.

## **F. Garnering Government Support**

Garnering National Government support for the CountrySTAT program is a critical element of the FAO exit strategy. Government support for CountrySTAT over the long-term must be based on two components. First, a cadre of stakeholders whose regular and analytic use of CountrySTAT has led to more informed decisions in both the private and public sectors and, therefore, a derived demand for additions to the CountrySTAT indicator and analytic platform. (See the discussion in Chapter VI, Part A 2, for examples of endogenous demand for CountrySTAT.) Second, CountrySTAT must be firmly set in the National Government plan and budget cycle for statistical dissemination and capacity building. See the Conclusions and Recommendations on Government Support in Chapter V, Part C.

## **G. Strengthening Regional Partnerships**

A major effort of Phase II focuses on building regional partnerships. Regional partnerships have been mentioned for UEMOA, EAC, and SADAC. The Evaluation



Team was told that the CountrySTAT Secretariat in Cameroon was willing to spread CountrySTAT to other members of the region if funding could be made available.

*Conclusions:* Building a national and regional pool of CountrySTAT experts (in countries and in regional institutions) will reduce the cost of technical assistance and provide an element of sustainability of national and regional systems after the end of the project.

*Recommendations:* Recommendation 7.7 - In addition to working with Regional Organizations already identified, FAO should work to identify funding for a potential “South-South” cooperation arrangement, such as the potential arrangement between the Central African Economic and Monetary Community (CAEMC) and Cameroon to spread CountrySTAT to other members of the Community.

# ANNEXES

## Annex 1. Terms of Reference

### Project GCP/GLO/208/BMG - CountrySTAT for Sub-Saharan Africa

#### TERMS OF REFERENCE

#### Joint Evaluation Mission [Bill & Melinda Gates Foundation | FAO]

#### 1. Background

CountrySTAT for Sub-Saharan Africa is a project of the Statistics Division of the Food and Agriculture Organization (FAO) to substantially improve the quality, accessibility, relevance and reliability of national statistics on food and agriculture in 17 SSA countries in sub-Saharan Africa (SSA). The project is funded by the Bill & Melinda Gates Foundation, as part of the foundation's Agricultural Development initiative.

#### Project Overview

Duration / Timeline: 01 December 2007 – 30 May 2011.

Budget: US\$ 6,467,737. (Original budget US\$ 5,607,000; request for extension and Supplementary Funding of US\$ 860,737 approved by the Bill & Melinda Gates Foundation in 2010.)

Recipients / Countries: Angola, Benin, Burkina Faso, Cameroon, Ethiopia, Ghana, Ivory Coast, Kenya, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Tanzania, Uganda and Zambia.

DEVELOPMENT OBJECTIVE: TO BUILD UP AN EFFECTIVE PROGRAMME FOR HANDLING INTERCONNECTED STATISTICAL INFORMATION AND VISUAL INDICATORS ON FOOD AND AGRICULTURE AT SUB-NATIONAL, NATIONAL, INTERNATIONAL LEVELS; IN LINE WITH THE COMMITMENT OF THE WORLD FOOD SUMMIT AND MILLENNIUM DEVELOPMENT GOALS, ESPECIALLY REDUCTION OF EXTREME POVERTY AND HUNGER.

OVERALL VISION: Countries operate and maintain nationally owned information systems for integrated and transparent food and agriculture statistics; providing easy access to support policy makers and analysts in decision-making, monitoring and evaluation.

## Context

CountrySTAT is a framework for food and agriculture statistics at the national and sub-national levels. Through its Web-based information technology system, it aims to provide decision-makers with access to statistics across thematic areas (such as production, prices, trade and consumption), to support analysis, informed policy-making and monitoring, towards the goal of eradicating extreme poverty and hunger.

The basic features of CountrySTAT include country ownership, partnership among stakeholders (both users and suppliers), integration of different subject domains, integration of agricultural statistics to the rest of the statistical system in the countries, and integration of national statistics with international statistical systems.

The CountrySTAT system is based on decades of FAO experience in the field of agricultural statistics, including the development and implementation of the global database on agriculture, FAOSTAT. It uses the PC-AXIS platform developed by Nordic countries and is used by both developed and developing countries. Good information infrastructure is a prerequisite for effective and efficient policy decisions. Efficient subject related information systems are those that can be easily integrated with other information systems over space, domain and time.

