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## BUILDING MARD ADMINISTRATIVE CAPACITIES FOR TECHNICAL NEGOTIATIONS WITH EUROPEAN UNION IN AGRICULTURE AND RURAL DEVELOPMENT

June 2020

SDGs:



Countries:

Albania

Project Code:

TCP/ALB/3606

FAO Contribution:

USD 450 000

Duration:

15 August 2017 – 31 December 2019

Contact Info:

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#### Implementing Partner

Ministry of Agriculture and Rural Development (MARD), civil society organizations and academia.

#### Beneficiaries

Ministry of Agriculture and Rural Development (MARD) and its directorates, Agriculture and Rural Development Agency (ARDA) and other relevant institutions and line ministries, stakeholders from the private sector (farmers, associations, traders, retailers).

#### Country Programming Framework (CPF) Outputs

Priority area D: “Alignment of agriculture and rural development policies with European Union acquis”. Outcome 5: Policy support and corresponding outputs: Output 5.3: Support to strengthen capacities in the policy design. Output 5.4: Capacity building.



## BACKGROUND

The agricultural sector of Albania is marked by a very high employment level, unmatched by its contribution to gross domestic product, which will require higher investments in coming years.

Increased demand in the domestic market and exports for various agrifood sectors towards neighbouring non-European Union countries are driving growth in agrifood production, yet economic performance is still insufficient due to small-scale and fragmented farming, poor technology and low productivity and competitiveness. Furthermore, Albania's European Union pre-accession and accession process is expected to accelerate the restructuring of the agricultural and rural economy, to gradually align it with European agricultural standards.

Lessons learned at the European Union level show that success depends also on building national and local institutions capable of fulfilling the technical requirements of agricultural and rural development policy preparation and implementation. For a successful approximation process, it is essential for MARD and the institutions involved to possess the necessary capacities.

Based on an official request from MARD to continue this highly appreciated work, the current project was formulated to establish a coherent internal policy function, strengthening capacities in policy preparation and implementation, and in policy and economic monitoring and evaluation. To this end, support was provided to the sector for statistics responsible for collecting and analysing agricultural data, also contributing to the improvement of the administrative, institutional and technical capacities required for European Union negotiations.

## IMPACT

By strengthening MARD's capacities in policy design and implementation, its administrative capacities in coordinating European Union integration work in agriculture and preparing for technical negotiations, as well as its statistical sector capacities, the project was expected to enhance the structural development and modernization of the agricultural and agroprocessing sectors, increase productivity, competitiveness, employment and improve exports in Albania by 2020.

## ACHIEVEMENT OF RESULTS

The project strengthened MARD's internal policy function, improving administrative capacities to coordinate work in the field of European Union integration and approximation, policy formulation and implementation, policy and economic analysis, collection and analysis of data, provision of evidence to policy-makers, standard development and implementation in the fields of marketing, food safety and hygiene, quality and geographical indications (GIs).

Working groups were established and institutional cooperation was promoted thanks to meetings, interdepartmental and intersectoral consultations, and consultations with MARD senior management. An important role was played by coaching and training opportunities provided to working groups and technical staff on various topics, ranging from approximation to the design and implementation of the Intersectoral Strategy for Agriculture and Rural Development 2014 2020 (ISARD) monitoring and policy evaluation system.

Foundation Original (Poland) and Slow Food International provided coaching and training opportunities on the promotion of geographical indications (GIs) and the implementation of the new GI law. Reporting was improved and used to perform gap analyses and support recommendations, GI registration and implementation. The first Annual Report (2018) was produced by MARD, methodological guidelines for organizing programme monitoring and evaluation were developed and information flows to support annual reporting and the MARD/ISARD monitoring and evaluation system were provided. Studies and analyses were also produced to prepare for negotiations.

The project also aimed at improving the sector for statistics. To this end, MARD's data collection, data processing and statistics capabilities were strengthened and upgraded. Technical support included on-the-job training and coaching on data collection and reporting, the review of questionnaires and templates and training on GI, organic and traditional products, product registration, protection and marketing. An action plan for cooperation with INSTAT, the Albanian institute of statistics, was developed, and meetings were organized between the Unit of Statistics and INSTAT experts.



