

Improving Statistics for Food Security, Sustainable Agriculture, and Rural Development

An Action Plan for Africa 2011-2015



May 2011



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TABLE OF CONTENTS

<i>Foreword</i>	<i>vi</i>
<i>Acknowledgments</i>	<i>viii</i>
<i>Abbreviations</i>	<i>ix</i>
<i>List of Tables and Figures</i>	<i>xii</i>
<i>Executive Summary</i>	<i>xiv</i>
<i>Organization of this Report</i>	<i>xxii</i>
Section 1. Background	2
1.1 Importance of the agricultural sector and the role of statistics	2
1.2 State of agricultural statistics in Africa	3
1.3 Summary of some key initiatives to improve agricultural statistics in Africa	4
1.4 Global Strategy for Improving Agricultural and Rural Statistics – Action Plan for Africa	9
Section 2. Framework for the Action Plan for Africa	12
2.1 Introduction	12
2.2 Results-based logical framework	12
2.3 Stakeholder analysis	14
2.4 Key regional players	16
2.5 Sustainability	20
2.6 Risk management	22
2.7 Implementation, monitoring, evaluation and reporting	24
Section 3. Governance mechanism	28
3.1 Introduction	28
3.2 Governance mechanism framework	28
3.3 Governance arrangements at global level	28
3.4 Governance arrangements at regional and national levels	29
3.5 Implementation, monitoring and reporting	36
Section 4. Country Assessment Framework	38
4.1 The need for country assessments	38
4.2 The nature of country assessments	38
4.3 Available country assessments for Africa	39
4.4 Other international standards on data quality framework	41
4.5 A synthesis of available country assessments in Africa: country selection and grouping	42
4.6 Approach to a standard country assessment framework	44

Section 5. Technical assistance component	46
5.1 Introduction	46
5.2 Component framework	48
5.3 Elements of technical assistance	48
5.4 How will technical assistance be delivered?	53
5.5 Implementation, monitoring and reporting	55
Section 6. Training component	58
6.1 Introduction	58
6.2 Framework for training component	59
6.3 Subcomponents of training component	60
6.4 Implementation, monitoring and reporting	64
Section 7. Research component	68
7.1 Introduction	68
7.2 Rationale for the research component	69
7.3 Component framework	70
7.4 Research topics	70
7.5 Implementation, monitoring and reporting	72
Section 8. Work program and budget	76
8.1 Work program	76
8.2 Budget	77
8.3 Budget sources and other possible inputs to the project	79
Annexes	80
Annex I. Results-based logical framework	81
<i>A) Common Impact to all Technical Components, including Governance</i>	82
<i>B) Governance Mechanism Logframe</i>	83
<i>C) Technical Assistance Logframe</i>	86
<i>D) Training Component Logframe</i>	89
<i>E) Research Component Logframe</i>	93
Annex II. Work Program by component	98
<i>Governance mechanism</i>	99
<i>Technical Assistance</i>	102
<i>Training</i>	105
<i>Research</i>	108
Annex III. Detailed budget by component	111
<i>Governance mechanism</i>	112
<i>Technical assistance</i>	113
<i>Training</i>	115
<i>Research</i>	116
Annex IV. Indicator of Agricultural Statistics Development	118

FOREWORD

Agriculture is a crucial sector for reducing poverty and achieving the Millennium Development Goals (MDGs) in Africa. Indeed, all the MDGs have direct or indirect linkages to agriculture. That is why in 2003, and as part of the continent's renewal, African Heads of State and Government adopted an Africa-owned and led initiative, namely the *Comprehensive Africa Agricultural Development Program* (CAADP), to assist their countries to revitalize agriculture development as a strategy for achieving the prime Millennium Development Goal of halving the number of hungry and poor by 2015. We are happy to state that our respective institutions have aligned their food security and agriculture development support in Africa with the CAADP principles and targets.

Many African countries continue to face the related challenges of eradicating poverty and finding sustainable solutions to malnutrition and food insecurity. For most of them, poverty and food insecurity are fundamentally rural phenomena. The large majority of the poor and undernourished people live in rural areas and are dependent on rural-based activities for their livelihoods. Therefore, any strategy geared to achieving significant reductions in poverty and food insecurity in Africa must concentrate on rural areas and rural populations. Furthermore, for these efforts to achieve the expected results, they must be based on accurate information, focus on the right targets, and have their results regularly assessed. In this respect, decisionmakers need timely and reliable data to analyze constraints, identify benchmark indicators, set quantifiable objectives, monitor implementation, and measure the impact of policies and programs. Yet, despite the unquestionable importance of agriculture and the rural economy, it is arguably the least-known sector of the economy, in terms of hard facts and statistics.

Unfortunately, at present, many African countries do not have in place adequate systems to collect, store, and disseminate food and agricultural statistics. Moreover, they lack the capacity to utilize the information that is available for analytical studies, despite the increasing demand from data users both nationally and internationally. Even where data are available, their reliability is often questionable. In particular, national agricultural statistical systems in Africa remain weak, under-resourced, underperforming, and in need of strengthening. A number of factors account for this situation, including inadequate investment in building statistical capacity and infrastructure; the lack of a concerted and harmonized strategy for development partners; and failure to integrate agriculture into the national statistical systems. At the same time, the tools available for data collection and dissemination have undergone rapid changes and technological development in the context of the global information age. We must therefore harness this technology to improve our food and agricultural information base.

It is commendable that the international statistical community has taken the initiative to address these shortcomings by agreeing on a *Global Strategy for Improving Agricultural and Rural Statistics*. It is gratifying that Africa is the first region to develop an Action Plan for Improving Statistics for Food Security, Sustainable Agriculture, and Rural Development in line with the Global Strategy. Our institutions are fully committed to supporting the execution of the Action Plan and we appeal to all African governments and institutions as well as development partners to support it. The fight against poverty and hunger has to be won and won quickly. Working together, we can end food insecurity, poverty and underdevelopment, and ensure sustainable agriculture and rural development across the continent.



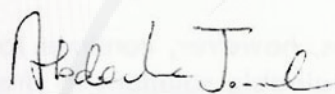
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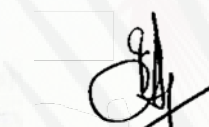
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The Action Plan for Improving Statistics for Food Security, Sustainable Agriculture, and Rural Development in Africa was prepared jointly by the African Development Bank (AfDB), the United Nations Economic Commission for Africa (ECA), the Food and Agriculture Organization of the United Nations (FAO), and the African Union Commission (AUC). The AfDB was responsible for developing the governance mechanism and technical assistance component of the Action Plan. For their part, ECA was responsible for preparing the training component, and FAO for preparing the research component. The consolidation of the various components into one Action Plan was undertaken by the AfDB. Financial support for the preparation of the Plan was provided by the AfDB and the Bill and Melinda Gates Foundation (BMGF).

The core team was led by Mr Oliver Chinganya (AfDB, Statistical Capacity Building Division Manager), Mr Oumar Sarr (ECA, Senior Statistician), Mr Naman Keita (FAO, Senior Statistician & Team Leader), and Mr Dossina Yeo (AUC, Acting Head of the Statistics Division). The team included Mr Adalbert Nshimyumuremyi (AfDB), Professor Ben Kiregyera, and Mr Vincent Ngendakumana (AfDB Consultants), Mr Graham Eele (ECA Consultant), and Professor Elisabetta Carfagna (FAO Consultant). Dr Abdoulaye Adam (AfDB, now retired), Mr Fessou Emessan Lawson (AfDB), and Mr. Thiekoro Doumbia (AUC) were involved in the initial process and discussions.

The Action Plan was prepared under the direct supervision of Dr. Charles Leyeka Lufumpa (AfDB Director, Statistics Department), Dr. Dimitri Sanga (ECA Director, African Centre for Statistics), Mr Pietro Gennari (FAO Director, Statistics Division) and Dr. Rene Kouassi N'guettia (AUC, Director of the Economic Affairs Department), and the overall guidance of Professor Mthuli Ncube (AfDB Chief Economist & Vice President), Mrs Lalla Ben Barka (ECA Deputy Executive Secretary) and Dr. Maxwell Mkwezalamba (AUC Commissioner for Economic Affairs).

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ABBREVIATIONS

AAPA	Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s
ABCDQ	Agricultural Bulletin Board on Data Collection, Dissemination and Quality of Statistics project
ACBF	African Capacity Building Foundation
ACP	African Census Program
ACS	African Center for Statistics
ADP	Accelerated Data Program
AFCAS	African Commission on Agricultural Statistics
AfDB	African Development Bank Group
AFRISTAT	Observatoire Economique et Statistique d'Afrique Subsaharienne
AFSRDC	Agriculture, Food Security and Rural Development Cluster
AGROST	African Group on Statistical Training and Human Resources
AHSCP	African Household Survey Capability Program
AMU	Arab Maghreb Union
ASCC	African Statistical Coordination Committee
ASS	African Statistical System
ASSD	Africa Symposium on Statistical Development
AU	African Union
AUC	African Union Commission
BMGF	Bill and Melinda Gates Foundation
CAADP	Comprehensive Africa Agricultural Development Program
CEN-SAD	Community of Sahel-Saharan States
CoDG	Committee of Directors-General of African National Statistics Offices
COMESA	Common Market for Eastern and Southern Africa
CRVSS	Civil Registration and Vital Statistical System
CSI	Core Sector Indicator
DRC	Democratic Republic of Congo
DSD	Département de la Statistique et de la Démographie
EAC	East African Community
EASTC	Eastern Africa Statistical Training Center
EC	Executive Committee
ECA	Economic Commission for Africa (UN)
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ENEA	École Nationale d'Économie Appliquée
ENSEA	Ecole Nationale Supérieure de Statistiques et d'Economie Appliquée
EVA	Earned Value Analysis
FAO	Food and Agriculture Organization of the United Nations
FASDEV	Forum on African Statistical Development

FoC	African Friends of the Chair
GDP	Gross Domestic Product
GIS	Geographic Information System
GMDTFAS	Global Multidonor Trust Fund for Agricultural Statistics
GPS	Global Positioning System
GSC	Global Strategy Coordinator
GSIO	Global Strategy Implementation Office
HR	Human Resources
ICAS-V	Fifth International Conference on Agricultural Statistics
ICP-Africa	International Comparison Program for Africa
ICT	Information and Communication Technology
IDA	International Development Association
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
INSEA	Institut National de Statistique et d'Économie Appliquée
ISEA	Institute of Statistics and Applied Economics
ISI	International Statistical Institute
ISSEA	Institut Supérieur de Statistique et d'Économie Appliquée
LSMS	Living Standard Measurement Survey
M&E	Monitoring and Evaluation
MAPS	Marrakech Action Plan for Statistics
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goal
MfDR	Managing for Development Results
NACP	National Accounts Capability Program
NASCC	National Agricultural Statistics Coordination Committee
NASS	National Agricultural Statistical System
NASTC	National Agriculture Statistics Technical Committee
NEPAD	New Partnership for Africa's Development
NGO	Non Governmental Organization
NPCA	NEPAD Planning and Coordinating Agency
NSAS	National Strategy for Agricultural Statistics
NSC	National Strategy Coordinator
NSDS	National Strategy for the Development of Statistics
NSO	National Statistics Office
NSS	National Statistical System
OECD	Organization for Economic Cooperation and Development
PARIS21	Partnership in Statistics for Development in the 21st Century
PRS	Poverty Reduction Strategy
RAF	FAO Regional Office for Africa
REC	Regional Economic Community
RIS	Regional Implementation Secretariat
RPHC	Round of Population and Housing Census
RRSF	Reference Regional Strategic Framework for Statistical Capacity Building in Africa
RSIP	Regional Strategy Implementation Office

RSS	Regional Strategy Secretary
RSTC	Regional Steering Committee
SADC	Southern Africa Development Community
SCB	Statistical Capacity Building
SHaSA	Strategy for the Harmonization of Statistics in Africa
SNA	System of National Accounts
SROs	Sub-Regional Organizations
SSPAS	Sector Strategic Plan for Agricultural Statistics
SSPS	Sector Strategic Plan for Statistics
StatCom-Africa	Statistical Commission for Africa
STC	Statistical Training Center
STPA	Statistical Training Program for Africa
TA	Technical Assistance
TBD	To Be Decided
TF	Trust Fund
TWG	Technical Working Group
UMA	Arab Maghreb Union
UN	United Nations
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSC	United Nations Statistical Commission
UNSD	United Nations Statistics Division
USDA	United States Department of Agriculture
US\$	United States Dollars
WB	World Bank
WFP	World Food Program (UN)
WFS	World Food Summit
WHO	World Health Organization

LIST OF FIGURES AND TABLES

Figures

2.1	Monitoring and controlling risks in the context of Risk Management	24
2.2	Interdependent linkages of the components of the Global Action Plan	25
3.1	Governance structures of the Action Plan for Africa	30
4.1	Composition of country groups	44
5.1	Bottom-up approach to designing a National Strategy for the Development of Statistics	50
5.2	Fully coordinated statistical system at the national level	51

Tables

2.1	Stakeholder analysis for Agricultural Statistical Systems	14
2.2	Action Plan risks and mitigation measures	23
3.1	Outcomes, outputs, and performance indicators for the governance mechanism	37
5.1	Structure of a technical assistance core team	56
5.2	Outcome, outputs, and performance indicators for the technical assistance component	57
6.1	Outcomes, outputs, and performance indicators for the training component	67
7.1	Ranking of thematic domains and of the corresponding research topics	71
7.2	Outcome, outputs, and performance indicators for the research component	75
8.1	Summary of the total budget estimates for 5 years	79



EXECUTIVE SUMMARY

1. Importance of the agricultural sector and the role of statistics

Agriculture plays a central and strategic role in Africa's development. Indeed, it is the key to economic growth, increased incomes, improved living standards, poverty eradication, and enhanced food security. In fact, all the Millennium Development Goals (MDGs) have direct or indirect linkages to agriculture. It is for these reasons that in 2003, the African Heads of State and Government adopted an Africa-owned and Africa-led initiative, namely the *Comprehensive Africa Agricultural Development Program (CAADP)*, to assist African countries to revitalize agriculture growth as a strategy to combat poverty and hunger.

The importance of the agricultural sector demands that its planning, management, and monitoring be based on sound evidence. This, in turn, requires the sustained availability of comprehensive, reliable, up-to-date, and consistent statistical data. In addition, these data need to be in a form that renders them intelligible and practicable for a variety of users. Unfortunately, agricultural statistical systems and data are in a sorry state in many African countries – the systems are weak, uncoordinated, insufficiently resourced, and essentially unsustainable. Further, their outputs are substandard in terms of quantity, quality, and dissemination. This is despite a number of statistical initiatives that have been put in place and implemented in Africa over recent years. The situation has been exacerbated by new and pressing data requirements to inform policy on emerging development issues such as food vs. bio-fuels, climate change and global warming, environment, and food security.

2. Global Strategy

In response to the many challenges of meeting user needs for agricultural statistics in developing countries, a *Global Strategy for Improving Agricultural and Rural Statistics* was produced and endorsed in February 2010 by the United Nations Statistical Commission (UNSC). The purpose of the Global Strategy is to provide a framework and methodology that will help improve the availability and quality of national and international food and agricultural statistics, to guide policy analysis and decisionmaking in the 21st century. The Global Strategy is based on three pillars, namely (i) the establishment of a minimum set of core data that countries will provide to meet their current and emerging demands, (ii) the integration of agriculture into their national statistical systems (NSSs) to ensure that the data will be comparable across countries and over time, and (iii) ensuring the sustainability of the National Agricultural Statistical System (NASS) through governance and statistical capacity building.

3. Action Plan for Africa of the Global Strategy

3.1 Introduction

Africa is the first region to implement the Global Strategy for Improving Food Security, Agricultural and Rural Statistics. This “Action Plan for Africa” comprises three technical components – technical assistance (TA), training, and research – as well as a governance mechanism. The Plan also envisions a comprehensive and detailed assessment for African countries, which will provide the foundation for the three technical components. These components will play complementary roles in the implementation of the Global Strategy.

Stakeholders have agreed that the development and implementation of the training component should be led by the UN Economic Commission for Africa (ECA), the research component by the Food and Agriculture Organization of the United Nations (FAO), and the technical assistance component and governance mechanism by the African Development Bank (AfDB). Accordingly, the three technical components and the governance mechanism have been developed as standalone proposals and then consolidated into this document, taking into account a number of linkages that exist among them.

3.2 Framework for the Action Plan for Africa

This document presents a framework for the Action Plan for Africa, which includes the following:

- i. *a results-based logical framework*, which will be used as an essential management, monitoring and evaluation (M&E) tool for the implementation of the Plan;
- ii. *a stakeholder analysis* to help broaden and deepen the engagement of a wide range of stakeholders in Plan implementation. In addition to AfDB, ECA, and FAO, other players that will be involved in Strategy implementation were identified;
- iii. *sustainability strategies* for the activities started under the Plan;
- iv. *a risk management system*;
- v. *phased implementation* to allow for lesson-learning as implementation progresses;
- vi. *a detailed work plan and budget* for the first 5 years of the Plan;
- vii. *an overall monitoring and evaluation (M&E) system*, in addition to individual ones for each component; and
- viii. *a communication and reporting system*.

It is envisioned that the Action Plan for Africa will adopt a long-term perspective (10 to 15 years), following a phased approach, with the first phase covering the five-year period 2011–2015. The initial estimation of the budget needed for this first phase is approximately US\$ 13.2 million per year (US\$ 66 million total) to support work in all African countries. Of the Phase I total budget: 75 percent will be spent in the individual countries and 25 percent for the region as a whole. To fund the implementation of the Strategy, a Global Multidonor Trust Fund for Agricultural Statistics will be set up, to be hosted by the FAO/World Bank. For the Action Plan for Africa, a Regional Trust Fund will be established, hosted by the AfDB.

3.3 Governance mechanism

Global level: The governance mechanism will operate at national, regional, and global levels. At the global level, a Global Strategy Implementation Office, based at FAO, will coordinate the implementation of the Global Plan, set standards, ensure harmonization across regions, coordinate with other global initiatives, undertake advocacy, and provide support to regions that are unable to take the lead in implementation. The Office will also ensure vertical consistency with the overall Action Plan of the Global Strategy. The Action Plan for Africa will be the responsibility of the regional and national governance structures.

Regional level: The governance mechanism for the Action Plan for Africa aims to provide an institutional framework and coordination arrangements for the implementation of the Strategy. It defines not only governance structures at all levels but also linkages and reporting lines among them. The regional governance structure will, *inter alia*, execute the Action Plan, allocate resources, monitor implementation, and assess and report on the progress being made. It will make use of existing arrangements, processes, and structures at global, regional, and national levels and avoid the creation of new structures and the heavy use of resources.

A *Regional Steering Committee (RSTC)* has been established as the decisionmaking body of the Action Plan for Africa. The Committee, which includes both users and producers of statistics, will be placed under the stewardship of the Chief Economist and Vice-President of AfDB as its chairperson. The RSTC will comprise members of the African Statistical Coordination Committee (ASCC) (*viz.* AfDB, AUC, ACBF, ECA), African Friends of the Chair of the UN Statistical Commission (Morocco, Uganda, Ethiopia, Senegal), the Chair of StatCom-Africa (South Africa), the Chair of the African Commission on Agricultural Statistics (AFCAS) (Ghana), Statistical Training Centers (1 representative), Ministries of Agriculture (2 representatives), Agricultural Research Institutions (1 representative), FAO, and donors (World Bank, DFID, USDA, and Bill and Melinda Gates Foundation).

An *Executive Committee (EC)*, comprising a smaller body of the three principal organizations (AfDB, FAO, and ECA) will act as the bureau for the RSTC. The EC will meet frequently to carry out work on behalf of the Regional Steering Committee.

A *Regional Implementation Secretariat (RIS)* will be established at the AfDB. The other two technical component leaders (FAO and ECA), and in particular, the Coordinators of the research and training components, will be members of the Secretariat. Other members will include the Regional Implementation Secretary, Technical Assistance Coordinator, a Finance Officer, an M&E Officer, and an Administrative Assistant. The responsibilities of the Secretariat will include, *inter alia*, mobilizing and allocating resources, and monitoring, evaluating and reporting on Strategy implementation. The Secretariat will report, through ASCC, to all of the African and global stakeholder organizations, as well as to the donors.

Regional Economic Community (REC)/ Subregional Organization (SRO) level: Where appropriate, RECs and SROs like AFRISTAT and Statistical Training Centers (STCs) will contribute to the implementation of the Strategy. Where capacity is lacking, support will be provided to build the necessary capacity.

National level: The main beneficiaries of the Global Strategy will be countries that need robust agricultural statistics for evidence-based policy, decisionmaking, and a host of other purposes. Countries will bear the primary responsibility for the Strategy implementation. The implementation mechanism at the national level will comprise the following:

- i. *National Agricultural Statistical Coordination Committee (NASCC)*, chaired by a data user, usually a high-level policymaker from the Ministry of Agriculture, who will oversee the development of the National Agricultural Statistical System (NASS) as an integral part of the National Statistical System (NSS);
- ii. *National Strategy Coordinator* to deal with administrative and technical work associated with the implementation of the Strategy in the country; and
- iii. *Technical Working Group* (covering different areas of agriculture) to assist the National Strategy Coordinator.

3.4 Country Assessments

The Action Plan provides for the establishment of a monitoring and evaluation (M&E) system to guide the implementation of the Strategy. However, many African countries lack updated and comprehensive baseline information, as well as a standardized tool to measure the performance of agricultural statistics systems and the achievement of targets over time. These constraints make it difficult to establish the starting point in each country (i.e. the current status of the agricultural and rural statistics system) in order to measure its evolution and progress through time.

There is therefore an urgent need to undertake a thorough assessment of the statistical needs and capabilities of each country, the state of the data they currently produce and disseminate, the methodology they use, and their readiness to begin implementing planned activities, in respect to the relevant pillars of the Global Strategy. These assessments will need to be carried out prior to the implementation of the technical components of the Implementation Plan. The results of these assessments will also help to determine the country-level activities during the implementation of the Strategy, particularly under the training and technical assistance components.

3.5 Technical Assistance (TA)

The purpose of the technical assistance (TA) component is to help African countries to adopt more effective methods and procedures for agriculture and rural statistics, based on a detailed assessment of their capacities and needs.

This component takes stock of and critiques the technical assistance that countries have received over the years to develop their statistical systems. It concludes that while the state of statistics in Africa has generally improved on account of the volume of technical assistance received, progress in this area has, by and large, been uneven and incommensurate with the quantum of assistance that countries have received. It is clear that more and better-delivered technical assistance is required to enhance statistical systems. The first step of the TA under the Action Plan will be an in-depth and up-to-date country assessment that will identify the specific needs of each country.

The following four elements of a technical assistance program for Africa have been identified and elaborated; they relate to the other components of the Action Plan for Africa:

- *Development of institutional and organizational capacities:* Most African countries continue to exhibit institutional and organizational weaknesses that inhibit an effective development of their National Statistical Systems (NSSs) in general and National Agricultural Statistical Systems (NASSs) in particular. Technical assistance will be required to address these weaknesses and will be based on countries' specific needs.
- *Development of a Sector Strategic Plan for Agricultural Statistics (SSPAS) in the context of the National Strategy for the Development of Statistics (NSDS):* There is an international consensus that the design and implementation of the NSDS – to cover all sectors, data producers, and data users – represents the best way forward to build national capacity and strengthen statistics in support of national development. Best practice requires that the design of the NSDS uses a bottom-up approach, whereby SSPASs are designed first and foremost as building blocks for the NSDS. Technical assistance will be required to bring objectivity, international best practice, and experiences from other countries to bear on the process of designing the SSPASs.
- *Development and harmonization of data sources:* One problem that needs to be addressed is that data sources are often poorly developed and not harmonized. This means that the resulting data are not properly integrated. Countries will need technical assistance to: (i) better plan and manage their national agricultural census to benchmark agricultural data and indicators; (ii) implement a program of intercensal agricultural surveys; (iii) improve administrative data sources; and (iv) audit data systems and data from censuses, surveys, and administrative sources.
- *Data harmonization and management:* Existing agricultural data tend to reflect inconsistencies among the sources and in terms of their periodicities. Moreover, the data are scattered among the institutions producing them, and stored in different media, which often renders them inaccessible. Technical assistance will therefore be required to help countries to: (i) assemble, review, analyze, and document existing agricultural datasets; (ii) verify the accuracy and reliability of the agricultural production data series, using information from other sources; and (iii) establish and maintain the CountrySTAT system. CountrySTAT is a web-based information technology system for food and agricultural statistics at national and subnational levels. It provides decisionmakers with access to statistics across different thematic areas. Plans are also underway to establish RegionSTAT at the AfDB level (AfricaSTAT).

The effectiveness of technical assistance will depend not only on the amount delivered but also on the method of its delivery. A TA delivery system has been proposed, founded on a number of pillars: (i) to take account of the level of development of the NASS relative to other countries in the region, (ii) to use existing structures instead of creating parallel ones; (iii) to harness regional capacities to fill capacity gaps in some countries; and (iv) where necessary, to have recourse to suitably qualified international experts.

In respect to the latter point, a core team of three people (a Technical Assistance Coordinator, an expert in data management, and an associate expert) will be recruited on a full-time basis and attached to the Regional Implementation Secretariat in order to implement the TA program. The

TA Coordinator will work closely with the other component coordinators in delivering TA specific to their components, and in linking TA to the Global Strategy. An M&E system will be established to monitor and report on progress at different levels.

3.6 Training component

The purpose of the training component is to strengthen the capacity of the agencies concerned with the collection, consolidation, and use of agricultural statistics. The methodology employed will be to increase the knowledge, skills, and competencies of their staff. Emphasis will also be placed on strengthening and sustaining the capacity of Statistical Training Centers (STCs) to develop and deliver good-quality training in agricultural statistics and statistics-related subjects.

Subcomponents

The training component will be implemented through three subcomponents:

- i. *Identification of training needs and the management of human resources* – training and TA will be provided to countries to enable agricultural statistics organizations to identify their priority needs for training and to improve the management of their human resources;
- ii. *Increasing the capacity of existing African training centers*, to strengthen the capacity of regional and national training agencies to design and deliver effective training courses; and
- iii. *Strengthening the demand for training* by increasing the knowledge, skills, and competencies of people working in agricultural statistical agencies.

The training component will be implemented by ECA, with technical support and backup from FAO. A Training Implementation Unit will be established, to be based in the African Center for Statistics (ACS). The Unit will have the following expertise: an Implementation Plan Manager with experience in training management and a background in agricultural statistics, a Secretary, and IT support and website management.

Selected training centers and other agencies will implement the training program, including the preparation and delivery of different courses, and will be required to evaluate progress and outcomes. Implementation will be monitored and supervised by the African Group on Statistical Training and Human Resources (AGROST), whose Secretariat is hosted by ECA. Various progress reports will be prepared, shared with key stakeholders, and published on the Action Plan website, which will also be hosted by ECA.

3.7 Research component

Need for research and associated challenges

In Africa, agriculture is characterized by a large number of small subsistence farmers who have little or no education. These farmers undertake rain-fed agriculture using a variety of agricultural practices (e.g., mixed-cropping, continuous planting, and harvesting on small and irregular shaped plots, etc.). There are specific methodological challenges associated with the measurement of some of the basic agricultural variables, including crop area, yield, and production (particularly

production for own-consumption). These challenges increase when farmers do not keep any records or do not use standard measurement units. Additional measurement difficulties include: (i) a wide diversity between different parts of the continent in terms of the importance of crops grown; (ii) variation in the agricultural year (from one to two or three rain and planting seasons), possibly spanning two different calendar years; (iii) enumeration of livestock of nomadic and semi-nomadic populations, and estimation of livestock products; (iv) estimation of fish production for inland traditional fishery and marine fishery, and (v) estimation of edible forest products, fire wood production, and the extent of deforestation.

The collection of data may be further complicated because of the nature of the local decision-making processes in African countries. Agricultural practices in Africa are shaped by the fact that most producers are also consumers, who make both production and consumption decisions simultaneously. Other problems that affect agricultural statistical activities are linked to exogenous factors, namely the environment in which they take place and the impact of external events, especially weather related.

These problems, combined with the lack of well-documented and factual information on the farming practices used, accentuate the methodological challenges confronting data collection. However, technological advances could be introduced to the Africa context, particularly the geospatial information and geo-referencing devices and experiences used in other global regions. This would mean that alternative and more efficient methods and tools relevant to African continent could be developed and implemented in a drive to improve data collection systems and data quality.

Another factor to consider is the rapidly changing nature of the agriculture sector and the emergence of new issues that render the available data and some methods obsolete. For example, data on the production of biofuels, climate change adaptation and mitigation practices, as well as its impact on poverty, are seldom collected. Further, little is known about the best methods and practices to garner such information.

The purpose of the research component, therefore, is to develop and disseminate advanced and cost-effective methodologies, tools, and standards related to the pillars of the Global Strategy. The dissemination will be carried out through methodological guidelines, handbooks, and documentation of good practices in priority research topics. These will be available to agricultural statisticians in Africa for efficient production of reliable agricultural statistics.

Priority research areas

The priority areas are: the reference framework, master frame for the integrated survey, data collection methods, food security, market information, data analysis and administrative data. The results of this component will serve as inputs for both the training component and the technical assistance component.

Research topics

An initial list of possible research topics has been developed, based on the recommendations of various sessions of the biennial meetings of the African Commission for Agricultural Statistics

(AFCAS). This has been complemented by a survey undertaken among key stakeholders in agricultural statistics in Africa. The research topics have been classified under the above priority areas.

Implementation, monitoring, and evaluation

A Research Unit will be established within the Global Strategy Implementation Office at FAO. The Unit will be in charge of the coordination and the quality control of the research and will be led by one Senior Statistician, one Statistician, and one Assistant. This unit will work in close collaboration with Advisory Expert Groups selected from a network of specialists (institutions, academia, and individual experts). The undertaking of the research on specific topics will be led by selected partner institutions/experts.

Many of the topics selected will be of relevance to more than one subregion; consequently, the best institutions to implement the research may be located in any region. FAO will work with the most qualified regional and international structures for a decentralized implementation. The lead partner will be mainly responsible for (i) the conduct of research on a specific topic for which it has proven expertise and (ii) the preparation of relevant handbooks and guidelines.

Consistency between the research and the other technical components will be ensured through an overall technical framework. This will also allow for the integration of the regional Action Plan for Africa into the Global Action Plan.

A system for M&E and reporting on implementation will be established.

ORGANIZATION OF THIS REPORT

This Action Plan is organized into eight sections. Section 1 presents background information covering: the importance of the agricultural sector and the role of statistics; the state of agricultural statistics in Africa; recent initiatives for improving statistics in Africa; the Global Strategy for Improving Agricultural and Rural Statistics; and the Action Plan for Africa. Section 2 details the framework of the Action Plan, covering: the Result-based logical framework; stakeholder analysis; key regional players; sustainability; risk management; implementation, monitoring and reporting. Section 3 presents a summary of the governance mechanism that has been designed to support the three technical components of the Action Plan. Section 4 describes the country assessment framework, which will identify the needs of African countries concerning technical assistance, training, and research. Sections 5, 6, and 7 present respectively summaries of the technical assistance, training, and research components. Section 8 presents an overview of the work program, the budget, and other inputs into the Action Plan.

There are four annexes to this report. Annex I presents the Results-based Logframe of the Action Plan, Annex II sets out the work plan, Annex III presents the budget, and Annex IV lists the Agricultural Statistics Development Indicator.



1. BACKGROUND

1.1 Importance of the agricultural sector and the role of statistics

Agriculture plays a central and strategic role in the development of the continent. Indeed, it is the key to economic growth, increased incomes, a better standard of living, poverty eradication, and increased food security. It is true to say that all the Millennium Development Goals (MDGs) have direct or indirect linkages to agriculture. The 2008 World Development Report¹ “Agriculture for Development” concluded that agriculture is critical to achieving the principal Millennium Development Goal (MDG1) of halving the number of people suffering from poverty and hunger by 2015.

It is for these reasons that in 2003, African Heads of State and Government adopted an Africa-owned and Africa-led initiative, namely the *Comprehensive Africa Agricultural Development Program (CAADP)*, to assist African countries to revitalize agriculture growth as a strategy to combat poverty and hunger. As a result, African governments agreed to scale up public investment in agriculture by a minimum of 10 percent of their national budgets and to raise agricultural productivity by at least 6 percent. This was to be effected through CAADP’s strategic functions, regional economic communities, and national roundtables. The four key pillars guiding the renewal process were:

- Pillar 1 – Extending the area under sustainable land management;
- Pillar 2 – Improving rural infrastructure and trade-related capacities for market access;
- Pillar 3 – Increasing food supply and reducing hunger; and
- Pillar 4 – Agricultural research, technology dissemination, and adoption.

The African Union Commission (AUC) and the NEPAD Secretariat (now the NEPAD Planning and Coordinating Agency (NPCA))² called on all development partners to align their food security and agriculture development support in Africa with the CAADP principles and targets. Thus the Agriculture, Food Security, and Rural Development Cluster (AFSRDC) for which FAO is the coordinator, was established in November 2010. This brings together 14 UN agencies and financial institutions involved in supporting food security and agricultural development in Africa. The Cluster’s mission is to provide coordinated and effective support to the agriculture, food security, and rural development agenda of the African Union Commission (AUC), NEPAD, the Regional Economic Communities (RECs), and ultimately the countries themselves.

1 World Development Report (2008) *Agriculture for Development*. Washington, DC: World Bank.

2 NEPAD (New Partnership for Africa’s Development) was formally endorsed by the 37th Summit of Organization of African Unity (OAU) in 2001 and its highest authority is the Heads of State and Government Summit of the African Union. NEPAD was designed by African leaders to address the continent’s development challenges, place their countries on a path of sustainable growth, and extricate the continent from the malaise of underdevelopment and exclusion in a globalizing world. In February 2010, the 14th AU Assembly established the NEPAD Planning and Coordinating Agency (NPCA) as a technical body of the AU to replace the NEPAD Secretariat.

Given the importance of the agricultural sector, it is crucial that sound evidence is used as a basis for development. Indeed, agricultural statistics are a critical resource for public policy analysis and design, policy implementation and monitoring, and decisionmaking. Further, they provide a key input into other statistics, including the national accounts. For this reason, agricultural statistics need to be comprehensive, reliable, up-to-date, consistent, and available in a form that renders them intelligible and usable. Unfortunately, agricultural statistical systems and data are in a sorry state in many African countries. The Global Strategy that is elaborated in this report represents a blueprint for strengthening the statistical system in support of CAADP and national agricultural policy, planning, and development processes.

