

Global Strategy to Improve Agricultural and Rural Statistics

Latin America and the Caribbean Region Implementation Plan 2013-2017



EXECUTIVE SUMMARY

Agriculture plays a crucial role in development. Particularly agriculture constitutes a key sector for achieving the Sustainable Development Goals (post 2015) especially for the targets relating to poverty, hunger, food security and environmental sustainability.

The recognized relevance of the agricultural sector demands that its planning, management and monitoring be based on sound evidence. As a result, sustained availability of reliable, comprehensive, up-to-date and consistent statistical data is needed. However, an important decline in the availability and quality of agricultural statistics has been identified. Many countries, especially in the developing world, lack nowadays the capacity to produce and report even the minimum set of agricultural data necessary to monitor national trends or inform the international development debate.

The initiative to develop a Global Strategy to improve agricultural and rural statistics came as a response to the above mentioned declining quantity and quality of related data and the need to provide relevant statistical information to support emerging data requirements in such areas as biofuels, (climatic change) and food security.

The World Bank (WB) and the FAO following the recommendations of the United Nations Statistical Commission (UNSC) developed the “**Global Strategy to Improve Agricultural and Rural Statistics**” (GS) that was published in September 2010. The Global Strategy is aimed to provide a comprehensive conceptual framework for national and international statistical systems to produce the basic data and information on agriculture and rural items to guide the decision making required in the 21st century. The Global Strategy is based on 3 pillars: (a) the establishment of a minimum set of core data items; (b) the integration of agriculture into national statistical systems (NSS) in order to meet policymaker and other data user expectations about the possibility of linking statistical information across the economic, social and environmental domains; c) the sustainability of agricultural statistical systems through governance and statistical capacity-building.

The 41st Session of the United Nations Statistical Commission (UNSC) unanimously endorsed the Global Strategy. The Statistical Commission recommended that FAO works with the Friends of the Chair to develop a **Global Action Plan** which should include a comprehensive technical assistance program, an articulated training program and a targeted research agenda as well as clear indications on funds management and governance arrangements at the global, regional and national levels. It was also recommended that consideration be given to grouping countries according to their statistical development. In designing the implementation Global Strategy , therefore, a regional approach has been adopted to take account of the different levels of statistical development between regions as well as to ensure ownership by regional institutions. Africa was the first region to develop such an Action Plan, followed by the Asian-Pacific region. The Action Plans for the other regions are being developed in close consultation with key regional Institutions.

In order to support the implementation of the Global Strategy in the Latin American and Caribbean region, in the Sixth Meeting of the Statistical Conference of the Americas of the Economics Commission for Latin America and the Caribbean, the constitution of a Working Group on Agricultural Statistics was approved. This group in its first meeting in September 2012 endorsed the FAO’s proposal to initiate the development of a regional action plan.

The present document refers to the plan to implement the Global Strategy in the Latin America and Caribbean region. It is aimed to:

- (i) provide the framework for the country assessment that will be used as a basis to begin the implementation at the national level;
- (ii) provide guidance as to how to achieve the levels of expertise required to implement the Global Strategy through training, technical assistance and research in the LAC region;
- (iii) describe the governance structure established in order to ensure the international comparability of the resulting output of agricultural and rural statistics.
- (iv) Serve as a tool for mobilization of resources required for the implementation.

In connection with the Global Strategy Framework, **the impact of the present regional action plan** is: “Improved evidence-based decision making for poverty reduction, increased food security, sustainable agriculture and rural development”; its expected outcome is: *“Target countries are enabled to develop sustainable statistical systems for the production and dissemination of accurate and timely agricultural and rural statistics, comparable over time and across countries”*. The expected regional outputs, based on the 4 main outputs of the Global Action Plan are: “

1. Regional governance structure in place by means of effective governing bodies at regional level;
2. Coordinating bodies of the National Statistical System (NSS), legal frameworks and strategic plans established by the target countries to enable the integration of agriculture to the NSS;
3. New cost-effective methods for data collection, analysis and dissemination developed and disseminated;
4. Increased capacity of national staff in agricultural statistics

In order to endure sustainability of the programme once the implementation of the plan has been completed the following factors have been taken into account in the design of the Regional Action Plan: stakeholders’ ownership and participation, mainstreaming agricultural statistics, building statistical capacity.

The participation of the regional implementing partners is also discussed. These implementing partners are:

- **The Regional Office for LAC (FAORLC)**: FAO’s Regional Office for Latin America and the Caribbean will host the Regional Office of the Global Strategy and implement the technical assistance and training component in Latin America.
- **FAO Sub-regional Office for the Caribbean (FAOSLC)**: will implement technical assistance in the Caribbean countries.
- **Caribbean Community (CARICOM) together with Organization of Eastern Caribbean States (OECS)** will implement the training component in the Caribbean.