Identification and quantification of the problems, constraints and means is the first step to effective decision making to achieve the goals set. Developing policy options to achieve the goals within the resource constraints identified is the next step. Finally being able to measure and monitor the outcomes is the final essential step. All these require relevant, up to date, reliable and easily accessible information.

The purpose of the CountrySTAT for SSA project is to provide a framework, a tool and an environment for constructing affordable and sustainable food and agriculture statistics databases in 17 SSA countries in Africa; for compiling, organizing and disseminating food and agriculture statistics in these countries.

## Activities & Outputs

Main activities and outputs were defined in the *Project Document / Grant Proposal*, as follows:

Project Objective 1:	Adaptation of CountrySTAT for SSA: CountrySTAT statistical framework and information system ready for implementation		
Activities	Outputs	Outcomes (Short – and Long Term)	
1. Adaptation of CountrySTAT Statistical Framework for SSA Countries	1. Harmonized CountrySTAT Statistical Framework with FAOSTAT standards, ready to be put into practice. 2. Harmonized statistical framework for targeted indicators for researcher communities (i.e. IFPRI), ready to be put	Path to 1. internationally standardized statistical information has been paved. 2. standardized statistical indicators have been paved. 3. XML based exchange format for	

	into practice. 3. Revised Data Structure Definitions of food and agriculture domain (i.e. SDMX-ML Version 2.0), ready to be put into practice.	statistical information has been paved.
2. Adaptation of CountrySTAT Information System for SSA Countries	4. Principle web-based graphical user and administrator interfaces. 5. Exchange system based on SDMX 6. GIS module finished (special needs of research-scientists i.e. IFPRI included)	4. Countries can implement and maintain the information systems at ease.
<b>Project Objective 2:</b>	<b>Capacity Building on CountrySTAT for SSA: Empowering countries to use &amp; sustain nationally owned CountrySTATs</b>	
<b>Activities</b>	<b>Outputs</b>	<b>Outcomes (Short – and Long Term)</b>
3. Training I: Setting-up a basic CountrySTAT capacity building programme for National Statistical Offices of SSA Countries	7. Principle Training Programme designed and training materials elaborated. 8. Four member of NSA Staff in each SSA country trained.	5. provides skills to use and operate national frameworks and systems on food and agriculture statistics and indicators. 6. Countries are empowered to use and sustain their nationally owned CountrySTAT system. 7. Countries have to capabilities to utilize the Statistical Frameworks.
4. Training II: Setting-up an advanced CountrySTAT capacity building programme for National Statistical Authorities of SSA Countries	9. Advanced Training Programme designed and training materials elaborated. 10. Two members of NSA Staff in each SSA country trained.	8. provides skills to use and operate national data and metadata exchange systems. 9. serve research communities needs on food and agriculture statistics and indicators.
<b>Project Objective 3:</b>	<b>Implementation of CountrySTAT for SSA: Establishing data and metadata workflows of national CountrySTAT frameworks and systems</b>	
<b>Activities</b>	<b>Outputs</b>	<b>Outcomes (Short – and Long Term)</b>
5. Population of CountrySTAT for SSA with the national level core data, metadata, and indicators on food and agriculture	11. Hardware and software procured and delivered. 12. Web application for NSAs of SSA installed. 13. National data and metadata for CountrySTATs of SSA acquired.	10. sets the basis for sound decisions for supporting policy makers and research scientists.
6. Population of CountrySTAT for SSA with the sub-national level specialized data, metadata, and indicators on food and agriculture	14. Sub national data and indicators missions completed 15. Sub national data and indicators accessible in CountrySTAT systems	11. including and deepens the basis for sound decisions for supporting policy makers and research scientists.
7. Sharing and Exchanging statistical data, metadata and indicators with CountrySTAT for SSA	16. SDMX Registry is set up and operational 17. Countries create data dissemination agreements in the SDMX registry 18. International statistical systems harvest data, using SDMX subscriptions	12. sets the basis for efficient knowledge generation at international level.
8. Sharing and Exchanging statistical data, metadata and indicators with CountrySTAT for SSA	19. Six partnership workshops finished per country 20. One national evaluation workshop finished	13. sets the basis for efficient knowledge generation at sub-national level.
<b>Project Objective 4:</b>	<b>Outreach of CountrySTAT for SSA: Technical and administrative partnerships on awareness raising and understanding on CountrySTATs frameworks and systems</b>	
<b>Activities</b>	<b>Outputs</b>	<b>Outcomes (Short – and Long Term)</b>
9. Establishing and maintaining of liaisons at international level	21. First Consultative meeting finished 22. Country work plans agreed upon and MoUs signed 23. Second Consultative meeting finished	14. will foster cooperation, 15. generate knowledge, and 16. encourage information-sharing across countries and partner agencies by using