A plan for yearly surveys to be carried out exclusively by MARD for ministerial information management purposes was developed, along with an impact assessment survey methodology for policy evaluation, a unified data collection format and an interface and database for collecting and processing administrative data. In cooperation with INSTAT, MARD's capacity to monitor the Sustainable Development Goals (SDG) indicators was improved, and a multi-stakeholder consultation was supported to promote the SDGs in agriculture and define national level indicators. Finally, the project established a synergy with the INSTAT IPA 2013 project, which focused on providing technical assistance in statistics and capacity building, and methodologies and agricultural surveys on the topic of operational statistics.

## IMPLEMENTATION OF WORK PLAN

Although the initial end date of the project was 14 July 2019, the implementation of activities was considerably delayed due to Ministerial changes, and a no-cost project extension was approved to 31 December 2019. The project was implemented within the originally planned budget.

During implementation, the project identified additional areas for technical assistance, and Letters of Agreement (LoAs) were signed with Slow Food Italy and Foundation Original to address the needs of the ministry in connection with the drafting of a new law on wine and strengthening of capacities of GI producer groups.

A number of risks related to project implementation were identified, ranging from weak MARD management focus on project cooperation and outputs to shortage of administrative staff and heavy workloads. The mitigation measures adopted were to hold meetings and consultations with the ministry focal point.

## FOLLOW-UP FOR GOVERNMENT ATTENTION

It is recommended that the SDGs related to agriculture be promoted. A thorough study of the analyses completed by the end of the project should be carried out and reflected in policy recommendations concerning approximation in agriculture and rural development. The results of the impact assessment on the national support measures should be taken into account, and a solid statistics-economic analysis team established.

A proposal was made to improve the operational data collection process, update the questionnaires and templates for data collection, and develop and update a methodology for the price monitoring system, while national level indicators should be defined. The promotion of resilient rural communities would greatly benefit the sector.



## SUSTAINABILITY

### 1. Capacity development

Capacities strengthened under the project will ensure the sustainability of results achieved. With over 15 training sessions/workshops and more than 500 participants, the project successfully invested in strengthening local knowledge. Resources were invested to strengthen local partners' capacities in Tirana (over 20 Tirana- and regional-based training sessions/workshops with more than 400 participants in total) to provide additional guidance to policy-makers. Follow up will be ensured after the project's completion thanks to two LoAs, which support the Government with expertise on marketing standards and food promotion.

### 2. Gender equality

During project implementation, male and female farmers, advisory experts and traders had equal access to the training sessions and workshops organized.

### 3. Environmental sustainability

The crucial role played by agriculture and farmers in safeguarding nature and its products was emphasized on the occasion of a traditional festivity in the villages of Fishta and Troshan, which hosted the event "Promotion of Consumption of Organic, Traditional Products and Geographical Indicators of Albania", under the slogan "Thank you to all those who work and preserve the land".



### 4. Human Rights-based Approach (HRBA) – in particular Right to Food and Decent Work

Special reference to farm work and income from farming was promoted in training sessions organized at the regional level on topics such as geographical indications and traditional Albanian products.

### 5. Technological sustainability

A new data collection system was proposed to monitor the prices of various commodities, while a process was designed and agreed with ministerial staff to develop quarterly reports and an annual report. Following the end of the project, administrative staff continues to contribute with effective input to consultations with the European Union on agriculture and rural development.

### 6. Economic sustainability

As a result of the project, in order to better prepare MARD's senior management for the new budget proposal, two LoAs were signed to support the ministry through funding provided by the FAO Regional Office for Europe and Central Asia (REU).

Following consultations and in-house training on national support measures, a budget with various support measures for the period 2021–2022 was proposed, including measure that favour smallholders and family farmers.