In addition, the regional activities in LAC will be implemented through **in collaboration** with the other partners, who will contribute to the execution of the Global Strategy with their own resources as follows:

The Economic Commission for Latin America and the Caribbean (ECLAC), which has the mandate of operating the Statistical Conference of the Americas (SCA). The SCA provided the framework for establishing the regional steering committee

The Latin-American Social Sciences Faculty (FLACSO), which is in charge of the implementation of the Public Good Project, which contributes to the objectives of the Global

Strategy. This project, funded by the Inter-American Development Bank was prepared under the guidance of the Regional Executive Board of the Global Strategy.

As far as the **Governance Structure** is concerned it follows the general framework for a governance structure described in the Global Action Plan. In connection with the decision of the Working Group in Agricultural Statistics (WGAS) of the Statistical Conference of the Americas (SCA), the regional governance structure for LAC comprises:

1. **The Regional Steering Committee (RSC)** is integrated by all countries members of the WGAS, FAO as Technical Secretariat and the implementing partners, ECLAC, CARICOM and OECS.
2. **The Regional Executive Board (REB)** is constituted by the Coordinating Country of the WGAS a second country, FAO as Technical Secretariat and the implementing partners, ECLAC, CARICOM and OECS.
3. **The Regional Office (RO)** FAORLC will host the Regional Office and will coordinate the implementation of the Global Strategy at regional level and among partners

The **National Governance** will be built as much as possible on existing mechanisms and structures. It entails the establishment, where it does not exist, of a sectoral coordination mechanism that brings together the NSO and Ministries responsible for agriculture, forestry and fisheries and any other institutions that collect relevant data.

With respect to the implementation strategy, the document advocates for a phased implementation of the regional Action Plan focusing in four countries per year plus a joint implementation in the small island countries of the Caribbean. The complete implementation would take a 5-year period which is in line with the Global Action Plan. The starting point in the implementation is to carry out **country assessments**; a first standard assessment aimed to establish baseline information on a country statistical capacity. In the case of the LAC region, this assessment has been conducted in some countries by FAO Regional Office. The information generated in the standard assessment will be used together with an in-depth country assessment to prepare the National Strategic plan for the Development of Agricultural and Rural Statistics. The implementation plan also contemplates capacity building activities at the regional and sub-regional level. The Technical Assistance and Training plans are presented whilst the Research Plan is developed and coordinated from the Global Office.

ACRONYMS

ADP	Accelerated Data Programme
AQUASTAT	FAO's Global Information System on water and agriculture
CAN	Andean Community of Nations
CAQ	Country Assessment Questionnaire
CARICOM	Caribbean Community
DHS	Demographic and Health Surveys
ECLAC	Economic Commission for Latin America and the Caribbean
ESS	FAO's Statistical Division
ESSS	FAO's Statistical Development Service of the Statistical Division
EUROSTAT	Statistical Office of the European Community
FAO	Food and Agriculture Organization
FAORLC	FAO's Regional Office for Latin America and the Caribbean
FLACSO	Latin-American Social Sciences Faculty
GDP	Gross Domestic Product
GEC	Global Executive Committee
GIS	Geographic Information System
GO	Global Office
GPS	Global Positioning System
GS	Global Strategy
GSC	Global Steering Committee
IAEG	Internal Agency and Expert Group
IC	International Consultant
ICT	Information and Communications Technologies
IaDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IICA	Inter-American Institute for Cooperation in Agriculture
IMF	International Monetary Fund
LAC	Latin America and the Caribbean
LSMS	Living Standards Measurement Study
M&E	Monitoring and Evaluation
MAPS	Marrakech Action Plan for Statistics
MDG	Millennium Development Goals
MICS	Multiple Indicators Cluster Survey

NASS	National Agriculture Statistical System
NC	National Consultant
NSDS	National Strategy for Statistical Development
NSO	National Statistical Office
NSS	National Statistical System
OECD	Organization for Economic Cooperation and Development
OECS	Organization of East Caribbean States
PARIS21	Partnership in Statistics for Development in the 21st Century
PDA	Personal Digital Assistant
PO	Program Officer
REC	Regional Executive Committee
SAI	Andean System of Integration
SCA	Statistical Conference of the Americas
SPFS	Special Program for Food Security
SSO	Sectoral Statistical Office
SPARS	Strategic Plan for Agricultural and Rural Statistics
SSS	Sectoral Statistical System
STATCAP	Statistical Capacity Building Project
TA	Technical Assistance
TCP	Technical Cooperation Project
TFSCB	Trust Fund for Statistical Capacity Building
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNSC	United Nations Statistical Commission
USAID	United States Agency for international Development
USDA	United States Department of Agriculture
WB	World Bank
WCA	World Census of Agriculture

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1. BACKGROUND

1.1 Agricultural Statistics and Development

Agricultural development is increasingly recognized to play a vital role in achieving the Sustainable Development Goals, and particularly the targets relating to poverty, hunger, food security and environmental sustainability.