1.2 State of agricultural statistics in Africa

1.2.1 Weak, uncoordinated, and unsustainable systems

African countries have a tradition of collecting agricultural statistics which spans a period of at least 40 years. However, they have by and large failed to develop structured National Agricultural Statistical Systems (NASSs) with well-defined objectives and clear strategic directions. Nor have agricultural statistical systems been integrated into National Statistical Systems (NSSs). It is no wonder then that NASSs in several African countries lack resilience, are poorly coordinated, insufficiently resourced, and essentially unsustainable. Many of them have been donor-driven rather than country-driven, being tailored primarily to the statistical requirements of donors and not to national agendas. These systems typify the “vicious cycle” of statistical underdevelopment and underperformance. In such cases, low demand for data has led to fewer resources being invested in the form of budgetary allocations, skilled and motivated staff, financial and technical assistance for statistical production, and development. This, in turn, has led to poor output in terms of data quantity, quality, and dissemination.

The latest report on the state of agricultural statistics in Africa is available from the African Commission on Agriculture Statistics³ (AFCAS). This report, which was prepared by the FAO, is based on the responses of 30 African countries (mostly Anglophone) to a questionnaire circulated before the meeting. The findings were as follows:

- Almost all countries surveyed (about 96 percent) had some kind of legal framework for general statistics in place but only about 64 percent had a separate framework for agriculture statistics. Furthermore, only about 30 percent of the countries had active Advisory Committees to guide the development of agricultural statistics.
- About 80 percent of the countries had an official forum for dialogue between producers and users of agriculture statistics, but these functioned on an ad hoc basis.
- About 75 percent of the countries had a National Strategy for Development of Statistics (NSDS) in place, of which only 68 percent were operational with a program of activities for general statistics. On the other hand, only a little over 50 percent of the countries had a

³ AFCAS represents a statutory body of FAO comprising senior statisticians in Ministries of Agriculture of member countries for guiding the FAO activities in agricultural statistics. See: FAO Regional Office for Africa (2010). *The State of Food and Agricultural Statistics Systems in Africa – 2009*. RAF Publication 2010/E.

National Strategy for Agriculture Statistics (NSAS), although the ones that did exist were mostly operational. Most of these included a program of activities for agriculture statistics.

- Apart from the financial resources constraint, there was a severe shortage of qualified manpower and only around 64 percent of the countries surveyed had regular programs for staff training. About 80 percent of the countries had long-term experts/consultants in the country, mostly funded by technical assistance projects.
- Although crop production surveys were regularly carried out in 89 percent of the countries in 2009, livestock production surveys were carried out in just 57 percent of countries. Only about 35 percent of the countries had conducted a cost of production survey, whereas about 65 percent had an operational market information system in place.
- About 60 percent of the countries surveyed had statistical systems for both general and agriculture statistics in place at the subnational level. In over 70 percent of countries, the lead office responsible for agriculture statistics was other than the National Statistics Office.

So, after more than four decades of statistical work carried out in a large number of African countries, the need to scale up statistical capacity and improve statistical systems is as great as it has ever been. Fortunately, a number of key initiatives have been put in place in Africa over the years to improve statistics in general and agricultural statistics in particular. Summaries of these initiatives are presented below.

1.3 Summary of some key initiatives to improve agricultural statistics in Africa

1.3.1 FAO/World Bank initiative: “Integrated Framework for the Development of Agricultural Statistics”

The FAO/World Bank initiative was first discussed in 1999 at the 16th Session of the African Commission for Agricultural Statistics (AFCAS) held in Guinea. This initiative responded to the concern expressed, regarding lack of data for planning and monitoring Agricultural Sector Plans in many African countries. Subsequently, the initiative was broadened to comprise all agricultural data. The main output of the initiative was the preparation of the “*Integrated Framework for the Development of Agricultural Statistics*” for participating countries. The initiative was piloted in Ethiopia, Ghana, Guinea, Madagascar, Malawi, Tanzania, and Uganda. Further implementation of the initiative stalled due to lack of resources.

1.3.2 The Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF), 2006

The Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF) was designed as a regional variant of the Marrakech Action Plan for Statistics (MAPS).⁴ In this respect, it responded to the recommendations in MAPS and incorporates many of the ideas from the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s (AAPA).

The RRSF aims to contribute to improved development outcomes and good governance in Africa by guiding and accelerating sustainable statistical capacity-building activities. It is founded on

⁴ MAPS was endorsed by the Second Roundtable on Managing for Results held in Marrakech, Morocco, with the aim of improving national and international statistics in support of MDGs.

three pillars: (i) meeting user needs; (ii) improving the management of statistical systems; and (iii) ensuring the sustainability of statistical development. Its objectives are to: raise social awareness about the role of statistical information; increase user satisfaction by enhancing the quality and usability of statistical information; promote greater use of statistical information; and achieve synergy, cost-effectiveness, and sustainability in statistical information systems.

The RRSF was endorsed by the meeting of Directors of National Statistics Offices (NSOs) in Africa and the second Forum on African Statistical Development (FASDEV II),⁵ both held in Addis Ababa, Ethiopia, in 2006. It was also approved by the 40th Session of the Conference of African Ministers of Finance, Planning and Economic Development held in 2007 in Addis Ababa.

1.3.3 Marrakech Action Plan for Statistics: the National Strategy for the Development of Statistics (NSDS)

There is international consensus that a National Strategy for the Development of Statistics (NSDS), to cover all sectors, data producers, and data users, represents the best way to build national capacity and strengthen statistics in support of national and international development. By designing and implementing their own NSDS, countries can acquire a blueprint for strengthening statistical capacity across the entire National Statistical System (NSS). The NSDS provides a vision for where the NSS should be in 5 to 10 years' time and sets benchmarks for getting there. Through the NSDS, countries can construct a comprehensive and unified framework for continual assessment of evolving user needs and priorities for statistics, and for building the capacity to meet these needs in a coordinated, synergistic, and efficient manner. Furthermore, the NSDS provides a framework for mobilizing, harnessing, and leveraging resources (both national and international), as well as a basis for effective and results-oriented strategic management of the NSS.

The NSDS is the leading action point of the Marrakech Action Plan for Statistics (MAPS) and the overarching strategy of RRSF. Many African countries have designed their NSDS or are in the process of designing one. Research by the Partnership in Statistics for Development in the 21st Century (PARIS21)⁶ indicates that 21 African countries are currently implementing a strategy (five of which are also designing their next NSDS), and a further 17 have either designed strategies that are pending adoption or are in the process of designing one. Only two countries (Angola and Somalia) have no strategy in place; however, both have expressed their intention to design an NSDS in the near future.

1.3.4 Creation of the African Commission on Agricultural Statistics (AFCAS), 1962

The 11th Session of the FAO Conference (1961) approved the creation of the regional African Commission on Agricultural Statistics and AFCAS accordingly came into existence in October 1962. AFCAS is a statutory body of FAO and meets once every two years.

⁵ FASDEV is a forum of national, subregional, regional, and international organizations that seek to strengthen cooperation for statistical development in Africa.

⁶ PARIS21 was set up through the auspices of the OECD as a global partnership of national, regional, and international statisticians, analysts, policymakers, development professionals, and other users of statistics. Its goal is to develop a culture of Managing for development results (MfDR). It does this primarily by encouraging and assisting low-income countries to design, implement, and monitor a National Strategy for the Development of Statistics (NSDS).

The Commission has three principal objectives: (i) to review the state of food and agricultural statistics in the region; (ii) to advise member countries on the development and standardization of agricultural statistics within the general framework of FAO's work in statistics; (iii) and to convene expert group meetings or other subsidiary bodies of national experts required for this purpose. Through the Commission, the FAO in recent years has been able to intensify its efforts to develop food and agriculture statistics in countries of the region, particularly through national agricultural censuses. To this end, AFCAS provides a common framework of definitions, concepts, standards, and guidelines, to help countries generate data that are internationally comparable, in addition to basic statistics on food security.

The members of AFCAS are National Directors of Agricultural Statistics. Furthermore, since 1999, Directors of National Statistics Offices (NSOs) as well as data users have been attending the AFCAS meetings. Additionally, representatives of several international and regional organizations take part, including the World Bank (WB), the Economic Commission for Africa (ECA), AFRISTAT, the African Development Bank (AfDB), WAEMU (West African Economic and Monetary Union), United States Department of Agriculture (USDA), National Agriculture Statistical Systems (NASSs), etc.

The Commission is the apex body for agricultural statistics in Africa. The FAO regional office (RAF) in Accra, Ghana, serves as the Secretariat of AFCAS with the FAO Regional Statistician acting as Secretary. In addition, FAO has a Regional Statistician in the FAO regional office for North Africa based in Cairo, Egypt. These posts have enhanced the ability of FAO to provide technical assistance to African countries.

1.3.5 Establishment of the African Statistical Coordination Committee (ASCC), 2007

The ASCC was established in 2007 to coordinate and harmonize statistical activities among continental and regional organizations that embody a significant statistical component, in accordance with the RRSF. Membership of the ASCC includes the African Union Commission (AUC), the African Development Bank (AfDB), the UN Economic Commission for Africa (ECA), the African Capacity Building Foundation (ACBF), AFRISTAT, and regional economic communities (RECs). ASCC's terms of reference include: (i) promotion of overall coordination, integration, and complementarity in statistical production and development; (ii) promotion and coordination of the implementation of the RRSF; (iii) ensuring that international recommendations are adapted to African conditions; (iv) fostering good practices; and (v) following up on the recommendations of the Statistical Commission for Africa (StatCom-Africa).

1.3.6 Establishment of the Statistical Commission for Africa (StatCom-Africa), 2007

The Statistical Commission for Africa (StatCom-Africa) was established by the 40th Session of the UN Conference of the African Ministers of Finance, Planning, and Economic Development in April 2007. It constitutes the apex intergovernmental body in charge of statistics and statistical development in Africa. It meets once every two years, with participants drawn from National Statistics Offices (NSOs), National Statistical Councils, national Poverty Reduction Units, representatives of national statistical associations, as well as observers from non-African states and international, regional, and subregional organizations. The Commission's six Working Groups (data

management, development indicators, gender statistics, informal sector, national accounts, and statistical training) meet at least once a year to monitor progress and take strategic decisions.

The first meeting of StatCom-Africa in 2007 took as its theme, “Scaling Up Statistical Development in Africa.” It called on African countries to mainstream statistics into national planning and budgeting processes to ensure that statistical activities were adequately funded and seen as a key element in the development process, rather than simply as an add-on. Development partners were called upon to provide sustainable technical and financial assistance for the collection, processing, analysis, and use of data, particularly for monitoring the Millennium Development Goals (MDGs). Other key recommendations were for a mechanism to be set up to measure statistical development, to help donors monitor progress. The meeting also called on all countries to design a National Strategy for the Development of Statistics (NSDS), as an overarching framework for national statistical activities.

The second meeting of StatCom-Africa, which was held in January 2010, took as its theme, “Harnessing Financial and Technical Resources in Support of the Monitoring of Millennium Development Goals in African Countries.” A key objective of both StatCom I and II was to ensure that as many African countries as possible took part in the 2010 Round of Population and Housing Census (RPHC). The Second Meeting continued the agenda of StatCom I, in its emphasis on improving the quality and comparability of statistics in line with the Fundamental Principles of Official Statistics, and by promoting the use of international methodologies, norms, and standards.

1.3.7 FAO Capacity-Building Program

This program is based on the findings and recommendations of the external evaluation of FAO work in statistics, as well as other recent assessments by FAO and other organizations of countries’ capacities in food and agricultural statistics. The objective of the program is to contribute to improved decisionmaking, M&E in rural development, sustainable management of agriculture, and poverty alleviation.

The program leverages close collaboration with partner organizations on the basis of comparative advantage and adopts an integrated, modular, and flexible approach. The aim is to assist countries to develop methodologies and tools for strengthening national institutional coordination and capacity through the integration of agricultural statistics into the NSDS. The emphasis is firmly on building effective partnerships with recipient countries, on capacity building, and national ownership of the products. The assistance is provided mainly in the form of short formal training courses and on-the-job training, as well as technical support through advisory missions to fill specific technical gaps. Also, South–South cooperation is used as much as possible.

The program consists of six modules to assist countries in different areas:

- *Module 1*, the core module, focuses on the integration of agricultural statistics into the NSDS.
- *Module 2* aims to promote international standard classifications and economic environmental accounts as tools to integrate agricultural statistics with other sectors in the NSSs.

- *Module 3* supports countries in adopting and applying advanced and cost-effective methods to collect and compile agricultural statistics. In particular, it aims to assist countries in implementing the integrated master sample frame and integrated survey frame, as recommended by the Global Strategy.
- *Module 4* aims to countries to develop methods for collecting, compiling, and analyzing food security data and indicators.
- *Module 5* aims to improve agricultural price data collection; and
- *Module 6* aims to the development of CountrySTAT as the core data harmonization, integration, analysis and dissemination framework common to all countries. CountrySTAT will serve as a one-stop center for web access to all existing country agricultural statistics. It will facilitate data exchange with FAOSTAT, thereby reducing the data reporting burden on countries. Currently, ongoing support is being extended to 17 African countries through the Bill and Melinda Gates Foundation, which has funded CountrySTAT for sub-Saharan African projects.

For each module, specific outputs at global, regional, and country levels are specified.

In order to implement the FAO capacity-building program, a core research, development and management team has been proposed, to consist of FAO regular staff, together with experts and consultants in specific areas. It is also envisioned that partnerships will be forged with regional and other organizations to ensure effective program implementation.

1.3.8 Publication of: “Mainstreaming sectoral statistical systems in Africa: A guide to planning a coordinated national statistical system,” 2007

Working with statisticians, sectoral experts, and users of statistics in a number of African countries and with international organizations, the AfDB, Intersect,⁷ and PARIS21 developed in 2007 the above guide to assist countries to mainstream sectoral statistics into their National Strategies for the Development of Statistics. This was meant to correct the situation where:

- i. statistical capacity building focuses on the National Statistics Offices (NSOs) to the neglect of the other producers of data, mainly in sectors;
- ii. linkages among sectoral statistics systems and between sectoral statistical systems and NSOs are inconsistent, informal, and relatively weak; and
- iii. there is little appreciation by one sector of the statistical activities taking place in other sectors. This lack of communication has made it difficult to develop shared goals and crosscutting strategies and to streamline institutional and coordination arrangements.

Combined with other materials, the Guide aimed to make a significant contribution to the development of agricultural and other sectoral statistics and attainment of development outcomes in African and other low- and middle-income countries.

⁷ Intersect is an informal collaboration of individuals and institutions willing to commit time and/or financial resources to explore, document, and disseminate ways of increasing the use of data across sectors to inform poverty reduction and other development strategies. More information can be found via their website: <http://www.intersectweb.org>

FAO and PARIS21 are currently working on a global guideline for preparing Sector Strategic Plan for Agricultural Statistics (SSPAS) to be mainstreamed in NSDSs. Pilot studies are being conducted in Mozambique, Peru, and Laos as inputs to these guidelines.

1.3.9 The African Charter on Statistics, 2009

This Charter was adopted by the Assembly of Heads of State and Government of the African Union in February 2009. It was developed by members of the African statistical system under the leadership of the AUC, to address deficiencies in statistical information that were constraining the continent's development. The objective of the Charter was to serve as a legal instrument to regulate statistical activities and as a tool for advocacy and development of statistics in Africa.

1.3.10 Strategy for the Harmonization of Statistics in Africa (SHaSA), 2010

This continent-wide effort, developed under the leadership of the AUC, provides a framework for the production of timely, reliable, and harmonized statistical information in support of Africa's integration agenda. The strategy was adopted by African Ministers of Finance and Economy in March 2010 and by Heads of States and Government in July 2010. As part of the SHaSA implementation mechanism, a Committee of Directors-General of National Statistics Offices (CoDG) was established to provide overall guidance and serve as the Steering Committee. In addition, a Technical Group on Agriculture, Environment and Natural Resources was established. This group is expected to play a key role in the implementation of the Action Plan for Africa.

1.4 “Global Strategy for Improving Agricultural and Rural Statistics” – Action Plan for Africa

The “Global Strategy for Improving Agricultural and Rural Statistics” was endorsed in February 2010 by the United Nations Statistical Commission (UNSC). The purpose of the Global Strategy is to provide a framework and methodology that will improve the quality and availability of national and international food and agricultural statistics to guide policy analysis and decisionmaking in the 21st century. The Strategy was developed in response to the declining quantity and quality of agricultural statistics and the need to provide data to support emerging requirements. The Global Strategy also seeks to promote the integration of data systems in order to achieve synergy and cost-effectiveness.

This resonates with the conclusions reached at the 2007 International Conference on Agricultural Statistics, held in Beijing, China. The Conference not only recognized the lack of direction regarding data requirements posed by the MDGs, but it also saw the need for a strategy to guide policies regarding emerging issues, such as food vs. biofuels, global warming, the environment, and food security. The overwhelming need for a reassessment of the statistical agenda was articulated in the Independent External Evaluation of the FAO in 2006, which stated that *“the time has come for a total re-examination of the statistical needs for the 21st century and how they can best be met.”*⁸ The evaluation report concluded that *“the quantity and quality of data coming from national official sources has been on a steady decline since the 1980s, particularly in Africa.”*

⁸ FAO (2006) Independent External Evaluation of the FAO, Inception Report submitted to the Council Committee for the Independent External Evaluation (CC-IEE) by the Independent External Evaluation Core Team, May 2006. Rome: Food and Agriculture Organization.

The Global Strategy is based on three pillars, namely (i) establishing a minimum set of core data that countries will provide to meet the current and emerging demands; (ii) integrating agriculture into the National Statistical Systems (NSSs) in order to meet the needs of policymakers and other data users and to ensure data comparability across countries and over time; and (iii) helping to enhance the sustainability of the National Agricultural Statistical System (NASS) through governance and statistical capacity building. It is important to clarify that the integration of agriculture statistics into the NSS does not mean that all responsibilities will fall on the National Statistics Office, the Ministry of Agriculture, or any other agency in particular. However, it does point to the need for organizations with overlapping data needs to accept the master sample frame, integrated survey framework, and database principles.⁹

The Action Plan for Africa of the Global Strategy is being articulated at both global and regional levels. At the global level, implementation will be through the Global Action Plan drafted by the FAO and Friends of the Chair of Agricultural Statistics. At the regional level, it will be through Regional Action Plans, which will take account of the different stages of development of the NASSs. The regional/subregional partners are the drivers of the Regional Action Plans. In terms of resources, this will be supported by a donor coalition for fundraising, thereby ensuring the viability and sustainability of the Plan.

Africa is the first region to implement the Global Strategy. As part of the process to design the Action Plan, a Conference of Development Partners on the Action Plan was held in February 2010 in Tunisia. The Conference endorsed the idea of developing three separate components for the Action Plan for Africa, which would play complementary roles in the implementation of the Strategy. The Conference assigned responsibility for their development and implementation to lead agencies as follows: technical assistance component (AfDB); training component (ECA); and research component (FAO).

In addition, the Tunis Conference recognized that effective implementation of the Global Strategy will require good governance at global, regional, and country levels. It therefore called for the establishment of a governance mechanism under the leadership of the AfDB to provide an institutional framework and coordination arrangements. The components of the Action Plan have been developed as standalone proposals, principally for fundraising purposes. This will allow donors to select a component or part of it for funding. A governance mechanism that defines not only governance structures at all levels but also linkages and reporting lines among them has also been developed. The expected outcomes and outputs of the plan are summarized in the logical framework (logframe) presented in Annex I. Further details are provided in the next section.

The Action Plan for Africa will adopt a long-term perspective (10 to 15 years), but will follow a phased approach, with the first phase covering the 5-year period 2011–2015. Moreover, implementation will start with 12 countries in the first year, then another 12 in the second year, then another 12 in the third year, then 12 more in the fourth year, and with the remaining countries in the fifth year. The initial estimation of the budget needed for Phase 1 is about US\$ 66.0 million, with 75 percent to be allocated to the individual countries, and 25 percent targeted for the region as a whole. The Funding Strategy implementation will be effected through a Global Multidonor

⁹ F. Vogel, "Governance framework for implementation of the Global Strategy to Improve Agricultural and Rural Statistics," Draft 1, October 2010.

Trust Fund for Agricultural Statistics, to be hosted by the FAO/World Bank and through Regional Trust Fund, to be hosted by the AfDB.

This report consolidates the proposals for the three components, as well as for the governance mechanism, into a single overall proposal. This consolidated report avoids overlaps between the different components to ensure the timely implementation of activities. It also takes into account a number of linkages that exist among them, including timing considerations and the way in which research outputs will inform the development of training materials.

The overall implementation will be managed by the regional and national structures defined in the governance mechanism, while the global governance will have oversight of the design and coordinate linkages to the Global Strategy. A similar approach will be followed in other regions, linking to the global process through the FAO and Friends of the Chair members.

At a conference of main stakeholders held in Rome, Italy in September 2010 to review the draft Action Plan for Africa, it was agreed that a country assessment of statistical capacity should be carried out, as requested by the UNSC. The assessment will be used by countries to help identify gaps and priorities for the Action Plan. The implementation of the country assessment will form part of the Regional Action Plan and assistance will be provided to countries in carrying this out. Where possible, linkages will be made with assessments currently being undertaken. The plans for undertaking the assessments are elaborated in Section 5 of this report, which focuses on the technical assistance component.

A global discussion on the Action Plan for Africa of the Global Strategy was held at the 5th International Conference on Agricultural Statistics (ICAS V) held in Kampala, Uganda, from October 13–15, 2010. The Conference applauded Africa for taking the lead in the implementation of the Global Strategy. In particular, the approach to the design of the Action Plan, the proposed components of the plan, and the proposed governance mechanism were by and large endorsed at the meeting. Conference participants made useful inputs that have been taken into account in finalizing the Action Plan. Support for the Action Plan was also shown by development partners in their side meeting at the Conference.

2. FRAMEWORK FOR THE ACTION PLAN FOR AFRICA

2.1 Introduction

This section presents the framework for the Action Plan, i.e. the key elements that define it and which will determine its success. These elements will cut across the three individual components (training, research, and technical assistance) as well as the governance mechanism. In particular, the following elements of the framework are presented:

- Impact;
- Stakeholder analysis;
- Sustainability;
- Risk management; and
- Implementation, monitoring, and reporting.

2.2 Results-based logical framework

2.2.1 Impact

The impact of the Action Plan for Africa consists in (i) improvements in the coverage and quality of the minimum core data set, focusing on both national and regional priority data needs; (ii) better integration of agricultural statistics in national statistical systems; and (iii) the increased and sustained capacity of the systems to meet the needs of users in the future. Particular objectives over the next 5 years include the following:

- 50 percent of the African countries will be able to produce a minimum core of estimates to meet the current and emerging statistical demands of the various stakeholders, such as government agencies, regional economic communities, academic and research institutions, national and international organizations;
- 50 percent of African countries will integrate agriculture into their national statistical systems in order to meet the needs and expectations of policymakers and other data users, ensuring that the data are comparable across countries and over time. Integration of agriculture into the NSS will ensure effective coordination between the National Statistics Offices (NSOs), which have experience in applying statistical methods and using sample frames, and the Ministries of Agriculture, which are likely to have greater technical knowledge about agriculture, forestry, fishery, and land use. The integration will be achieved by implementing a set of methodologies that includes the development of:
 - » a master sample frame for agriculture,
 - » an integrated survey framework, and
 - » a data management system, which makes the results available.

- 50 percent of the National Agricultural Statistical Systems (NASSs) will achieve sustainability due to improved governance and statistical capacity building.

The availability of these accurate data, comparable over time, will have a number of positive impacts. It will allow farmers to make better sowing and selling choices and so boost agricultural productivity and incomes. Better quality data will also allow the countries to develop socioeconomic planning within the agricultural framework, and to monitor and evaluate progress in this area.

From the vantage point of national governments, these estimates should allow them to take measures to mitigate major food crises. This is because greater knowledge about crop production, livestock, trade, stock, and animal feed will serve as the building-blocks to estimate food availability in the countries and so address food vulnerability issues.

Over the long term, the Action Plan should result in a broad range of positive benefits for statistical development in Africa, including the following:

- Advanced and cost-effective methodologies, tools, and standards aimed at improving agricultural statistics in Africa will be developed and disseminated. These will take the form of methodological guidelines, handbooks, and the documentation of good practices.
- Institutional, organizational, and technical capacities of National Agricultural Statistical Systems will be strengthened and applied, leading to improved data quality and usage.
- Required agricultural data will be produced, harmonized, managed, analyzed, and disseminated.
- African countries will be able to carry out detailed training needs analysis in agricultural statistics.
- The capacity of training centers to supply high-quality education and training in subjects relevant to agricultural statistics will be enhanced and sustained.
- New, more cost-effective methods of delivering training will be developed and piloted.
- The number of people working in agricultural statistics offices with the appropriate training and recognized qualifications will increase.
- Solutions to African methodological problems will be prepared, peer-reviewed, and validated by experts.

General targets include the following:

- 50 percent reduction in the number of countries whose NASS is classified as low capacity;
- 50 percent of countries will have their NASS integrated into the NSDS;
- 50 percent of countries will have a master sample frame for agricultural statistics in place;
- 50 percent of countries will have an integrated survey framework in place;
- 50 percent of countries will have an integrated database up and running;
- 50 percent of countries will report key data of adequate quality to FAO; and
- 50 percent of countries will have an integrated governance framework in line with the Global Strategy recommendations.

2.2.2 Specific purposes, outcomes, outputs, and activities

The impacts, as well as the purposes, outcomes, outputs, key activities, performance indicators, measures/verification and risks/mitigation measures and inputs that are specific to different technical components and governance mechanism of the Action Plan have been charted in a results-based logical framework (logframe) presented in Annex I. The lack of baseline information has been identified as a major problem. Some of the baseline information will be captured from the country assessments, which will comprise the first step of the Action Plan. The logframe will be used as a tool for planning, monitoring, and evaluation.

2.3 Stakeholder Analysis

2.3.1 General analysis

It is important that stakeholders in the National Agricultural Statistical System (NASS) are identified and that their stakes, roles, and interests are clearly defined. This will assist in the design of systematic ways to broaden and deepen engagement with a wide range of stakeholders. Table 2.1 summarizes the Stakeholder Analysis.

Table 2.1: Stakeholder Analysis for agricultural statistical systems

Stakeholders	Interests/needs for reliable data	Likely impact of the strengthened statistical system on their interests
Planning Authorities (Ministries of Planning, planning departments in sectoral ministries – agriculture, health, education, labor, environment, water, etc.)	To help them: ■ make sound, evidence-based policies and decisions ■ justify and illustrate the results of former policies and decisions, so highlighting successes ■ monitor implementation of poverty reduction strategies (PRSs) and other development programs ■ track progress in key policy and development areas ■ build an accurate picture of what is happening at local, regional, and national levels	■ better diagnosis of development issues ■ more informed policies, plans and program ■ better identification of vulnerable groups, especially the poor, disabled, women and children and better targeting of interventions ■ better monitoring and tracking of progress in achievement of stated objectives, goals and targets
Local governments	■ To influence ministries and central government to accelerate the transfer of resources from the center to local governments ■ Scale up planning, implementing, and monitoring development at lower levels of government	■ Improved planning, implementing, and monitoring development at lower levels of government

Stakeholders	Interests/needs for reliable data	Likely impact of the strengthened statistical system on their interests
Research and training institutions, including universities	■ To support their work as providers, analysts, and users of data ■ As they are likely to be involved in training statisticians, this may be a way of increasing their level of resources	■ improved participation in various data collections at NSOs, line ministries, etc. ■ better data available for the analysis of developmental issues ■ better data for crosscutting analyses ■ improved access to data, especially micro data, when databases in line ministries are up and running ■ increased opportunities to train statisticians and data analysts ■ increase revenue from training and publication activities
Private sector organizations	Require accurate statistics to: ■ assess product demand (population and income data are crucial) ■ assess investment opportunities, risks and prospects in order to inform external interested parties about investment opportunities in a country ■ plan and make decisions. In terms of procuring data, they may: ○ be prepared to pay for statistical products to the extent that these data are relevant and up-to-date ○ prefer to collect statistics from a single source to be accessed with minimum bureaucracy.	■ better availability of official statistics ■ quicker access to official statistics, especially when the NSO sets up a national databank, line ministries develop accessible databases, and more statistics are disseminated using the Internet
Multilateral donor agencies (e.g. World Bank and IMF) Bilateral donors and UN Agencies (UNDP, UNICEF, FAO, UNFPA, UNESCO, WFP, UN-AIDS, ILO, etc.) Regional institutions/organizations	Require accurate statistics to: ■ gauge what is going on in a country and to assess appropriate assistance needed and/or requisite level of participation in development initiatives (how they should allocate their resources) ■ monitor performance of ongoing programs ■ help build statistical capacity and effectiveness, very much in line with international and regional target setting approach and the MDGs ■ ensure that the NSS is cost-effective and that the data are, if possible, internationally and regionally comparable ■ monitor their activities in the country for international and regional reporting (e.g. on progress towards the MDGs)	■ A streamlined and better coordinated statistical system will encourage donors to provide assistance to the country in a similarly coordinated manner ■ The NSDS will provide a mechanism for coordinating donor response to challenges of statistical development in the country ■ A strengthened statistical system will allow donors to better assess requirements for assistance and to provide support in a coordinated and synergistic manner

Stakeholders	Interests/needs for reliable data	Likely impact of the strengthened statistical system on their interests
NGOs	■ May see the NSS as a way of integrating their statistics into the mainstream of government figures and evidence ■ Will also be interested in stakeholder meetings and in the possibility of influencing government and other agencies	■ A more systemic approach will help to identify correlations between different areas and also afford better access to government and other agencies ■ With limited time and resources, they may need to be led into the process

2.4 Key regional players

A number of organizations play significant roles in statistical development in the continent. It is expected that these institutions will take forward the execution of the Action Plan. The organizations include the following:

2.4.1 African Development Bank (AfDB)

The African Development Bank (AfDB) is a multilateral development bank, founded in 1964, which began operations in 1966. The Bank's members comprise all the 53 countries in Africa (regional member countries or RMCs) in addition to 24 non-regional member countries drawn from the Americas, Asia, and Europe. The mandate of the institution is to “*contribute to the economic development and social progress of its regional members, individually and jointly.*” To this end, the Bank promotes the investment of public and private capital for development, primarily by providing loans and grants for projects and programs that contribute to poverty reduction and broad-based sustainable development in Africa. The non-concessional operations of the Bank are financed from its ordinary capital resources and are generally directed to middle-income member countries. In addition, the Bank's soft window affiliates – the African Development Fund and the Nigeria Trust Fund – provide concessional financing to low-income countries that are not able to sustain loans on market terms.

The African character of the Bank emanating from its historic and geographic specificity is strengthened by its shareholding structure, management, and executive staff. The institution has established strong collaboration with various development partners, including bilateral aid agencies, multilateral development institutions, African civil organizations, regional economic communities, and private sector organizations. The aim of these partnerships is to supplement the Bank's lending and human resources through the mobilization of external resources and technical assistance, in line with the harmonization agenda articulated in the Paris Declaration on Aid Effectiveness. **The Bank's support to African-led initiatives, its sustained efforts to forge a unified African voice at high-level international forums, and its role as a knowledge bank for the continent, positions the institution firmly at the forefront of Africa's development efforts.**

Through its Statistics Department, its widely accessible Data Portal, and its highly respected publications (including the *African Statistical Journal*, *African Statistical Yearbook*; *Gender, Poverty and Environmental Indicators*; *AfDB Statistics Pocket Book*; *MDGs Progress Report for Africa, 2010* (jointly produced with ECA, UNDP, and AUC); *African Economic Outlook* (jointly with the OECD),

Compendium of Statistics on Bank Group Operations, and Africa Competitiveness Report), the AfDB is making a significant contribution to knowledge dissemination in its member countries and in the global arena. The objective is to increase the availability and quality of timely and reliable data for better measuring, monitoring, and managing for development results. These data feed into policy formulation, implementation and evaluation.

Over the last several years, the AfDB has steadily intensified its statistical capacity-building activities in African countries. These efforts were bolstered in September 2004, following the approval of a grant of UA 14.75 million (equivalent to US\$ 22.0 million), by the African Development Fund (ADF) Board of Directors, within the context of the International Comparison Program for Africa (ICP-Africa).¹⁰ The program aimed at strengthening statistical capacity on the continent in order to meet urgent demand for reliable and timely data to support the monitoring of progress on the MDGs, poverty reduction strategies, the NEPAD initiative, and the results agenda for development effectiveness. In November 2008 a further ADF grant of UA 17.85 million (equivalent to US\$ 27.8 million) was approved to implement Phase II of the program in 52 RMCs.

The ICP program mainly focuses on activities that have the characteristics of regional public goods, including: methodological development work; adaptation of international statistical standards to suit local conditions in RMCs; harmonization of data generation practices and standards to ensure comparability of data; and training of country officials for strengthening statistical capacity. Under the ICP, statistical capacity within RMCs has been scaled up through training, some organized by National Statistics Offices at the country level, and some through seminars and workshops organized by AfDB at regional and subregional levels. The AfDB continues to spearhead the ICP initiative in Africa and at the start of the year it launched the 2011 round, starting with price data collection in 18 regional member countries.¹¹

Similarly, the Bank has developed and manages databases on economic, social, and development cooperation statistics in Africa in collaboration with its RMCs as well as regional and international agencies such as ECA, IMF, OECD, and the World Bank. This makes the AfDB the primary source of relevant, reliable and timely data on African development processes.

2.4.2 Economic Commission for Africa (ECA)

The United Nations Economic Commission for Africa was established by the Economic and Social Council of the United Nations (ECOSOC) in 1958 as one of the UN's five regional commissions. ECA's dual character as a pan-African organization and as a UN body well known for its independent thinking allows it to make a unique contribution to member states' efforts to address their development challenges.¹² The chief mandate for the organization is to "*promote the economic and social development of its member states, foster intra-regional integration, and promote interna-*

¹⁰ The International Comparison Program for Africa (ICP-Africa), 2004-2007, was part of the global International Comparison Program (ICP) launched in 1970 as a statistical initiative to generate comparable price and expenditure data to facilitate cross-country comparisons of GDP and its sub-aggregates in real terms without price and exchange rate distortions. The 2005 round of ICP covered over 140 countries, including 48 countries in Africa. In the previous ICP round of 1993, 22 African countries out of a total of 118 countries worldwide participated in the program.

¹¹ ICP Quarterly Newsletter, available through the AfDB website: www.afdb.org.