	24. PC-Axis Meeting 2008 and 2009 25. Second Consultative meeting finished	CountrySTAT.
10. Establishing and maintaining of liaisons at sub national level	26. CountrySTAT for SSA Website established 27. Communication Strategy Report published and continuously implemented. Promotional materials elaborated and distributed (including multimedia) 28. Sensitization seminars finished	17. will foster cooperation, 18. generate knowledge, and 19. encourage information-sharing within countries and sibling agencies by using CountrySTAT
<b>Project Objective 5:</b>	<b>Management of CountrySTAT for SSA: Planning, Monitoring and Evaluation of CountrySTAT Programme</b>	
<b>Activities</b>	<b>Outputs</b>	<b>Outcomes (Short – and Long Term)</b>
11. Monitoring and evaluation of technical contents of the CountrySTAT Programme	29. Perform circular missions to SSA countries to acquire national metadata on statistical information and systems (Benchmark) 30. Publication of panorama report I 31. Publication of panorama report II	20. will provide reference materials for baseline and achievements, subject matter evaluations
12. Planning, Monitoring and Evaluation of the CountrySTAT Programme	32. Country work plans elaborated 33. Progress report I finished 34. Progress report II finished 35. Progress report III finished 36. Terminal report finished 37. External evaluation report	21. will determine stakeholder priorities, available resources, activity alternatives and decisions, operational evaluations

Main activities and outputs completed or conducted to date include:

## 6. Adaptation of CountrySTAT Statistical Framework for SSA Countries

- Development, improvement and regular update of Web site for the 17 project countries (with a robust platform and a set of user-friendly IT tools) for better dissemination of basic food and agriculture data and metadata
- Streamlined data processing to support and to enforce International standards
- Creation of an application to compare official data between FAOSTAT and CountrySTAT
- Improve and update of the presentation and content of the CountrySTAT Web site: “About”, “National Documents”, “CountrySTAT News”, “National Links”, “Contacts”.

## 7. Capacity Building on CountrySTAT for SSA Countries

- Preparation of teaching materials and all the technical documents
- Assistance and support to countries for the organization of different national training sessions (Training and refresher training of focal points, Technical Working Group Meetings on data collection, harmonization and validation)
- Organization of regular telephone conferences with all 17 SSA countries
- Organization of Basic and Advanced CountrySTAT Training in Rome FAO HQ
- Organization of Regional Training Workshops (September 2010 in Ouagadougou Burkina, November 2010 in Arusha, Tanzania)
- Preparation of reports and CD of CountrySTAT Regional Training Workshops.

## **8. Implementation of CountrySTAT for SSA Countries**

- Adoption of methodology, guidelines, classifications and international statistical standards for the harmonization and comparability of the CountrySTAT / RegionSTAT and FAOSTAT platforms
- Definition of the process for data collection, validation and harmonization with international standards
- Organization, integration and publication on the Web site, of national data and metadata in line with international standards
- Analysis and systematic review of data table structures
- Improve data and metadata quality with FAOSTAT standards
- Regularly update and upload of data tables in core and sub national modules, including consideration of gender aspects
- Comparison of national data between CountrySTAT and FAOSTAT
- Correspondence Tables between national and international classifications
- Constant follow-up of country activities with regard to the three principal project components (Statistics, IT and Communication)
- Elaboration, completion and validation of Key Indicators