This growing awareness has led to a renewed commitment to agriculture and rural development within the donor community. The urgency of supporting agriculture escalated with the recent food crisis in a global context of volatility of food prices and stocks. Moreover, concerns regarding the impact of agricultural activities on the environment are pervading the current climate change debate.

The need to measure agricultural performance and the results of agricultural investment has therefore become an increasingly pressing priority. Decisions about aid and investments that are intended to foster agricultural growth need to be based on sound information about the use of agricultural production factors and the prevailing economic and social situations that producers face. The impacts of these factors can only be measured and evaluated effectively with appropriate statistics.

However, an important decline in the availability and quality of agricultural statistics has been identified. This issue jeopardizes the adoption of appropriate policies decisions about investments, marketing, prices, living standards of farmers and their families and so on.

Many countries, especially in the developing world, lack nowadays the capacity to produce and report even the minimum set of agricultural data necessary to monitor national trends or inform the international development debate.

A number of problems are common to most developing countries:

- (a) Limited staff and capacity in the organizational units that are responsible for collection, compilation, analysis and dissemination of agricultural statistics;
- (b) Lack of adequate technical tools, statistical methodology and survey framework to support data production efforts;
- (c) Insufficient funding allocated for agricultural statistics from development partners and national budgets;
- (d) Lack of institutional coordination, which results in a lack of harmonized and integrated data sources;
- (e) Lack of capacity to analyze data from a policy perspective, which results in a significant waste of resources as large amounts of raw data are not properly used.
- (f) Difficulty for data users in accessing existing data with no metadata or indication of quality.

1.2 The Global Strategy to Improve Agricultural and Rural Statistics

The initiative to develop a Global Strategy to improve agricultural and rural statistics came as a response to the above mentioned declining quantity and quality of related data and the need to provide relevant statistical information to support emerging data requirements in such areas as biofuels, (climatic change) and food security.

The World Bank (WB) and the FAO following the recommendations of the United Nations Statistical Commission (UNSC) developed the “Global Strategy to Improve Agricultural and

Rural Statistics” (GS) that was published in September 2010. The Global Strategy is aimed to provide a comprehensive conceptual framework for national and international statistical systems to produce the basic data and information on agriculture and rural items to guide the decision making required in the 21st century. The Global Strategy is based on 3 pillars:(a) the establishment of a minimum set of core data items; (b) the integration of agriculture into national statistical systems (NSS) in order to meet policymaker and other data user expectations about the possibility of linking statistical information across the economic, social and environmental domains; c) the sustainability of agricultural statistical systems through governance and statistical capacity-building.

1.3 The Global and the Regional Action Plans

The 41st Session of the United Nations Statistical Commission (UNSC) unanimously endorsed the Global Strategy. The Statistical Commission recommended that FAO works with the Friends of the Chair to develop a Global Action Plan which should include a comprehensive technical assistance program, an articulated training program and a targeted research agenda as well as clear indications on funds management and governance arrangements at the global, regional and national levels. It was also recommended that consideration be given to grouping countries according to their statistical development. In designing the implementation Global Strategy, therefore, a regional approach has been adopted to take account of the different levels of statistical development between regions as well as to ensure ownership by regional institutions. Africa was the first region to develop such an Action Plan, followed by the Asian-Pacific region. The Action Plans for the other regions are being developed in close consultation with key regional Institutions.

1.4 The Action Plan for Latin America and the Caribbean

To support the implementation of the Global Strategy in the Latin American and Caribbean region, in the Sixth Meeting of the Statistical Conference of the Americas (SCA) of the Economics Commission for Latin America and the Caribbean (ECLAC), the constitution of a Working Group on Agricultural Statistics (WGAS) was approved. In its first meeting in September 2012, the WGAS endorsed FAO’s proposal to initiate the development of a regional action plan.

The present document refers to the preparation of the plan to implement the Global Strategy in the Latin America and Caribbean (LAC) region by taking into consideration the regional context. More concretely, it will:

- I. describe the regional governance structure established in order to ensure the international comparability of the resulting output of agricultural and rural statistics. The project also aims to facilitate mobilization of resources required for the implementation;
- II. provide the framework for establishing the Strategic Plans for Agricultural and Rural Statistics (SPARS);
- III. provide guidance as to how to achieve the levels of expertise required to implement the Global Strategy through training and technical assistance in the LAC region.

The regional action plan was also developed taken into consideration the activities included in the regional action plans for Africa Region¹ and Asia-Pacific s², and the Global Action Plan³

2. PRESENT SITUATION IN LATIN AMERICA AND THE CARIBBEAN

Latin American and Caribbean countries have a long tradition of collecting agricultural and rural statistics and the present situation is diverse among countries. In the present document several weaknesses and strengthens in the production of agricultural statistics are identified to overcome the weaknesses based on existing strengths. This has been the basis for developing the five years work plan, covering the first phase of implementation.