¹² *ECA and Africa: Fifty Years of Partnership*, 2008. Addis Ababa: ECA.

tional cooperation for Africa's development."¹³ ECA also plays a leadership role in UN inter-agency support to the New Partnership for Africa's Development (NEPAD) as a strategic coordinator of the regional consultative meetings (ECA, 2009).

ECA's work program focuses on achieving results in two related and mutually reinforcing areas:

- i. *Promoting regional integration* in support of the AUC's vision, including undertaking research and policy analysis on regional integration issues; strengthening the capacity and providing technical assistance to institutions driving the integration agenda; and working on a range of transboundary initiatives and activities; and
- ii. *Meeting Africa's special needs and emerging global challenges*, particularly in relation to the MDGs. In this regard, ECA focuses on alleviating poverty, promoting sustainable economic growth, reversing the marginalization of Africa in the globalization process, and accelerating the empowerment of women.

ECA has identified four main challenges facing Africa that need to be addressed: (i) achieving the MDGs (strategies to promote growth and reduce poverty); (ii) regional integration for development; (iii) benefiting from globalization; and (iv) strengthening institutions and capacity development.¹⁴ Statistical capacity building is also a thematic focal area for ECA, and over the years the organization has carried out many activities and played a substantial role in this sphere. The regional cooperation programs in this area, which were mainly funded by UNDP and UNFPA, have included the following:

- African Census Program (ACP);
- African Household Survey Capability Program (AHSCP);
- National Accounts Capability Program (NACP); and
- Statistical Training Program for Africa (STPA).

As part of a major exercise to restructure and reposition ECA to serve Africa better,¹⁵ knowledge management and statistics have been identified as special program priorities of the organization. The African Center for Statistics (ACS) was established in August 2006 to implement ECA's statistical program. The statistical work of ECA focuses on a broad spectrum of activities, including: advocacy (e.g. celebration of African Statistics Day); reforming National Statistical Systems; mobilizing countries to participate in the 2010 Round of Population and Housing Census (RPHC); strengthening civil registration and vital statistical systems (CRVSS) through the annual Africa Symposium on Statistical Development (ASSD); capacity building through training workshops; provision of technical assistance/advisory services; data management, including development of a regional statistical database, development of an African Integrated Census Microdata portal; intergovernmental processes (hosting the Secretariat of StatCom-Africa); knowledge platform for sharing knowledge, best practices and experiences (publishes the African Statistical Newsletter); and leveraging partnerships for statistical development.

¹³ "Serving Africa Better: Strategic Directions for the Economic Commission for Africa," E/ECA/CM.22/2, May, 2000, Addis Ababa: ECA.

¹⁴ "Repositioning ECA: Harnessing Regional Resources to Meet Africa's Development Priorities." Addis Ababa: ECA, 2006, p. 7.

¹⁵ Ibid.

2.4.3 African Union (AU)

Since its launch in 2002 as the leading integration institution, the AU has been working toward the creation of an African Economic Community, based on regional economic communities (RECs) as pillars of the integration process. The vision of the African Union is that of: *“An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena.”*¹⁶ Achieving this overarching objective will enable Africa to participate in, and benefit from, the technological advances of the global economy in the 21st century. To this end, the AU strives to help its member countries to solve the multifaceted social, economic, and political challenges that they face.

Among the many flagship development programs initiated by the AU is the Comprehensive Africa Agricultural Development Plan (CAADP). As elaborated in section 1, this plan aims to assist African countries to achieve high growth through development based on enhanced agricultural productivity, trade expansion, and the alleviation of hunger, poverty and food insecurity.

The African Union Commission (AUC) is an active member of the African Statistical Coordination Committee (ASCC). It has a Statistics Unit within the Department of Economic Affairs which, in recent years, has provided leadership in formulating two important statistical initiatives, namely the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa (SHaSA) (see sections 1.3.9. and 1.3.10 for further details).

2.4.4 Regional Economic Communities (RECs)

RECs group together individual countries for the purposes of achieving greater economic integration and development. Closer trade links among such economies have the potential of strengthening their capacity to participate in world trade. Countries can overcome barriers caused by the relatively small size of their domestic markets through RECs, which offer greater economies of scale. RECs can also facilitate transboundary regional infrastructure (e.g. trade corridors) which will improve the business-enabling environment and boost trade and investment.

Currently, there are eight RECs recognized by the AU, each established under a separate regional treaty. They are: the Arab Maghreb Union (AMU), the Common Market for Eastern and Southern Africa (COMESA), the Community of Sahel-Saharan States (CEN-SAD), the East African Community (EAC), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Intergovernmental Authority on Development (IGAD), and the Southern Africa Development Community (SADC). RECs are described as the “building blocks” of the African Union and are also central to the strategy for implementing the NEPAD, Africa’s blueprint for development in the 21st century.

2.4.5 Subregional Organizations (SROs): AFRISTAT and Statistical Training Centers

These mainly comprise AFRISTAT (Economic and Statistical Observatory for Sub-Saharan Africa) and Statistical Training Centers (STCs).

¹⁶ See AU website: <http://www.au.int/en/about/nutshell>.

AFRISTAT was established in 1993 to contribute to the development of the economic, social, and environmental statistics in 19 African member states, and to the build skills in these areas.¹⁷ It aims to meet the African concern for regional economic integration, based on the homogeneity and comparability of statistical information. Its main activities consist in the harmonization of concepts, standards, and methods in the areas of national accounts, price, and the informal sector statistics. Some activities of the Action Plan for Africa could be implemented by AFRISTAT in its member countries.

A number of Statistical Training Centers (STCs) were established mainly by the United Nations initially in Francophone Africa in the early 1960s, then in Anglophone Africa in the late 1960s and in the 1970s.¹⁸ Some of these centers had a regional character (i.e. serving a group of countries), while others were national institutions. To ensure a continuous supply of qualified personnel for NSOs, the ECA with funding from UNDP established in 1978 the Statistical Training Program for Africa (STPA). Eleven centers were selected to participate in the STPA because they had a regional character and they offered practical training in statistics. These centers have trained a large number of statistical personnel at all levels. In addition, many universities and other training institutions in many African countries now include statistics in their curricula.

Under its statistical capacity building program, the AfDB has been assisting six STCs initially in context of implementation of the ICP-Africa training component. The Centers are: Ecole Nationale Supérieure de Statistiques et d'Economie Appliquée (ENSEA) (Abidjan-Côte d'Ivoire), Institut National de Statistique et d'Economie Appliquée (Rabat-Morocco), Institut Supérieur de Statistique et d'Economie Appliquée (ISSEA) (Yaoundé-Cameroon), École Nationale de la Statistique et de l'Analyse Economique (ENSAE) (Dakar-Senegal), Institute of Statistics and Applied Economics (ISAE) (Kampala-Uganda), and Eastern Africa Statistical Training Centre (EASTC) (Dar Es Salaam-Tanzania).

2.5 Sustainability

It is crucial that the activities started under the Action Plan not only have impact in terms of capacity building, but that they continue to be sustainable when the Plan ends. The following factors have been taken into account in the design of the Action Plan in order to engender sustainability: stakeholder ownership and participation; mainstreaming agricultural statistics; building statistical capacity. These three elements are considered separately below.

2.5.1 Stakeholder ownership and participation

Provision has been made for African countries, continental organizations (AfDB, ECA, and AUC), FAO, and others to own the Strategy and to fully participate in its implementation as partners. It is well known that ownership and participation are the key to the success of any strategy. After all, "People support what they help to create."

17 AFRISTAT member states include: Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Republic of Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal, and Togo.

18 J.P.M. Ntozi, "Training of African Statisticians at Professional Level," *Journal of Official Statistics*, Vol. 8, No. 4, 1992.

Use of existing structures

To the extent possible, the existing structures and processes of the African Statistical System will be used instead of creating parallel ones. These structures were established from the mid-2000s onward to improve the coordination of statistical work in Africa. New structures will be created only where necessary. Where existing structures are weak, they will be strengthened so that they can provide continuity in support to countries.

Structures and processes at regional and subregional levels

Existing structures and processes at regional and subregional levels that will be leveraged include: the Statistical Commission for Africa (StatCom-Africa), African Commission on Agricultural Statistics (AFCAS), Committee of Directors-General of African National Statistics Offices (CoDG), African Statistical Coordination Committee (ASCC), and Subregional Organizations (SROs).

Structures at the national level

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

2.5.2 Mainstreaming agricultural statistics

Statistics is generally perceived purely as a monitoring and evaluation (M&E) tool. Thus when resources have been made available for statistics, these resources have been allocated for specific statistical activities, such as implementing a census or survey. Statistics has generally not been perceived as an area that needs to be prioritized and targeted for development. As a result, it has not been mainstreamed into national policy, planning, and budgetary processes or sector developments. In sectors, there is usually no separate budgetary line for statistics. Indeed, statistical activities are usually undertaken on an ad hoc basis and with funding from development partners. It may be mentioned that funding by development partners has tended to focus more on collecting data to meet urgent needs rather than to build sustainable capacity for data production in the future.

Under the Action Plan for Africa, countries will be encouraged to mainstream statistics as a crosscutting sector, like gender, to be prioritized and targeted for development. This will require statistics to be singled out as a priority development area in the National Development Plan or Poverty Reduction Strategy. This will entail the application of specific methodologies, with strategies, an action plan, performance indicators, and a separate budget. For the agricultural

sector, advocacy will be undertaken among high-level policy- and decision-makers to provide for a separate budgetary line for statistics in Agriculture Ministry budgets.

Mainstreaming sectors into the design of the NSDS, whereby Sector Strategic Plans for Statistics (SSPSs) will be designed and used as building blocks for the NSDS, should underscore the need for a separate budgetary line for statistics in ministry budgets. Development partners will be encouraged to advocate for statistics in their policy dialogue with national governments. They will also be requested to follow best practice, as shown by the AfDB, in providing for statistics in their country assistance programs.

As part of the global agenda on Managing for Development Results, the AfDB is making considerable efforts to strengthen both its own capacity and the capacity of its RMCs to manage for, monitor, and report on development results that reflect country priorities. In this connection, the Bank has since May 2010 sought to develop the necessary capacity in its RMCs to generate the required data and monitor Action Plan indicators at the country level.

2.5.3 Building statistical capacity

There is a pressing need to ensure that technical assistance is directed primarily at statistical capacity building. A recent thematic study, commissioned as part of the evaluation of Paris Declaration on Aid Effectiveness and undertaken by Oxford Policy Management, found that while TA generally meets short-term data needs, it has limited or even negative impact on long-term statistical capacity; moreover, it has done little to build competencies for results management in the countries.¹⁹

The proposal on technical assistance in this report provides for the delivery and management of the assistance in a manner consistent with the UN Guiding Principles on Technical Cooperation and the Paris Declaration on Aid Effectiveness, so that it can have a lasting impact on statistical systems in Africa.

2.6 Risk management

Important risks (and corresponding risk descriptions) that could jeopardize the realization of the Action Plan outcomes have been identified. The related mitigation measures to minimize the impact of such risks on the success of the Plan have also been identified. Both risks and mitigation measures are presented in Table 2.2.

¹⁹ Oxford Policy Management (2008), *Evaluation Framework for Statistical Capacity Building*. Synthesis Report and Case Study Report prepared for UK-DFID.

Table 2.2: Action Plan risks and mitigation measures

Risk drivers	Description/Discussion	Mitigation measures
(a) DONOR COALITION RISKS		
1. Unsustainable donor commitments	1. The donor commitment to fund parts of the Action Plan may not be sustainable along the whole life-cycle of the Plan	1. To organize and implement the Strategy by phases and by groups of countries
2. Mobilization and securing all funds required to cover Action Plan costs	2. It may not be easy to mobilize in a timely manner the total funds required to complete the Action Plan	2. Strong advocacy among all potential donors
3. Large scale of the Action Plan	3. The Action Plan covers three important technical components, including crosscutting activities	3.1 Technical components may be funded as standalone sub-Action Plans 3.2. To organize and implement the Action Plan in phases and by groups of countries
(b) MANAGEMENT RISKS		
1. Problems coordinating the Action Plan	1. Some tasks of this important Strategy will be executed in parallel or in succession by different structures (AfDB, FAO, and ECA). This requires transparent and coherent coordination and management arrangements	1. The Regional Strategy Coordinator to be assisted by a Technical Coordinator and support staff
2. Weak M&E system at country level	2. At country level, the M&E system does not always exist or operate efficiently	2. To assist countries to develop and implement an M&E system
3. Weak risk management system	3. If all possible risks are not regularly monitored, evaluated/controlled, and mitigated, they may compromise the success of the Action Plan	3.1. To put into place an operational Risk Management Plan 3.2. To ensure that related regular reports on the progress made are issued and discussed with the senior management, and the mitigating measure executed
4.1. Inadequate allocation of resources (budget, human and materials) 4.2. Delay in resource disbursement	4.1. The planning may have underestimated some required resources. 4.2. Disbursement of some resources may be delayed	4.1. To revise regularly the budget and work plans 4.2. To ensure timely disbursement of all required resources
5. Possible weaknesses of RECs/SROs	5. Some leading organizations in countries and/or RECs/SROs may not have the capacity to support the Action Plan activities as planned	5. To identify the capacity of each of them and assist them accordingly. The establishment of RECs/SROs profiles will help
6.1 The Action Plan schedule overruns 6.2. Costs overrun	6.1. The volume of activities to be implemented may be too ambitious 6.2. Requisite funds and other resources are not made available on time	6.1. To monitor closely the adherence to the Action Plan schedule and ensure that required funds are made available in a timely manner 6.2. To include appropriate management reserve tasks on the schedule of technical components

In addition, a risk management framework is proposed, to ensure that risks are monitored and controlled. The framework entails the identification of new risks, registering them, analyzing them, and coming up with a suitable response. The risk management will be kept dynamic throughout the whole Action Plan life-cycle. A Risk Log of all the unresolved problems and risks associated

with the problems which may arise during implementation will be maintained in order to keep track of them and maintain control over them. Residual risks and/or their changes in terms of probability of occurrence and magnitude of impact will be kept updated, while new risks will be continuously identified, analyzed, and recorded into the risk register (see Figure 2.1).

Figure 2.1: Monitoring and controlling risks in the context of Risk Management



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

2.7 Implementation, monitoring, evaluation, and reporting

2.7.1 Implementation

The following have been provided to make implementation of the Action Plan as smooth as possible:

Strategy for implementation

It will not be possible to implement all activities envisioned under the Action Plan in all 53 African countries from Year 1. Accordingly, it is proposed to adopt a phased approach, with a focus on 12 countries in Year 1, 24 countries in Year 2, 36 countries in Year 3, 48 and 53 countries in Year 4 and 5 respectively. The phasing will allow for lesson learning as implementation progresses. Some activities like training can be started in all countries in Year 1.

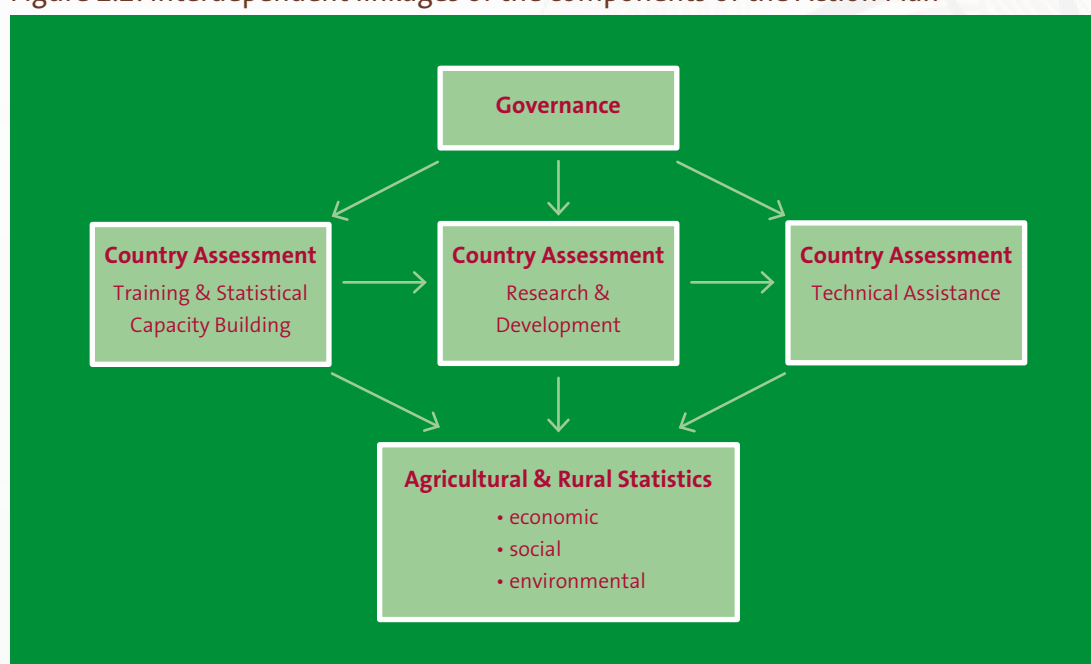
One of the outputs of the country assessment is the grouping of the countries. Technical assistance and training will be carried out in the weakest countries first, since they have the most urgent need for intervention; then in the remaining countries, according to the prioritization made by the country assessment.

The Implementation will follow a twin-track approach:

- i. on one track, activities will cover capacity building and developing sustainable statistical infrastructure (e.g. developing an integrated national agricultural statistics system and mainstreaming agriculture into the NSDS), country assessment and the research activities;
- ii. on the second track, other activities will be put in place soon, such as:
 - » training in areas where updated training materials are already available;
 - » technical assistance where NSDS have already been set up and thus the country assessment has already been performed; and
 - » the quick wins of the research activities.

The implementation will guarantee full integration among the technical components (see Figure 2.2). This integrated approach will also direct the phased implementation and avoid duplication of effort.

Figure 2.2: Interdependent linkages of the components of the Action Plan



Detailed work plans and budgets

A detailed work plan has been prepared for the first 5 years of the Action Plan and is presented as Annex II. For each component and the governance mechanism, key activities to be undertaken for each output have been identified. Furthermore, the work plan sets out when these activities will be undertaken and by whom (responsibility center), and the process for integrating these in the National Statistical System. Most importantly, there will be a focus on capacity building as a condition for ensuring the sustainability of activities started under the Plan. In addition, a detailed budget has been prepared and is presented in Annex III. These should contribute to the success of the Action Plan.

2.7.2 Monitoring and evaluation

A large-scale and complex plan of this nature requires periodic reviews that involve key stakeholders, and especially recipient countries, implementing agencies, and development partners. The reviews will assess progress and decide on adjustments to the results matrix, the work plan, and the budget, as well as other elements of the plan as appropriate. Accordingly, a system for monitoring and reporting on implementation at every level has been established to ensure accountability. Performance indicators, targets, and milestones have been identified for each component and for the governance mechanism, and will be used to assess whether implementation is on course. In addition, provision has been made for periodic review meetings involving key stakeholders.

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

Each of the implementation structures at every level will be required to ensure that activities undertaken are well monitored and evaluated. The implementation partners of the Strategy at the regional level will also contribute to the execution of the overall M&E plan, by overseeing the specific technical components for which they are responsible. The overall M&E system will be coordinated by the Regional Implementation Secretariat based at the AfDB level, through the governance mechanism. An overall M&E system will be prepared and executed by the M&E Officer.

Provision has been made for the Regional Implementation Secretariat to regularly monitor and supervise the utilization of allocated resources through field missions to RECS/SROs/countries and a review of regular progress reports, annual audit and financial statements submitted by the beneficiaries.

Monitoring the implementation of Plan activities at REC/SRO and country levels will also be undertaken through the AfDB/FAO/ECA's regular participation in the national and regional coordination meetings and other regional and subregional meetings. The capacity-building events such as workshops will also be used for the same purpose. In the same way, the RECs/SROs will take advantage of their regular activities in their respective member states to monitor field activities relating to the whole Action Plan.

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

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

The supervision will be closely linked to the Action Plan implementation schedule. It will include, inter alia: (i) continuous supervision and implementation assistance through missions to RECs/SROs and countries; (ii) a yearly review of the work plan and budget; (iii) review of progress reports, procurement, correspondence, and implementation assistance to countries. The supervision will focus on the physical implementation, management performance, and financial control. The key areas include: (i) coordinating office performance: implementation progress, disbursement, and accounting practices; (ii) physical implementation of the targets agreed upon; and (iii) financial control: maintenance of adequate control at all levels of implementation.

2.7.3 Reporting system, communication, and visibility

Reporting

The M&E system will be accomplished through reporting, to help to track the progress of Plan implementation, provide stakeholders with regular status updates, and alert them about any changes in the Plan.

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

The following tools will be employed to monitor and evaluate progress at national and regional levels:

- annual national and regional report containing the minimum core data set –reports to be produced by countries and the ASCC;
- current/annual and cumulative national and regional progress reports and impact assessments: to be produced by countries and ASCC; and
- national and regional appraisal/quality Action Plan evaluation reports.

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

Communication and visibility

Good communication and sharing results with all stakeholders will help to maintain support for the Plan as well as strengthen the sustainability of its activities and results. As experience and best practices will be gained and lessons learned, this information will be shared with other countries and partner organizations to strengthen overall statistical development.

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

3. GOVERNANCE MECHANISM

3.1 Introduction

The governance mechanism for the implementation of the Global Strategy has been elaborated to establish institutional framework and coordination arrangements. In particular, it will provide support to the three technical components of the Strategy – research, technical assistance, and training. The governance mechanism aims to define linkages between processes and structures as well as reporting lines at different levels. The other consideration taken into account in elaborating the governance mechanism is past experiences in implementing global initiatives such as the International Comparison (ICP) in the African region.

3.2 Governance mechanism framework

3.2.1 Purpose

Its purpose is to strengthen the institutional and organizational basis for improving agricultural statistics, including integrating agriculture in the national statistical system.

3.2.2 Outcomes

The following outcomes were identified for the governance mechanism:

- resources will be mobilized and allocated for Strategy implementation;
- appropriate structures for coordinating the implementation of the Strategy in the Africa region will be established and become operational;
- increased availability and use of agricultural data for policy- and decisionmaking, and other purposes; and
- legal provisions for agricultural statistics will be aligned with provisions in the national statistical legislation.

3.3 Governance arrangements at the global level

The governance mechanism will operate at national, regional, and global levels. At the global level, a Global Strategy Implementation Office based at FAO will be established to coordinate the implementation of the Global Plan. The Friends of the Chair of the UN Statistical Commission could be used in this role. The main responsibilities of the office will be to set standards, ensure harmonization across regions, coordinate with other global initiatives, undertake advocacy, and provide support to regions that are unable to take the lead in implementation.

The global governance mechanism will also ensure vertical consistency with the overall Action Plan of the Global Strategy. The vertical linkage will ensure consistency with the global strategy and will play a quality assurance role during the development of the Global Plan. The vertical linkage will ensure: that each technical component is in line with the Global Strategy; that there is harmonization of the technical components between different regions; that the unit responsible for the development of the research topics is identified; and that a web-based tool for sharing information and best practices is developed.

However, the implementation of the Action Plan will be the responsibility of the regional and national governance structures. The regional governance structure will execute the implementation plan, allocate resources, monitor implementation, and assess the progress made by different countries. It will also help to coordinate the linkages among the technical components (research, technical assistance, and training), to include the timing and sequencing of activities.

Funding mechanisms will be implemented through global and regional Trust Funds. The Global Multidonor Trust Fund for Agricultural Statistics (GMDTFAS) will be hosted by FAO/WB and the Regional Trust Funds will be hosted by the regional development banks. An interim Global Steering Committee will be set up to approve the overall Global Plan.

3.4 Governance arrangements at regional and national levels

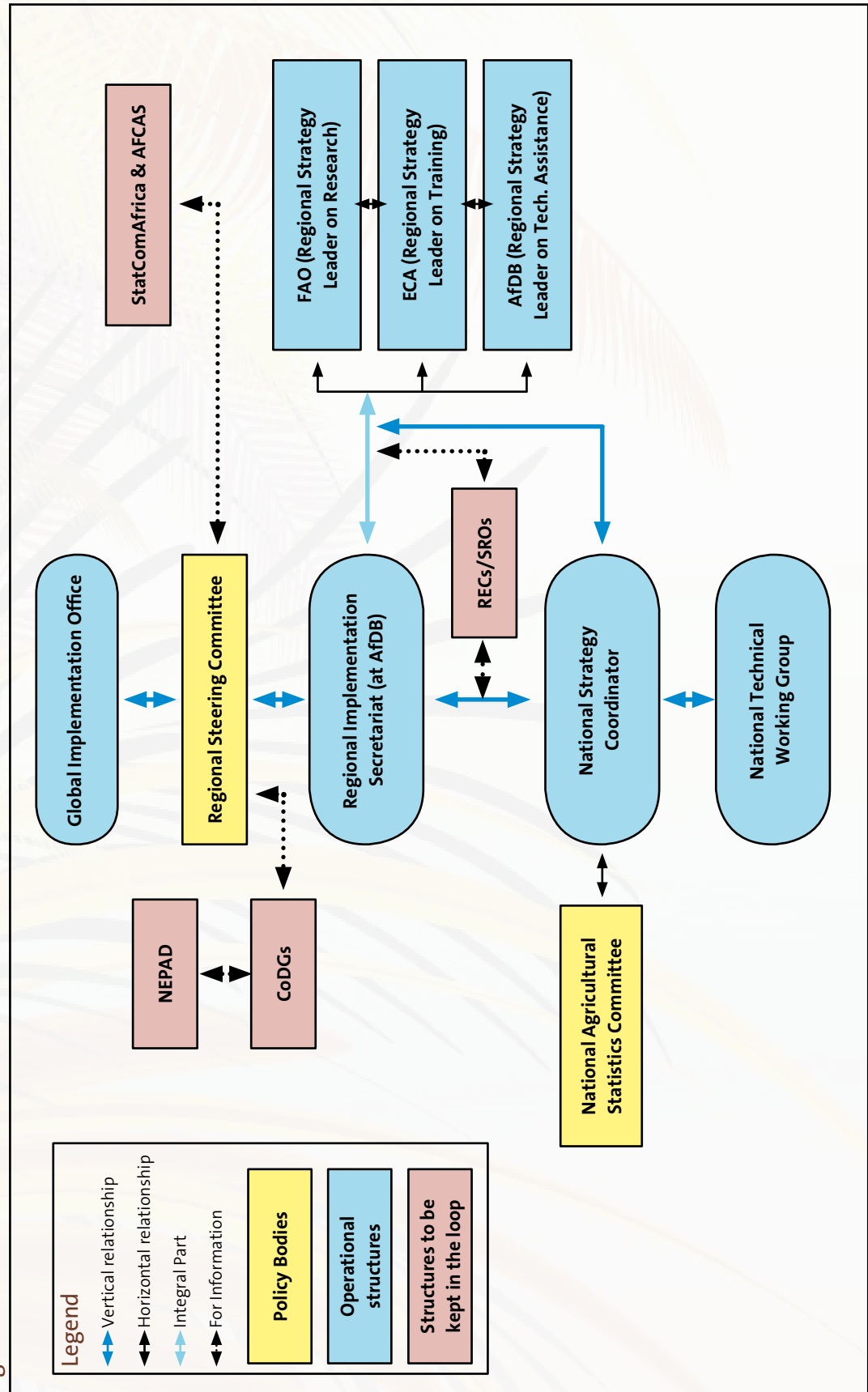
The governance structure of the Action Plan for Africa is modeled on the structure used for the 2005 International Comparison Program for Africa (ICP-Africa), as well as on coordination modalities for statistical development that were established around the mid-2000s. Where structures are weak, they will be strengthened. Where they do not exist, their establishment will be advocated. Figure 3.1 presents the elements of the governance mechanism, the reporting arrangements, and linkages at regional and national levels.

3.4.1 Regional level governance

Regional Steering Committee (RSTC)

This Committee has been established as the decision-making body of the Action Plan for Africa. The Committee will include both users and producers of statistics. At the meeting of component leaders, consultants, and some donors held in Rome, Italy from September 12–15, it was agreed that the Committee would come under the high-level stewardship of the Chief Economist and Vice-President of AfDB as chairperson. Due to the large size of the Committee, which has representation from different constituencies (about 20 members), there will also be an Executive Committee (EC) established. This will comprise a smaller body of the three principal organizations (AfDB, FAO, and ECA), which will act as the bureau for the RSTC. The EC will be expected to meet more frequently than the RSTC and to undertake day-to-day activities on behalf of the Regional Steering Committee.

Figure 3.1: Governance structures of the Action Plan for Africa



Responsibilities

The responsibilities of the RSTC will include:

- providing policy oversight and guidance on the implementation of the Strategy;
- overall coordination and accountability of the Action Plan;
- approving the overall work plan;
- providing overall management of the Action Plan;
- resource mobilization; and
- reporting progress to StatCom-Africa, The African Commission on Agricultural Statistics (AFCAS), Committee of Directors-General of African National Statistics Offices (CoDG), and the Global Governing Board.

Membership

The Chairperson will be the Chief Economist and Vice President of the AfDB. Membership of the RSTC will include:

- representatives (one from each member institution) of ASCC: AfDB, AUC, ACBF, ECA;
- African Friends of the Chair of the UN Statistical Commission: Morocco, Uganda, Ethiopia, Senegal;
- Chair of StatCom-Africa;
- Chair of AFCAS;
- Statistical Training Centers (1 representative);
- Ministries of Agriculture (2 country representatives: Cameroon and Mozambique);
- Agriculture Research Institutions (1 representative);
- FAO; and
- donors: World Bank, DFID, USDA, and Bill and Melinda Gates Foundation (BMGF).²⁰

Meetings

The RSTC will hold one regular meeting each year. The meetings will be convened by the AfDB through the Committee Chairperson. However, as mentioned above, the Executive Committee will meet more frequently on a needs basis.

Reporting

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

- StatCom-Africa, which will report to the UN Statistical Commission as well as the Joint African Union and the ECA Conference of African Ministers of Finance and Economy;

²⁰ With funding from Bill and Melinda Gates Foundation (BMGF), the World Bank and other organizations are working in eight African countries to develop and implement household surveys and analyze survey data with a strong emphasis on agriculture. The countries are: Ghana, Kenya, Mali, Mozambique, Tanzania, Uganda, Zambia, and Zimbabwe.

- Global Strategy Implementation Office, which will report to the biennial FAO Regional Conference for Africa;
- Committee of Director-Generals of National Statistics Offices in Africa (CoDG), which will report to NEPAD in the context of its CAADP;
- AfDB, which will report to its Board of Directors; and
- Global Governing Board, which will report to the FAO governing body, the FAO Council (Ministers of Agriculture of Member States), and the UN Statistical Commission on Global Strategy implementation.

Regional Implementation Secretariat

A Regional Implementation Secretariat (RIS) will be established at AfDB, with the other two technical component leaders (FAO and ECA) as members of the Secretariat. Other members of the Secretariat will be the Regional Implementation Secretary, the Technical Assistance Coordinator, a Finance Officer, an M&E Officer, and an Administrative Assistant. The responsibilities of the Secretariat will include, *inter alia*, mobilizing and allocating resources, and monitoring, evaluating and reporting on Strategy implementation. The Secretariat will report, through ASCC, to all of the African and global stakeholder organizations, as well as to the donors.

The responsibilities of the various officials at the Secretariat will be as follows:

Regional Strategy Secretary

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

Specific responsibilities of the RSS will be to:

- head the Secretariat and service the Regional Steering Committee;
- coordinate with FAO, the Global Implementation Office (Global Strategy Coordinator), the three Regional Component Coordinators (TA/Training/Research), and other partners in the implementation of the Action Plan in Africa;
- liaise with the Global Strategy Coordinator and the three Regional Component Coordinators concerning the implementation of the Global Strategy;
- assist countries to design their action plans in line with the global framework and in collaboration with Component Coordinators;
- organize workshops to ensure that uniform standards of work are used, especially with regard to the production of the minimum core data set;
- backstop the countries implementing or planning to implement the Strategy (conducting backstopping missions);
- supervise the technical and administrative work of the Action Plan;
- assist countries with policy-related use of agricultural data; and
- report through ASCC to all African and global stakeholder organizations as well as donors.

Finance Officer

The Finance Officer will work under the direct supervision of the Secretary at the Regional Implementation Secretariat office in the AfDB. In consultation with Component Coordinators and the Secretary, he/she will be expected to:

- receive budgets from Component Coordinators and disburse funds accordingly;
- subcontract on a tender basis or on a comparative advantage basis (whenever possible to African institutions) activities to be undertaken, according to the technical selections made by the research, the training, and the technical assistance units for respective areas of intervention;
- track allocations expenditure of the budget;
- receive and consolidate from Component Coordinators quarterly and annual financial reports, in addition to the annual audit report;
- ensure that the above reports are fully audited and certified on time;
- ascertain that the task managers and consultants adhere to the Bank's rules and guidelines when undertaking their assignments – that Terms of Reference are written out, recruitment guidelines are followed, mission reports are submitted, evaluation of the consultants; and
- ensure that expenditures are charged to the correct account.

Research Coordinator

There will be a Research Coordinator, who will be a member of the Regional Implementation Secretariat. This Coordinator will be based at FAO, Rome, and will be responsible for establishing and implementing a regional research program in agricultural statistics based on an assessment of the research needs for improving agricultural statistics in Africa. For day-to-day management of the research, this Coordinator will be answerable to the Director of the Statistics Division at FAO in Rome. However, for financial management and reporting, he/she will be also answerable to the Secretary.

The specific responsibilities of the Research Unit are described in Section 7.5.1.

Training Coordinator

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

The specific responsibilities of the Training Unit are described in Section 6.4.1.

Technical Assistance Coordinator

There will be a Technical Assistance Coordinator within the Secretariat, who will work very closely with other Component Coordinators and cooperating agencies to identify the technical assistance required by countries and to deliver the assistance in a way that will create impact. He/she will be responsible for developing and implementing a Capacity Development Plan. This will be based on the results of a comprehensive capacity assessment of the national agricultural statistical systems, which is scheduled to be undertaken in 2011.

The specific responsibilities of the Technical Assistance Unit are described in Section 5.5.1.

Monitoring and Evaluation Officer

The discussions at the Conference of main stakeholders held in Rome from September 13–14, 2010 emphasized the need for effective monitoring and evaluation (M&E) of the Action Plan. Accordingly, the post of a Monitoring and Evaluation (M&E) Officer will be created within the Secretariat.

The M&E Officer will be responsible for guiding the overall M&E strategy and implementation of related activities within the Action Plan and via partners. He/she will also provide timely and relevant information to stakeholders. This will entail close communication with all involved in M&E design and coordination: Technical Coordinators; representatives from primary stakeholder groups; the Regional Strategy Secretary, external consultants, and field staff where appropriate.