## **9. Outreach of CountrySTAT for SSA Countries**

- Implementation of coordinated communication activities at corporate and national/regional levels (newsletters, interviews and articles):
- CountrySTAT YouTube Channel and National CountrySTAT Web sites
- newspapers, journals, media / relevant sites
- print, Web, TV and audio/radio
- 15 National Communication Consultants hired
- Assistance during all phases of CountrySTAT official launch for a better visibility (press release, media attendance / coverage)
- CountrySTAT Web site official launches of 13 Countries
- Organization of regular Steering Committee Meetings
- Organization of three Consultative meetings in Tanzania, Senegal and Ghana
- Participation of national staff from 17 SSA countries and CountrySTAT Team HQ to PC-Axis Group Reference Meetings 2008, 2009 and 2010
- Elaboration of the work plan of 17 SSA countries, including the related budget

## **10. Management of CountrySTAT for SSA Countries**

- Perform circular missions to SSA countries
- Preparation, finalization and publication of Panorama Report I of 17 SSA countries
- Preparation of the content of Panorama Report II
- Preparation of the second phase of the project and advocacy for phase II

## **2. Purpose of the Evaluation**

The *Project Document / Grant Proposal* defined a formal external evaluation in general terms, to enable improvement of *the CountrySTAT methodology, system and the outreach approach*.

As the project draws to a close, and in particular, as a potential second phase of the project is being discussed with the Bill & Melinda Gates Foundation (in conjunction with other potential donors), a key goal of the evaluation is to assess the first phase to determine factors for successes or failures and lessons to be learned from them. The evaluation will consider the potential added value of a further phase, and if appropriate, provide recommendations to the donor(s) on how best to inform and address key objectives for this second phase (i.e. Phase II of the project CountrySTAT for SSA).

## 2. Scope of the Evaluation

The mission will assess the following areas<sup>1</sup>:

- a. Relevance of the project as it applies to development priorities and needs. This includes carrying out an assessment of the comparative value and advantages of CountrySTAT, and making recommendations with regard to CountrySTAT's current and potential place among other solutions / systems / tools for capacity development in the area of national statistical systems for food and agriculture (DevINFO, etc.), especially in terms of relevant high-level initiatives and programmes at global and regional levels (MDGs, PARIS21, etc.).
- b. Clarity and realism of the project's development and immediate objectives, including the specification of target audiences and the prospects for sustainability.
- c. Quality, clarity and adequacy of the project design including:
  - Clarity and logical consistency between inputs, activities, outputs and progress toward the achievement of objectives (quality, quantity and time frame).
  - Realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks).
  - Realism and clarity of external institutional relationships, and in the managerial and institutional framework for implementation and the work plan.
  - Likely cost-effectiveness of the project design.
- d. Efficiency and adequacy of project implementation including: availability of funds as compared with budget for both the donor and national component; the quality and timeliness of input delivery by both FAO and the Government(s); managerial and work efficiency; implementation difficulties; adequacy of monitoring and reporting; the extent of national support and commitment and the quality and quantity of administrative and technical support by FAO.

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<sup>1</sup> Within the context of the FAO Statistics Division contribution to the project, the evaluation should consider the relevant observations, conclusions and recommendations of the Independent Evaluation of FAO's Role and Work in Statistics (October 2008).

- e. Project results, including a full and systematic assessment of outputs produced to date (quantity and quality as compared with the work plan and progress towards achieving the immediate objectives). The mission will especially review the status and quality of work on:
- International standardization of statistical information in National Statistical Offices (NSOs).
  - Government support for the dissemination of official data via the internet using CountrySTAT.
  - The achievement of Government/national ownership of the national CountrySTAT website.
- f. The prospects for sustaining and extending the project results for those in Government(s) maintaining CountrySTAT nationally in the host institutions after the termination of the project. The mission should examine in particular:
- Government commitment to the sustainability of CountrySTAT.
  - Government mandate for the use of CountrySTAT as an official source for agricultural statistics.
  - Accessibility and use of CountrySTAT data for supporting the decisions of policy makers and research scientists.
  - Considering the interest generated by CountrySTAT outside of the 17 countries, the evaluation should also consider the feasibility of and offer recommendations with regard to further expansion of CountrySTAT to other countries within sub-Saharan Africa, and beyond.
- g. The cost-effectiveness of the project.

Based on the above analysis the mission will draw specific conclusions and make proposals for any necessary further action by Government(s) and/or FAO/donor to ensure sustainability, including any need for additional assistance and activities of the project prior to its completion. The mission will draw attention to any lessons of general interest.