2.1 Weaknesses and Strengths

Latin American and Caribbean countries have a long tradition of collecting agricultural and rural statistics and the present situation is diverse among countries. However, the following **weaknesses** could be pointed out:

- Lack of developed and structured National Agricultural Statistical Systems (NASS);
- Lack of integration of agricultural statistics into the National Statistical Systems (NSS);
- Insufficient funds allocated for agricultural statistics;
- Lack of adequate technical tools, statistical methodology and survey framework to support data-production efforts;
- Lack of capacity to analyze data with a policy perspective;
- High mobility of trained staff in agricultural statistics;
- Difficulty of access to existing data and lack of metadata and indication of quality;
- Emigration of trained personnel. Skills are developed through the TA received but, once the professional upgraded their capacities they quit from the public service to the private sector or to international organizations looking for better growth opportunities.

On the other hand, the LAC region shows some **strengthens** in the production of agricultural statistics:

- Many countries undertake agricultural censuses on a regular basis (for example, during the World Census of Agriculture round 2010 (WCA 2010), 13 out of the 17 Latin American countries and 11 out of the 15 Caribbean countries undertook or were ready to undertake agricultural censuses by December2014);
- Strong National Statistical Institutes in many countries of the region. In several cases these Statistical Institutes are responsible for agricultural censuses and/or surveys.
- Long tradition in university statistical education.
- Important amount of resources mobilized from donors and lending organizations providing technical assistance in statistical activities and policies in the region.

¹“Improving Statistics for Food Security, Sustainable Agriculture and Rural Development, An Action Plan for Africa”, AfDB, AfDF, ECA, FAO, May 2011.

²“Asia-Pacific Regional Action Plan to Improve Agricultural and Rural Statistics 2013-2017”, Draft 23, September 2012.

³ “Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics, for Food Security, Sustainable Agriculture and Rural Development”, FAO, WB, UNSC, Rome 2012.

2.2 Technical Constraints

Despite the last years efforts for better coordination and institutional strengthening of statistical systems in the region, several weaknesses are still present. They refer both to institutional and organizational capacities. A report presented in 2006 to IDB-WB conference⁴ allows summarizing those weaknesses in statistical systems in the region as follows.

2.2.1 Institutional weaknesses:

- I. Low capacity to analyze and interpret statistical information across data-users.
- II. Fragmentation of National Statistical Systems leading to inefficiencies in the use of national resources (e.g. duplications, incoherent information from different sources.). This fragmentation generates insufficient supply of statistical services leading to a vicious circle where low initial quality of data leads to a low demand for information and the latter justify the low budgets assigned for statistical activities leading finally to feedback a system with low quality of data production.
- III. Inadequate coordination, collaboration, networking and information sharing and inadequate use of data for policy and decision-making.
- IV. Absence of systematic analysis about information needed for specific objectives. It leads to an unclear and not systematized demand of statistical information.

2.2.2 Organizational weaknesses:

- I. Absence of efficient coordination between main data users and statistical offices;
- II. Absence of a systematic analysis of data quality;
- III. Absence of a cost-efficiency analysis about the statistical production;
- IV. There are no clear criteria to prioritize the production of statistics;
- V. In most cases, data are inaccurate, without an appropriate coverage or have other problems referred to relevance, timeliness, coherence, etc.
- VI. Key stakeholders' needs are not always taking into consideration when designing statistical plans.

2.2.3 Stakeholders 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. In **Annex 5** a summary table of the stakeholders' analysis for Agricultural Statistical Systems is presented.

2.3 Sustainability⁵

It is essential that the activities taken under the Action Plan 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 ensure sustainability: stakeholders' ownership and participation, mainstreaming agricultural statistics; building statistical capacity.

⁵This section is adapted from the Action Plan for Africa.

In implementing the GS, Latin American and Caribbean countries should ensure that regional and international organizations as well as participating countries own the Strategy and fully participate in its implementation. To the extent possible existing structures and processes will be used instead of creating parallel ones. National structures established through the implementation plan should be maintained in order to guarantee the maintenance of the improvement in agricultural and rural statistics derived from the application of the Action Plan.

LAC countries will be encouraged to mainstream statistics as a crosscutting sector to be prioritized and targeted for development. This will entail the application of specific methodologies, with strategies, planning, 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 the budgets of Ministries of Agriculture. In the design of NSDS as well as SSPARS the need for a separate budgetary line for statistics should be emphasized.

In order to better assess the sustainability of the programme, the risks that could jeopardize the realization of the AP 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 depicted in Annex 6.