## DOCUMENTS AND OUTREACH PRODUCTS

- ☐ End of Assignment Report (June-December 2018). E. Topulli.
- ☐ End of Assignment Report (November-December 2019). A. Rukaj.
- ☐ End of Assignment Report (Methodological work on how to apply OECD methodology for budget review). O. Melyukhina.
- ☐ End of Assignment Report (Methodological work on impact assessment). S. Davidova.
- ☐ End of Assignment Report (Policy guidance on new support measures for smallholders). M. Kvistgaard. 2019.
- ☐ End of Assignment Report. 30 November 2019. M. Georgieva.
- ☐ Evaluation and Impact Assessment of Agriculture and Rural Development Support Policies in Albania, Draft Final Report. Institute for Economic Studies and Knowledge Transfer, University of Tirana. 2019.
- ☐ Final Report . Foundation Original. Poland, 2019.
- ☐ Final Report. Slow Food. Italy, 2019.
- ☐ Ministerial Agricultural Annual Report 2018. Ministerial Monthly Bulletins. M. Njavro and E. Topulli. 2019.
- ☐ Mission Report 1: Implemented in the period 4-8 November 2019, Policy guidance on the implementation of ISARD Approximation plan. M Georgieva. 2019.
- ☐ Mission Report 2: Implemented in the period 18-22 November 2019. M. Georgieva. 2019.
- ☐ Operational Statistics and Price Monitoring System, Microsoft Word document. M. Njavro and E. Topulli. 2019.
- ☐ Seasonal Planting – two-week data, Microsoft Excel document. M. Njavro. 2019.

### Supporting documents

- ☐ Chapter 11: Agriculture and Rural Development. M. Georgieva. 2019.
- ☐ Concept Note for Revision of Agriculture, Rural Development and Fisheries Strategy 2021-2027, Final + 1 + 1 version. M. Kvistgaard. 2019.
- ☐ Draft Agenda for Technical Assistance and Information Exchange instrument of the European Commission (TAIEX) Expert Mission on Establishment of Farm Accountancy Data Network (FADN) system in Albania. M. Georgieva. 2019.
- ☐ European Union – Albania, Eleventh Subcommittee Meeting Agriculture and Fisheries, Brussels, 6 December 2019, Document submitted on 15 November 2019. M. Georgieva. 2019.
- ☐ National investment support scheme in agriculture, Discussion Paper. Draft 2. M. Kvistgaard. 2019.
- ☐ Socio-economic benefits of public investment support schemes in agriculture and agro-processing. Discussion Paper. Final version. M. Kvistgaard. 2019.

### Documents developed specifically by Foundation Original (NGO, Poland )

- ☐ Content of the register of the Traditional Specialty Guaranteed (TSG) products.
- ☐ Proposed content for the Regulation for Selection of the National Logo for Traditional Specialities Guaranteed (TSG).
- ☐ Draft registration application for agricultural product or foodstuff as traditional specialties guaranteed.
- ☐ Draft Statement of opposition for Traditional Specialty Guaranteed (TSG) application.
- ☐ Elaboration of detailed criteria for the approval of the Certification Bodies.
- ☐ Elaboration of the definitions, registration procedures, application forms, responsible bodies, control bodies, promotion mode, and respective logos for other Quality Schemes.
- ☐ Final Report of Assignment Resulting from the Letter of Agreement between FAO and Foundation Original.
- ☐ Presentation Benefits and Requirements Related to the Creation of Producer Groups and Organizations.
- ☐ Presentation: Food Quality Schemes – Benefits of Cooperation.
- ☐ Presentation: Food Quality Schemes – Benefits of Cooperation. Basic Requirements for Small Entrepreneurship, Marketing and Promotion of GI and Traditional Products.
- ☐ Presentation: Food Quality Schemes – Benefits of Cooperation. Rules and Procedures Related to the Registration of Geographical Indication (GI) and Traditional Products.
- ☐ Presentation: Food Quality Schemes – Benefits of Cooperation. Benefits Resulting from the Production of Geographical Indication (GI) and Traditional Products.
- ☐ Presentation: How to Effectively Build Sales of Regional & Traditional Products in Albania? Tirana, 11 November 2019.
- ☐ Quality certificate confirming the conformity of the production process of the agricultural product or foodstuff.
- ☐ Recommendations for cooperation between the Ministry of Agriculture and Rural Development and General Directorate of Industrial Property.
- ☐ Regulation on Description of the Composition, Functioning, Organization and Duties of the Commission for Approval of Certification Bodies.
- ☐ Regulation on Functioning, Duration, Organization and Duties of the Commission for Quality Schemes (CQS) in the Ministry of Agriculture and Rural Development (MARD) – Draft.
- ☐ Scope of Application.