The evaluation will also consider the proposed second phase of the project aimed at consolidating the achievements of the first phase and which is at final stages of approval by the Donor and FAO. That proposal makes specific provision for adjusting the design and implementation of the second phase if needed following the outcome and recommendations of this evaluation. The objectives for Phase II are:

- **Strengthening CountrySTAT in the 17 SSA countries**  
*Updating and enhancing the technical capacity of national staff; strengthening technical and coordination institutions; improving data quality and promoting use by users.*
- **Development of new IT tools and functions for CountrySTAT**  
*Towards easy maintenance and updating by CountrySTAT technical staff and for user friendly access by users: developing new standards tools, including distance learning tools, improving the functionalities of existing systems.*
- **Strengthening partnerships with relevant Regional Organizations**



*To ensure the long-term sustainability of the systems, by building capacity through a pool of regional and national experts and competent trainers able to provide technical support on continuous basis through regional institutions (UEMOA and EAC) or through South-South cooperation.*

### 3. Composition of Mission

The mission will comprise:

- **Team Leader AND HEAD OF THE MISSION:** THE TEAM LEADER WILL NEED TO BE FAMILIAR WITH AGRICULTURAL STATISTICS DEVELOPMENT IN AFRICA AND HAVE SIGNIFICANT EXPERIENCE IN INSTITUTIONAL CAPACITY DEVELOPMENT. HE/SHE SHOULD HAVE AN Advanced university degree in statistics, economics, information systems or a related field. He/she SHOULD HAVE EXPERIENCE IN evaluation and preferably also a good familiarity with FAO (but no direct involvement in project-related activities).
- **Specialist with hands-on experience in relevant technical areas such as data processing, information management and/or communication.** Preferably also a SIMILAR AND/OR COMPLEMENTARY BACKGROUND TO THE TEAM LEADER / HEAD OF THE: FAMILIARITY WITH AGRICULTURAL STATISTICS DEVELOPMENT IN AFRICA AND EXPERIENCE IN INSTITUTIONAL CAPACITY DEVELOPMENT. Advanced university degree in statistics, economics, information systems or a related field. He/she SHOULD HAVE EXPERIENCE IN evaluation and preferably also some familiarity with FAO (but no direct involvement in project-related activities).
- **One or more specialists in agricultural statistics from THE 17 COUNTRIES.** THESE TEAM MEMBERS CAN BE SUB-REGIONAL EXPERTS PARTICIPATING IN ONE PART OF THE FIELD VISITS, OR ELSE A SINGLE INDIVIDUAL WITH KNOWLEDGE OF THE DIFFERENT AFRICAN SUB-REGIONS, AND WITH MULTILINGUAL CAPACITY. University degree in statistics, economics, information systems or a related field. Project evaluation EXPERIENCE IS DESIRABLE.

Mission members should be independent and thus have no previous direct involvement with the project either with regard to its formulation, implementation or backstopping. All should preferably have experience of evaluation, but at least one (preferably the Team Leader) should be a qualified evaluator.

### 4. Timetable and Itinerary of Mission

THE TIMETABLE AND ITINERARY OF THE JOINT EVALUATION MISSION ARE AS FOLLOWS:

- **30 May 2011:** Arrival of Mission in Rome.
- **31 May – 01 June 2011:** Briefing and visit with FAO Statistics Division (i.e. CountrySTAT Team, ESS Management at FAO headquarters and other relevant Units).
- **02 June 2011:** Departure of Mission from Rome to SSA countries.

- **03 June – 19 June 2011:** Visits to the field (2 French-speaking countries; 2 English-speaking countries; 1 Portuguese-speaking country). If possible, hold a stakeholder workshop in one of the countries with a few key selected stakeholders from as many of the project countries as feasible (at which the team presents an Aide-Mémoire with preliminary conclusions following field work and gets feedback from project staff and beneficiaries).
- **20 June 2011:** De-briefing in Rome.
- **21 June 2011:** End of Mission.
- **24 June 2011:** Preliminary draft report due for comments.
- **11 July 2011:** First comments due back to Team Leader.
- **24 July 2011:** Final report delivered by the Team Leader, after consideration and eventual incorporation of comments provided.