3. IMPACT, OUTCOMES AND OUTPUTS OF THE PLAN

3.1 Introduction

In this section the key elements that define the Action Plan and which will determine its success are presented: impact, outcomes and outputs. In the next section key elements for the accomplishment of the action plan are summarized: stakeholder analysis, sustainability and risk management. These elements will cut across the three individual components: technical assistance, training and research as well as the governance mechanism.

3.2 Results-based logical framework

The intended **impact** of the implementation of the Regional Action Plan for LAC is to “improve evidence-based decision making for poverty reduction, increased food security, sustainable agriculture and rural development”.

The expected **outcome** is that target countries are enabled to develop sustainable statistical systems for the production and dissemination of accurate and timely agricultural and rural statistics, comparable over time and across countries. This will allow to increase the availability, quality and relevance of agricultural and rural statistics produced by a sustainable agricultural statistical system with appropriate institutional, human and financial capacity.

The **regional outputs**, based on the 4 main outputs of the global action plan are:

1. Effective governing bodies set up and functioning at regional level.
2. Coordinating bodies of the National Statistical System (NSS), legal frameworks and strategic plans established by the target countries, to enable the integration of agriculture in the NSS.
3. There is no regional output three as the research activities are conducted at Global level.
4. Increased capacity of agricultural statistics staff in regional training centers and target countries.

In particular, the products are:

Under regional output 1:

- The Regional Office in FAORLC is operational and the participating partners have sufficient human resources to implement the regional plan;
- The Regional Steering Committee and the Regional Executive Board have been formed and Governance meetings organized on a regular basis;
- The Regional Office produce brochures and other materials to enhance advocacy and communication for agricultural and rural statistics;
- Monitor the implementation of the Regional Activities and report its progress .

Under regional output 2:

- Development of Sector Strategic Plans for Agricultural and Rural Statistics (SSPARS) as a component of the NSDS provide the national framework for implementation.
- Improved political support by decision-makers for agricultural and rural statistics in terms of provision of human and financial resources.
- Strengthened legal and coordination mechanisms and frameworks for agricultural and rural statistics.
- Country-specific minimum set of agricultural and rural statistics identified by each country based on the minimum set of core data contained in the Global Strategy.

Under regional output 4:

- Improved capacity of countries to adopt cost effective and reliable methods for producing minimum set of agricultural and rural statistics including:
- Improved ability of countries to adopt methodological research results guidelines and frameworks for agricultural and rural statistics.
- Better access of countries to guidelines and training materials for agricultural and rural statistics.
- Increased capacity of countries in the use of agricultural statistics to meet priority needs for policy making, operation of efficient markets and foster sound investments.
- Improved capacities of NSS to produce and disseminate minimum set of agricultural and rural statistics in accordance with international standards and good practices through training and technical assistance.
- Strengthened and upgraded capacities of national and regional training institutions to develop and deliver relevant, efficient and effective training in agricultural and rural statistics.
- Adaptation of guidelines and training materials to regional context and translation of guidelines and training material.
- Data harmonization and dissemination increasing the ability of NSS to access and use Information and Communications Technologies (ICT) for production and dissemination of agricultural and rural statistics.
- In-country training.

4. GOVERNANCE

At global level, a Global Steering Committee (GSC) has been established to provide strategic guidance and oversight for execution of the Global Action Plan to Implement the Global Strategy. It is composed of representatives from countries (with a balance between National Statistics Offices and Ministries of Agriculture), international organizations and resource partners to serve as the ultimate decision maker, guiding flows of funds from the global level to the regions and countries and providing overall coordination of activities. A Global Executive

Board has also been formed for acting as an executive committee of the GSC between meetings. A Global office has been established at FAO headquarters, hosted by FAO Statistics Division and led by a Global Coordinator. It serves as the secretariat for the Global Steering Committee and Global Executive Board, and leads global level activities of the Global Action Plan. A Global Trust Fund has been established at FAO to consolidate the Resource Partner's contributions and ensure a stream of funding to support implementation of the Global Strategy at the global, regional and national levels. The existence of the Global Trust Fund does not mean, however, that all activities of implementation of the Global Strategy will be funded exclusively from the resources of the Global Trust Fund. Regions and countries are encouraged to mobilize additional resources from resource partners to fund activities which may be reported within the Global Strategy framework.