## ACHIEVEMENT OF RESULTS - LOGICAL FRAMEWORK

Expected Impact	Enhanced structural development and modernization of the agricultural and agroprocessing sectors in Albania in 2020		
Outcome	Strengthening the capacity of MARD to collect and analyse data and formulate relevant policies		
	Indicator		
	Baseline	No existing formalized monitoring and evaluation system. Economic analysis unit and policy function to be established.	
	End Target	A formalized monitoring and evaluation system (including donor projects), strong technical working groups and a virtual data analysis information system providing support to the ministry upon request. Policy function to be put in place.	
	Comments and follow-up action to be taken	The project supported the establishment of a virtual policy group, coordinated by the Directorate for Agricultural Policies, as well as a Unit of Statistics. Based on the training received, the Unit of Statistics is developing quarterly reports, an annual report and policy notes (analysis of trade data, for example). Capacities of the Unit of Statistics were built on policy impact assessments, based on farm surveys. Ministry senior management held consultations with stakeholders on policy directions (to report/consult on the implementation of ISARD, to discuss the impact of support measures or to discuss the introduction of new support measures for smallholders). The working groups on legal approximation, marketing standards or economic analyses are operational and functional (under the coordination of the Directorate for Agricultural Policies). With over 15 training sessions (based on the topics of the working groups), more than 541 stakeholders were trained (farmers, the administrative staff of municipalities and regional authorities, the administrative staff of the ministry and of Tirana-based institutions).	
Output 1	Strengthening MARD administrative capacities to coordinate European Union integration work in agriculture and to prepare, with economic policy analysis, for technical negotiations with the European Union		
	Indicators	Target	Achieved
			Yes
Baseline			
Comments	<p>Stronger internal administrative capacities in coordination of work in agriculture for European Union integration and in policy and economic analyses, policy preparation and implementation are urgently needed, since no work on approximation on GIs, marketing standards, quality policy and analysis of the policies are carried out by the ministry. FAO strengthened the policy implementation capacity of MARD, benefiting the sector, its competitiveness, sustainable and resource efficient development of rural areas and a better quality of life for rural inhabitants.</p> <p>FAO's support strengthened coherent internal policy functions, including an operational monitoring and evaluation system, building MARD's institutional and technical administrative approximation capacities in agriculture and rural development, and providing evidence to policy-makers and supporting the Unit for Statistics, established in 2016.</p> <p>During FAO missions, coaching and training was provided on topics defined during inception and relevant to working groups on approximation, as well as on updating the approximation plan and ISARD 2016-2020 indicators.</p> <p>FAO provided support to develop MARD capacities in relation to CMOs and marketing standards, standards related to food safety and hygiene, and standards related to quality policy and geographical indication. The capacity building activities carried out include: six regional training courses for producers and advisors; two workshops on selling traditional products; development of wine marketing standards; preparation of regulatory provisions related to the Law "On Quality Schemes of Agriculture and Food Products"; development of procedures related to the cooperation between the General Directorate of Industrial Property and the Ministry of Agriculture and Rural Development in the field of registration of geographical indications and designations of origin of agricultural products; a list of 57 potential geographical indications and traditional products was prepared together with two events to present traditional products to the stakeholders and the public. A number of papers and studies were produced, and studies and analyses were carried out to prepare for negotiations and in response to requests from MARWDA senior management (please see Documents Produced from the Project above).</p> <p>Slow Food was responsible for building the regional capacities of the authorities and producer groups in promoting traditional products. It organized two launching events to promote the Albanian gastronomic heritage, where around 200 participants participated, including farmers, chefs, ministry staff, advisory services, non-governmental organizations (NGOs).</p>		

Activity 1.1	Establishment of working groups and facilitation of the consultations	
	Achieved	Yes
	Comments	Working groups on strengthening institutional cooperation and administrative capacities (i.e. on marketing standards, quality policy, economic analyses and statistics, coordination of approximation work) were established and meetings facilitated. Intra and intersectoral consultations were facilitated by an international senior agriculture and rural development policy expert, an expert on legal approximation and an expert on agricultural policy analysis. Regular consultations were carried out with MARD senior management (Minister, Deputy Ministers and Head of the Cabinet) regarding the strategic orientation of policy development and implementation in Albania.
Activity 1.2	Coaching and training provided to MARD staff	
	Achieved	Yes
	Comments	<p>The following coaching and trainings were provided: during FAO missions, on topics defined during inception and relevant for the working groups on approximation and updating the approximation plan and ISARD 2016-2020 indicators; on design and implementation of technical assistance projects in approximation and assessment of capacity needs in approximation in the period 2017-2019; on design and implement the ISARD monitoring and policy evaluation system; on how promoting GIs at the regional level and drafting internal documents to support the implementation of new GI law; and by Slow Food International on how to map potential GI products and promote them.</p> <p>During FAO missions, MARD senior management and working group members were trained on the approximation of national agricultural policies to European Union acquis in other countries. Facilitation was provided to discuss policy recommendations on methods to decouple support to agriculture and to implement new policy changes by administrative structures. Consultations were carried out with farmers and processors on topics such as experiences with IPARD Like and IPARD II and future orientation of new investment support.</p> <p>Discussions with famers and processors about experiences with IPARD Like and IPARD II, impact from subsidies and legal approximation in agriculture were supported by an international senior agriculture and rural development policy expert, and the team the experts from the Agricultural University of Tirana.</p> <p>Day-to-day interaction with the staff of the Directorate for Policy and Agricultural Development Strategies, Food Safety and Rural Development was ensured by the international agriculture and rural development expert on law approximation, international senior expert on agriculture and rural development policy.</p>