## 5. Consultations

The mission will maintain close liaison with the Representatives of the donor and FAO and the concerned national agencies, as well as with national and international project staff. Although the mission should feel free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitments on behalf of the Government(s), the donor, or FAO.

## 6. Reporting

The mission is fully responsible for its independent report which may not necessarily reflect the views of the Government(s), the donor or FAO. The report will be written in conformity with the headings shown in Annex

An Aide-Mémoire will be completed in the region and the findings and preliminary conclusions fully discussed with all concerned parties and wherever possible consensus achieved.

THE FINAL REPORT OF THE JOINT EVALUATION MISSION WILL INCLUDE I) A SUMMARY OF A MAXIMUM OF 3 PAGES INCLUDING THE ANALYSIS, CONCLUSIONS AND RECOMMENDATIONS OF THE MISSION, II) THE CONTENT OF THE REPORT NOT EXCEEDING 30 PAGES AND III) APPENDICES.

The mission will also complete the FAO Project Evaluation Questionnaire.

The mission leader bears responsibility for finalization of the report, the draft of which will be submitted to FAO within ten days of mission completion. The draft report will be circulated to relevant HQ and decentralised staff, who will have at least ten days to submit their comments, following which the Team Leader will finalise the report, incorporating

comments as he/she deems appropriate. FAO management will then have two weeks to complete a Management Response to the final report according to the format provided, detailing response to, and action to be taken, for each recommendation. FAO will then submit the report together with its Management Response to recipient Governments and to the donor,

## **Annex 2. List of places visited and key persons met by the mission**

### **ITALY FAO:**

- CountrySTAT Team (2 meetings)
- Mr. Keith Weibe and Jean Baliè (ESA), MAFAP Project
- Mrs. Mariana Campeanu, ESS
- Mr. Richard Grainger, Fisheries
- Mr. Magnus Grylle, Forestry
- Mr. Daniel Shallon, OED
- Mr. Carlos Tarazona, OED
- Mr. Kafkas Caprazli ESS
- Mr. Pietro Gennari, Director, ESS
- Ms. Gladys Moreno, Leader SUA, FBS, FAOSTST

### **USA, Seattle, Washington:**

- Mr Chris Gingerich, Bill and Melinda Gates Foundation (by TeleCon)

### **KENYA:**

#### **Ministry of Agriculture**

- Mr. Abner K. Ingosi, National Coordinator of CountrySTAT – Early Warning Division
- Mr. Alex
- Mr. Wellington A. Lubira, Chief Economist

#### **Ministry of Agriculture**

- Mr. Cwm Wambura, Assistant Director
- Mr. Malemi Nyanda, Head, Statistics Unit
- Mr. Nganga M. Nkonya, Statistician

### **Kenya National Bureau of Statistics**

- Mr. James T. Gatungu, Director of Production Statistics Directorate
- Mr. Kaara J. Waithaka, Senior Economist / Statistician
- Mr. Patrick M. Mwaniki, Senior Manager
- Mr. John G. Mburu, Senior Economist / Statistician, Production Statistics Directorate

## **TANZANIA:**

### **Ministry of Industry, Trade and Marketing**

- Mr. Odilo Majengo, Director - Trade Promotion and Marketing
- Mrs. Eline S. Sikazwe, Director for Industry Development
- Dr. Consolatha Ishebabi, Assistant Director – Small and Medium Enterprises Department
- Mr. Edward Sungula, Policy and Planning
- Mrs. Asteria Kamara, Statistician
- Mr. Genya Charles Ghenya, Statistician

### **Ministry of Agriculture**

- Mr. Cwm Wambura, Assistant Director
- Mr. Malemi Nyanda, Head, Statistics Unit
- Mr. Nganga M. Nkonya, Statistician

### **Ministry of Livestock and Fisheries Development**

- Mr. Nsiima MPL, Principal Livestock Officer / IT
- Mrs. Priscilla Joseph, Computer System Analyst

### **Ministry of Natural Resources and Tourism**

- Mr. Jonathan Tangwa, Principal First Officer (?) - Research and Training
- Mrs. Amina Akida, Principal First Officer (?) – Responsible for Statistics and Information