Critical tasks for the M&E Officer include setting up the M&E system and ensuring that it is implemented effectively by the key stakeholders, namely the primary stakeholders and implementing partners. He/she should also monitor risks and be responsible for maintaining the overall Risk Register. In addition, he/she should assist Component Coordinators to set up individual M&E plans and undertake risk management for their components. This needs to be supported by facilitating stakeholders, who will need to have the capacity to undertake their own M&E activities, and to link these into an overall assessment of Action Plan progress and needed actions.

Specific responsibilities include:

- setting up an overall M&E system and a framework for its implementation;
- ensuring that all service provider contracts include specifications for their own internal monitoring, their reporting systems, and the penalties for failure to report as specified;
- organizing and undertaking training with stakeholders, including primary stakeholders, in M&E skills, including participatory aspects;
- monitoring risks and maintaining an overall Risk Register;
- guiding staff and implementing partners in preparing their progress reports;
- reviewing monitoring reports, analyzing them for impact evaluation, and identifying the causes of any potential bottlenecks in Plan implementation;
- identifying the needs and drawing up the Terms of Reference for specific Action Plan studies;
- planning for regular opportunities to identify lessons learned and implications for the Action Plan's next steps, preparing reports on M&E findings, working closely with the Finance Officer, technical staff and implementing partners;

- undertaking regular visits to the field to support implementation of M&E and to identify where adaptations might be needed; and
- guiding the regular sharing of the outputs of M&E findings with Action Plan staff, implementing partners, and primary stakeholders.

3.4.2 REC/SRO level governance

Where appropriate, RECs and SROs like AFRISTAT and Statistical Training Centers will be used in the Action Plan for Africa. At the very least, they will be kept in the loop as their work overlaps with some activities of the Action Plan. Where capacity is lacking, extra support will be provided to scale up assistance and bridge HR resources gaps.

3.4.3 National level governance

The main beneficiary of the Global Strategy will be the countries that need robust, reliable and timely agricultural statistics for formulating evidence-based policies, decisionmaking, tracking development outcomes of Poverty Reduction Strategies, and a host of other purposes. Countries will bear the primary responsibility for the Action Plan implementation. The implementation mechanism at national level will include the following bodies/functions:

National Agricultural Statistics Coordinating Committee (NASCC)

As mentioned earlier, some countries already have a National Agricultural Statistics Coordination Committee (NASCC) chaired by a data user, who is usually a high-level policymaker from the Ministry of Agriculture. It is also expected that within the framework of the NSDS, an NASCC will be established as one of the standing user-producer committees to enhance the role of data users in national statistical development. The NASCC should oversee the development of the National Agricultural Statistical System in the country as an integral part of the National Statistical System. All the subsectors of food, agricultural, and environment (including crops, livestock, fishery, forestry, environment and natural resources, and food security, etc.) should be represented in the NASCC.

Those countries that do not already have this committee in place will be encouraged to establish it and ensure that it works. In many countries, such committees have been established but do not function well.

National Strategy Coordinator (NSC)

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

The responsibilities of the NSC will be to:

- work with the Regional Implementation Secretariat and Component Coordinators to undertake an assessment of the state of agricultural statistics in the country;
- design a national Plan of Action based on the assessment, which should cover the Plan period (2011-2015) and the follow-up activities;
- organize national workshops and training courses;
- provide the necessary data on agriculture and any other supplementary information required for regional and global comparison;
- contribute to the analysis of the data;
- implement follow-up activities to the Action Plan; and
- strengthen data analysis capacity, with the goal of increasing the use of analysis of the information generated by the Action Plan.

Technical working group

A team of up to seven officials from different domains of the agricultural sector will be assembled to assist the NSC. The domains include crops, livestock, forestry, fisheries, environment and natural resources, and food and nutrition security.

3.5 Implementation, monitoring, and reporting

3.5.1 Implementation

Implementation of the governance mechanism will, among other things, involve the following key activities (see more details in Annexes I and II):

- launching the Action Plan for Africa;
- establishing implementation structures at the regional level, including an M&E system, which align with the global governance framework;
- approving national action plans;
- establishing governance systems including:
 - » an overall M&E system
 - » an M&E system for each component as well as for the governance mechanism
 - » a risk monitoring system
- ensuring coordination in the implementation of components;
- establishing or strengthening existing structures and processes for agricultural statistics at the national level, including coordination structures;
- mobilizing and allocating resources; and
- monitoring, evaluating, and reporting on the implementation of the Action Plan.

3.5.2 Monitoring and reporting

The M&E Officer will establish an overall M&E system and will help to establish and implement M&E systems for individual components. The outcome, outputs, and performance indicators for this component have been identified. These are given in the Table 3.1 and also in the logframe in Annex I. Some of them are applicable to other components of the Action Plan. They will be used to monitor and report on progress at different levels.

Table 3.1: Outcomes, outputs, and performance indicators for the governance mechanism

OUTCOMES	INDICATORS
1. Resources are mobilized and allocated for Strategy implementation	1. Increase in resources for agricultural statistics
2. Appropriate structures for coordinating the implementation of the Strategy in the Africa region will be established and become operational	2. Number of countries where the Action Plan is effectively implemented , with functioning coordination structures for agricultural statistics
3. Increased availability and use of agricultural data for policy, decisionmaking and other purposes.	3. Number of countries with increased use of agricultural data for policy and decisionmaking
4. Legal provisions for agricultural statistics are aligned with provisions in the national statistical legislation	4. Number of countries with rationalized legal provisions for agricultural statistics
OUTPUTS	INDICATORS
1.1. Resources are mobilized and allocated for Strategy implementation	1.1. Resources mobilized, secured, and allocated
2.1. Strategy implementation structures at the regional level, including an M&E system, are established and operational	2.1. Existence of functioning Strategy implementation structures at regional level
2.2. Structures for agricultural statistics at the national level, including coordination structures, are established and operational	2.2. Number of countries with coordination arrangements for agricultural statistics
2.3. Action Plan for Africa launched	2.3. Launch meeting held
2.4. Monitoring and evaluation, and risk management systems and reporting plans are put in place and operational	2.4. Regular production of monitoring and progress reports
2.5. The first phase of the project completed and evaluated and project products capitalized	2.5. End of Project report prepared
3.1. Advocacy materials produced and used by countries	3.1. Number of countries formally undertaking statistical advocacy in the agriculture sector
4.1. Legal provisions for agricultural statistics exist and are aligned with provisions in the national statistical legislation	4.1. Number of countries with legal provisions for agricultural statistics aligned with provisions in the national statistical legislation

4. COUNTRY ASSESSMENT FRAMEWORK

4.1 The need for country assessments

The Action Plan for Africa of the Global Strategy foresees the establishment of an M&E system to closely monitor and guide the implementation of the Strategy. However, updated and comprehensive baseline information are lacking – as is a standardized tool for the measurement of the performance of agricultural statistics systems over time. This limitation presents an obstacle to establishing the starting point in each country (i.e. the current status of the agricultural and rural statistics system), and for measuring its evolution through time.

A complete assessment of the statistical needs and capabilities of each country, the state of the data they currently produce and disseminate, the methodology they use (with particular reference to the pillars of the Global Strategy) is therefore required prior to the implementation of the technical components of the Global Strategy. The information produced by these assessments will also form the basis for the development of national strategies for the development of agricultural statistics, as well as for the integration of agriculture statistics into the overall NSDS. The result of these assessments will also determine the country-level activities to be undertaken during the implementation of the Action Plan, particularly under the training and technical assistance components.

4.2 The nature of country assessments

The assessment of the situation in each country will allow for the establishment of baseline information on the following aspects of the statistical system:

- current data produced and their quality, with particular reference to the minimum set of core data (as defined by the Strategy);
- national capacity to produce the required minimum set of core data on a sustainable basis, focusing on: the status of the legal framework, the availability of infrastructure and equipment, human resources, financial resources, etc.;
- evaluation of auxiliary data, for example, originating from administrative sources;
- country governance structure, to help answer the following questions: Who does what? What is the degree of coordination? Where are there overlapping data? How are data produced and used?
- national current and future needs and demands, especially in terms of training, technical assistance, and methodological requirements.
- the extent to which the integration of agriculture into the NSS needs to take place, as well as the country's ability to develop the master sample frame, the integrated survey framework, and the data management system;

- the binding constraints on the development path of the statistical system, identifying also the critical areas of intervention that will expedite the process of development; and
- how the national agricultural statistical system should gear itself up in terms of organization, capacity and data collection, processing, and methodologies in order to satisfy user needs within the limitations imposed by time and resources.

The Global Strategy provides a methodology for the master frame for the integrated survey that needs to be tailored to each country's situation. The country assessments should help each country decide on the methodology that it will use. The assessments will also determine the training and technical assistance needed in order to produce the minimum set of core data.

4.2.1 Outputs

The results of country assessments will mainly be used for the following activities:

- elaboration of country profiles and identification of countries requiring special attention;
- grouping and ranking countries in terms of data quality and statistical development levels;
- elaboration of relevant and appropriate national plans of action;
- to guide the choice of methods to develop the master sample frame, the integrated survey framework, and the data management system;
- prioritizing the areas of intervention; and
- M&E baseline information.

The same tool (country assessment) will be used at defined intervals during the Global Strategy implementation, for M&E purposes.

4.3 Available country assessments for Africa

Various initiatives to carry out national assessments of statistical development have been undertaken in the past. Consequently, their output could be referred to as a starting point for the development of a standardized tool for the country assessment, or for defining early activities of the Action Plan. Among the most important, the following should be mentioned:

4.3.1 AfDB Country Statistical Assessments

The African Development Bank (AfDB) has undertaken assessments of statistical capacity of regional member countries (RMCs) in two contexts: (i) the 2005 International Comparison Program for Africa (ICP-Africa) and (ii) designing National Strategies for the Development of Statistics (NSDS) in Africa.

Country assessment in the context of the 2005 ICP-Africa

During 2002–2003, the AfDB conducted a country assessment within the framework of the ICP implementation, covering 48 African countries. The assessment was aiming at making an inventory of problems, strengths, and weaknesses and identifying solutions that could be put in place through the ICP program. The assessment took stock of the statistical situation prevailing at that

time, using the knowledge and information available at country level and elsewhere within the Bank and other institutions. This was used to properly and efficiently address the problems that hinder statistical development in Africa.

The assessment used a questionnaire that covered the following elements (dimensions):

- statistical capacity building (SCB) indicators (both system-wide and agency-related) covering funding, staff, ICT hardware, data sources, and the six dimensions of data quality (pre-requisites, integrity, methodological soundness, accuracy and reliability, serviceability, and accessibility);
- complementary information on the Consumer Price Index (CPI); and
- complementary information on National Accounts.

Country assessment in the context of National Strategies for the Development of Statistics (NSDSs)

As part of its statistical capacity-building program, the AfDB assists countries to design their NSDS, which *inter alia* involves an assessment of each country's statistical capacity. This assessment examines the current status of the National Statistical System, in terms of its: legal and institutional framework; linkages and coordination arrangements; current and future user needs; existing capacity (institutional, infrastructural, technical, and resources) to meet these needs and fill existing data gaps; methods and procedures; adherence to international standards; constraints and problems; processing, analysis and archiving of data etc. This exercise is usually capped with a SWOT analysis.

4.3.2 FAO Data Quality Dimensions

FAO Quality Stamp

Since the early 1990s, the FAO Statistics Division has been developing data quality frameworks and concepts relating to agricultural statistics. More recently, the FAO Statistics Division has begun using data quality dimensions very similar to that of Eurostat (2000), namely: relevance; accuracy; timeliness and punctuality; accessibility and clarity; comparability; coherence and completeness; and sound statistical metadata. In addition to the core Eurostat concepts/dimensions, a statistical metadata component is being included. This component has been consolidated under the Agricultural Bulletin Board on Data Collection, Dissemination and Quality of Statistics project (ABCDQ), which focuses on national agricultural data that come into the FAO Statistics Division.

One of the practices developed by the FAO Statistics Division is a "Quality Stamp" to be attached to every dataset included in the FAOSTAT statistical system. This Quality Stamp informs users that the data have met the minimum requirements for FAOSTAT and have undergone various checks to ensure quality.

FAO country assessments in Africa

The African Commission on Agricultural Statistics (AFCAS) meets every two years. Senior agricultural statisticians from African countries are invited to attend these meetings, to discuss issues related to the development of agricultural statistical systems.

In 2007 and 2009, the participants were requested to provide information via a questionnaire on the current status of their agricultural statistical systems in their countries. The results of the comprehensive survey undertaken in 2007 among 49 countries are available in the report: “The State of Food and Agricultural Statistics Systems in Africa, 2007.” The report provides comprehensive and up-to-date information on the organization and outputs of the food and agricultural statistical systems in AFCAS member countries. It is made up of two parts:

- The first part deals with the organization of the food and agricultural statistical system in each country, covering: the legal framework, structures of the NSS, the strategic framework, dialogue with data users, availability of financial and human resources, international cooperation, and external assistance.
- The second part provides information on the outputs of the food and agricultural statistical system, covering: the adoption of international classifications; main food and agricultural censuses and surveys conducted; availability and coverage of agricultural statistics; availability of other statistics and indicators; national account statistics; information technology status; main administrative sources on food; and agricultural statistical information.

4.4 Other international standards on the data quality framework

In recent years, the work on measuring or assessing the quality of data produced by the statistical systems, as well as the characteristics of statistical systems themselves, has engaged the attention of many international organizations. The concept of Total Quality Management, which aims at addressing quality issues at all levels of the production process (viz. input, throughput, and output), are being applied to the statistical systems also.

Apart from international organizations like Eurostat, OECD, IMF, and the World Bank, countries like South Africa and Canada have developed frameworks for monitoring the quality of statistical systems and their products. Most of these frameworks can be found on the website of the United Nations Statistics Division (<http://unstats.un.org/unsd/default.htm>). A review of existing frameworks reveals that most of them focus on evaluating the:

- relevance, accuracy and reliability, timeliness and punctuality, coherence and comparability, accessibility and clarity of statistical products;
- sound methodology, appropriate statistical procedures, non-excessive burden on respondents, cost effectiveness of the production processes; and
- legal and institutional environment.

4.5 A synthesis of available country assessments in Africa: country selection and grouping

The criteria for selecting countries to participate in each phase of the Global Strategy can be determined by grouping them according to the developmental level of their agricultural statistical systems. This will be based on specific needs and the statistical capacity of each country. To this end, detailed and specific country assessments will establish who the primary data users are, how they use data, their current and future data needs. The assessments should also examine how national agricultural statistical systems should galvanize themselves in terms of organization, capacity, data collection, and processing methodologies in order to satisfy user needs within the limitations imposed by time and resources. This assessment will be undertaken as outlined below. However, as a starting point, a first attempt has been made to group countries by level of agricultural statistical development.

The quick assessment exercise was carried out by the AfDB, using secondary data from various sources. The source of data, indicators used, and the ranking of countries are given below.

4.5.1 Data sources

FAO, as the global lead agency for agricultural statistics, was considered as the main source of the data for the assessments. The reports compiled on the basis of country surveys carried out during AFCAS 2007 and 2009 provide recent information on the state of agricultural statistics in 2007²¹ and 2009²². Also the FAOSTAT database was used to garner information on some variables.²³ Two other important sources of data were PARIS21 (data on the existence of NSDS)²⁴ and the World Bank, which assesses statistical capacity in all countries and publishes the results on its online Bulletin Board.²⁵ Data from the World Bank were used to supplement data from the other sources. Required data are not available for Equatorial Guinea, Somalia, Djibouti, and Libya.

4.5.2 Indicators used

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

Input aspects of national statistical capacity

Various institutional and organizational issues related to the operational status of the national agricultural statistical system were examined, including:

- existence of a legal framework for agricultural statistical activities;
- existence of an active agricultural statistics advisory committee;

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

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

23 Available on <http://faostat.fao.org/site/339/default.aspx>

24 PARIS21 (2008). *National Strategies for development of Statistics (NSDS): Worldwide Report on Progress and Emerging issues*. PARIS21 Secretariat.

25 The World Bank. Bulletin Board on Statistical Capacity [Online]. Available from: <http://bbsc.worldbank.org/bbsc/SelectColorParameter> (Accessed: September 7, 2010).

- existence of an NSDS and whether it is operational or not;
- existence of an Agricultural Statistics Work Program and whether it is operational or not;
- existence of a regular training program for staff; and
- whether a country has benefited from technical assistance projects.

Output aspects of statistical capacity

Under this perspective, the following were examined:

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

The country scores based on the above indicators were synthesized using a weighting system. The results were then validated using the WB Statistical Capacity Building Indicator as supplementary and mirror data. Though there were many convergences, some gaps were also noted. The observed gaps may be explained by a difference between scopes, methodologies, reference periods, etc. considered for the two indicators.

4.5.3 Ranking of countries

Except for the volume of available agricultural data, all other indicators were given equal weight, aggregated, and then expressed as a subtotal of scores (in value and %). That subtotal of scores (in %) and the proportion (in %) of available agricultural data resulted in an overall average (in %) called the “Agricultural Statistics Development Indicator.” This is the average used to rank the countries. The limitation of this approach is that it does not take into consideration the relative weight of each indicator. However, it has the merit of providing a preliminary simple indicator of the level of agricultural statistics development for the country.

Some countries on the continent are considered more fragile than others and, because of this, they are generally more targeted by donors. Currently such countries include: Angola, Burundi, Central African Republic, Chad, Comoros, DRC, Congo Republic, Côte d’Ivoire, Djibouti, Eritrea, Gambia, Guinea, Guinea Bissau, Liberia, São Tomé and Príncipe, Sierra Leone, Somalia, Sudan, Togo, and Zimbabwe. Special attention should therefore be paid to them when proceeding to country grouping.

4.5.4 Preliminary grouping of countries²⁶

Based on the total score obtained, and the maximum number of countries (12) to be considered for each year of the Action Plan, countries were classified into four groups as following:

²⁶ A possible updating/revision of the grouping will be made as more relevant information is made available, especially the results from the country assessment exercise.

- **Group A:** Group of fragile countries that scored less than 40 percent. The group also includes Somalia,²⁷ Djibouti, Equatorial Guinea, and Libya, for which basic data do not exist but where the statistical system is known to be very weak. In fact, the WB indicator is at its lowest level and seems to reflect the reality.
- **Group B:** Group of remaining fragile countries with a score greater than 40 percent, and non-fragile countries that scored less than 30 percent and where the agricultural statistics system is at the lower end of development.
- **Group C:** Group of non-fragile countries that scored between 31-54 percent. These are countries with a moderate level of development in their agricultural statistics system.
- **Group D:** Remaining 17 countries that scored at least 55 percent. These are countries where the agricultural statistics system is relatively developed.

The countries in each group are presented in Figure 4.1 below.

Figure 4.1: Composition of country groups

Group A	Group B	Group C	Group D
Liberia, Congo Rep., Comoros, Sao Tome and Principe, Central African Republic, Sierra Leone, Zimbabwe, Guinea Bissau, Somalia, Djibouti, Eq. Guinea and Libya	Angola, Guinea, Burundi, Togo, Gambia, DRC, Eritrea, Chad, Sudan, Cote d'Ivoire, Cameroon and Seychelles	Swaziland, Gabon, Madagascar, Namibia, Zambia, Ghana, Botswana, Mauritania, Cape Verde, Tanzania, Rwanda and Kenya	Nigeria, Malawi, Niger, Morocco, Mozambique, Burkina Faso, Mauritius, South Africa, Senegal, Benin, Uganda, Ethiopia, Mali, Algeria, Egypt, Lesotho and Tunisia

While these four groupings indicate the relative level of statistical development of countries, they give no information on the nature of difficulties that each country faces or what specific interventions may be needed. However, other possible criteria may be considered in selecting countries by phase. These may include: language and regional divide; Friends of the Chair of the UN Statistical Commission from Africa (3 countries); and countries where work is already ongoing with funding from the Bill and Melinda Gates Foundation (17 countries). It is also recognized that there does not exist a standard framework for assessing the capacities of agriculture statistics systems and the quality of its products. The development of such a framework could be used for carrying out the country assessments, as the first step in the implementation of the Global Strategy. FAO has been mandated to develop such a tool and related guidelines for its application across the continents, particularly focusing on the requirements of the agriculture sectors.

4.6 Approach to a standard framework for assessing statistical capacity and needs

FAO and AfDB, in partnership with other international organizations, are developing a standard framework for assessing statistical capacity and needs. The framework will benefit from the work already carried out in this important area of official statistics, whether in agriculture or other sectors. This will serve as a basis for more up-to-date and in-depth country assessments, which will be carried out as part of the Action Plan for Africa. The individual country profiles based on these assessments will highlight critical constraints in the system. Moreover they will show which are

²⁷ Somalia does not have a statistical system at all. Moreover, due to security reasons, its coverage by the project will be limited.

the priority area of interventions in the form of capacity building, technical assistance, or funding for the development of an agriculture statistics system. The totality of these assessments will result in a better grouping and ranking of countries in Africa and other parts of the world, thus feeding into the formulation and revision of regional strategies. Repeated application of the standard framework will support the monitoring of developments over time, as compared to baseline information obtained from the first round of country assessments.

The group working on the country assessments saw an inherent advantage in using the IMF-Data Quality Assessment Framework (DQAF) as a starting point. It provides a meaningful structure to the assessment and covers both quantitative and qualitative aspects. The final framework will nonetheless need to benefit from the experience of both the AfDB and FAO in the development of agricultural statistics. As part of standardization process, the framework will be piloted on a representative range of countries for validation. The validation exercise in the Africa region will be carried out on the basis of priority. The exercises in other regions could be carried out in parallel for a balanced feedback.

Country assessments involve the following activities:

- development of a standard framework that should involve a detailed diagnosis of the whole agricultural statistical system;
- designing an appropriate questionnaire and guide for data collection/compilation;
- validating the tools (questionnaires, etc.) in all the continents;
- selection and training of data collectors;
- data collection/compilation;
- data processing and indicator calculations;
- data analysis; and
- reporting of country profiles, database of baseline information, and building indicators of data quality and statistical development.

5. TECHNICAL ASSISTANCE COMPONENT

5.1 Introduction

Over the last 20 or so years, African countries have received in aggregate a substantial amount of assistance for the development of statistics. This assistance has been mainly in the form of funds and technical assistance (TA). The TA has come from regional organizations, bilateral and multilateral donors, and international organizations (mainly UN agencies). It has also come in various forms. Initially and for a long period of time, TA was delivered through long-term advisers employed in technical cooperation implementation programs funded by the development partners. For instance, census and survey experts were recruited and sent to recipient countries to work on a census or survey or some other statistics plan over a period of time. These programs were directed at building national capacity and lasted for several years. With the increasing availability of national expertise and reduced resources for TA, the pattern has changed to short-term TA, using consultants.

There is a consensus that the state of statistics in Africa has improved over the years on account of the volume of TA received. In particular, statistical production has improved in several of the countries, National Statistical Offices now have established skills in survey design and management, and survey information is starting to be more systematically archived and made available to users. However, recent studies show that this improvement has, by and large, been uneven and has not been commensurate with the quantum of assistance that the countries have received over the years. A number of factors help to explain this situation. One significant factor is that TA is frequently a response to urgent, short-term data needs. In particular, it is often used to feed into donor-supported programs, rather than to meet national statistical needs and the longer-term development of sustainable capacity for statistics. Another factor explaining the weak state of statistical systems in some countries is the lack of coordination and prioritization of TA. Furthermore, TA has often failed to meet the important objective of transferring know-how and technical expertise to local counterparts. Consequently, there is still a large demand for TA.

In order for TA to have a sustainable impact, it needs to align to international best practices. For example, TA benefits from being designed and delivered according to the UN's Guiding Principles for Technical Cooperation for Statistics and the Paris Declaration on Aid Effectiveness – the two are mutually reinforcing. According to the UN Guiding Principles, which were endorsed by the UN Statistical Commission in 1997, technical cooperation should, among other things:²⁸

- be demand-led, based on assessments of user requirements and relative priorities, including national, regional, and international needs;
- be set within a well-balanced overall strategic framework and work program for national statistical development;

²⁸ UN Principles on Technical Cooperation for Statistics, UN Statistical Commission, N.Y, 1999

- consider human and other resource development strategies, and organizational and institutional development needs, as well as technical work areas;
- be flexible and take account of local situations, culture, language, policy environments, and the state of statistical development in the country;
- ensure both government and donor commitments and complement national resources, while empowering recipient NSSs and governments to take the lead;
- address the needs of regional groupings of countries, where a common approach may be effective, while recognizing that individual countries have many differing needs and priorities, even when producing similar outputs;
- be well designed, for instance by using logical framework approaches, including specifying objectives and success criteria in advance, and considering wider issues beyond the immediate scope of an individual action plan;
- promote full participation and address the concerns of all main stakeholders;
- be implemented according to professional standards, using the most appropriate model of cooperation (that is, single or multiple donors working with single countries or regional groups, either independently or in joint ventures);
- be implemented using a structured approach, possibly with reference to some form of conceptual framework;
- integrate staff training in a way that optimizes its effect on objectives of the implementation plan;
- use appropriate M&E mechanisms to facilitate effective plan implementation, exchange of experiences, and lesson learning;
- be coordinated among donors and different players in the NSS in a proactive way, to avoid duplication of effort and to encourage complementarity and synergy; and
- recognize that developing a statistical system can take a long time.

On the other hand, the PARIS Declaration on Aid Effectiveness of March 2005, which recognizes the need for better statistics for more effective aid, laid down the following five key principles for improving the quality of aid and its impact on development²⁹:

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

29 Paris Declaration on Aid Effectiveness, High Level Forum, Paris, February 28 to March 3, 2005.

For the Action Plan for Africa, a TA delivery system taking all the above into account has been elaborated. TA will be required from FAO and other international agencies to develop specific tools and guidance to help with this process. The following four elements have been identified and they are related to the other components of the Action Plan for Africa:

- development of institutional and organizational capacities;
- design of Sector Strategic Plans for Agricultural Statistics (SSPAS);
- development and harmonization of data sources; and
- data harmonization and management.

5.2 Component framework

5.2.1 Purpose

To assist African countries to improve and strengthen institutional, organizational, and technical capacities for the development of their Agricultural Statistical Systems, based on a detailed assessment of their actual capacities and needs. A multilingual approach will be followed (at least English and French).

5.2.2 Outcomes

Institutional, organizational, and technical capacities of Agricultural Statistical Systems in Africa will be improved and strengthened.

5.3 Elements of technical assistance

5.3.1 Development of institutional and organizational capacities

Most African countries continue to experience both institutional and organizational weaknesses that inhibit effective development of National Statistical Systems in general and National Agricultural Statistical Systems in particular.

Institutional weaknesses include, among others:

- low levels of appreciation of the value and importance of statistics across society;
- a low level of political support for statistics;
- low priority and inadequate funding for statistics;
- inadequate or outdated legal framework for agricultural statistics;
- inadequate coordination, collaboration, networking and information sharing; and
- inadequate use of data for policy and decisionmaking.

Organizational weaknesses include:

- inadequate capacity to manage strategically;
- inadequate capacity to get cooperation from key stakeholders; and

- inadequate capacity and skills to design, implement, store, analyze, and report agricultural statistics.

TA will be required to address the above weaknesses and will be sought by countries based on their specific needs. The TA will mainly address issues of:

- advocacy for statistics and statistical development in sectors;
- enabling statistical legislation;
- mainstreaming statistics in sector development policies, programs, and budgets;
- enhancing coordination, collaboration, and networking; and
- capacity building (strictly linked to training).

5.3.2 Design Sector Strategic Plan for Agricultural Statistics (SSPAS) in the context of the National Strategy for the Development of Statistics (NSDS)

Best practice requires that the NSDS be designed using a bottom-up or sectoral approach, whereby Sector Strategic Plans for Statistics (SSPSs) are designed first and these are used as building blocks for the NSDS (see Figure 5.1). The resulting NSDS should include a synthesis of sector plans, the promotion of policies that lead to greater harmonization across sectors during the implementation of the Plan, and the coordination of all statistical functions across organizations and sectors (advocacy, capacity building, data analysis, and dissemination). In a fully coordinated NSS, sectors (agriculture, health, labor, education, etc.) are required to be individually coordinated not only with the National Statistics Office (NSO) but also with each other.

The bottom-up approach will help to correct the situation where: (i) statistical capacity building has often focused on the NSOs to the neglect of the other producers of data, mainly sectors; (ii) linkages between sectoral statistics systems and between sectoral statistical systems and NSOs are inconsistent, informal, and relatively weak; and (iii) there is little appreciation of the statistical activities of one sector with respect to others. This has made it difficult to develop shared goals and crosscutting strategies; or to streamline institutional and coordination arrangements.³⁰

30 AfDB, Intersect, and PARIS21 (2007), *Mainstreaming Sectoral Statistical System: a Guide to Planning a Coordinated National Statistical System*. Tunis: AfDB.

Figure 5.1: Bottom-up approach to designing a National Strategy for the Development of Statistics



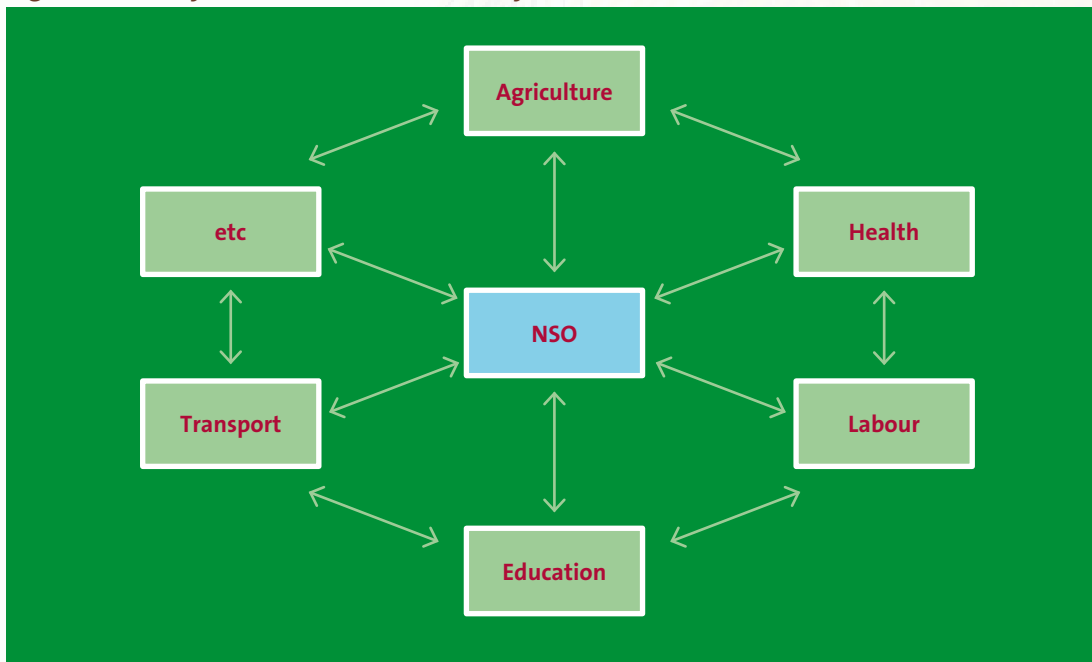
There is, however, little familiarity in many countries with this new approach to NSDS design, even after AfDB, Intersect, and PARIS21 produced in 2007 the “Guidelines on Mainstreaming Sectors into the NSDS.”³¹ The concept of an integrated NSS, where sectors are not only coordinated with the NSO but also with each other (Figure 5.2) is not well developed and is often poorly appreciated in the countries.

In this context, TA will be required by countries to bring objectivity, international best practice, and experiences from other countries to bear on the process of designing the SSPS as an integral part of the NSDS process. Key issues to be addressed by TA in this context include:

- i. capacity building/training in using a bottom-up approach, to integrate the SSPS for agriculture as part of the NSDS process (undertaking needs assessment, visioning, strategizing, action planning, M&E, etc.). These issues are rarely covered in regular statistical training;
- ii. reviewing existing NSDSs with the intention of updating them if sectors are not mainstreamed; and
- iii. integrating agriculture and other sectors into the NSS.

31 Ibid.

Figure 5.2: Fully coordinated statistical system at the national level



5.3.3 Development and harmonization of data sources

A number of crucial challenges impede the development of agricultural statistics at the national level. Data sources are both poorly developed and poorly harmonized and the resulting data are not integrated. The main sources of agricultural data are censuses, agricultural surveys, and administrative data sources. TA will be given to countries to improve the utilization of these sources, as elaborated below.

Agricultural Census programs

Countries will be assisted to better plan and manage their agricultural census programs as a source of benchmark agricultural data and indicators by:

- implementing the recommendation from FAO and the UNSD to better coordinate the Population and Agricultural Censuses for the 2010 round;
- implementing the 2010 world census of agriculture, using the recommended modular approach in which:
 - » the core census module should be implemented on a complete enumeration basis,
 - » the census supplementary module(s) should be implemented on a sample basis, and
 - » community level data collection should be undertaken.

Intercensal Agricultural Surveys

Countries will be assisted to implement a program of intercensal agricultural surveys, covering structural surveys, crop surveys, livestock surveys, aquacultural surveys, farm management and

cost of production surveys, and time use surveys. In addition, countries will be assisted to design an integrated survey framework that:

- provides an annual work program that is consistent from year to year;
- minimizes the required scope of censuses;
- recognizes that some data need to be collected more often than annually because of the seasonal nature of agriculture and the crop and livestock production cycles; and
- takes into account the additional data sources that need to be included in the overall framework such as administrative data, remotely sensed data, community survey, etc.

Administrative data sources

A lot of data used for monitoring and reporting on development processes are compiled by government ministries and agencies in the course of their routine operations. While these data are usually compiled for internal (own) administrative use rather than for statistical purposes, they constitute a significant portion of official statistics in the countries and in many cases, they represent the only sources of some of these data. Under the agricultural reporting system of the Ministry of Agriculture, extension staff usually file monthly, quarterly, half-yearly, and annual reports on land utilization, rainfall conditions, crop plantings, production of food and cash crops, livestock and poultry data as a matter of course. The reports are collated by the Statistics Section of the Ministry and form the basis for much of the agricultural statistics provided by the Ministry.

The main appeal about administrative data is that they are compiled at relatively low cost compared to censuses and surveys. Secondly, they can also be highly disaggregated. The quality of administrative data depends on how carefully the administrative records are kept and how accurately the figures are compiled. Usually, however, administrative records are not well maintained or updated, and administrative systems are not efficient. What is more, data are usually compiled by people who lack skills in data-handling and statistics. Because of these and other reasons, administrative data have tended to be incomplete, out-of-date, and unreliable. Furthermore, the process of sharing administrative data has tended to be difficult.