At the level of the LAC region, an efficient regional governance structure) will facilitate the implementation of the Global Strategy. The Regional Governance Framework comprises:

1. **The Regional Steering Committee (RSC)** which is the equivalent at regional level of the GSC. It will meet at least once a year to monitor progress in the implementation of the regional plan and evaluate its impact. For the LAC region the Working Group in Agricultural Statistics of the Statistical Conference of the Americas of ECLAC, in its first meeting (Mexico Sept. 6/7, 2012) decided that the RSC will be integrated by all countries members of the Working Group with two representatives per country (one from the NSO and one from the Ministry of Agriculture); FAO as Technical Secretariat and the implementing partners, ECLAC, CARICOM and OECS. Donors will participate as well in the work of the Committee.
2. **The Regional Executive Board (REB)** is the equivalent to the GEB at regional level and acts as executive committee of the RSC. In the case of LAC region the above mentioned Working Group also decided that the REB will be constituted by the Coordinating Country of the WGAS (currently Brazil) a second country (currently Mexico as elected in the 1st Meeting of the RSC), FAO as Technical Secretariat and the implementing partners, ECLAC, CARICOM and OECS.
3. **The Regional Office (RO)**. FAORLC will host the Regional Office. The RO is hosted by the FAORLC and headed by the Regional Coordinator. The RO must coordinate the implementation of the GS in the LAC region and it must be the link between country work in the implementation, participating partners and the GO. In particular, the RO must ensure compliance of norms, standards and practical guides produced by the GO.
4. **The National Governance** will build as much as possible on existing mechanisms and structures. It entails the establishment, where it does not exist, of a sectoral coordination mechanism that brings together the NSO and Ministries responsible for agriculture, forestry and fisheries and any other institutions that collect agricultural-related data. This sectoral coordination mechanism should be part of the national statistical coordination mechanism such as the national statistical council which provides governance to the NSS.

5. IMPLEMENTATION

5.1 Implementation strategy

The situation of agricultural statistics in the LAC region is, as said, diverse. The need of a phased implementation of the AP should take into consideration such diversity. It is suggested to implement the AP focusing in 4 countries per year plus the small island Caribbean countries where the AP should be implemented as a whole in the five years. So, the implementation should take place according to the Global Action Plan in a 5-year period. The phasing will allow for lesson learning as implementation progresses. Some activities that require concentration of

staff in a particular venue (like some training activities) would be implemented at the same time.

A specific situation about the development of statistical systems appears in the Caribbean region as it is composed by several small island countries and other small nations with weak statistical systems, lack of funds assigned to statistical activities and a declining agricultural sector for the sake of the growth of the services sector. Therefore, the Caribbean region should need a special treatment during the implementation process. The implementation of the Global Strategy in the Caribbean countries will follow a sub-regional approach rather than a national basis. A sub-regional technical group should be created; comprising the implementing partners and in consultation with FAO sub-regional office in the Caribbean. Such a group will take upon the implementation activities in the sub-region. More than that, apart from country assessment activities that need to be national, the rest of implementing tasks should be taking by group of Caribbean countries. Such approximation would entail a better use of technical assistance and training capabilities. In particular, the role to be played by such technical group could consist in organizing sub-regional training activities, seminars and workshop and facilitating the interchange of experiences among the Caribbean countries and between Caribbean and Latin American countries.

Within this context, the regional activities will be implemented by several implementing partners, which are:

- **The Regional Office in LAC:** FAO's Regional Office for Latin America and the Caribbean will host the Regional Office of the Global Strategy and implement the technical assistance and training component in Latin America.
- **FAO Sub-regional Office in the Caribbean (FAOSLC):** will implement technical assistance in the Caribbean countries.
- **Caribbean Community (CARICOM) together with Organization of Eastern Caribbean States (OECS)** will implement the training component in the Caribbean.

Specific agreements with the partners will be signed once funding is available and activities are better defined.

In addition, the regional activities in LAC will be implemented through **in collaboration** with the following partners, who will contribute to the execution of the Global Strategy with their own resources as follows:

The Economic Commission for Latin America and the Caribbean (ECLAC), which has the mandate of operating the Statistical Conference of the Americas (SCA). The SCA provided the framework for establishing the regional steering committee

The Latin-American Social Sciences Faculty (FLACSO), which is in charge of the implementation of the Public Good Project, which contributes to the objectives of the Global Strategy. This project, funded by the Inter-American Development Bank was prepared under the guidance of the Regional Executive Board of the Global Strategy.

5.2 Implementation steps

Country Assessments: The starting point in the implementation is to carry out country assessments to establish a baseline information on a country statistical capacity. It involves all countries of the LAC region. The information generated is used for deciding capacity building in the Region and providing a baseline for the M&E.

These assessments started its implementation in 2013 with the standard country assessments sent to all countries by the Regional Office in LAC. However, the response to these questionnaires was fairly low with less than half the countries in the Region responding. In view of this limitations, the IDB project contemplates updating the country assessments and compiling a regional report. The country assessments will also be used to select countries in which to implement the GS.

Strategic Plans for Agricultural and Rural Statistics: Following the standard country assessment, the initial technical assistance support will be for the **in-depth country assessment**. This will determine the technical assistance and training needed for the development or updating of the Sector Strategic Plan and its implementation.