### **Tanzania Revenue Authority**

- Mr. Bellium W.A. Silaa, Deputy Commissioner, Customs Modernisation and Risk Management

- Mr. James J. Mbunda, Manager – Modernisation and Quality Assurance
- Mr. Juma Mwinyihati, Customs and Excise Department

**Bureau of Statistics (Ministry of Finance)**

- Mrs. Joy E. Sawe, Industrial and Construction Statistics Manager – Officer in charge
- Mrs. Joyce Urasa, Principal Statistician – National CountrySTAT Coordinator
- Mrs. Beatrice Rwegoshora, IT System Analyst (CountrySTAT Technical Member)

**FAO Office in Dar Es Salaam**

- Mr. Vedasto Rutachokozibwa, National Consultant – “Food Security”

**Ministry of Finance**

- Mr. Joy E.Sawe, Industrial & Construction Statistics Manager

**CAMEROUN:**

**FAO Office in Yaoundé**

- Mr. Abdourahman Zourmba, In charge of Information and Communication

**Ministry of Agriculture and Rural Development**

- Mr. Jean Nkuete, Minister
- Mr. Ayissi Timothee, Ingénieur Statisticien-Economiste, CountrySTAT National Coordinator
- Mr. Jacques Robert Ndje, CountrySTAT National Administrator
- Mr. Sergie Kamgaing CountrySTAT Member
- Mr Damien Ndzodo CountrySTAT Member

**Ministry of the Economy, Planning and Regional Development**

- Mr. Paul Tasong, Permanent Secretary
- Mr. Strafort Edith Pedie, Head of Follow-up Unit

**National Bureau of Statistics**

- Mr. Joseph Tedou, General Director

### **BUCREP / Central Office for Population Census**

- Mrs. Bernadette Mbarga, General Director
- Mr. Abdoulaye Oumarou Dalil, General Director Assistant
- Mr. Antoine Kamdoun
- Mr. Ambroise Hakoua
- Mr. Alphonse Bernard Ngbwa

### **IRAD – Institute of Agricultural research for Development**

- Mr. Noé Woin, General Director Assistant

### **Ministry of Livestock, Fishery and Animal Industry**

- Mr. Aboubakari Sarki, Minister

## **BURKINA FASO:**

### **FAO Office in Ouagadougou**

- Mr. François Rasolo, Resident Representative
- Mr. Daouda P. Kontongomde, Assistant FAO Resident Representative

### **UEMOA**

- Mr. Seyni Hamadou, in charge of agriculture

### **SONAGESS / Société Nationale de Gestion de Stock de Sécurité**

- Mrs. Bénédicte Pemou, Chief for Market information System

### **Ministry of Agriculture, Water and Fishery Resources**

- Mr. Souleymane Ouedraogo, General Director for promotion of Rural Economy
- Mr. Issa Sawadogo General Director of
- Mr. Kaboré Moussa, CountrySTAT National Coordinator
- Mr. Céléstin Bamogo,
- Mrs. Ulième Some
- Mr. Ousséni Pierre Sayoré

## **National Bureau of Statistics**

- Mr. Lassina Pare
- Mr. Pascal Nakelse,
- Mr. Jean-Pierre Ntezimana, Statistics Sweden



### **Annex 3. List of documents and other reference material consulted by the mission**

- CountrySTAT for Sub-Saharan Africa – Improved access to nationally owned, quality statistics on food and agriculture in 17 Sub-Saharan Africa Countries. **Project Document**
- CountrySTAT for Sub-Saharan Africa: Strengthening *the CountrySTAT System established in 17 Sub-Saharan African Countries* **Project Document Phase 2**
- CountrySTAT Extension to Guinea Bissau, Niger and Togo, **UEMOA Project Document**
- **Annual Progress Report Year 2008**
- **Annual Progress Report Year 2009**
- 12 Steering Committee Reports (from April 2008 to May 2011)
- Reports of Technical Working Group (Kenya, Tanzania, Malawi, Nigeria)
- Panorama Reports (Benin, Burkina Faso, Cameroon, Cote d'Ivoire, Ghana, Kenya, Malawi, Mali, Nigeria, Randa, Senegal, Tanzania, Uganda, Zambia)
- All Reports of Workshops and Seminars
- Training Material
- All Reports of Consultative Meetings
- Financial Tables