Administrative data sources have been given scant attention in national statistical programs. TA will be required to review methodologies and instruments in use and to periodically audit existing data from both systems.

Audit of data systems and data

The overall purpose of the audit is to promote continuous improvements in agricultural statistics by verifying that operational procedures and controls comply with the documented procedures and to determine their effectiveness in delivering products and services. The audit should determine whether the data sources and statistical techniques are available and can provide the basis for compiling data, and whether statistical outputs sufficiently portray reality. The audit should examine data sets from different sources, carry out plausibility checks, and establish the extent to which they are consistent among sources and over time. It should also involve some modeling to make sense of a number of relationships.

5.3.4 Data harmonization and management

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

TA will be required to help countries to:

- i. Assemble, review, analyze, and document existing agricultural data sets, including the causes of inconsistencies and discrepancies in agricultural data from different sources, and propose how these may be reconciled. This can be done along the lines of the Accelerated Data Program (ADP), a PARIS21 satellite program that aims to assist countries to identify weaknesses and making short-term improvements to relevant statistical processes such as household surveys. The objective is to quickly obtain or improve estimates of key indicators, including those for the MDGs.
- ii. Verify the accuracy and reliability of the agricultural production data series using information on agricultural prices, export volume and values, level and distribution of rainfall, household consumption survey data, etc. that could directly or indirectly explain the production levels/trends.
- iii. Establish and maintain CountrySTAT in other African countries. Since 2005, FAO has introduced CountrySTAT in over 20 countries in Latin America, Sub-Saharan Africa, and Asia. It is planned to expand CountrySTAT further and cover 13 more African countries during the next 5 years (2011–2015)³². Recently, CountrySTAT has embraced a regional dimension with the creation of RegionSTAT. The West African Economic and Monetary Union (WAEMU)³³ has successfully piloted this initiative, which is going to be expanded to other subregional organizations. It is important, therefore, that all those countries and subregional institutions be linked through an overall African dimension (AfricaSTAT) to be based at the AfDB. To have a comprehensive coverage, this would require that the remaining 23 countries also acquire CountrySTAT.

5.4 How will technical assistance be delivered?

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

- assessment of the level of development of the National Agricultural Statistical System relative to other countries in the region;
- leveraging existing structures;
- harnessing regional capacities; and
- using appropriate international experts.

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

33 The WAEMU counts eight member countries: Benin, Burkina Faso, Côte d’Ivoire, Guinea Bissau, Mali, Niger, Senegal, and Togo.

5.4.1 Assessment of the level of agricultural statistical development of the countries

A grouping was made to prioritize countries for the TA according to the level of development of their agricultural statistical system, using a quick assessment. The assessment used secondary data from various sources, leading to a grouping of the countries into four categories – fragile states; other countries with a low level of development of agricultural statistics; countries with medium-level statistical development; and countries with higher-level statistical development. Provision has been made to undertake a more detailed assessment covering all countries in Africa. The detailed assessment will leverage the experience gained by AfDB, FAO, and other agencies in undertaking similar assessments in the African region. The results from the assessment will provide the basis for drawing up a comprehensive TA program for Africa, covering also training and research.

According to the Concept Note that was prepared by AfDB and discussed with FAO, ECA, and other key stakeholders, the results of the assessment will mainly be used for the following³⁴:

- elaboration of country profiles and identification of countries requiring special attention;
- grouping and ranking of countries in terms of data quality and statistical development levels;
- elaboration of relevant and meaningful national action plans;
- prioritizing development and deciding areas of intervention;
- M&E baseline information; and
- the country assessment tools will be kept dynamic and used at various times during the Global Strategy implementation, for the M&E purposes.

In addition to the Concept Note, a framework for undertaking national assessment of statistical capacity has been prepared and is being shared with stakeholders. The assessment will be undertaken in 2011.

5.4.2 Leveraging existing structures

As was mentioned in section 2, to the extent possible, the existing coordination arrangements and structures of the African Statistical System will be used, instead of creating parallel arrangements and new structures. New structures will be created only where necessary. AFRISTAT and regional Statistical Training Centers in particular will be used, as well as structures like National Agricultural Statistics Coordination Committees.

5.4.3 Harnessing regional capacities

It is commonly acknowledged that many institutions and organizations responsible for agricultural statistics in Africa are still underdeveloped and weak in terms of their capacities. It is also well known that some African countries have excelled in certain aspects of the agricultural statistics value chain, such as planning and conducting an agricultural survey or census. For instance, countries

34 AfDB (2010) "A Concept Note on Country Assessment for building baseline information and M&E framework: Implementation Plan for Africa of the Global Strategy for Improving Agricultural and Rural Statistics," Tunis, November.

like Ethiopia have consistently and successfully undertaken an annual agricultural survey with full funding from the government since the 1970s. Ethiopia's experience and expertise can in this way be leveraged by countries with less experience and expertise in conducting an agricultural survey. Other countries have successfully established coordination arrangements for agricultural statistics; yet others have advanced legal provisions for agricultural statistics aligned with the national statistical legislation. So while there are deficits in some countries, collectively there is ample capacity in Africa which can be harnessed and leveraged to deliver TA.

This form of delivery of TA is not new to Africa. FAO and other development partners are increasingly using African experts to support work in different countries. These experts have the distinct advantage of being familiar with the African cultures, realities, and specificities. This makes it easier for them to acclimatize to conditions on the ground, to link up more easily with their hosts, and to impart their knowledge in ways that can be easily assimilated.

5.4.4 Using appropriate international experts

While it may be desirable to use regional capacities as much as possible, there are specialist areas where expertise may be lacking or insufficient in the African region. This means that recourse to international expertise may be needed. This will be effected in different ways, including:

- i. South–South cooperation. FAO is already employing this approach by using experts from developing countries advanced in statistical development to provide assistance to other developing countries that have low levels of statistical development.
- ii. Traditional hiring of experts in specific areas to undertake specific tasks. Preferably, the experts should have some working experience of agricultural statistics in Africa.
- iii. Twinning agricultural statistics agencies with the more advanced agencies that produce agricultural statistics. For example, the twinning of the National Statistical Institute (INE) of Mozambique with NSOs in the Nordic countries of Norway, Denmark, and Sweden.

5.5 Implementation, monitoring, and reporting

5.5.1 Implementation

Key activities to be undertaken

In close alignment with the other components, assistance under the TA component will be given to government and other national agencies to undertake the following activities:

1. Establish TA operational structures;
2. Backstopping, M&E of the implementation of the project;
3. Develop detailed national action plans;
4. Compile, aggregate, and report on the regional minimum core data set;
5. Establish baseline information through a detailed assessment of specific country needs;
6. Develop and establish capacity development programs;

7. Adapt the principles outlined in the report *Mainstreaming sectoral statistical systems in Africa: a guide to planning a coordinated national statistical system*³⁵ to the agricultural sector;
8. Capacity building/training in using a bottom-up approach to the agriculture SSPS as part of the NSDS process;
9. Advocacy for agricultural statistics and statistical development in sectors;
10. Establish national agricultural statistical legislations and/or ensure their alignment to other legal provisions;
11. Promote advocacy and policy dialogue between government and development partners to mainstream agricultural statistics in sector development programs;
12. Promote and enhance coordination for agricultural data production and use;
13. Build and sustain statistical capacity, including survey infrastructure, IT infrastructure, and training in new areas;
14. Better planning and management of agricultural censuses;
15. Design integrated survey frameworks and integrated databases;
16. Review and audit methodologies and instruments in use for the production of administrative data;
17. Assemble, review, analyze, and document good practices as well as existing agricultural datasets;
18. Verify the accuracy and reliability of the agricultural production data series;
19. Data analysis, Research and Development (R&D);
20. Establish and/or strengthen CountrySTAT;
21. Establish RegionSTAT (AfricaSTAT) at AfDB level; and
22. Compile reports/ disseminate the minimum core data set.

TA core team

It is important that consideration be given up-front on how the TA will be managed, given the scale of TA needed by countries. A core team of three people, including the TA Coordinator, will be recruited on a full-time basis and attached to the Secretariat for the purpose of implementing the TA program. This team will undertake most of the major tasks in delivering TA. From time to time, however, this team will be strengthened by the recruitment of short-term consultants on a needs basis. This approach has the advantage of ensuring consistency and continuity in work. Table 5.1 presents the structure of a typical TA core team.

Table 5.1: Structure of a TA core team

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

³⁵ AfDB, Instersect, and PARIS21 (2007), *Mainstreaming Sectoral Statistical Systems in Africa: a guide to planning a coordinated national statistical system*. Tunis: AfDB.

The TA Coordinator will work closely with the other Component Coordinators in delivering TA specific to their components. In addition, the TA Coordinator is expected to ensure that the TA is linked to the Global Strategy.

5.5.2 Monitoring and reporting

Working with the M&E Officer, an M&E system will be designed for the TA component. Outcome, outputs, and performance indicators for this component have been identified. These are presented in Table 5.2 and also in the logframe in Annex I. They will be used to monitor and report on progress at different levels.

Table 5.2: Outcome, outputs, and performance indicators for the TA component

Outcome: Institutional, organizational, and technical capacities of Agricultural Statistical Systems in Africa improved and strengthened	
Indicators	
1.	Measures of the overall capacity of agricultural statistics systems, for all countries and for Africa as a whole
2.	Measures of the quality of key minimum core data sets, for all countries and for Africa as a whole
3.	Assessments of the extent to which countries have developed and are using a master sample frame for agricultural statistics
4.	Assessments of the extent to which countries have an integrated survey framework
5.	Assessments of the extent to which the legal frameworks for agricultural statistics are in line with the Global Strategy
Outputs	Indicators
1. TA component appropriately managed	1.1 Availability of national plans of action 1.2 Project progress reports (for national and regional levels) 1.3 Report of aggregated regional minimum core data set
2. National capacity development programs established	2.1 Number (%) of countries with capacity development programs in place
3. Sector Strategic Plans for Agricultural Statistics designed	3.1 Number (%) of countries who have designed the Sector Strategic Plans for Agricultural Statistics
4. Institutional and organizational capacities developed	4.1 Number (%) of countries with legal frameworks for agricultural statistics in place, dialogue between stakeholders, and using new methods and tools
5. Agricultural data sources developed and harmonized	5.1 Number (%) of countries conducting agricultural censuses and surveys regularly as required and at the appropriate frequency (decennial for census and annual for surveys)
6. Required agricultural data harmonized, managed, produced, analyzed, and disseminated	6.1 Proportion of countries reporting key data (minimum set of core agricultural data) of adequate quality. 6.2 Volume (%) of data (minimum set of core agricultural data) of adequate quality reported.

6. TRAINING COMPONENT

6.1 Introduction

People are the most important resource in any organization or system. As such, they must be treasured, managed, developed, and harnessed to enhance organizational effectiveness. Human resources development is about systematic investment in human capital in order to transfer knowledge, broaden and deepen the strategic skills base, and raise staff motivation.

One of the challenges facing NSSs in Africa is the lack of a “critical mass” of trained statistical personnel. In assessments of NSSs undertaken in African countries, many agencies have reported that understaffing has a deleterious effect on their operations. Those agencies that are not understaffed have reported the challenge of procuring the right mix of statistical staff. In addition, a number of agencies do not have a human resource development strategy (HRDS) to guide the management, development, and harnessing of their human resources. As a result, issues of staff training, career development, staff motivation and retention, etc., which are normally addressed by such a strategy, are handled in an ad hoc and unsatisfactory manner. In some agencies, the absence of an HRDS is reflected in over-employment (especially of support staff), low levels of skills, less than satisfactory empowerment and motivation of staff, high staff turnover, etc.

In the area of agricultural statistics, there are only limited data available on the demand for training in Africa, the potential supply of training places, and the gaps between supply and demand. Analysis of the available information suggests that the following concerns and issues should be addressed.

- There is a need to develop new courses and to modify the curricula that are already offered in Africa that lead to first and postgraduate degrees in statistics and related topics. Many NSOs find it difficult to recruit adequately qualified professional staff. In part this is a general problem, reflecting the uncompetitive level of government salary scales, but it also indicates the shortage of good relevant first and Master’s level degree programs in Africa. Managers of statistical agencies in all subregions complain that many of the existing academic courses in statistics are too mathematically oriented and do not cover the kinds of knowledge, skills, and competencies required by people working on official statistics.
- The capacity of the existing regional Statistical Training Centers already offering courses in agricultural statistics should be strengthened. Furthermore, consideration should be given to initiating a process whereby the experience and expertise of these centers can be made available to other training organizations.
- Even where good and relevant courses are being offered, potential trainees are often unable to gain entry because they lack the required qualifications, especially in mathematics. In some countries, especially the smaller ones, there can be a real difficulty in finding sufficient qualified people to take up places on courses, even when finances are

available. Some training to help potential trainees meet the entry standards required by regional training centers is likely to have a substantial pay-off. While technical and financial support may be needed, it is expected that much of this training could be delivered by existing training centers in countries.

- There are not enough short, in-service training courses available to enable staff to upgrade their skills and knowledge, especially in new and emerging areas. Priority areas that have already been identified include remote sensing, geographic information systems (GIS), and the management of agricultural surveys and censuses.
- In many countries, funds are insufficient to meet the costs of both short- and long-term training. The budgets available to many statistical agencies are inadequate to meet needs; consequently, statistical agencies are dependent on donor financing. The problem has been exacerbated by the decision of many donors to terminate general scholarship funds. While the total amount of aid for statistics has increased in recent years, the resources allocated to training and human resource development has not kept pace. The Action Plan aims to address this situation, but in a way that does not distort priorities and which can be sustained.
- The lack of an effective training market means that information about demand and supply is not widely available; therefore training providers find it difficult to identify and hence respond to new opportunities. There is a need for existing mechanisms, coordinated by the African Group on Statistical Training and Human Resources (AGROST),³⁶ to be strengthened to ensure that information about training needs and opportunities is made available to providers and to statistical agencies.

6.2 Framework for the training component

6.2.1 Purpose

To strengthen the capacity of agencies concerned with the collection, compilation, and use of agricultural statistics. This will be achieved by increasing the knowledge and competencies of their staff and by strengthening and sustaining the capacity of African training centers to develop and deliver good-quality training in statistics and statistics-related subjects. A multilingual approach will be followed (English and French).

6.2.2 Outcomes

Expected key outcomes of the training component include the following:

- Agencies responsible for the collection, compilation, dissemination, and use of agricultural statistics will be in a better position to identify and prioritize their training needs and to make more effective use of skilled personnel.
- The capacity of training centers in Africa to supply effective and high-quality education and training in priority subjects of concern to agricultural statistics will be increased and sustained.

³⁶ AGROST was established in 2009 under the aegis of the Statistical Commission for Africa (StatCom-Africa) to coordinate various initiatives on statistical training in Africa. This was in response to the mushrooming of groups and initiatives on statistical training in Africa that was leading to an inefficient use of scarce resources and duplication of efforts in pursuit of the reinforcement of capacities of African NSSs.

- The knowledge, skills, and competencies of the people working in organizations concerned with the collection, compilation, and use of agricultural statistics will increase, leading to improved data coverage, quality, and use.

6.3 Subcomponents of the training component

The training component will be implemented through three subcomponents, which together will generate nine related outputs. The three subcomponents are as follows:

- to provide training and technical assistance to African countries to enable agricultural statistics organizations to identify their priority needs for training and to improve the management of their human resources;
- to help strengthen the capacity of regional and national training agencies to design and deliver effective training courses in line with needs; and
- to increase the knowledge, skills, and competencies of people working in agricultural statistical agencies through different kinds of training.

6.3.1 Subcomponent 1: Identify training needs and management of human resources

Under the first subcomponent, three activities are envisaged, which will generate three key outputs. In collaboration with the TA component, technical advice and training will be provided to help agencies undertake various activities, such as: carrying out training needs analysis; forecasting future human resources (HR) needs; job assessment; and integrating training with annual planning and appraisal processes. The Action Plan will also support a number of workshops and other training activities for HR managers, which will focus on topics such as training needs analysis, integrating the training of agricultural statisticians with other parts of the statistical system, and the overall management of human resources. By improving HR and training management, it is anticipated that countries will be able to make more effective use of the other resources to be provided under the Action Plan.

Output 1.1: People working in and on agricultural statistics will be trained in a coordinated manner, aligned with the training of people working in other parts of national statistical systems.

This will be achieved by providing the managers of agricultural statistics organizations with guidance, technical assistance, and training to ensure that human resource management policies and procedures in agricultural statistics are aligned with those operating in other statistical agencies. Activities are expected to include: (i) helping National Statistical Systems to define job-specific skills and competencies that both existing and new staff at different levels will be expected to have and (ii) aligning these with what is already in place.

Output 1.2: Knowledge and skills of human resource managers responsible for organizations working in agricultural statistics will be upgraded, so that they can develop and implement effective training and human resource development policies.

Human resource managers will be supported to establish effective HR management policies and procedures. This will include defining skills and competency requirements for different job levels

and ensuring that these are consistent across the NSS. Inputs will cover the preparation and dissemination of guidance material, technical assistance to put this into effect, and the financing of occasional subregional workshops, so that HR managers can share experiences and discuss ongoing issues.

Output 1.3: Assessment and analysis of training needs will be undertaken in all the main agricultural statistics agencies in African countries.

The subcomponent will provide countries with technical advice, assistance, and support as required. The aim will be, over time, to ensure that all countries have completed a detailed training needs analysis and that these are then updated at regular intervals. Managers will also be assisted to integrate HR management into the annual planning and budgeting process. The subcomponent will support the development of guidance and good practice material and will also provide technical assistance where needed.

6.3.2 Subcomponent 2: Increasing the capacity of African training centers

This subcomponent will provide training in different areas of agricultural statistics. In order to realize economies of scale, the main focus will be on existing training centers working at the regional and subregional levels, taking into account language needs. Mechanisms will be put in place, however, to strengthen the capacity of national training organizations through appropriate partnership and twinning arrangements, where skills and capacity will be cascaded down from the regional to the national level. Owing to limitations of both time and finances, the subcomponent will only work with existing training organizations. Six sets of activities/outputs are envisioned.

Output 2.1: Skills and knowledge of the staff responsible for the development and presentation of both academic and in-service training courses will be strengthened and upgraded.

The resources available to training centers for staff training are very limited and the subcomponent will provide funds for a fellowship scheme to help meet the costs of upgrading academic and other qualifications. In university-based training centers, academic staff require a PhD; elsewhere, at least a Master's degree or equivalent is usually required. Some exposure to foreign institutions is also useful. This kind of intervention will ensure that training centers have qualified staff in place to teach agricultural statistics and related subjects. It will also provide trainers with the skills needed to design and carry out research implementation plans in their areas of specialization. One spin-off will be the provision of research advice and TA to national statistical agencies and Ministries of Agriculture.

Output 2.2: Capacity of African training centers will be upgraded through twinning arrangements with selected African and foreign universities or training institutions, as appropriate.

Under this kind of arrangement, trainees will not be away from their center for more than two semesters at most. This will help to limit the opportunity costs and will also ensure that any research is locally based. Memoranda of understanding will be signed to provide for the exchange of staff and trainees, particularly academic staff. Under the arrangement, there could also be collaboration on research and the development of training materials. Under the twinning ar-

rangements, consultants and visiting lecturers could be provided for short periods to give courses in specialized areas. This will also help to fill the gaps when trainers have to go away for further training. It is also proposed that qualified staff from national statistical agencies and Ministries of Agriculture be encouraged to carry out training on a part-time basis.

It is also envisioned that the twinning arrangements will support staff development through mentoring, which has been defined as “the practice of assigning a junior member of staff to the care of a more senior and experienced person who assists him/her with his/her career.” Where feasible, this process will also be extended from regional to national training centers.

Output 2.3: Review and development of syllabuses and the production of relevant teaching materials supported.

The external review of syllabuses assists in the maintenance of curricula and standards and helps to ensure that training programs remain relevant and up to date. This work will be needed at all levels of training – professional, middle and in-service – and in the different languages. It will be important to take into account the differences in the education systems existing in the different languages. Periodic review of syllabuses is also necessary to enhance the relevance of the curriculum in a dynamic policy and development environment. It will help training centers to keep pace with the changing user demands for data by emphasizing the practical aspects of applied statistical courses.

Output 2.4: Preparation and delivery of seminars, workshops, and short courses in priority areas of applied agricultural statistics will be supported.

These will provide short-term, in-service training in priority areas. The initial focus will be on developing courses in remote sensing, geographic information systems (GIS), and the management of agricultural surveys and censuses.

Output 2.5: Upgrading to a limited extent, the training infrastructure of centers, including the provision of some equipment such as computer hardware and software, audio-visual equipment, and associated items.

There may also be a need to provide some of the equipment needed for practical training in agricultural statistics, including GPS tools. The subcomponent will also help training centers gain access to websites and other guidance and good practice material. It will give training centers a point of reference, especially in implementing recommendations emerging from the Global Strategy. It will also help to disseminate the results emerging from the research and the technical assistance implementation plans. Some support may also be offered to extend and develop the libraries of training centers and ensure they have access to relevant material.

Output 2.6: Curricula for the different courses and qualifications will be harmonized and synchronized between centers and countries.

This will require a comparative analysis of syllabuses, looking at aspects such as the topics covered and the time devoted to each one, reading lists, etc. This process will support the development

of a more comprehensive, continent-wide training process. The subcomponent implementation plan will also support the more extensive use of modular training and the use of techniques such as e-learning in order to make training courses more practically oriented and more likely to be sustained when the implementation plan is completed. The aim will also be to support the use of more flexible forms of training that enable participants to gain the skills and competencies they need, while still allowing them to continue with their regular jobs. E-learning may include the use of web-based teaching materials and interactive media such as websites, online bulletin boards, and discussion groups, collaborative software, email, blogs (message boards), chat-rooms, and computer-aided assessment.

6.3.3 Subcomponent 3: Strengthening the demand for training from agricultural statistics agencies in Africa

The two main activities will be to provide funds to help meet the costs incurred by trainees and to support a process of course accreditation, where recognized qualifications are provided to successful trainees. It is envisioned that about 40 percent of the total budget will be allocated for this component. The three activities/outputs for this subcomponent are as follows.

Output 3.1: Establishment of a scholarship fund for long-term training

This fund will be established to meet some of the costs of trainees to attend training courses leading to a recognized academic qualification. Funds will be provided to countries to meet up to 75 percent of the costs (including academic fees, travel costs, and living expenses) of sending students to attend recognized courses of up to 24 months in duration at African training centers. Countries will nominate students to attend a course, on the basis of a formal training needs assessment. They will also need to confirm that the remaining 25 percent of costs will be met by the sponsoring agency. It is proposed that the scholarship fund will support participation in certificate, diploma, first degree and Master's courses. However, the fund will not be able to support any doctoral programs for staff from national statistical agencies and Ministries of Agriculture.

Output 3.2: Participation of nominated staff from agricultural statistics agencies in approved short courses

This activity will operate in much the same way as the scholarship fund for academic training. The proposed budget envisages that about 68 percent of the scholarship fund will be used to finance longer-term academic courses, with 32 percent being allocated for short courses. All courses will be located in Africa and the Action Plan will not finance students to study outside the continent. However, under the twinning arrangements outlined above, staff could be brought in from outside Africa to provide training at African training centers.

Output 3.3: Establishment of a mechanism for accrediting qualifications for different courses

This will be important because of the incentive it will provide for trainees to participate in a course and to reach the required standard. It is envisioned that regional universities and training centers, in collaboration with other training organizations from outside Africa, will be contracted to support this activity, through a process of reviewing curricula and assessing tests and other examinations.

Accreditation will be based on a process where trainees gain credits for specific courses, with an agreed number of credits leading to a qualification such as a certificate or diploma in agricultural statistics. Consideration will also be given to awarding credits for proven participation in some activities such as agriculture censuses and large surveys. In this way, for example, an enumerator could earn credit toward a certificate, while a supervisor could earn credit towards a diploma.

6.4 Implementation, monitoring, and reporting

6.4.1 Implementation

Key activities to be undertaken

In close collaboration with other components, the following activities will be undertaken under the training component:

1. Integrating training needs in agricultural statistics with other elements of NSSs;
2. Providing training and support to HR managers in agricultural statistical offices;
3. Helping countries to conduct detailed training needs analyses;
4. Strengthening the skills and knowledge of the staff responsible for the development and presentation of both academic and in-service training courses;
5. Strengthening the capacity of training centers through twinning arrangements;
6. Reviewing, developing, and producing syllabuses and relevant teaching materials;
7. Financing the preparation and delivery of seminars, workshops, and short courses in priority areas, including the promotion of distance and e-learning;
8. Upgrading training facilities and improving access to relevant materials;
9. Harmonizing and synchronizing curricula and qualifications between training centers and countries;
10. Financing participation in approved courses up to Master's level in Africa;
11. Financing participation in approved short courses and other training opportunities; and
12. Establishing a mechanism for accrediting courses and qualifications.

Implementation Management Unit

The component will be implemented by the ECA with technical support and backup from FAO. An Implementation Unit will be set up within the Africa Center for Statistics and will report to the Director of the Center. Although details remain to be confirmed, the training component Implementation Unit will carry out the following activities:

- prepare annual work plans, budgets, and progress reports;
- on the basis of these plans and in line with agreed policies, allocate and distribute scholarship funds;
- elicit and review proposals from training centers, allocate and distribute funds for the development of new courses, curriculum material and the training of trainers;
- elicit proposal for twinning arrangements between African training centers and those in other parts of the world;

- elicit requests for TA from countries, identify consultants, follow-up with their recruitment process, and supervise their work;
- commission the preparation of guidance and good practice material, supervise the work, and disseminate the results;
- make arrangements for regional and subregional meetings; and
- support AGROST meetings as required.

In order to do this, the Implementation Unit will require the following expertise: an Implementation Manager with substantial experience in training management and a background in agricultural statistics; secretarial and financial support; and IT support and website management.

Funding for TA component activities will come from the Regional Trust Fund. It will be important to ensure that the limited funds available under the Plan are allocated in an equitable way that allows all countries to benefit. It is proposed, therefore, to apply the funding according to the following parameters:

- Resources from the component will be allocated to countries based on their level of need and existing capacity. It will also be necessary to place some limit on the number of scholarships awarded to each country, providing more resources to those with greatest need.
- Scholarship funds will support training only for an agreed and pre-announced group of courses, offering appropriate training in English, French, Portuguese, or Arabic. The list will be determined as part of the activities under subcomponent 2 and may be added to as new courses are developed. It is envisioned that the development of new courses will be effected in close coordination with the research implementation plan.
- Countries that wish to nominate staff should undergo an up-to-date training needs analysis, to be developed, where necessary with the support of subcomponent 1. This should identify the need for the training.

6.4.2 Monitoring and reporting

Implementation will be monitored and supervised by the African Group on Statistical Training (AGROST), which will meet at least once every year to discuss progress, the priorities for the upcoming year, and other issues. It will probably be necessary to expand and develop the role of AGROST. As well as reviewing progress and approving annual work plans and budgets, the Group will have an important role to play in allocating resources and in dealing with any concerns that arise on this subject. It is proposed, therefore, that AGROST set up an executive sub-committee to be responsible for regular supervision of the implementation plan and for making key allocation decisions. This sub-committee will need to meet at least once every quarter. It will need to be small enough to be manageable, with, perhaps no more than eight members. Most business will need to be carried out virtually.

Training centers and other agencies that will implement Plan activities will sign a contract with ECA, which will specify what is to be done, how and when funds are to be transferred, and how progress is to be monitored and reported. Training centers that implement Plan activities, including the preparation and delivery of different courses, will be required to evaluate progress and

outcomes. This requirement will be included in the contract. As far as possible, all activities, including any evaluation reports, will be published on the Action Plan website, to be hosted by ECA.

The Implementation Unit will prepare quarterly progress reports and a more comprehensive annual report. The reports will set out what was accomplished during the reference period, any problems encountered, and how they were overcome – as well as plans for the next period. Reports will be prepared by ECA, approved by AGROST and the RIS, before being published on an Action Plan website.

In addition to the progress reports, the following reports and information will also be generated:

- All trainees supported by the Action Plan will be required to prepare a report on their training, including a summary of how they propose to put their new knowledge and skills to best use.
- All training centers delivering training supported by the Action Plan will be required to prepare reports on the training provided and follow-up evaluation reports.
- Documentation generated by the Action Plan, including guidance and good practice material, where possible, will be peer-reviewed.
- Advance training programs will be compiled and disseminated through the Action Plan website.

A number of key indicators for monitoring progress have been identified for each outcome and output. These are given in Table 6.1 and also in the logframe in Annex I. These will be used to monitor and report on progress at different levels.

Table 6.1: Outcomes, outputs, and performance indicators for the training component

Outcomes	Indicators
1. Agricultural statistics offices are better able to identify and prioritize their training needs and to make more effective use of skilled personnel	1. The gap between the need for knowledge and training and their availability in agricultural statistics offices
2. The capacity of training centers in Africa to supply effective and good quality education and training in subjects related to agricultural statistics is increased and sustained	2.1 The number or proportion of unfilled vacancies, especially for statisticians and other professionals 2.2 The number of experienced trainers with the required qualifications
3. The knowledge, skills, and competencies of the staff in agencies concerned with the collection, compilation, and use of agricultural statistics is increased and applied to improving data quality and use.	3. The number of training places available each year in Africa in agricultural statistics and related subjects.
Outputs	Indicators
1.1. The training of people working in agricultural statistics is integrated and coordinated with other parts of the NSS	1.1. The number of countries with integrated and coordinated training of people working in agricultural statistics with other parts of the NSS
1.2. Human resource managers in agricultural and National Statistics Offices receive the advice and training needed to be more effective	1.2. The number of HR managers who have participated in at least one workshop on training management
1.3. Countries are able to carry out detailed training needs analysis in agricultural statistics and update these from time to time	1.3. The number of countries with effective training needs analysis
2.1. Skills and knowledge of both academic and in-service training staff strengthened and upgraded	2.1. The number of trainers working in regional and national training agencies who have received appropriate training
2.2. The capacity of regional and national training centers is strengthened through effective partnership and twinning arrangements	2.2. The number of twinning arrangements and trainers who have been trained under each arrangement
2.3. Review and development of syllabuses and the production of relevant teaching materials supported	2.3. Number of syllabus and relevant teaching materials reviewed and developed
2.4. Preparation and delivery of seminars/workshops/short courses in priority areas of applied agricultural statistics supported	2.4. Number of organized seminars/workshops/short courses in priority areas of applied agricultural statistics
2.5. Training infrastructure and facilities of centers upgraded	2.5. Number of training centers with upgraded infrastructure and facilities
2.6. Courses, qualifications, and training standards are harmonized and synchronized between training centers.	2.6. Number of courses, qualifications, and training standards which are harmonized and synchronized by training centers.
3.1. Scholarship fund for long-term training established.	3.1. Number of scholarship awards for long-term training which have been provided
3.2. Participation of staff from agricultural statistics agencies in approved short courses supported	3.2. The number of trainees supported by the project, by level, type of course and language
3.3. Mechanism for accrediting qualifications for different courses established	3.3. Number of processes/mechanisms to accredit qualifications

7. RESEARCH COMPONENT

7.1 Introduction

While the number of commercial modern farms in Africa has increased significantly, most agricultural production (particularly food crop production) is still done by a large number of small subsistence farmers, who have little or no education. These farmers undertake rain-fed agriculture using a wide variety of agricultural practices (mixed-cropping, continuous planting, and harvesting on small and irregular shaped plots, etc.). In this context, there are specific methodological challenges facing the statistician, with respect to measuring, with an acceptable degree of accuracy, some of the most basic variables for agriculture. These variables include crop area, yield, and production (particularly production for own-consumption) – and this challenge is all the greater when farmers do not keep any records and do not use standard measurement units.

There is also a wide regional diversity between different parts of the continent in terms of the importance of crops grown (cereals, root crops, fruit, and vegetables, etc.), since these require different methodologies for estimation of production. The agricultural year may also vary from one to two or three rain and planting seasons and may even cover two different calendar years. The methodology to be applied to estimate annual production therefore varies considerably.

For the livestock sector, methodological challenges for data collection include enumerating the livestock and livestock products of nomadic and semi-nomadic populations, especially with regard to small animals. Turning to the fisheries sector, the problems here include estimation of fish production for in-land, traditional fishery, and marine fishery. In the forestry sector, estimation of edible forest products, fire wood production, the extent of deforestation, etc., raise additional difficulties.

In many African countries, most smallholder producers are also consumers, which affects their qualitative decisionmaking processes and may obfuscate the analysis of the data collected. Other data deficits that affect statistical activities are the extent to which agricultural activities are determined by the environment in which they take place and the impact of external events, especially weather conditions. There is a requirement, therefore, for detailed time series data that are disaggregated by agro-ecological zones. This presents a further major challenge for data collection in Africa, especially when combined with low population densities in many rural areas.

All these factors, combined with the lack of well-documented and factual information on the farming practices used, exacerbate the methodological challenges for data collection. As a consequence, the quality and accuracy of data on the agricultural sector in Africa have recurrently been questioned by data users.

7.2 Rationale for the research component

For several decades, and particularly in the 1960s, 1970s and 1980s, strenuous efforts were made by FAO, the World Bank, and several other institutions to develop tools and methods to address some of the above challenges. These efforts resulted in the publication by FAO of some basic methodological guidelines and practical handbooks on agricultural statistics, with particular relevance to developing countries. Many of them are still widely used by agricultural statisticians in African countries. Many of the data collection methods cited in these guidelines were based to a large extent on research conducted in India. However, with the declining attention being paid to the agricultural sector, and subsequently the reduction of resources being allocated to agricultural statistics, the methodological research relevant to African context became marginalized. This was in spite of repeated recommendations of the African Commission on Agricultural Statistics (AFCAS) to scale up activities in this area. FAO and other institutions and countries have continued their efforts to develop methodologies for the agriculture sector in Africa, but have so far failed to fully address all the challenges mentioned above. There is, therefore, a need for a comprehensive and integrated methodological research which can support efforts to improve agricultural statistics in Africa.

Nonetheless, recent technological advances in other global regions have witnessed the development of new methodologies and tools, particularly the geospatial information and geo-referencing devices. For example, the US Department of Agriculture's National Agricultural Statistics Service is using satellite images known as Cropland Data Layers (CDL) as a useful tool for monitoring crop rotation patterns, land use changes, water resources, and carbon emissions. Similar alternative methods and tools relevant to African context could be developed and implemented for improving data collection systems and data quality.