As far as the implementation of the National and Sectorial strategies is concerned, the situation of LAC countries is uneven: several countries are implementing the NSDS, other countries already have a NSDS in place but it has not been updated and in some cases an updated and operative National Strategy is in place. With respect to the Agricultural Sector only a few countries have a Sectoral Strategy. Using this approach, the regional office will support target countries in the development of Strategic Plans for Agricultural and Rural Statistics (SPARS) are prepared and then use it as building blocks for the overall NSDS. This approach will help to correct the situation where: (i) statistical capacity building has often been focused on the NSOs to the neglect of the other producers of data, mainly sectors, (ii) linkages between sectoral statistics systems and between those systems and NSOs are inconsistent, informal and relatively weak, and (ii) there is little appreciation of the statistical activities of one sector with respect to others.

Technical Assistance and Training at regional level: the guidelines and training materials developed by the Global Office will be adapted, to include regional needs, by the regional office in LAC. Direct Technical Assistance to countries, Regional workshops, seminars, courses and electronic discussion forums will be some of the tools for the implementation. Training will be directed to managers and technical staff in the national statistical system responsible for agricultural statistics. It will focus on both production of statistics and their use by different stakeholders for decision making. The guiding principle for training is that every country should have a strategy to improve the skills and competencies of its technical staff and sustain the skills over time.

5.3 Technical assistance plan

The Regional Office in LAC will deliver technical assistance in Latin America, while FAO Sub-regional office in the Caribbean (FAOSLC) will be responsible for delivering the Technical Assistance in the Caribbean.

The Technical Assistance will be provided taking into consideration the uneven statistical situation among countries and within the country according to the type of statistical activity. The Technical Assistance (TA) will be provided following the results of the research component of the Global Strategy and the production of the associated guidelines as follows:

- The adaptation of guidelines developed at the global level to specificities of the region, and the possibility to develop guidelines and methods for covering specific needs which would not be addressed at the global level.
- The technical assistance to countries in strengthening the national agricultural statistics systems. This will cover, among others, technical assistance in in-depth assessment, in designing Strategic Plans for Agricultural and Rural Statistics (SPARS) and creating or strengthening coordination mechanisms between various agencies producing agricultural statistics in determining the minimum set of core data items,

and helping countries on adopting new methodologies in areas determined through the in-depth assessments.

5.4 Training plan

One of the key elements for implementing and sustaining the Global Strategy is capacity building through training. Training includes the development and implementation of standardized training curricula/modules based on country needs assessments.

Implementation of the training component of the Strategy will be aimed at strengthening the capacity of national agencies concerned with the collection, compilation, analysis and dissemination of agricultural statistics by increasing the knowledge, skills and competencies of their staff, and strengthen and sustain the capacity of training centers both at regional and national levels to develop and deliver good quality training in statistics related topics.

The training component will be delivered by the Regional Office in Latin America, while CARICOM and OECS will lead the implementation of the training component in the Caribbean.

The training will be based on the training materials developed by the GO and adapted to the Region and provided using e-learning tools, regional, sub-regional and in-country workshops, short courses and web-based discussion forums.

Workshops are viewed as most promising forms of training of specialists in the area of agricultural and rural statistics. As venues for conducting trainings, one could use training centers specialized on providing venues for such activities. It would be expedient to conduct trainings of specialists in agricultural and rural statistics using existing training center in the LAC countries.

Besides, some on-job training activities will be incorporated into country level technical assistance (in that case under the responsibility of Regional Office, CARICOM and OECS)

Of utmost importance are the following areas for the region (a more detailed list of capacity building areas can be found in Annex 3):

- design, elaboration and maintenance of sampling frames and integrated survey frameworks;
- development and harmonization of data sources;
- conducting agricultural censuses according to the basis of the WCA rounds developed by FAO;
- incorporation of new data collection technologies;
- use of statistical packages for editing and processing the information.

Among the methods to be utilized for building capacity in the region are:

- Distance learning, along with preparation of training materials, will have also to be promoted.
- Promote, through networks established between the national statistical offices and sectoral agencies, the sharing of training programs and knowledge transfer for statistical skills that cut across sectors.
- Provide on-the- job (in-service) training in the countries.
- Select regional training centers and strengthening them by identifying gaps in their training programs and upgrading the skills and capacities of their staffs.
- Upgrade the training infrastructure of regional centers, including providing computer hardware and software, audiovisual equipment, and associated items as well as material for libraries, and organizing short courses to be conducted by training centers;
- Scholarships and participation of staff from national agencies in the organized short-term courses.

In addition, the training component aims to strengthen and upgrade capacities of national and regional training institutions to develop and deliver relevant, efficient and effective training in agricultural and rural statistics. In the case of South and Central America, after the disappearance of the Inter-American Center for Statistical Training (CIENES) in 1997 no regional institution took their functions. Therefore, training in Statistical Methods and in organization of statistical activities is restricted to national level and knowledge sharing has been lost.