Activity 1.3	MARD interdepartmental cooperation improved	
	Achieved	Yes
	Comments	<p>The MARD working group on approximation (marketing standards, policy quality) was assisted to coordinate and support the ministry's technical work on agricultural and rural development within the ISARD approximation plan.</p> <p>Reports were provided and interdepartmental consultations organized to discuss gap analysis (comparative analysis for the marketing standards of milk and milk products, beef and veal, producer and interbranch associations); methods to support the implementation of the recommendations based on the gap analysis on marketing standards for wine, fruits and vegetables, etc.; and GI registration and implementation of GI certification, quality policy measures, and quality seal of approval.</p> <p>A one-product standard for good agricultural practice was drafted and piloted with one selected agricultural technology transfer centre (ATTC), which was not confirmed during the first year of implementation.</p> <p>All activities were delivered as planned. To support discussion of European Union legislation, mainly under the sections of horizontal issues, financial and administrative structures (direct payments, financing Common Agricultural Policy (CAP), Farm Accountancy Data Network (FADN), State Aid, Common Market Organisation (CMO), wine law, geographical indications, rural development), the international expert on legal approximation and the NGO Foundation Original (Poland) organized interdepartmental consultations and drafted briefing notes. The documents developed by the working groups provided the basis for regional training sessions on the implementation of new Geographical Indication (GI) law, marketing standards, approximation processes. The experts supported the review of the European Commission rules for state aid for agriculture and rural development within the framework of the screening of the European Union Acquis under Chapter 8 "Competition policy" and supported the preparation of clarification questions for the section on the responsibilities of MARD. The expert also helped drafting the proposal for the agenda of the expert mission of the Technical Assistance and Information Exchange instrument of the European Commission (TAIEX) expert on the preparation of the implementation plan for the establishment of the FADN system in Albania.</p>
Activity 1.4	Reporting improved	
	Achieved	Yes
	Comments	<p>The members of the working group for economic analysis were supported to draft MARD's annual report, monthly reports and organize information flows accordingly to support annual reporting and the MARD/ISARD monitoring and evaluation system.</p> <p>The project assisted MARD in developing a first annual report for 2018; instead of monthly reports, quarterly reports were agreed on with the ministry and are currently being developed; methodological guidelines were prepared to operationally monitor food prices, planting and harvesting; methodological guidelines were developed to organize programme monitoring and evaluation (the reports of the international expert on agricultural policy analysis and senior international agriculture and rural development policy expert).</p>
Activity 1.5	Prepare studies and analyses	
	Achieved	Yes
	Comments	<p>Studies and analyses were completed with the project's support to prepare for negotiations and were based on requests from MARD senior management. The project supported the ministry to develop a first list of potential products and geographical indications (service provider: Slow Food International). Internal regulatory documents were developed by the ministry to support the implementation of the new GI law (service provider: Foundation Original, Poland). The impact of subsidies was evaluated in the greenhouse, dairy and apple subsectors, with policy recommendations provided. Budget support was reviewed according to OECD methodology. A review was carried out on the current operational system to collect and analyse data on harvesting, planting and prices, and a proposal was developed for smallholder support measures.</p>