Another factor to consider is the rapidly changing nature of agriculture and the emergence of new issues that render the available data and some methods obsolete. For example, information on biofuel production, climate change adaptation and mitigation practices, as well as the impact of global warming on poverty is seldom collected. Indeed, little is known about the methods and best practices for collecting such information.

In order to improve agriculture and rural statistics significantly and on a sustainable basis, all these problems need to be addressed as they are interrelated. Partial solutions may provide short-term improvements but will not be sustainable. Moreover, in implementing technical solutions, a key aspect that is often missing is cost-effectiveness and sustainability. Some interesting advanced tools and methods may be implemented on an experimental basis, but their development into sustainable operational tools needs to be ensured. Therefore, work remains to be done in two directions: (i) developing new data collection methods, and (ii) adapting, updating, and validating existing methods for agricultural data collection in Africa.

Sound and cost-effective methodologies and tools form the cornerstones for building effective and sustainable agricultural statistics systems in Africa. This is why a comprehensive methodological research component is a key element in the effort to improve agricultural statistics in Africa. The results of this component will serve as inputs for both the training component and the technical assistance component.

7.3 Component framework

7.3.1 Purpose

The purpose of the research component is to contribute to a significant improvement in the quality, reliability and cost-effectiveness of agricultural statistics of African countries. It aims to do this through development of advanced and cost-effective methodologies, standards, and tools that will be used for the efficient technical and operational production of agricultural statistics, within the NSDS framework.

7.3.2 Outcome

Advanced and cost-effective methodologies, tools, and standards will be developed and disseminated for the use of agricultural statisticians in Africa. These will be in the form of methodological guidelines, handbooks, and documentation of good practices in priority research topics to foster the production of reliable agricultural statistics.

7.3.3 Outputs

The following are the expected outputs:

1. Report produced with a final list of criteria and priority research topics validated by main stakeholders; this will be published during a regional workshop, back-to back with AFCAS. Each topic report will include:
 - » ongoing or already completed research activities on the selected priority topics;
 - » review of relevant literature («état des lieux» and «state of the art»);
 - » gaps analysis and remaining methodological issues identified; and
 - » potential partner technical institutions.
2. Empirical studies will be designed and field-tested by relevant technical partner institutions (for each the thematic domain presented in Table 7.1).
3. Technical reports on findings, standards, and recommendations for possible solutions to methodological issues will be prepared, peer-reviewed, and validated by experts (for each the thematic domain presented in Table 7.1).
4. Guidelines and handbooks will be prepared or updated and disseminated (for each thematic domain presented in Table 7.1).
5. Training materials will be prepared on the basis of guidelines, standards, and handbooks (for each thematic domain presented in Table 7.1).

7.4 Research topics

An initial list of possible research topics has been developed, based on the recommendations of various sessions of the biennial meetings of the AFCAS. This list was presented at the Conference of Stakeholders in Tunis in February 2010. After the Tunis conference, in order to identify and better prioritize research topics, a survey questionnaire was sent to all key stakeholders for agricultural statistics in Africa (e.g. African agricultural statisticians, and others with long experience in the field, including international consultants, international and regional institutions, academic and train-

ing institutions, selected development partners, etc.). Based on an analysis of the questionnaires, the criteria were ranked by the level of importance to the respondents, in order to prioritize the research topics. In addition, other important areas were included: collecting data on agricultural and rural markets, especially factors and product markets that affect agricultural activities. (For example, the methodology for estimating livestock was included as a prioritized topic.)

The main stakeholders' meeting of the Action Plan for Africa was held at FAO Headquarters on September 13–14, 2010. It was decided at that time to identify thematic domains, describe how they relate to the Global Strategy, rank them according to their linkage to the main pillars of the Global Strategy, and then consider their technical relevance to Africa or other regions of the world. The resulting list of priorities by thematic domain and research topics is presented in Table 7.1 below.

Table 7.1: Ranking of thematic domains and of the corresponding research topics

Thematic domain	Research topic	Relevant to Africa mainly	Relevant also to other regions
Reference framework	Framework for development of an integrated agricultural statistics	X	
	Mainstreaming agriculture into NSDS	X	
	Implementation of an Integrated Survey Framework		X
Master frame for the integrated survey	Use of GPS in the production of agricultural statistics	X	
	Linking area frames with list frames		X
	Use of remote sensing		X
Data collection methods	Improvement of estimation of crop area, yield and production	X	
	Methods for estimating crop area, yield, and production of:	X	
	■ mixed crops		
	■ repeated cropping		
	■ continuous cropping		
	Methods for estimating yield of root crops	X	
	Cost of production	X	
	Methodology for:	X	
	■ enumerating nomadic livestock		
	■ estimating livestock products		
	Adoption of new technologies		X
	Forestry and deforestation		X
	Crop forecasting and early warning		X
	Inland fishery, aquaculture		X
Food security	Interaction between climate, environment, global warming and agriculture		X
	Land cover monitoring		X
	Methodology for the estimation of:	X	
	■ supply utilization account		
	■ food balance sheets		
	■ food stocks		
	■ edible forest products		
	Nutrition indicators	X	
	Use of households surveys / LSMS for food security indicators	X	

Thematic domain	Research topic	Relevant to Africa mainly	Relevant also to other regions
Market information	Estimation of farmgate prices	X	
	Collecting data on agriculture rural and border market prices	X	
	Collecting data on factors and product markets affecting agricultural activities	X	
Data analysis	Reconciliation of census data with survey data	X	
	Determination of users' information needs for decisionmaking		X
	Use of small area estimation methods for improving agricultural statistics		X
Improvement and use of administrative data	Improvement of administrative data	X	
	Use of administrative data for improving agricultural statistics	X	
	Estimation of informal cross-border trade data	X	

The table shows the rank of the thematic domains and of the corresponding research topics relevant to Africa. These research topics directly contribute to the realization of the first two pillars of the Global Strategy, namely (i) the establishment of a minimum set of core data that countries will provide to meet the current and emerging demands, (ii) the integration of agriculture into the NSS in order to meet policymakers' and other data users' expectations that the data will be comparable across countries and over time.

7.5 Implementation, monitoring, and reporting

7.5.1 Implementation

As recommended by the stakeholders during the Tunis meeting, the research component will be coordinated, supervised, and financially managed by a centralized body. The Global Strategy Implementation Office located at FAO will be the central unit responsible for the implementation of the research component. Many of the topics are relevant for more than one region and the best institutions to implement the research may be located in any region. FAO will work with the most qualified regional and international structures for a decentralized implementation.

Special attention will be paid to the following points:

- supervision and coordination on how resources are used;
- transparency at the level of management;
- the assignment of subcontracts on a tender basis or on comparative advantage basis (whenever possible to African institutions) depending on the topic, once a coordinating structure for research has been established; and
- existing good models such as FARA and others.

The institutional framework for implementing the research component will include a Research Unit of the Global Strategy Action Plan located at FAO, which will work closely with Advisory Expert Groups selected from a network of specialists (from institutions, academia, and individual experts). The conduct of the research on specific topics will be led by selected partner institutions/experts under the technical supervision of the Research Unit and Advisory Expert Group.

Research Unit of the Global Strategy Implementation Office

The Research Unit of the Global Strategy Implementation Office will be in charge of the coordination and the quality control of the research. It will be led by one senior statistician, one statistician, and an assistant. This Unit will work in close collaboration with Advisory Expert Groups.

The remit of the Research Unit will be to:

- analyze the replies to the survey in order to identify possible partners;
- identify additional expertise on the research topics;
- create relevant Advisory Expert Groups on the main topics, which will collaborate with the Research Unit to identify the best partner institutions/experts to lead the research on specific topics;
- select the lead partners (academic institutions, research centers, individual experts, etc.) to be contracted by the Regional Strategy Implementation Office (RISP);
- coordinate and facilitate the activities of the lead partners;
- facilitate networking among the lead partners;
- organize relevant workshops to review the gap analysis report and plans for empirical studies proposed by the lead partner;
- assist in the selection of countries and facilitate the implementation of the empirical studies by the lead partners;
- review the findings and recommendations from the empirical studies prepared by the lead partners;
- select the experts for the peer review and expert validation of the findings and recommendations and submit the reports;
- organize technical workshops for peer review and expert validation of the findings and recommendations;
- analyze and summarize the results of the peer review and the expert validation and submit them to the lead partners for the preparation of revised reports;
- review the revised reports and provide guidance to the lead partners to prepare relevant guidelines and handbooks;
- discuss the guidelines with the leaders of the training and technical assistance components, the Friends of the Chair, Advisory Expert Groups, and other stakeholders and finalize the guidelines;
- coordinate the activities for the publication of handbooks and guidelines;
- organize dissemination workshops with countries and other stakeholders;
- disseminate the publications on the web;
- ensure close interaction between the research component, the training component, and the technical assistance component to take into account the results of the research and the guidelines when preparing the most advanced training material;
- establish and facilitate a wide network of experts on various topics; and
- identify, centralize, and disseminate relevant good practices as a knowledge-sharing center using web-based tools.

Advisory Expert Groups

The Advisory Expert Groups will provide technical advice to the Research Unit in their domains of expertise in order to ensure that the methodological research is implemented using the best technical standards. The Groups will:

- collaborate with the Research Unit to describe the prioritized research topics;
- collaborate with the Research Unit to identify and select the best partner institutions/experts to lead the research on specific topics;
- provide advice on the gap analysis report prepared by the lead partner institutions;
- participate in technical workshops and provide comments on gaps analysis and plans proposed by the lead partners to conduct empirical studies to fill the gaps;
- advise the Research Unit and lead partners on the selection of countries for field tests;
- contribute to the Peer Review of the findings and recommendations proposed by the lead partners from empirical studies;
- participate in the expert meetings to validate the findings and recommendations;
- review the draft guidelines and handbooks prepared by the lead partners and the Research Unit;
- contribute to wide dissemination of the handbook and the guidelines; and
- assist the Research Unit to identify emerging topics and new methodological developments in their domains of expertise.

Lead implementation partners

The lead partner will be mainly responsible for the conduct of research on a specific topic for which it has established expertise in the preparation of relevant handbooks and guidelines. The lead partner will work under the technical supervision of the Research Unit and will undertake the following tasks in close collaboration with the Research Unit and the Advisory Expert Group:

1. Identify the relevant literature concerning the specific priority topic;
2. Review the literature concerning the priority topic;
3. Identify and analyze the gaps and remaining methodological issue in close consultation with the leaders of the training and technical assistance components, the Friends of the Chair, relevant Advisory Expert Group, other stakeholders, and the donors;
4. Prepare a draft report on the ongoing or already completed research activities and the gaps on the selected topics and literature review;
5. Prepare a plan for conducting empirical studies to fill the gap (design of the study, methodology, instruments);
6. Organize technical workshops to present and discuss the findings of the gap analysis and proposed plan for conducting empirical studies to fill the gap;
7. Select the countries and the samples for the experiments;
8. Conduct the field tests;
9. Process and analyze the results;
10. Prepare a report on the findings and recommend possible solutions to issues;
11. Revise the report to take into account the feedback from the Peer Review and Validation Workshop; and

12. Rprepare relevant guidelines and handbooks.

Consistency between the research and the other technical components will be ensured through an overall technical framework which will also allow the integration of the regional Action Plan with the global Action Plan.

7.5.2 Monitoring and reporting

A number of key indicators for monitoring progress have been identified for each outcome and output. These are given in Table 7.2 and also in the logframe in Annex I. These will be used to monitor and report on progress at different levels.

Table 7.2: Outcome, outputs, and performance indicators for the research component³⁷

Outcome	Indicators
1. Advanced and cost-effective methodologies, tools, and standards developed and disseminated in the form of methodological guidelines, handbooks, and documentation of good practices in priority research topics, which will be used by agricultural statisticians in Africa for efficient production of reliable agricultural statistics	1.1. Number (%) of countries using the guidelines and handbook for data collection 1.2. Reduction in the average cost of data collection per statistical unit 1.3. Level of accuracy of estimates of statistics for major crops at the national level.
Outputs	Indicators
1. Report with final list of priority research topics prepared and discussed with main stakeholders during a regional workshop back-to-back with AFCAS. Each topic report will include: ■ ongoing or already completed research activities on the selected priority topics ■ review of relevant literature (« état des lieux » and « state of the art ») ■ gaps analysis and remaining methodological issues identified ■ potential partner technical institutions	1.1. Regional workshop organized and attended by all African Directors of Agricultural Statistics and other key stakeholders and report prepared with validated list of criteria and priorities as well as detailed work plan 1.2. Technical reports completed and validated
2. Empirical studies designed and field-tested by relevant technical partner institutions (for each thematic domain presented in Table 7.1)	2. Percentage of planned studies, and field tests performed
3. Technical reports on findings, standards, and recommendations for possible solutions to methodological issues prepared, peer reviewed and validated by experts (for each thematic domain presented in Table 7.1)	3. Technical reports reviewed and validated
4. Guidelines and handbooks prepared or updated and disseminated (for each thematic domain presented in Table 7.1)	4.1. Technical quality of methodological guidelines and handbook 4.2. Capability of the guidelines to contribute to the improvement of agricultural statistics in African countries
5. Training materials prepared on the basis of guidelines, standards and handbooks (for each thematic domain presented in Table 7.1)	5. Innovative training materials prepared

³⁷ Specific outputs and activities to different thematic domains are presented in Work plan, Annex II.

8. WORK PROGRAM AND BUDGET

8.1 Work program

It is crucial that the execution of the Action Plan is well managed, as this increases the probability of success and leads to better results, lower costs, less effort, shorter time, better relationships, and the ability to continuously improve performance. This has been taken into account in preparing the work program which is presented in Annex II.

The work program cascades from the outcomes, to outputs and activities. In fact, work packages have been broken down into the smallest activities that can be easily planned in terms of cost, time, and quality. Not only have the key activities that need to be carried out been identified for the three components and the governance mechanism, but they have also been sequenced (following the order in which they will be executed), scheduled taking into account linkages among them (by linking them through relationship dependencies), and assigning them to responsibility centers. For instance, some research activities are expected to feed into training and technical assistance activities.

To simplify the presentation of the work program, activities have been presented by the quarter in which they will take place. More detailed activity scheduling is expected to be done by different components as they prepare their respective action plans. It is important that this is done in a consistent manner, using a common electronic tool and system to enable easy data exchange and retrieval. In this connection, it is proposed that under the Action Plan, MS Project software is used for the purpose of action planning, tracking progress, and resource management.

Such an electronic tool and system will not only ensure that the data/information is exchanged more quickly and appropriately, but it will also be useful in scheduling revisions/updates in the activities. Once an element is changed (e.g. start or end dates or the duration of a given task), the whole schedule will be automatically updated to accommodate the impact of such a change. Moreover, not only does it enable an easy, detailed, and consistent building of the schedule, but also it is a powerful tool for the monitoring and control of the project progress. This is achieved through the creation of project baseline information (initial schedule and planned costs) and a regular and timely production of project status reports, tracking and analyzing project data (providing an easy and quick overview of current activities, assignment, and workload as well as an automatic calculation of Earned Value, Actual Cost and Planned Value), and adjusting assignment resources.

So to ensure that Plan implementation is managed better – on time, on budget – it will be necessary for all personnel involved in the execution of the Action Plan to develop the necessary skills and be able to use this software for the stated purposes.

8.2 Budget

8.2.1 Introduction

As pointed out earlier, the global implementation plan will be supported by a Global Multi-donor Trust Fund for Agricultural Statistics (GMDTFAS), which will allocate funds to those regions where the mobilization of resources is weaker. In addition, there will be a Regional Trust Fund to be managed by the AfDB. At the national level, country programs will be prepared for funding through the GMDTFAS and the Regional Trust Fund. Once agreed by the Regional Steering Committee, these will be implemented under the leadership of focal institutions, depending on their technical content. The focal institutions may draw technical support from the most appropriate REC and/or SRO, in agreement with the countries.

The initial estimation of the budget needed for this first phase (2011–2015) will be about US\$ 66 million. This section gives the breakdown budget and other inputs required for the implementation of the Action Plan for Africa. It also gives the assumptions made in the preparation of the budget.

8.2.2 Total budget estimates for the Action Plan for Africa

Some assumptions

The following assumptions were made in the preparation of the budget:

- i. At the regional level
 - » The day-to-day activities of the Regional Implementation Secretariat (hosted at AfDB) will be undertaken by one Regional Strategy Secretary, the Finance Officer, the M&E Officer, and an Administrator.
 - » Also as part of the Secretariat, there will be three Component Coordinators – for TA, training and research. The TA Coordinator, based at AfDB, will head up a core team, including an expert in data management and an associate expert. The Training Coordinator, based at the ECA, will head up an Implementation Management Unit comprising experts in statistical training, and support staff. The Research Coordinator, based at FAO, will head up a Research Unit which will be supported by Advisory Expert Groups.
 - » The Regional Implementation Secretariat will need office equipment and supplies as well as communication facilities.
 - » The Regional Implementation Secretary, Finance Officer, M&E Officer, Component Coordinators and some members of component Implementation Units will be travelling to attend meetings/workshops as required. Missions related to backstopping Strategy activities will be covered by the budget of the related technical components;
 - » Organizational meetings (including the project review meetings, Steering Committee meetings and closing project meeting) will be organized at the regional level.
 - » The costs related to the official launching of the Strategy, including the briefing of National Coordinators, will be covered by the budget of the TA component.

- » Possible technical work, including the compilation and reporting/publication of the minimum core data set (related consultancy work and involved materials) will be included under the TA component.
- ii. At RECs/SROs levels
 - » Five of the eight RECs (COMESA, ECCAS, ECOWAS, SADC, and AMU),³⁸ as well as relevant SROs, will be kept in the loop regarding the implementation of the activities in their respective countries. Where needed, their capacity will need to be strengthened through the implementation of technical components of the Strategy.
 - » The RECs will be required to attend some technical meetings and training workshops. Incurred costs may be supported by related technical component budgets.
- iii. At the national level
 - » In the first year, the implementation of the Strategy will cover 12 countries. In the following years 12 more countries will be annually added until the fourth year. With the fifth year, all countries will be covered. However, activities like training do not have to be implemented in a phased manner.
 - » The members of the National Technical Working Group (estimated at six persons, including the National Strategy Coordinator) will be executing technical coordination work for the implementation of the Strategy. For this purpose, they will need incentives/allowances to be covered by technical component budgets.
 - » Office equipment and supplies, as well as communication facilities, will be required. Related costs will be covered by technical component budgets.
 - » The National Strategy Coordinator will have the responsibility of reporting the minimum core data set for his/her country. For this purpose, they will need transportation facilities to collect data from different institutions. Related costs will be covered by the technical assistance budget.
 - » The National Agricultural Statistics Coordination Committee will need to meet once each year.
 - » The cost of the official national launching workshop of the Strategy and that of the working group meetings will be organized and covered by the technical assistance budget.
- iv. For the research component
 - » Only the cost of the research topics that are relevant mainly to Africa are included in this budget. See Table 7.1 for the classification of the topics into two classes: (i) mainly relevant to Africa and (ii) relevant also to other regions.
 - » For the second class of research topics, additional funding sources will be explored. Thus an additional budget of about US\$ 6 million will be needed for funding other regions.

Table 8.1 presents a summary of the budget. The detailed budget is presented in Annex III.

38 The eight RECs are: CEN-SAD, COMESA, EAC, ECCAS, ECOWAS, IGAD, SADC, and AMU.

Table 8.1: Summary of the total budget estimates for 5 years (US\$)

Item/Activity Description	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	%
GRAND TOTAL	10 458 926	13 601 939	15 249 081	15 129 582	11 574 743	66 014 271	100
Regional	2 921 372	3 238 021	3 395 035	3 406 781	3 358 622	16 319 830	25
Country	7 537 554	10 363 918	11 854 047	11 722 802	8 216 120	49 694 441	75
Total Governance	1 867 210	1 619 550	1 765 950	1 928 210	2 027 030	9 207 950	14
Total Technical Assistance	5 252 344	5 679 222	6 186 620	6 011 428	5 455 871	28 585 485	43
Total Training	1 690 920	4 295 620	4 948 320	4 887 320	2 210 640	18 032 820	27
Total Research	1 648 452	2 007 547	2 348 191	2 302 624	1 881 202	10 188 016	15
GRAND TOTAL	15.8	20.6	23.1	22.9	17.5	100	

The total estimated budget can be broken down by geographic distribution, technical component allocation, and by annual expenditure, as follows:

- *Geographic breakdown:* 75 percent of the total will be spent in the countries, with the remaining 25 percent going to the region as a whole. This is justified by the fact that the main beneficiaries of the Strategy are the countries.
- *Technical component allocation:* 43 percent will go to technical assistance aimed at building statistical capacity, 27 percent to training, 15 percent to research and 14 percent to governance.
- *Annual expenditure:* 15.8 percent will be spent in Year 1, 20.6 percent in Year 2, 23.1 percent in Year 3, 22.9 percent in Year 4, when almost all countries are expected to be implementing the Strategy. Yearly expenditure then drops to 17.5 percent in Year 5.

8.3 Budget sources and other possible inputs to the project

It is expected that the required total budget will be mobilized by donors. The regional implementing structures may be able to provide between 15-30 percent of the budget.

It is also expected that in addition to contributing funds to the project, some donors may provide additional inputs to the project in kind:

- AfDB will be hosting the Regional Implementation Secretariat, including some potential inputs in kind (e.g. space and staff).
- FAO will be hosting the Global Office. It too may provide some inputs in kind.
- The three institutions hosting the Regional Strategy Coordinators (Technical Assistance Coordinator, Training Coordinator, and Research Coordinator) may also provide office equipment and supplies, as well as communication facilities and staff assistants.
- At the country level, governments will be paying the salaries of the national staff involved in the implementation of the Strategy, allocating space, etc.



ANNEXES

ANNEX I

Results-based logical framework

Country and project name:	AFRICA: Improving Statistics for Food Security, Sustainable Agriculture and Rural Development – An Action Plan for Africa
Purpose of the project :	Improvements in the coverage and quality of the minimum core data set, focusing on both national and regional priority data needs; greater integration of agricultural statistics with national statistical systems; and the increased and sustained capacity of the systems to meet the needs of users in the future.

A. Results-based logical framework – Common Impact to all technical components, including the governance mechanism

RESULTS CHAIN		PERFORMANCE INDICATORS		MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline		
IMPACT	1. Improved coverage and quality of the minimum core data set, focusing on both national and regional priority data needs; 2. Greater integration of agricultural statistics with national statistical systems 3. Increased and sustained capacity of the systems to meet the needs of users in the future.	Overall improvement of National Agricultural Statistics Systems (NASSs), which are fully integrated into the national statistical system.	Currently 39%	Reduce the number of countries whose NASS are classified as low capacity by 50%	Risks 1. Lack of national political will to support the Action Plan. 2. Project activities may not respond to country priorities. 3. Funds may not be mobilized and/or allocated in a timely manner. 4. Appropriate coordination of activities at country level
		Number (%) of countries where the NASS is integrated into the national statistical system (into NSDS).	TBD (Country Assessment results)	50% of countries to have their NASS integrated into the national statistical system (NSDS)	
		The number (%) of countries that have implemented a master sample frame for agricultural statistics.	TBD (Country Assessment results)	50% of countries to have a master sample frame for agricultural statistics	
		The number of countries that have implemented an integrated survey framework.	TBD (Country Assessment results)	50% of countries to have implemented an integrated survey framework	Mitigation Measures 1.1. Continued advocacy starting with the launching of the Strategy. 1.2. To adopt a required communication plan. 2.1. To develop relevant plan of actions for each country. 3.1. Continued aid for statistics generally. 4.1. Using existing national structures and ensure their effective co-ordination (through their integration into NSDS).
		The number of countries that have implemented an integrated database.	TBD (Country Assessment results)	50% of countries to have implemented an integrated database.	
		Quality of key minimum core data sets for Africa.	TBD (Country Assessment results)	50% of countries reporting key data of adequate quality to FAO	
		Number (%) of countries where the governance frameworks for agricultural statistics are in line with the Global Strategy recommendations.	TBD (Country Assessment results)	50% of countries to have an integrated governance framework in line with the Global Strategy recommendations	

B. Results-based logical framework– Governance Mechanism

Country and project name:	AFRICA: Improving Statistics for Food Security, Sustainable Agriculture, and Rural Development – Action Plan for Africa (Governance Mechanism)
Purpose of the project :	To strengthen the institutional and organizational basis for improving agricultural statistics, including integrating agriculture in the national statistical system

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline	Target		
OUTCOMES						
OUTCOMES	1. Resources are mobilized and allocated for Strategy implementation	1. Increase in resources for agricultural statistics	1. TBD (Country Assessment results)	1. Increase by 60% existing resources for agricultural statistics	1. Project Progress Report and Baseline Information Report	Risks 1. Investment for agricultural statistics not forthcoming from government 2. Coordination structures exist but are not functional 3. Sector Strategic Plan for Agricultural Statistics (SSPAS) not designed in the context of the NSDS
	2. Appropriate structures for coordinating implementation of the Strategy in the Africa region are established and are operational	2. Number of countries with functioning coordination structures for agricultural statistics	2. Currently 28%	2. At least 50% of the countries have functioning coordination structures for agricultural statistics	2. Project Progress Report and Baseline Information Report	Mitigation measures:
	3. Increased availability and use of agricultural data for policy, decision-making and other purposes.	3. Number of countries with increased use of agricultural data for policy and decision-making	3. TBD (Country Assessment results)	3. At least 50% percent of the countries are producing and reporting a minimum set of core agricultural data	3. Project Progress Report and Baseline Information Report	1. Intense statistical advocacy for government support on statistical activities 2.1.Ensuring that discussions in of the coordination meetings are interesting
	4. Legal provisions for agricultural statistics are aligned with provisions in the national statistical legislation	4. Number of countries with rationalized legal provisions for agricultural statistics	4. TBD (based on Country Assessment results)	4. At least 40% of the countries have a rationalized legal provision for agricultural statistics	4. Project Progress Report and Baseline Information Report	2.2.Ensuring that invitations /agendas to meetings of the coordination structures are interesting and sent out in time 3.1. Intense statistical advocacy for government for integrating SSPC into NSDS

Risks

1. Investment for agricultural statistics not forthcoming from government
2. Coordination structures exist but are not functional
3. Sector Strategic Plan for Agricultural Statistics (SSPAS) not designed in the context of the NSDS

Mitigation measures:

1. Intense statistical advocacy for government support on statistical activities
- 2.1. Ensuring that discussions in of the coordination meetings are interesting
- 2.2. Ensuring that invitations /agendas to meetings of the coordination structures are interesting and sent out in time
- 3.1. Intense statistical advocacy for government for integrating SSPC into NSDS

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline	Target		
OUTPUTS						
OUTPUT	1.1. Resources mobilized and allocated for Strategy implementation	1.1. Resources mobilized, secured, and allocated	N.A.	1.1. At least 80% of required resources are mobilized and are available	1.1. Project Progress Report	Risks: 1. For various reasons, sectors are not mainstreamed in the NSDS process 2. Drive for resource mobilization may falter. 3. Countries may be more interested in meeting short-term data needs than investing in longer-term statistical capacity building. 4. Coordination arrangements may not be effective. 5. Weak M&E at both regional and country level. Mitigation measures: 1. Vigorous NSDS advocacy using PARIS21 tools to demonstrate importance of longer-term planning and also in mainstreaming sectors in the NSDS. 2. AfDB which has a lot of experience in resource mobilization should take leadership in this activity, in close collaboration with other implementation leading agencies and ministries of finance of countries. 3. Advocacy for longer-term statistical capacity building 4. Ensuring that coordination arrangements are formalized and build in the national statistical legislation. 5. Closer supervision and strict reporting mechanism for an effective operational M&E.
	2.1. Strategy implementation structures at regional level including M&E system are established and operational	2.1. Existence of functioning Strategy implementation structures at regional level	N.A.	2.1. Regional Steering Committee, Executive Committee and the regional Implementation Office are in place and functional	2.1. Project Progress Report	
	2.2. Structures for agricultural statistics at national level including coordination structures established and operational	2.2. Number of countries with coordination arrangements for agricultural statistics	2.2. Currently 28%	2.2.1 Functioning National Agricultural Statistics Coordination Committee in place. 2.2.2. At least 50% of the countries have functional coordination arrangements for agricultural statistics	2.2. Project Progress Report	
	2.3. Action Plan for Africa launched	2.3. Launch meeting held.	N.A.	2.3. Strategy Action Plan launched	2.3. Project Progress Report	
	2.4. M&E and risk management systems and reporting plans in place and operational	2.4. Regular production of monitoring and progress reports	N.A.	2.4. At least 50% of the countries have M&E and risk management systems and reporting plans in place	2.4. Project Progress Report	
	2.5. First phase of project completed, evaluated and products capitalized	End of project report prepared	N.A.	Appropriate closing project process	End of project report	
	3.1. Advocacy materials produced and used by countries	3.1. Number of countries formally undertaking statistical advocacy in the agriculture sector	3.1. TBD (Country Assessment results)	3.1. At least 50% of countries are formally undertaking statistical advocacy in sectors	3.1. Project Progress Report and Baseline Information Report	
	4.1. Legal provisions for agricultural statistics exist and are aligned with provisions in the national statistical legislation	4.1. Number of countries with legal provisions for agricultural statistics are aligned with provisions in the national statistical legislation	4.1. TBD (Country Assessment results)	4.1. At least 40% of the countries have legal provisions for agricultural statistics aligned with provisions in the national statistical legislation	4.1. Project Progress Report and Baseline Information Report	

RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
	Indicator (including CSI)	Baseline	Target		
KEY ACTIVITIES	KEY ACTIVITIES			INPUTS	
	1.1.1. Mobilize/allocate resources for implementation of the Action Plan.			Total: US\$ 9,207,950	
	1.1.2. Allocation of equipment and other material				
	2.1.1. Establish Plan implementation structures at regional level including M&E system and align with global governance framework.				
	2.2.1. Establish or strengthen existing structures for agricultural statistics at national level, including coordination structures.				
	2.3.1. Launch the Action Plan for Africa.				
	2.4. Oversight/Knowledge sharing/M&E/Report on project implementation.				
	2.5.1. Appraisal/Quality evaluation of the Project.				
	2.5.2. Capitalisation, extension and perspectives of the outcomes.				
	3.1.1. Promote use of agricultural statistics and empower users to effectively use them in their work.				
4.1.1. Align legal provisions for agricultural statistics with provisions in the national statistical legislation.					

C. Results-based logical framework – Technical Assistance Component

Country and project name:	AFRICA: Improving Statistics for Food Security, Sustainable Agriculture, and Rural Development – Action Plan for Africa (Technical Assistance Component)
Purpose of the project :	Assist African countries to improve and strengthen institutional, organizational, and technical capacities for the development of their Agricultural Statistical Systems, based on a detailed assessment of their actual capacities and needs.

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Base-line	Target		
OUTCOMES						
OUTCOMES	1. Institutional, organizational, and technical capacities of Agricultural Statistical Systems in Africa improved and strengthened	1.1. Measures of the overall capacity of agricultural statistics systems, for all countries and for Africa as a whole	1.1. TBD (Country Assessment results)	1.1. Reduction in number of countries whose NASS are classified as low level of development by 50% compared with the baseline.	1.1. Project Progress Report and Baseline Information Report	Risks 1. Lack of national political will to support the project implementation. 2. Project activities may not respond to country priorities. 3. Weaknesses in implementing agencies. Mitigation measures: 1. Continued advocacy. 2. Integration of agricultural statistics into NSDS. 3. Operational M&E, risks, quality and communication management plans.
		1.2. Measures of the quality of key minimum core data sets, for all countries and for Africa as a whole.	1.2. TBD (Country Assessment results)	1.2. At least 50% of countries reporting key data of adequate quality to FAO	1.2 Project Progress Report and Baseline Information Report	
		1.3. Assessments of the extent to which countries have developed and are using a master sample frame for agricultural statistics	1.3. TBD (Country Assessment results)	1.3. At least 50% of countries with a master sample frame for agricultural statistics	1.3 Project Progress Report and Baseline Information Report	
		1.4. Assessments of the extent to which countries have an integrated survey framework	1.4. TBD (Country Assessment results)	1.4. At least 50% countries to have implemented an integrated survey framework	1.4. Project Progress Report and Baseline Information Report	
		1.5. Assessments of the extent to which the legal frameworks for agricultural statistics are in line with the Global Strategy	1.5. TBD (Country Assessment results)	1.5. At least 50% of countries to have an integrated legal framework in line with the Global Strategy	1.5. Project Progress Report and Baseline Information Report	
OUTPUTS						

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Base-line	Target		
OUTPUTS	1. TA component appropriately managed	1.1. Availability of national plans of action		1.1 Countries which are covered by the project have national plans of action in place	1.1. Project Progress Report and Baseline Information Report	Risks: 1. Inadequate allocation of resources (budget, human and materials) and delay in resource disbursement 2. Country specificities and disparities in Technical Assistance (TA) needs 3. Difficulties in promoting and using new/unfamiliar methodologies and/or technology 4. Inadequately skilled personnel 5. Complexity of the project: TA is cross-cutting in terms of it being required in other components such as training and methodological research. 6. The project schedule may be too aggressive. 7. The project budget may have been underestimated or overestimated. 8. Weak M&E system at country level. 9. Weak risk management system. 10. Stakeholders may not be well informed about the Strategy. 11. Some leading agencies in countries and/or RECs/SROs may not have the capacity to support the program as planned. Mitigation measures: 1. To ensure timely disbursement of all required resources. 2. Prioritization of TA activities according to the grouping of countries with similar NASS and/or needs. 3. Testing widely and under different environment new methodologies and techniques 4. Training national staff in the use of new/unfamiliar methodologies and/or technology. 5. The three components to be managed in a strict partnership, collaboration and cooperation between FAO, AfDB and ECA. 6. To revise and update the schedule as more relevant information will be available 7. To revise and update the budget as more relevant information will be available. 8. To develop and implement appropriate M&E systems, at regional and national levels. 9. To put into place an operational risk management plans, at regional and national levels, and ensure that related regular reports on the progress made are issued and discussed with the senior management and the mitigating measure executed. 10. To develop an appropriate communication management plan and ensure regular and timely information flow between stakeholders. 11. Identification of countries in critical needs and provide the required backstopping.
		1.2. Project progress reports (for national and regional levels)		1.2 Project progress reports (for national and regional levels) issued regularly and timely	1.2. Project Progress Report and Baseline Information Report	
		1.3. Report of aggregated regional minimum core data set		1.3. Report on aggregated regional minimum core data set issued regularly and timely	1.3. Project Progress Report and Baseline Information Report	
	2. National capacity development programs established	2. Number (%) of countries with capacity development programs in place	2. TBD (Country Assessment results)	2. At least 50% of countries with capacity development programs in place	2. Project Progress Report and Baseline Information Report	
	3. Sector Strategic Plans for Agricultural Statistics designed	3. Number (%) of countries who have designed the Sector Strategic Plans for Agricultural Statistics	3. TBD (Country Assessment results)	3. At least 50% of countries with a Sector Strategic Plans for Agricultural Statistics in place	3. Project Progress Report and Baseline Information Report	
	4. Institutional and organizational capacities developed	4. Number (%) of countries with legal frameworks for agricultural statistics in place, dialogue between stakeholders, and using new methods and tools	4. TBD (Country Assessment results)	4. At least 40% of countries with legal frameworks for agricultural statistics in place, dialogue between stakeholders, and using new methods and tools	4. Project Progress Report and Baseline Information Report.	
	5. Agricultural data sources developed and harmonized	5. Number (%) of countries conducting agricultural censuses and surveys regularly as required and at the appropriate frequency (decennial for census and annual for surveys)	5. TBD (Country Assessment results)	5. At least 50% of countries conducting agricultural censuses and surveys regularly as required (decennial for census and annual for surveys)	5. Project Progress Report and Baseline Information Report.	
	6. Required agricultural data harmonized, managed, produced, analyzed and disseminated	6.1. Proportion of countries reporting key data (minimum set of core agricultural data) of adequate quality	6.1. TBD	6.1. At least 50% of countries report key data (minimum set of core agricultural data) of adequate quality	6.1. Project Progress Report and Baseline Information Report	
		6.2. Volume (%) of data (minimum set of core agricultural data) of adequate quality reported	6.2. TBD	6.2. At least 50% of required volume data (minimum set of core agricultural data) are reported		

RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
	Indicator (including CSI)	Base-line	Target		
KEY ACTIVITIES	KEY ACTIVITIES			INPUTS	
	1.1. Establishment of TA operational structures 1.2. Backstopping and M&E of the implementation of the project 1.3. Assistance for the development of detailed national plans of actions. 1.4. Compilation, aggregation and reporting on the regional minimum core data set. 2.1. Establishment of baseline information through a detailed assessment of specific country needs. 2.2. Development and establishment of capacity development programs. 3.1. Integrating agriculture into the National Statistical System. 3.2. Capacity building/training in using bottom-up approach to the SSPS on agriculture as part of the NSDS process. 4.1. Advocacy for agricultural statistics and statistical development in sectors. 4.2. Support establishment of national agricultural statistical legislations and/or ensuring their alignment to other legal provisions. 4.3. Advocacy and policy dialogue between government and development partners to mainstream agricultural statistics in sector development programs. 4.4. Promoting and enhancing coordination for agricultural data production and use. 4.5. Assist countries build and sustain statistical capacity, including building survey infrastructure, IT infrastructure and training in new areas. 5.1. Assist countries to better plan and manage their agricultural censuses. 5.2. Assist countries to design integrated survey frameworks and integrated databases. 5.3. Assist countries to review and audit methodologies and instruments in use for the production of agricultural administrative data. 6.1. Assist countries to assemble, review, analyze and document good practices as well as existing agricultural datasets. 6.2. Assist countries to verify the accuracy and reliability of the agricultural production data series. 6.3. Statistical support to data analysis, Research and Development. 6.4. Assist countries to establish and/or strengthen CountrySTAT. 6.5. Establish RegionSTAT (AfricaSTAT) at AfDB level. 6.6. Assist countries for the compilation reporting/ dissemination of the minimum core data set.			Total: US\$ 28,585,485	

D. Results-based logical framework – Training Component

Country and project name:	AFRICA: Improving Statistics for Food Security, Sustainable Agriculture, and Rural Development – Action Plan for Africa (Training Component)
Purpose of the project :	(i) To strengthen the capacity of agencies concerned with the collection, compilation, and use of agricultural statistics by increasing the knowledge, skills, and competencies of their staff and (ii) to strengthen and sustain the capacity of African training centers to develop and deliver good-quality training in statistics related topics.

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline	Target		
OUTCOMES						
OUTCOMES	1. Agricultural statistics offices are better able to identify and prioritize their training needs and to make more effective use of skilled personnel	1. The gap between knowledge and training needs and their availability in agricultural statistics offices	1. TBD (Country Assessment results)	1. At least 50% of countries reduce the gap between training needs and the availability of trained staff by at least 10% at mid-term and 20% at the end of Phase 1	1. Project Progress Report and Baseline Information Report	Risks 1. Agricultural statistics not given priority for scarce training places. 2. Training capacity not sustained Mitigation measures: 1.1. Improve HR management 1.2. Continued advocacy 2.1. Support training providers to ensure capacity can be sustained 2.2.Improve information about the training market
	2. The capacity of training centers in Africa to supply effective and good-quality education and training in subjects related to agricultural statistics is increased and sustained	2.1. The number of training places available each year in Africa in agricultural statistics and related subjects 2.2. The number of experienced trainers with the required qualifications	2.1. TBD (Country Assessment results) 2.2 TBD (Country Assessment results)	2.1. Number of training places available in Africa in the most important subjects is increased by 10% at mid-term and 20% at the end of Phase 1 2.2. Training centers have all required qualified trainers at the end of Phase 1	2.1. Project Progress Report and Baseline Information Report 2.2. Project Progress Report and Baseline Information Report	
	3. The knowledge, skills, and competencies of the staff in agencies concerned with the collection, compilation and use of agricultural statistics is increased and applied to improving data quality and use.	3. The number or proportion of unfilled vacancies, especially for statisticians and other professionals	3. TBD (Country Assessment results)	3. The proportion of unfilled professional vacancies is reduced by at least 10% at mid-term (and 20% at the end of Phase 1) in at least 50% of countries reporting	3. Project Progress Report and Baseline Information Report	

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline	Target		
OUTPUTS						
OUTPUT	1.1. The training of people working in agricultural statistics is integrated and coordinated with other parts of national statistical systems	1.1. The number of countries with integrated and coordinated training of people working in agricultural statistics with other parts of national statistical systems	1.1. TBD (Country Assessment results)	1.1. At least 30% and 60% respectively at mid-term and end of Phase 1 of countries with integrated and coordinated training of people working in agricultural statistics with other parts of national statistical systems	1.1. Project Progress Report and Baseline Information Report	Risks: 1. Inadequate demand for training 2. Trainees are not selected on the basis of need 3. HR managers are not supported by senior management Mitigation measures: 1. Greater use of accreditation to provide recognized qualifications 2. Advocacy with senior management of statistical offices 3. Provision of guidelines and training for HR managers and intensive supervision to ensure appropriate selection of trainees
	1.2. Human resource managers in agricultural and NSOs receive the advice and training needed to be more effective	1.2. The number of HR managers who have participated in at least one workshop on training management	1.2. TBD (Country Assessment results)	1.2. Some 30% and 60% respectively at mid-term and end of Phase 1 of HR managers have participated in at least one workshop on training management	1.2. Project Progress Report and Baseline Information Report	
	1.3. Countries are able to carry out detailed training needs analysis in agricultural statistics and update these from time to time	1.3. The number of countries with effective training needs analysis	1.3. TBD (Country Assessment results)	1.3. At least 30% and 60% respectively at mid-term and end of Phase 1 of countries have completed a training needs analysis and updated this at least once	1.3. Project Progress Report and Baseline Information Report	
	2.1. Skills and knowledge of both academic and in-service training staff strengthened and upgraded.	2.1.The number of trainers working in regional and national training agencies who have received appropriate training	2.1. TBD (Country Assessment results)	2.3. All trainers working in regional and national training agencies have received appropriate training	2.1. Project Progress Report and Baseline Information Report	
	2.2. The capacity of regional and national training centers is strengthened through effective partnership and twinning arrangements	2.2.The number of twinning arrangements and trainers who have been trained under each arrangement	2.2. TBD (Country Assessment results)	2.2. At least 3 and 7 (respectively at mid-term and end of Phase 1) twinning arrangements are in place and at least five trainers have been trained under each arrangement	2.2. Project Progress Report and Baseline Information Report	

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline	Target		
OUTPUTS						
OUTPUT	2.3. Review and development of syllabuses and the production of relevant teaching materials supported.	2.3. Number of syllabus and relevant teaching materials reviewed and developed.	2.3. TBD (Country Assessment results)	2.4. All needed teaching materials are reviewed and developed	2.3. Project Progress Report and Baseline Information Report	Risks: 1. Inadequate demand for training 2. Trainees are not selected on the basis of need 3. HR managers are not supported by senior management Mitigation measures: 1. Greater use of accreditation to provide recognized qualifications 2. Advocacy with senior management of statistical offices 3. Provision of guidelines and training for HR managers and intensive supervision to ensure appropriate selection of trainees
	2.4. Preparation and delivery of seminars/ workshops/short courses in priority areas of applied agricultural statistics supported	2.4. Number of organized seminars/ workshops/ short courses in priority areas of applied agricultural statistics	2.4. TBD (Country Assessment results)	2.4. Covering remote sensing/ GIS and management of agricultural censuses/surveys	2.4. Project Progress Report and Baseline Information Report	
	2.5. Training infrastructure and facilities of centers upgraded	2.5. Number of training centers with upgraded infrastructure and facilities	2.5. TBD (Country Assessment results)	2.5. All training centers upgraded	2.5. Project Progress Report and Baseline Information Report	
	2.6. Courses, qualifications, and training standards are harmonized between training centers	2.6. Number of courses, qualifications and training standards which are harmonized by training centers	2.6. TBD (Country Assessment results)	2.6. All courses, qualifications, and training standards are harmonized by training centers	2.6. Project Progress Report and Baseline Information Report	
	3.1. Scholarship fund for long-term training established	3.1. Number of awards for long-term training which have been provided	3.1. TBD (Country Assessment results)	3.1. At least 75 awards for long-term training have been provided by mid-term and 159 at the end of Phase1.	3.1. Project Progress Report and Baseline Information Report	
	3.2. Participation of staff from agricultural statistics agencies in approved short courses supported	3.2. Number of trainees supported by the project, by level, type of course, and language	3.2.TBD (Country Assessment results)	3.2. At least 170 awards for short-term have been provided by mid-term and 340 awards at the end of Phase1	3.2. Project Progress Report and Baseline Information Report	
	3.3. Process for accrediting qualifications for different courses established	3.3. Number of processes which are place to accredit qualifications	3.3. TBD (Country Assessment results)	3.3. At least five processes are in place to accredit qualifications	3.3. Project Progress Report and Baseline Information Report	

RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
	Indicator (including CSI)	Baseline	Target		
KEY ACTIVITIES	KEY ACTIVITIES			INPUTS	
	1. Integrating training needs in agricultural statistics with other elements of national statistical systems. 2. Providing training and support to the managers of human resources in agricultural statistics offices. 3. Helping countries to conduct detailed training needs analyses. 4. Strengthening the skills and knowledge of the staff responsible for the development and presentation of both academic and in-service training centers. 5. Strengthening the capacity of training centers through twinning arrangements. 6. Review, development, and production of syllabuses and relevant teaching materials. 7. Financing the preparation and delivery of seminars, workshops and short courses in priority areas, including the promotion of distance and e-learning. 8. Upgrading training facilities and improving access to relevant material. 9. Harmonizing and synchronizing curricula and qualifications between training centers and countries. 10. Financing participation in approved courses up to Master’s level in Africa. 11. Financing participation in approved short courses and other training opportunities. 12. Establishing a process for accrediting courses and qualifications where relevant.			Total: US\$ 18,032,820	

E. Results-based logical framework – Research Component

Country and project name:	AFRICA: Improving Statistics for Food Security, Sustainable Agriculture, and Rural Development – Action Plan for Africa (Research Component)
Purpose of the project :	The purpose of the research component is to contribute to a significant improvement in the quality, reliability, and cost-effectiveness of agricultural statistics of African countries through the development of advanced and cost-effective methodologies, standards, and tools, within the NSDS framework. Thematic domains and corresponding research topics include: ■ Reference framework: Framework for development of an integrated agricultural statistics program; Mainstreaming agriculture into NSDS; implementation of an Integrated Survey Framework. ■ Master frame for integrated survey: Use of GPS in the production of agricultural statistics; linking area frames with list frames; use of remote sensing. ■ Data collection methods: Improvement in estimation of crop area, yield and production; methods for estimating crop area, yield and production of mixed crops, repeated cropping, continuous cropping; methods for estimating yield of root crops; cost of production; methodology for enumerating nomadic livestock, estimating livestock products; adoption of new technologies; forestry and deforestation; crop forecasting and early warning; inland fishery, aquaculture; interaction between climate, environment, global warming and agriculture; land use/land cover monitoring. ■ Food security: Methodology for the estimation of supply utilization account, food balance sheets, food stocks, edible forest products; nutrition indicators; use of households surveys / LSMS for food security indicators. ■ Market information: Estimation of farm gate prices; collecting data on agriculture rural and border market prices; collecting data on factors and product markets affecting agricultural activities. ■ Data analysis: Reconciliation of census data with survey data; determination of user's information needs for decision making; use of small area estimation methods for improving agricultural statistics. ■ Administrative data: Improvement in administrative data; use of administrative data for improving agricultural statistics; estimation of informal cross border trade data.

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline	Target		
OUTCOMES						
OUTCOMES	1. Advanced and cost-effective methodologies, tools, and standards developed and disseminated in the form of methodological guidelines, handbooks and documentation of good practices in priority research topics. These will be used by agricultural statisticians in Africa for efficient production of reliable agricultural statistics	1.1. Accuracy of estimates of statistics for major crops at national level and increase of the efficiency	1.1. TBD (Country Assessment results)	1.1. Quality and cost-effectiveness of agricultural statistics significantly improves in more than 50% of African countries through the use of the guidelines and handbooks.	1.1 Project Progress Report and Baseline Information Report	Risks 1. The research component receives an inadequate amount of resources 2. Difficulties in developing and disseminating new methods and techniques 3. Difficulties in applying new methods and techniques Mitigation measures: 1. Appropriate resources mobilization 2. Involve and properly coordinate the best research teams 3. Facilitate access to guidelines and handbooks and methodologies and translate them into training curricula and programs
		1.2. Number of countries using the methodologies and the handbooks prepared on priority topics	1.2. TBD (Country Assessment results)	1.2. Adoption and use of methodological guidelines and handbooks prepared on priority topics by statisticians and other stakeholders in more than 50% of African countries by 2015	1.2. Project Progress Report and Baseline Information Report	

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline	Target		
OUTPUTS						
OUTPUTS	1. Report with final list of priority research topics discussed with main stakeholders during a regional workshop back-to back with AFCAS Each research topic will include: ■ ongoing or already completed research activities on the selected priority topics ■ review of relevant literature (« état des lieux » and « state of the art ») ■ gaps analysis and remaining methodological issues identified	1.1. Regional workshop organized and attended by all African Directors of Agricultural Statistics and other key stakeholders and report prepared with validated list of criteria and priorities as well as detailed work plan	1.1. N/A	1.1. Main stakeholders endorse the prioritized research topics	1.1. Report of the workshop	Risks: 1. Difficulties in applying new methods and techniques. Mitigation measures: 1. Guidelines and handbooks are translated into training material and reference documents for Technical Assistance and are widely disseminated and easily accessible
		1.2.Technical reports completed and validated	1.2. N/A	1.2. Availability of validated reports	1.2. Project Progress Report	
	2. Empirical studies designed, and field tested by relevant technical partner institutions (for each thematic domain)	2. Number of studies, and field tests performed	2. N/A	2. All proposed solutions to the research problems are tested	2. Project Progress Report	
	3. Technical reports on findings, standards, and recommendations for possible solutions to methodological issues prepared, peer-reviewed, and validated by experts (for each thematic domain)	3. Technical reports reviewed and validated	3. N/A	3. Availability of validated technical reports	3. Project Progress Report	
	4. Guidelines and handbooks prepared or updated and disseminated (for each thematic domain)	4.1.Technical quality of methodological guidelines and handbooks	4.1. N/A	4.1. Guidelines and handbooks rated as high quality by experts of the field and quoted in relevant scientific publications.	4.1. Project Progress Report	
		4.2. Guidelines contribute to the improvement of agricultural statistics in African countries	4.2 TBD (Country Assessment results)	4.2. Availability of appropriate guidelines for solving priority problems and improving agricultural statistics of African countries	4.2. Project Progress Report and Baseline Information Report	

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline	Target		
OUTPUTS						
OUTPUTS	5. Training material prepared on the basis of guidelines, standards, and handbooks (for each thematic domain)	5. Innovative training materials prepared	5. N/A	5. The training materials take advantage of the research carried out and guarantee the dissemination of the results of the research activities	5. Project Progress Report	Risks: 1. Difficulties in applying new methods and techniques. Mitigation measures: 1. Guidelines and handbooks are translated into training material and reference documents for Technical Assistance and are widely disseminated and easily accessible

RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
	Indicator (including CSI)	Baseline	Target		
KEY ACTIVITIES	KEY ACTIVITIES ³⁸			INPUTS	
	1.1. Prepare the report with final list of prioritized topics following various consultations, (Tunis meeting, Rome meeting, Kampala meeting, meeting with Donors, etc.). 1.2. Collect information concerning the ongoing or already completed research activities on the selected topics. 1.3. Create Advisory Expert Groups and involve lead implementation partners/ institutions. 1.4. Identify the relevant literature concerning the priority topics. 1.5. Review of the literature concerning the priority topics. 1.6. Identify and analyze the gaps and remaining methodological issues within the Global Strategy Implementation Office and in close consultation with the Coordinators of the training and technical assistance components, the Friends of the Chair, relevant research centers, other stakeholders, and the donors. 1.7. Prepare a draft report on the ongoing or already completed research activities and the gaps on the selected topics and literature review. 1.8. Organize workshops concerning the ongoing or already completed research activities on the selected topics and literature review. 2.1. Design studies for the field tests. 2.2.Set up the methodology and the instruments (questionnaires, manuals etc.). 2.3.Select the countries and the sample for the experiments. 2.4. Conduct the field tests. 3.1.Process and analyze the results. 3.2.Prepare a report on the findings and recommend possible solutions to issues. 3.3.Select the experts for the peer review and expert validation. 3.4.Submit the reports prepared to the experts. 3.5.Peer review and expert validation through a technical workshop. 4.1.Analysis of the results of the peer review and the expert validation. 4.2.Prepare relevant guidelines and handbooks. 4.3.Discuss the guidelines with the leaders of the training and technical assistance components, the Friends of the Chair, relevant research centres and other stakeholders within the umbrella component and finalize the guidelines. 4.4.Publication of handbooks and the guidelines. 4.5.Organization of dissemination workshop with countries and other stakeholders. 4.6.Disseminate the publications on the Web. 5.1.Close interaction between the research component and the training component in order to take into account the results of the research and the guidelines when preparing the most advanced training material.			Total: US\$ 10,188, 016	

39 Specific outputs and activities to different thematic domains are presented in Work plan, Annex II.



ANNEX II

Work Program by Component – Governance Mechanism

OUTPUT AND ACTIVITY		RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1.1	Required resources mobilized, secured, and allocated																					
Activity 1.1.1	<i>Mobilize, secure, and allocate funds</i>																					
A1.1.1.1	Advocacy for funds mobilization and establish strategy on how to approach donors	FAO+AfDB	ASAP																			
A1.1.1.2	Building donors' coalition and collection of contributions	FAO+AfDB	ASAP																			
A1.1.1.3	Establish, host, and manage a 5 year Regional Trust Fund	AfDB																				
A1.1.1.4	Budget allocation	AfDB																				
Activity 1.1.2	<i>Allocation of equipment and other material</i>																					
A1.1.2.1	Equipment and other material allocations	AfDB																				
Output 2.1	Implementation structures are established at regional level (including M&E) and are operational																					
Activity 2.1.1	<i>Establishment of implementation structures at regional level (including M&E)</i>																					
A2.1.1.1	Establishment of the Regional Steering Committee	AfDB+FAO+ECA	ASAP																			
A2.1.1.2	Establishment of the Regional Implementation Office (Regional Strategy Coordinator and others)	AfDB																				
Output 2.2	Implementation structures are established at national level (including coordination) and are operational																					
Activity 2.2.1	<i>Establishment of implementation structures at national level</i>																					
A2.2.1.1	National Strategy Coordinator recruited	Countries																				
A2.2.1.2	Involving the National Agricultural Statistics Committee	Countries																				

OUTPUT AND ACTIVITY		RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 2.3	The Global Strategy - Action Plan for Africa launched																					
Activity 2.3.1	<i>Launching of the Action Plan for Africa</i>																					
A2.3.1.1	Launch workshop at RECs/SROs levels	AfDB+FAO+ECA																				
A2.3.1.2	Launch workshop at national level	Countries																				
Output 2.4	Implementation monitored and regularly evaluated, reviewed as required, risk management regularly assessed and reports issued																					
Activity 2.4.1	<i>Oversight/review meetings and updating of project elements</i>																					
A2.4.1.1	Periodic project reviews and updating the work plan, budget and risk plan (national and regional meetings)	AfDB+FAO+ECA +Donors+ Countries																				
A2.4.1.2	Establishment of periodic monitoring of the risk management plan	AfDB+Countries																				
A2.4.1.3	Meetings of the Continental Steering Committee	Regional Steering																				
A2.4.1.4	Meetings of National Agricultural Statistics Committee	National Agricult. Countries																				
A2.4.1.5	National Technical Working Group meetings	Countries																				
Activity 2.4.4	<i>Impact assessment and progress reports</i>																					
A2.4.4.1	Producing periodic progress reports current+cumulative reports (quarterly and annually) at country level	Countries																				
A2.4.4.2	Consolidation of periodic progress reports current+cumulative reports (quarterly and annually) at regional and continental levels	RECs+AfDB+FAO																				
A2.4.4.3	Follow-up and evaluation/workshop at country and continental levels	Countries+AfDB+FAO																				

OUTPUT AND ACTIVITY		RESPONSIBILITY/ ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 2.5	First phase of project completed and evaluated/project products capitalized																					
Activity 2.5.1	<i>Appraisal/quality evaluation of projects</i>																					
A2.5.1.1	Conduct an independent evaluation	RSTC																				
A2.5.1.2	Technical End of Project report	AfDB+FAO+ECA																				
A2.5.1.3	Financial and administrative End of Project report	AfDB																				
A2.5.1.4	Donor report	AfDB																				
Activity 2.5.2	<i>Capitalization, extension, and perspectives of the outcomes</i>																					
A2.5.2.1	Regional workshop on the capitalisation/perspectives of outcomes	AfDB+FAO+ECA																				
A2.5.2.2	The Way Forward report	AfDB+FAO+ECA																				
Output 3.1	Advocacy materials produced and used by countries																					
Activity 3.1.1	<i>Promotion of the use of agricultural statistics</i>																					
A3.1.1.1	Promote use of agricultural statistics																					
A3.1.1.2	Empower users to effectively use them in their work																					
Output 4.1	Existence and alignment of legal provisions for Agric. Stat.																					
Activity 4.1.1	<i>Align legal provisions for agricultural statistics</i>																					
A4.1.1.1	Align legal provisions for agricultural statistics with provisions in the national statistical legislation																					

Work Program by Component – Technical Assistance

OUTPUT AND ACTIVITY		RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1	TA component appropriately managed																					
Activity 1	<i>Establishment of TA operational structures</i>																					
A1.1.1	Recruit and appoint the TA Coordinator	AfDB																				
A1.1.2	Recruit and appoint a RegionSTAT Officer	AfDB																				
A1.1.3	Recruit and appoint a TA Project Statistician Assistant	AfDB																				
A1.1.4	Resource allocation to TA component	AfDB																				
Activity 2	<i>Backstopping and M&E of the TA Project implementation</i>																					
A1.2.1	Backstopping the TA project implementation	AfDB+FAO																				
A1.2.2	Compilation and management of project information	AfDB																				
A1.2.3	Elaboration/reporting on project performance indicators	AfDB																				
A1.2.4	Prepare annual reports	AfDB																				
Activity 3	<i>Assistance for development of detailed national plans of actions</i>																					
A1.3.1	Preparation of national plans of action	Countries																				
A1.3.2	Validation workshop of national plans of action	Countries																				
A1.3.3	Prepare detailed annual TA work plan and budget	AfDB																				
Activity 4	<i>Compilation of regional minimum core data set</i>																					
A1.4.1	Data collection/compilation and aggregation	AfDB+FAO																				
A1.4.2	Reporting	AfDB+FAO																				
Output 2	National capacity development programs established																					
Activity 2.1	<i>Establishment of baseline information</i>																					
A2.1.1	Assessment of country specific needs and capacity	AfDB+FAO+ECA																				
Activity 2.2	<i>Establishing capacity development programs</i>																					
A2.2.1	Development and establishment of capacity development programs	AfDB+FAO+ECA																				

OUTPUT AND ACTIVITY		RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 3	Sector Strategic Plans for Agric. Stat. designed																					
Activity 3.1	<i>Integrating agriculture into NSS</i>																					
A3.1.1	Support to the integration of Agric. Sector into NSS	AfDB+FAO+PARIS21																				
Activity 3.2	<i>Capacity building/Training for NSDS process</i>																					
A3.2.1	Organization of training workshops	ECA+AfDB+FAO+Countries																				
Output 4	Institutional and organizational capacity developed																					
Activity 4.1	<i>Advocacy for agricultural statistical development</i>																					
A4.1.1	Development of advocacy tools/materials/messages	AfDB+FAO																				
Activity 4.2	<i>Support of national agric. statistical legislations</i>																					
A4.2.1	Establishment of national agric. legislations	AfDB+FAO+Countries																				
A4.2.2	Alignment of national agric. legislations	AfDB+FAO+Countries																				
Activity 4.3	<i>Advocacy and policy dialogue between government and development partners</i>																					
A4.3.1	Organization of dialogue workshops (Govt. Devel. partners)	AfDB+FAO+Countries																				
Output 5	Agricultural data sources developed and harmonized																					
Activity 5.1	<i>Assistance for better planning and managing agric. censuses</i>																					
A5.1.1	Workshop on agricultural census management	AfDB+FAO																				
Activity 5.2	<i>Establish national integrated survey framework and databases</i>																					
A5.2.1	Establish national integrated agricultural survey framework work	AfDB+FAO																				
A5.2.2	Establish national integrated agricultural databases	AfDB+FAO																				

OUTPUT AND ACTIVITY	RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Activity 5.3	Assistance to review and audit methods and instruments for production of agricultural and administrative data																				
A5.3.1	Workshop on production of agric. & administrative data																				
Output 6	National agricultura data harmonized, managed, produced, analyzed, and disseminated																				
Activity 6.1	Assistance to assemble, review, analyze, and document good practices and existing agricultural datasets																				
A6.1.1	Assembling, reviewing, analyzing, and documenting good practices and existing agricultural datasets																				
A6.1.2	Elaboration of a methodology for data reconciliation																				
A6.1.3	Training workshop on data reconciliation																				
Activity 6.2	Verification of accuracy and reliability of agricultural production data																				
A6.2.1	Checking and validation of data quality																				
Activity 6.3	Support to data analysis, Research and Development																				
A6.3.1	Support to data analysis on Research and development																				
Activity 6.4	Establishment and/ strengthen the use of CountrySTAT																				
A6.4.1	Provision and installation of CountrySTAT infrastructure																				
A6.4.2	Workshop training on the use of CountrySTAT																				
Activity 6.5	Establishment and use of RegionSTAT (AfricaSTAT at AfDB)																				
A6.5.1	Provision and installation of RegionSTAT infrastructure																				
A6.5.2	Training on the use and maintenance of RegionSTAT																				
Activity 6.6	Compilation and dissemination of the minimum core data set																				
A6.6.1	Data compilation, checking and validation at country level																				
A6.6.2	Data reporting at country level																				
A6.6.3	Data compilation and aggregation at AfDB level																				
A6.6.4	Data reporting at AfDB Level																				

Work Program by Component– Training Mechanism

OUTPUT AND ACTIVITY		RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 0	Training component appropriately managed																					
Activity 0.1	Staff recruitment and preparation of project documents																					
A0.1.1	Recruit and appoint project staff	ECA																				
A0.1.2	Prepare detailed annual work plans and budget	ECA																				
A0.1.3	Prepare annual reports	ECA																				
A0.1.4	Resource allocation to training component	ECA																				
Activity 0.2	Backstopping the training program																					
A0.2.1	Technical assistance for training management	ECA+Partners																				
Output 1	Training program integrated, coordinated, and aligned to other parts of national statistical systems																					
Activity 1.1	Integrating training needs in agricultural statistics	ECA+Partners																				
Output 2	Human resources managers trained to be more effective																					
Activity 2.1	Training & supporting managers of HR in agric. Stat. offices	ECA+Partners																				
Output 3	Assessment and analysis of training needs undertaken in all main agricultural statistics agencies in African countries																					
Activity 3.1	Helping countries to conduct training needs analyses	ECA+Partners																				
Output 4	Skills and knowledge of both academic and in-service training staff strengthened and upgraded																					
Activity 4.1	Strengthen skills & knowledge of academic and in-service training staff																					
A4.1.1	Workshops for training managers and/or heads of statistical offices	ECA+Partners																				
A4.1.2	Training of trainers programs	ECA+Partners																				

OUTPUT AND ACTIVITY		RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 5	Capacity of African training centers upgraded through effective partnerships and twinning arrangements																					
Activity 5.1	<i>Strengthening the capacity of training centers through twinning arrangements</i>																					
A5.1.1	Initial request for twinning proposals	ECA																				
Output 6	Review and development of syllabuses and the production of relevant teaching materials supported																					
Activity 6.1	<i>Review, development & production of syllabuses & relevant teaching materials</i>																					
A6.1.1	Prepare and update list of approved courses	ECA+Partners																				
A6.1.2	Prepare and publish guidance etc.	ECA+Partners																				
Output 7	Preparation and delivery of seminars/workshops/short courses in priority areas of applied Agric. Statistics supported																					
Activity 7.1	<i>Providing short term, in-service training in priority area and promotion of distance and e-learning</i>																					
A7.1.1	Developing courses in remotesensing, GIS	ECA+Partners																				
A7.1.2	Developing courses in management of agric. surveys/ censuses	ECA+Partners																				
Output 8	Training infrastructure and facilities of centers upgraded																					
Activity 8.1	<i>Upgrading training facilities and improving access to relevant material</i>	ECA+Partners																				

OUTPUT AND ACTIVITY		RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 9	Curricula for the different courses and qualifications harmonized and synchronized																					
Activity 9.1	Harmonizing & synchronizing curricula & qualifications between training centers and countries																					
A9.1.1	Initial requests for proposals for course development	ECA+Partners																				
A9.1.2	Curriculum development	ECA+Partners																				
Output 10	Scholarship fund for long-term training established																					
Activity 10.1	Financing participation in approved courses up to master's level in Africa	ECA																				
Output 11	Participation of staff from agricultural statistics agencies in approved short courses supported																					
Activity 11.1	Financing participation in approved short courses and other training opportunities	ECA																				
Output 12	Mechanism for accrediting qualifications established																					
Activity 12.1	Establishing a process for accrediting qualifications for different courses	ECA+Partners																				

Work Program – Research Component

OUTPUT AND ACTIVITY		RESPONSIBILITY/ ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
Output	Activity		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 0	The component is properly managed																					
	Activity 0.1 <i>Establishment of the Research Unit</i>	FAO																				
	Activity 0.2 <i>Management of the Research Unit and production of project reports</i>	FAO																				
Output 1	Criteria and research topics prioritized and detailed reports by topic produced																					
	Activity 1.1 <i>Report preparation with final list of prioritized topics</i>	FAO																				
	Activity 1.2 <i>Organizing regional workshop on topic prioritization</i>	FAO+Partners																				
	Activity 1.3 <i>Preparation of detailed specific reports by topic</i>	FAO																				
Output 2*	Reference framework established																					
	Activity 2.1 <i>Development of an integrated agricultural statistics system</i>	FAO+Adv.Exp. Group																				
	Activity 2.2 <i>Mainstreaming agriculture into NSDS</i>	FAO+Partners Adv.Exp.Group																				
	Activity 2.3 <i>Implementation of an integrated Survey Framework</i>	FAO+Partners Adv.Exp.Group																				
Output 3*	Masterframe for integrated survey established																					
	Activity 3.1 <i>Use of GPS in the production of agricultural statistics</i>	FAO+Partners Adv.Exp.Group																				
	Activity 3.2 <i>Linking area frames with list frames</i>	FAO+Partners Adv.Exp.Group																				
	Activity 3.3 <i>Use of remote sensing</i>	FAO+Partners Adv.Exp.Group																				

OUTPUT AND ACTIVITY		RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 4	Data collection methods developed and improved																					
Activity 4.1	Improvement of estimation of crop area, yield and production	FAO+Partners Adv.Exp.Group																				
Activity 4.2	Estimating crop area, yield and production of mixed crops, repeated cropping and continuous cropping	FAO+Partners Adv.Exp.Group																				
Activity 4.3	Estimating yield of root crops, edible forest products, etc.	FAO+Partners Adv.Exp.Group																				
Activity 4.4	Enumerating nomadic livestock and estimating livestock products	FAO+Partners Adv.Exp.Group																				
Activity 4.5	Cost of production	FAO+Partners Adv.Exp.Group																				
Activity 4.5	Adoption of new technologies	FAO+Partners Adv.Exp.Group																				
Activity 4.6	Forestry and deforestation	FAO+Partners Adv.Exp.Group																				
Activity 4.7	Crop forecasting and early warning	FAO+Partners Adv.Exp.Group																				
Activity 4.8	Inland fishery, aquaculture	FAO+Partners Adv.Exp.Group																				
Activity 4.9	Interaction between climate, environment, global warming and agriculture	FAO+Partners Adv.Exp.Group																				
Activity 4.10	Landcover monitoring	FAO+Partners Adv.Exp.Group																				
Output 5	Food security methodology developed and improved																					
Activity 5.1	Estimation of supply utilization accounts and food balance sheets	FAO+Partners Adv.Exp.Group																				
Activity 5.2	Estimation of food stocks	FAO+Partners Adv.Exp.Group																				