Output 2	Capacity development of the sector for statistics		
	Indicators	Target	Achieved
			Yes
Baseline			
Comments	<p>Scarce financial and human resources in MARD and INSTAT to collect and analyse data on the development of the agricultural and rural economy and agroprocessing were identified; as a consequence, the action plan covers the entire activities of the sector for statistics: official statistics (main actors involved: INSTAT and MARD) and operational statistics (developed for ministerial information management purposes).</p> <p>The expected impact of the project was to enhance the structural development and modernization of the agricultural and agroprocessing sectors in Albania in 2020. Starting from the assumption that MARD needs stronger capacities in policy design and agricultural information systems, the outcome was set as Strengthening the capacity of MARD to collect and analyse data and formulate relevant policies.</p> <p>Data collection, data processing and statistical information for MARD have been developed and upgraded. The activities contributed to staff capacity development.</p> <p>Technical support (on-the-job training, coaching during the implementation of activities) for the ongoing strengthening of MARD sector for statistics' data collection and data processing capacity included short practice sessions on data collection and reporting and price monitoring in European Union countries; and on-the-job training on dynamics and changes in real prices, price margins, relative price, relative input-output prices and on Microsoft Access.</p> <p>During the project, a series of training sessions were organized. The most intensive and attended type of training focused on GI, organic and traditional products and the process of registration and protection. Overall, six training sessions were organised, with an average number of around 25 participants per training. A workshop on selling traditional products was delivered by the same contractor (Foundation Original), and two workshops with 18 participants each on average were organized. Together with the Agricultural University of Tirana, a methodology was developed and a survey conducted with farmers from three value chains (greenhouse, apple and dairy).</p>		
Activity 2.1	Develop an action plan for cooperation with INSTAT		
	Achieved	Yes	
	Comments	Data collection and processing and statistical information for MARD purposes were developed and upgraded in parallel; all activities contributed to staff capacity development and training and coaching was provided through workshops and on-the-job training. A short practice session on data collection, reporting and price monitoring in European Union countries was organized. Day-to-day interaction took place with the staff of the Directory of Policy and Agricultural Development Strategies, Food Safety and Rural Development (Unit of Statistics). Working-group meetings were organized between the Unit of Statistics and INSTAT experts working on agricultural statistics. Consultations were carried out on the topic of operational data collection on planting, harvesting and price monitoring (the reports of the international expert on agriculture and rural development policy analysis and the national expert on agricultural statistics).	
Activity 2.2	Technical support to strengthen MARD capacity for statistics		
	Achieved	Yes	
	Comments	Technical support (on-the-job training, coaching during the implementation of activities) was provided on an ongoing basis to strengthen MARD sector for statistics' data collection and data processing capacity for official statistical purposes. The international agricultural policy expert on agricultural statistics and the national expert on agricultural statistics provided technical support on an ongoing basis (on-the-job training, coaching during the implementation of activities) to strengthen MARD sector for statistics' capacity in data collection and data processing (for quarterly reports and the annual report, food price monitoring, operational monitoring with data on harvesting and planting). The operational data collection process was reviewed to update questionnaires/templates for data collection (crop production) and develop/update a methodology for the (simple) price monitoring system.	

Activity 2.3	Develop a plan for yearly surveys by MARD	
	Achieved	Yes
	Comments	Development of a plan for yearly surveys (ad hoc or regular) to be carried out exclusively by MARD for ministerial information management purposes (operational statistics, MARD). An impact assessment survey methodology was developed for policy evaluation, a unified data collection format was developed and a finalized interface and database for collecting and processing administrative data was established. A proposal was made to improve the operational data collection process..
Activity 2.4	Strengthening capacity of MARD on monitoring SDGs indicators	
	Achieved	Yes
	Comments	Under FAO supervision and in cooperation with INSTAT, MARD's capacity building to monitor SDG indicators was improved. Consultations were organized between MARD and INSTAT regarding National Determined Contributions (NDCs) and a multi-stakeholder consultation was supported to promote SDGs in agriculture and to define national level indicators (mission reports of the REU Statistician).
Activity 2.5	Establishment of synergy with the INSTAT IPA 2013 project	
	Achieved	Yes
	Comments	A synergy was developed with the INSTAT IPA 2013 project. The IPA 2013 project focused on providing broad technical assistance in statistics and capacity building with a special focus on methodologies and agricultural surveys. The FAO team, comprising a statistician and a policy expert, coordinated the work on operational statistics and updated the INSTAT/IPA project team.

**Partnerships and Outreach**

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