OUTPUT AND ACTIVITY		RESPONSIBILITY/ACTION BY	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Activity 5.3	Estimation of edible forest products, etc.	FAO+Partners Adv.Exp.Group																				
Activity 5.4	Nutrition Indicators	FAO+Partners Adv.Exp.Group																				
Activity 4.5	Use of households surveys/LSMS for food security indicators	FAO+Partners Adv.Exp.Group																				
Output 6*	Market Information methods developed and improved																					
Activity 6.1	Estimation of farm gate prices	FAO+Partners Adv.Exp.Group																				
Activity 6.2	Collecting data on agriculture, rural and border market prices	FAO+Partners Adv.Exp.Group																				
Activity 6.1	Estimation of farm gate prices	FAO+Partners Adv.Exp.Group																				
Output 7*	Data analysis methods developed and improved																					
Activity 7.1	Reconciliation of census data with survey data	FAO+Partners Adv.Exp.Group																				
Activity 7.2	Determination of users' information needs for decision making	FAO+Partners Adv.Exp.Group																				
Activity 7.2	Use of small area estimation methods for improving agricultural statistics	FAO+Partners Adv.Exp.Group																				
Output 8*	Use of administrative data improved																					
Activity 8.1	Improvement of administrative data	FAO+Partners																				
Activity 8.2	Estimation of informal cross border trade data	FAO+Partners																				
Activity 8.3	Use of administrative data for improving agricultural statistics	FAO+Partners Adv.Exp.Group																				

(*) Outputs 2, 3, 4, 5, 6, 7, and 8 cover empirical studies and field tests, technical reports, guidelines/handbook, and training material as presented in Table 7.2 as outputs

ANNEX III – DETAILED BUDGET BY COMPONENT

1. Budget estimate for the Governance Mechanism Proposal (in US\$)

Item/Activity Description	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	%
TOTAL GOVERNANCE	1 867 210	1 619 550	1 765 950	1 928 210	2 027 030	9 207 950	100
1. Regional Implementation Secretariat	1 314 500	991 500	991 500	1 004 500	1 091 500	5 393 500	59
1.1 Personnel salaries	570 000	570 000	570 000	570 000	570 000	2 850 000	31
1.1.1 Regional Strategy Secretary	204 000	204 000	204 000	204 000	204 000	1 020 000	11
1.1.2 Monitoring and Evaluation Office	180 000	180 000	180 000	180 000	180 000	900 000	10
1.1.3 Financial Officer	96 000	96 000	96 000	96 000	96 000	480 000	5
1.1.4 Administrative Assistant	72 000	72 000	72 000	72 000	72 000	360 000	4
1.1.5 Consultants	18 000	18 000	18 000	18 000	18 000	90 000	1
1.2 Office infrastructure/equipments & Supplies	81 500	58 500	58 500	71 500	58 500	328 500	4
1.2.1 Office space	20 000	20 000	20 000	20 000	20 000	100 000	1
1.2.2 Computers (Desktops), printers and accessories	10 000			10 000		20 000	0
1.2.3 Laptops	3 000			3 000		6 000	0
1.2.4 Maintenance and Insurance for computers	3 500	3 500	3 500	3 500	3 500	17 500	0
1.2.5 Other office equipments	10 000					10 000	0
1.2.6 Office supplies	35 000	35 000	35 000	35 000	35 000	175 000	2
1.3 Mission/Travel including for M&E	128 000	128 000	128 000	128 000	128 000	640 000	7
1.3.1 Tickets	80 000	80 000	80 000	80 000	80 000	400 000	4
1.3.2 Perdiem	48 000	48 000	48 000	48 000	48 000	240 000	3
1.4 Meetings	500 000	200 000	200 000	200 000	200 000	1 300 000	14
1.4.1 Launch of the Strategy	300 000					300 000	3
1.4.2 Project review meetings	100 000	100 000	100 000	100 000	100 000	500 000	5
1.4.3 Other meetings (Steering Committees, etc.)	100 000	100 000	100 000	100 000	100 000	500 000	5
1.5 Communication	25 000	25 000	25 000	25 000	25 000	125 000	1
1.6 Audit	10 000	10 000	10 000	10 000	10 000	50 000	1
1.7 Evaluation					100 000	100 000	1
2. National Strategy Coordination	216 000	336 000	456 000	576 000	570 000	2 154 000	23
2.1 Personnel	100 800	201 600	302 400	403 200	445 200	1 453 000	16
2.1.1 Allowances/Salary for the Nat. Stat. Coord.	100 800	201 600	302 400	403 200	445 200	1 453 000	16
2.3 Meetings	96 000	96 000	96 000	96 000	96 000	424 000	5
2.3.1 Launch of the Strategy	96 000	96 000	96 000	96 000	96 000	424 000	5
2.4 Communication	19 200	38 400	57 600	76 800	84 800	276 800	3
Sub-Total Governance	1 530 500	1 327 500	1 447 500	1 580 500	1 661 500	7 547 500	26
Indirect support cost for Governance	183 660	159 300	173 700	189 660	199 380	905 700	3
Contingency for Governance	153 050	132 750	144 750	158 050	166 150	754 750	3

2. Budget estimate for the Technical Assistance Proposal (in US\$)

Item/Activity Description	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	%
TOTAL	5 252 344	5 679 222	6 186 620	6 011 428	5 455 871	28 585 485	100
1. Regional Implementation Office	1 315 300	1 049 300	1 049 300	1 059 800	1 149 300	5 623 000	20
1.1 Personnel salaries	560 000	560 000	560 000	560 000	560 000	2 800 000	10
1.1.1 TA Coordinator	204 000	204 000	204 000	204 000	204 000	1 020 000	4
1.1.2 Dataa management expert	168 000	168 000	168 000	168 000	168 000	840 000	3
1.1.3 Consultants	56 000	56 000	56 000	56 000	56 000	280 000	1
1.1.4 Associate Expert	132 000	132 000	132 000	132 000	132 000	660 000	2
1.2 Office infrastructure/equipments & Supplies	62 000	31 500	31 500	42 000	31 500	198 500	1
1.2.1 Computers, printers and accessories	7 500			7 500		15 000	0
1.2.2 Laptops	3 000			3 000		6 000	0
1.2.3 RegionSTAT Server	10 000					10 000	0
1.2.4 Maintenance and Insurance	3 500	3 500	3 500	3 500	3 500	17 500	0
1.2.5 Other office equipments	10 000					10 000	0
1.2.6 Office supplies	28 000	28 000	28 000	28 000	28 000	140 000	0
1.3 Mission/Travel (Backstopping the project)	142 800	142 800	142 800	142 800	142 800	714 000	2
1.3.1 Tickets	60 000	60 000	60 000	60 000	60 000	300 000	1
1.3.2 Perdiem	82 800	82 800	82 800	82 800	82 800	414 000	1
1.4 Assessment of country specific needs and capacity	235 500	0	0	0	0	235 500	1
1.4.1 Training workshop on data collection (for data collectors)	132 500					132 500	0
1.4.1 Data collection	53 000					53 000	0
1.4.2 Data processing	20 000					20 000	0
1.4.3 Data analysis and reporting	20 000					20 000	0
1.4.4 Establishment of capacity development programs	10 000					10 000	0
1.5 Data validation/reporting (Minimum core data)	280 000	280 000	280 000	280 000	280 000	1 400 000	5
1.5.1 Data validation workshops	200 000	200 000	200 000	200 000	200 000	1 000 000	3
1.5.2 Reporting/Publications	80 000	80 000	80 000	80 000	80 000	400 000	1
1.6 Communication	25 000	25 000	25 000	25 000	25 000	125 000	1
1.7 Component audit	10 000	10 000	10 000	10 000	10 000	50 000	1
1.8 Component evaluation					100 000	100 000	1
2. National Strategy Coordination	2 989 900	3 605 800	4 021 700	3 867 600	3 322 725	17 807 725	62
2.1 Personnel	259 200	518 400	777 600	1 036 800	1 144 800	3 736 800	13
2.1.2 Allowances for the National Working Team/Group	259 200	518 400	777 600	1 036 800	1 144 800	3 736 800	13
2.2 Vehicles, Maintenance & Fuel	533 200	666 400	599 600	532 800	588 300	2 920 300	10
2.2.1 Launch of the Strategy	96 000	96 000	96 000	96 000	96 000	424 000	5
2.2.2 Maintenance and Insurance	18 000	36 000	54 000	72 000	79 500	259 500	1
2.2.3 Fuel	115 200	230 400	345 600	460 800	508 800	1 660 800	6

Item/Activity Description	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	%
2.3 Office infrastructure/equipments & Supplies	127 500	201 000	274 500	378 000	377 125	1 358 125	5
2.3.1 Computers, printers and accessories	30 000	30 000	30 000	60 000	42 500	192 500	1
2.3.2 Maintenance and Insurance	1 500	3 000	4 500	6 000	6 625	21 625	0
2.3.3 Other office equipments	24 000	24 000	24 000	24 000	10 000	106 000	0
2.3.4 Office supplies	60 000	120 000	180 000	240 000	265 000	865 000	3
2.3.5 Communication	12 000	24 000	36 000	48 000	53 000	173 000	1
2.4 Technical meetings	90 000	180 000	270 000	360 000	397 500	1 297 500	5
2.4.1 National Agric. Stat. Committee meetings	60 000	120 000	180 000	240 000	265 000	865 000	3
2.4.2 Technical Working Group meetings	30 000	60 000	90 000	120 000	132 500	432 500	2
2.5 Workshops	600 000	600 000	600 000	600 000	250 000	2 650 000	9
2.5.1 Validation of national plans of action	120 000	120 000	120 000	120 000	50 000	530 000	2
2.5.2 Mainstreaming Agriculture into NSDS	120 000	120 000	120 000	120 000	50 000	530 000	2
2.5.3 Organization of dialogue workshops (Govt/Dvt partners)	120 000	120 000	120 000	120 000	50 000	530 000	2
2.5.4 Data User-Producer workshops	120 000	120 000	120 000	120 000	50 000	530 000	2
2.5.5 Workshop on agricultural census management	120 000	120 000	120 000	120 000	50 000	530 000	2
2.6 Advocacy	120 000	120 000	120 000	120 000	50 000	530 000	2
2.6.1 Development of advocacy tools/materials/messages	120 000	120 000	120 000	120 000	50 000	530 000	2
2.7 Development/Strengthening of CountrySTAT*	600 000	600 000	600 000	0	0	1 800 000	6
2.7.1 CountrySTAT Server	72 000	72 000	72 000			216 000	1
2.7.2 Other Country STAT Infrastructure + Training	600 000	600 000	600 000			1 800 000	6
2.8 Other types of assistance to national capacity building	600 000	600 000	600 000	600 000	250 000	2 650 000	9
2.8.1 Support of national agric. statistical legislations	120 000	120 000	120 000	120 000	50 000	530 000	2
2.8.2 Support to the use of new survey tools and methodologies	60 000	60 000	60 000	60 000	25 000	265 000	1
2.8.3 Establish national integrated agricultural survey frameworks	120 000	120 000	120 000	120 000	50 000	530 000	2
2.8.4 Establish national integrated agricultural databases	120 000	120 000	120 000	120 000	50 000	530 000	2
2.8.5 Support to data checking/reconciliation + analysis + SUA/FBS	180 000	180 000	180 000	180 000	75 000	795 000	3
2.9 Compilation of Minimum core data set	60 000	120 000	180 000	240 000	265 000	865 000	3
2.9.1 Data collection, processing, Analysis & Reporting	60 000	120 000	180 000	240 000	265 000	865 000	3
Sub-Total Technical Assistance	4 305 200	4 655 100	5 071 000	4 927 400	4 472 025	23 430 725	82
Indirect support cost for Technical Assistance	516 624	558 612	608 520	591 288	536 643	2 811 687	10
Contingency for Technical Assistance	430 520	465 510	507 100	492 740	447 203	2 343 073	8

3. Budget estimate for the Training Proposal (in US\$)

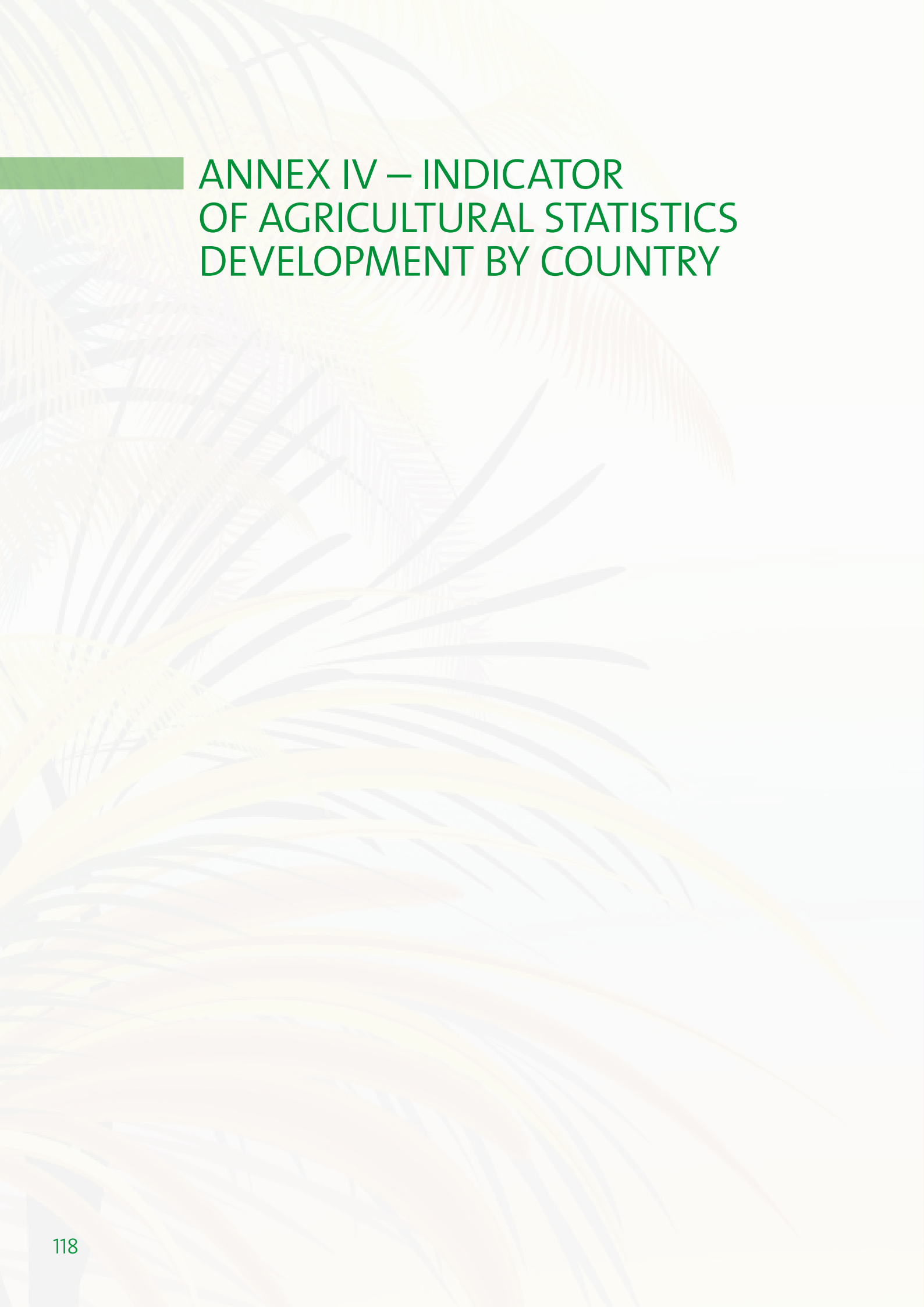
Item/Activity Description	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	%
TOTAL	1 690 920	4 295 620	4 948 320	4 887 320	2 210 640	18 032 820	100
1. Training items	1 100 000	3 150 000	3 685 000	3 635 000	1 390 000	12 960 000	72
1.1 strengthening training management	165 000	400 000	435 000	435 000	180 000	1 615 000	9
1.1.1 Technical assistance	75 000	180 000	225 000	225 000	75 000	780 000	4
1.1.2 Development of material	20 000	60 000	60 000	60 000	30 000	230 000	1
1.1.3 Translation costs	10 000	30 000	20 000	20 000	10 000	90 000	0
1.1.4 Publication costs	10 000	30 000	30 000	30 000	15 000	115 000	1
1.1.5 Sub-regional workshops	50 000	100 000	100 000	100 000	50 000	400 000	2
1.2 Developing training capacity	485 000	1 000 000	1 250 000	1 200 000	660 000	4 595 000	25
1.2.1 Curriculum development	60 000	150 000	150 000	150 000	60 000	570 000	3
1.2.2 Training of trainers	100 000	300 000	300 000	300 000	150 000	1 150 000	6
1.2.3 Developing national training capacity	150 000	200 000	250 000	250 000	100 000	950 000	5
1.2.4 Twinning arrangements	75 000	150 000	250 000	250 000	150 000	875 000	5
1.2.5 Short-course development	100 000	150 000	200 000	150 000	100 000	700 000	4
1.2.6 Course evaluation		50 000	100 000	100 000	100 000	350 000	2
1.3 Supporting demand for training	450 000	1 750 000	2 000 000	2 000 000	550 000	6 750 000	37
1.3.1 Course accreditation	100 000	250 000	250 000	250 000	100 000	950 000	5
1.3.2 Scholarships – long-term	250 000	1 000 000	1 250 000	1 250 000	250 000	4 000 000	22
1.3.3 Scholarships – short courses	100 000	500 000	500 000	500 000	200 000	1 800 000	10
2. Project management cost	286 000	371 000	371 000	371 000	422 000	1 821 000	10
2.1 Personnel salaries	225 000	270 000	270 000	270 000	252 000	1 287 000	7
2.1.1 Professional staff costs	135 000	180 000	180 000	180 000	180 000	855 000	5
2.1.2 Support staff costs	90 000	90 000	90 000	90 000	72 000	432 000	2
2.2 Missions	24 000	48 000	48 000	48 000	24 000	192 000	1
2.2.1 Travel costs	24 000	48 000	48 000	48 000	24 000	192 000	1
2.3 Other project cost	37 000	53 000	53 000	53 000	146 000	342 000	2
2.3.1 Running cost	32 000	48 000	48 000	48 000	36 000	212 000	1
2.3.2 Component audit	5 000	5 000	5 000	5 000	10 000	30 000	0
2.3.3 Component evaluation					100 000	100 000	1
Sub-Total Training	1 386 000	3 521 000	4 056 000	4 006 000	1 812 000	14 781 000	82
Indirect support cost for Training	166 320	422 520	486 720	480 720	217 440	1 773 720	6
Contingencies for Training	138 600	352 100	405 600	400 600	181 200	1 478 100	8

4. Budget estimate for the Research Proposal (in US\$)⁴⁰

Item/Activity Description	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	%
TOTAL RESEARCH	1 648 452	2 007 547	2 348 191	2 302 624	1 881 202	10 188 016	100
1. Research topics	1 064 065	1 358 405	1 642 622	1 605 272	1 209 846	6 880 210	68
Prioritization of criteria and research topics	70 000	0	0	0	0	70 000	1
1.1 Reference framework	79 860	0	0	0	0	79 860	1
1.1.1 Framework development of integrated agric. Stat. system	39 930					39 930	0
1.1.2 Mainstreaming agriculture into NSDS	39 930					39 930	0
1.2 Master frame for integrated survey	90 000	77 900	0	0	0	167 900	2
1.2.1 Use of GPS in the production of agricultural statistics	90 000	77 900				167 900	2
1.3 Data collection methods	389 045	544 245	544 245	356 345	215 420	2 049 300	20
1.3.1 Estimation of crop area, yield and production	187 900	187 900	187 900			563 700	6
1.3.2 Area/yield/production of mixed crops/repeated/continuous cropping		77 600	77 600	77 600	77 600	310 400	3
1.3.3 Estimating yield of root crops, edible forest products, etc.		77 600	77 600	77 600	77 600	610 400	3
1.3.4 Cost of production	60 220	60 220	60 220	60 220	60 200	301 100	3
1.3.5 Methodology for enumerating nomadic livestock	140 925	140 925	140 925	140 925	0	563 700	6
1.4 Food security	254 500	555 600	555 600	555 600	301 100	2 222 400	22
1.4.1 Methodology for the compilation of food security statistics	254 500	254 500	254 500	254 500	0	1 018 000	10
1.4.2 Methodology for the estimation of food stocks	0	75 275	75 275	75 275	75 275	301 100	3
1.4.3 Methodology for the estimation of edible forest products, etc.	0	75 275	75 275	75 275	75 275	301 100	3
1.4.4 Nutrition indicators	0	75 275	75 275	75 275	75 275	301 100	3
1.4.5 Use of households surveys/LSMS for food security indicators	0	75 275	75 275	75 275	75 275	301 100	3
1.5 Market information	60 220	60 220	260 954	260 954	260 952	903 300	9
1.5.1 Estimation of farm gate prices	60 220	60 220	60 220	60 220	60 220	301 100	3
1.5.2 Collecting data on agriculture rural and border market prices	0	0	100 367	100 367	100 366	301 100	3
1.5.3 Collecting data on factors & product markets affecting agric. activities	0	0	100 367	100 367	100 366	301 100	3
1.6 Data analysis	60 220	60 220	60 220	60 220	60 220	301 100	3
1.6.1 Reconciliation of census data with survey data	60 220	60 220	60 220	60 220	60 220	301 100	3
1.7 Improvement and use of administrative data	60 220	60 220	221 603	372 153	372 154	1 086 350	11
1.7.1 Improvement of administrative data	60 220	60 220	60 220	60 220	60 220	301 100	3
1.7.2 Estimation of informal cross border trade datarices	0	0	0	150 550	150 550	301 100	3
1.7.3 Use of administrative data for improving agricultural statistics	0	0	161 383	161 383	161 384	484 150	5

40 Only research topics mainly relevant to Africa are included.

Item/Activity Description	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	%
2. Project management cost	287 125	287 125	282 125	282 125	332 123	1 470 623	14
2.1 Technical coordination and supervision	282 125	282 125	282 125	282 123	282 123	1 410 623	14
2.1.1 P4	127 053	127 053	127 053	127 053	127 053	635 265	6
2.1.2 P2	81 593	81 593	81 593	81 593	81 592	407 964	4
2.1.3 Assistant	73 479	73 479	73 479	73 479	73 478	367 394	4
2.2 Component evaluation					50 000	50 000	0
2.3 Component audit	5 000	5 000	0	0	0	10 000	0
Sub-Total Research	1 351 190	1 645 530	1 924 747	1 887 397	1 541 969	8 350 833	29
Indirect support cost for Research	162 143	197 464	230 970	226 488	185 036	1 002 100	4
Contingency for Research	135 119	164 553	192 475	188 740	154 197	835 083	3



ANNEX IV – INDICATOR OF AGRICULTURAL STATISTICS DEVELOPMENT BY COUNTRY

1. Level of Agricultural Statistics Development by Country as of 2007

		Input perspectives of statistical capacity										Outputs perspectives of statistical capacity									
		Country	Non fragile state N=1, Y=2	Agri-cultural Stat. Leg Framework N=1, Y=2	Active AgriStat Advisory Committee N=1, Y=2	Existence of NSDS N=1, Y=2	Operational NSDS N=1, Y=2	Existence of AgriStat WorkPrg N=1, Y=2	Operational AgriStat WorkPrg N=1, Y=2	Existence of dialogue N=1, Y=2	Existence of regular training Prg N=1, Y=2	Existence of TA projects N=1, Y=2	Periodicity of Agri-Census Reg=2; Non-Reg=1; Never=0	Periodicity of AgriSurvey Reg=2; Non-Reg=1; Never=0	Web-site existence N=1, Y=2	Data-base existence N=1, Y=2	S/Tot Score		Official Prim-Crop & Liv data	Agri. Stat. Dvpt. Indic. %	
																	Value	%			
1	Equat. Guinea*	2										0	0					2	7	0	4
2	Somalia*	1		1		1						0	0					3	11	0	5
3	Djibouti*	1		2		1						0	0					4	14	3	9
4	Libya*	3		2		2						3	0					6	21	23	22
5	Liberia	1	1	1	1		1		2	1	1	1	0	2	2	2	14	50	0	25	
6	Rep. of Congo	1	1	2	1	1	1		1	1	1	1	1	1	1	1	14	50	2	26	
7	Cameroon	2	2	1	1		1		1	1	2	1	1	1	1	1	15	54	0	27	
8	Comoros	1	2	2	1	1	1		1	1	1	1	1	1	1	1	15	54	0	27	
9	Seychelles	2	1	1	1		1		1	1	2	1	0	1	1	1	13	46	10	28	
10	Swaziland	2	1	1	1		1		2	1	1	1	2	2	2	2	17	61	3	32	
11	Gabon	2	2	1	1		2	2	1	1	1	1	0	2	2	2	18	64	0	32	
12	Sao Tome & Princ.	1	2	2	1	1	2	1	1	1	1	1	1	2	2	1	18	64	0	32	
13	Madagascar	2	2	2	1		1		1	2	2	2	1	1	1	1	19	68	0	34	
14	Central Afr. Rep.	1	2	1	1		2	1	1	1	2	1	0	1	1	1	15	54	17	35	
15	Sierra Leone	1	1	2	1	2	2	2	2	1	1	0	2	1	2	2	20	71	0	36	
16	Zimbabwe	1	1	1			1		2	2	1	0	2	2	2	2	16	57	18	37	
17	Namibia	2	2	2	1	1	1	1	2	1	1	2	2	2	2	2	21	75	0	38	
18	Guinea Bissau	1	1	2	1		1		1	1	1	1	0	1	1	1	12	43	35	39	
19	Zambia	2	2	1	1		2	2	1	1	2	1	0	2	2	2	18	64	14	39	

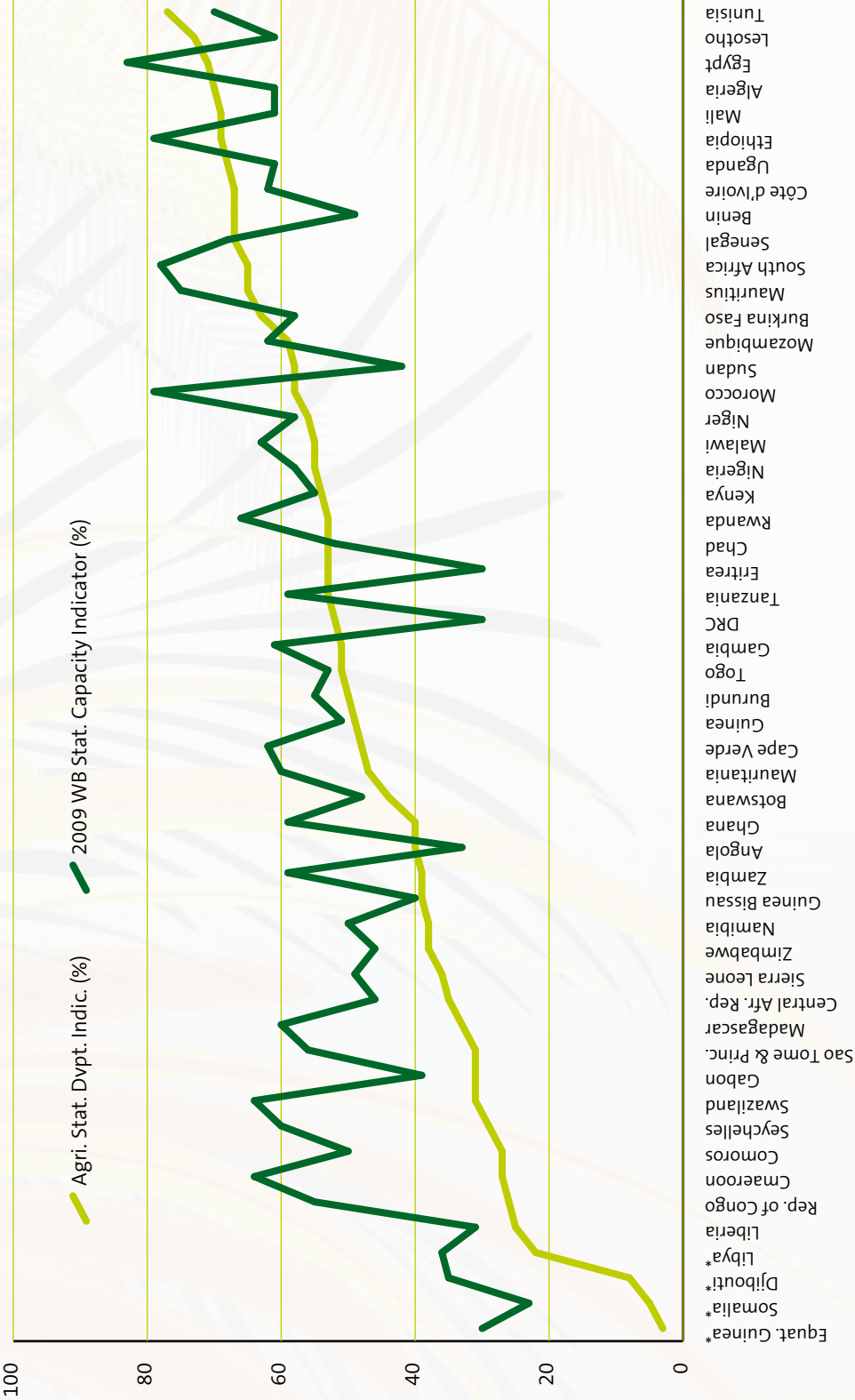
			Input perspectives of statistical capacity										Outputs perspectives of statistical capacity					
		Non fragile state N=1, Y=2	Agri- cultural Stat. Leg Frame- work N=1, Y=2	Active Advisory Com- mittee N=1, Y=2	Exist- ence of NSDS N=1, Y=2	Opera- tional NSDS N=1, Y=2	Exist- ence of AgriStat WorkPrg N=1, Y=2	Opera- tional AgriStat WorkPrg N=1, Y=2	Exist- ence of regular training Prg N=1, Y=2	Exist- ence of TA projects N=1, Y=2	Periodic- ity of Agri- Census Reg=2; Non- Reg=1; Never=0	Periodic- ity of AgriSur- vey Reg=2; Non- Reg=1; Never=0	Web- site exist- ence N=1, Y=2	Data- base exist- ence N=1, Y=2	S/Tot Score		Official Prim- Crop & Liv data	Agri. Stat. Dvpt. Indic.
	Country														Value	%	%	%
20	Angola	1	2	1	2	2	1	1	1	1	0	0	2	1	15	54	28	41
21	Ghana	2	1	1	2	1	1		1	1	1	0	1	2	15	54	28	41
22	Botswana	2	2	1	1		2	2	2	1	2	2	2	2	23	82	5	43
23	Mauritania	2	2	1	2	1	1	1	1	1	1	0	2	2	17	61	31	46
24	Cape Verde	2	2	2	2	2	1	1	1	2	2	2	2	1	23	82	11	47
25	Guinea	1	2	2	1		1	2	1	1	2	0	2	2	17	61	35	48
26	Burundi	1	2	1	1		1	1	1	1	1	1	2	2	15	54	47	50
27	Togo	1	2	1	1		2	2	1	1	1	2	1	2	19	68	34	51
28	Gambia	1	1	1	2	1	1		1	1	1	2	1	2	16	57	46	51
29	DRC	1	1	1	1		1		1	1	1	1	1	1	12	43	60	52
30	Tanzania	2	2	2	2	1	2	2	1	2	2	2	2	2	26	93	12	53
31	Eritrea	1	2	1	1		1	1	1	1	0	2	1	1	13	46	59	53
32	Chad	1	2	1	1		1		1	2	1	2	1	1	15	54	53	53
33	Rwanda	2	1	1	2	2	2	2	1	2	1	2	2	1	23	82	25	53
34	Kenya	2	2	1	2	2	1	1	1	2	0	1	2	2	19	68	40	54

		Input perspectives of statistical capacity										Outputs perspectives of statistical capacity								
		Country	Non fragile state N=1, Y=2	Agri-cultural Stat. Leg Framework N=1, Y=2	Active AgriStat Advisory Committee N=1, Y=2	Exist-ence of NSDS N=1, Y=2	Opera-tional NSDS N=1, Y=2	Exist-ence of AgriStat WorkPrg N=1, Y=2	Opera-tional AgriStat WorkPrg N=1, Y=2	Exist-ence of regular training Prg N=1, Y=2	Exist-ence of TA projects N=1, Y=2	Periodic-ity of AgriCensus Reg=2; Non-Reg=1; Never=0	Periodic-ity of AgriSurvey Reg=2; Non-Reg=1; Never=0	Web-site exist-ence N=1, Y=2	Data-base exist-ence N=1, Y=2	S/Tot Score		Official Prim-Crop & Liv data %	Agri. Stat. Dvpt. Indic. %	
																Value	%			
35	Nigeria	2	2	2	2	2	1			2	2	1	1	0	1	1	19	68	43	55
36	Malawi	2	1	2	1	1	1			2	2	1	1	2	2	2	21	75	36	56
37	Niger	2	2	2	2	2	1			2	2	1	1	0	1	2	20	71	42	56
38	Morocco	2	2	1	1		1			1	1	2	1	1	2	1	16	57	59	58
39	Sudan	1	2	1	1		2	2		1	2	2	1	1	2	2	20	71	45	58
40	Mozambique	2	2	1	2	1	1	1		1	2	2	2	2	2	2	22	79	40	59
41	Burkina Faso	2	2	2	2	2	2	2	2	1	2	1	2	2	2	2	26	93	33	63
42	Mauritius	2	1	2	1	2	1			2	2	1	0	1	2	1	18	64	65	65
43	South Africa	2	1	2	1		1	1		2	2	1	2	2	2	2	20	71	60	66
44	Senegal	2	2	1	2	2	1	1		1	1	2	1	0	1	2	17	61	72	66
45	Benin	2	2	2	2	2	2	1	1	2	2	1	1	2	1	1	22	79	54	66
46	Côte d'Ivoire	1	2	1	2	1	2	1	1	1	1	1	1	2	2	1	19	68	65	66
47	Uganda	2	2	2	2	1	2	2	2	1	1	1	1	0	2	1	21	75	59	67
48	Ethiopia	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	27	96	40	68
49	Mali	2	2	2	2	2	1	1		1	1	2	1	1	1	2	20	71	65	68
50	Algeria	2	2	2	2	1	1			2	1	2	2	2	2	1	20	71	69	70
51	Egypt	2	2	1			1			2	2	1	2	2	2	2	21	75	68	71
52	Lesotho	2	1	1	2	2	1	2	2	1	2	1	2	2	2	2	21	75	72	74
53	Tunisia	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	27	96	56	76

(*) Secondary data are not available

2. Comparison between the Agricultural Statistics Development Indicator and the WB Statistical Capacity Building Indicator

Development level of Agricultural Statistics (%)



Better Statistics for Better Development Outcomes



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