5.5 Research plan

The research plan is under the responsibility of the Global office. Regions will use the results from the research component (guidelines and training material) for adapting it to regional context. It is aimed to contribute to a significant improvement in the quality, reliability and cost-effectiveness of agricultural statistics. This goal will be achieved by providing a framework for the coordinated efforts of experts in various regions to address the most important methodological issues and gaps surrounding the effective collection, processing and dissemination of data⁶.

6. ADVOCACY

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

Statistical advocacy should contribute not only to increase the levels of appreciation of the value and importance of statistics across society (statistical culture) but also to increase capacity of analysis and interpretation of statistical information across data-users.

Advocacy, during the development of the Regional Implementation Plan will come in different forms and tools, depending on the nature of desired change. Based on the communications strategy developed by the Global Office, the Regional Office will develop its own communication materials that aims to raise awareness, strengthen coordination mechanisms, ensure that agricultural and rural statistics is integrated in the countries' official statistics and, in general, generate support for the Global Strategy. The application of a good communications strategy is expected to enhance political support at both the regional and national levels that would eventually solidify the governments' commitment and the sustainability of this action plan.

The RO, with the support of the implementing partners, will design and execute the communications strategy both at the regional and national levels. However, the bulk of the work will be focused on individual countries.

The activities are likely to differ by country and for the advocacy to succeed, it needs to be driven by the country (with technical and training assistance). Someone within the country needs to champion the implementation of the Global Strategy; ideally this person or organization is at a level to provide leadership in the integration of agricultural statistics and

⁶ Ibidem Chapter 7.

formation of the national coordination mechanism. A country that has made steps toward integration could provide assistance through a “twinning” arrangement.

7. MONITORING, EVALUATION AND REPORTING

The monitoring and evaluation framework of the GS is structured around the programme logical framework, the core element for assessing the implementation of the programme. The Regional Logical framework (Annex 2) fit into the global logical framework, to enable annual reporting of the programme’s outputs as a whole.

The Regional Office is responsible for monitoring the implementation of the global strategy at regional and country level, providing periodic reports to the Global Office in line with the standard reporting requirements.

Provision has been made for the Regional Office to regularly monitor and supervise the utilization of allocated resources through:

- I. continuous supervision and implementation assistance through missions to countries of the region;
- 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 targets agreed upon; and
- III. financial control: maintenance of adequate control at all levels of implementation. In addition, the Regional Office will regularly participate in the national and regional coordination meetings and other regional and sub-regional meetings. The capacity building events such as workshops will also be used for the same purpose. The supervision will be closely linked to the AP implementation schedule. It will include inter alia.

On an annual basis, the regional office will prepare narrative and financial progress reports following the standard reporting templates developed by the Global Office. These reports have been prepared on the basis of the programme’s four outputs, to enable aggregation of results and inform members on the progress of the programme as a whole.

The annual narrative reports will be first consolidated at the regional level by each Regional Office. This regional report will be submitted to the Global Office before 31 March of the following year. Upon this, the Global Office will incorporate the information from the regional reports, including the Global Office report, into the annual consolidated narrative report. This report will be submitted to the GSC members by 30 April of the following year.

- **Financial reports:** these will be prepared following the standard financial reporting templates of the GS, to present and certify the expenditures incurred by each participating partner by output. The annual financial reports are submitted to the Fund Administrator for aggregation before 30 April of the following year. Upon submission, the reports are aggregated and submitted to the GSC members by 31 May of the following year.
- **Midyear financial report:** in addition to the annual financial report, each participating partner prepares and certifies its midyear financial report and submits it to the Fund

Administrator no later than 30 September of the same year. The Fund Administrator will then aggregate the financial reports and submit them to the GSC members by 30 October of the same year.

- **Activity report:** Each Regional Office and the Global Office will report on the progress on their activities on a six-month basis, covering the periods of January – June and July – December. The regional activity reports and the Global Office activity report will be aggregated by the Global Office and circulated to the GSC members no later than 15 September of the same year and before 28 February of the following year.

8. INDICATIVE WORK PLAN AND BUDGET

The work plan of implementation of the Global Strategy in the LAC Region envisages a series of activities whose complete implementation will enable to bring agricultural and rural statistics in the LAC countries considerably nearer to international standards, improve its quality and reliability and ensure at maximum extent its integration, not only into the statistical system of the LAC region, but also into the world system of agricultural and rural statistics.

The themes proposed to be implemented within the framework of the present Strategy corresponds to the interests of all countries in the region and are determined and agreed by the experts of the statistical services of the LAC countries. The plan goes beyond the agricultural statistics in the proper sense and covers the domains and directions of statistics that are linked with agricultural statistics. Such domains are: design, elaboration and maintenance of sampling frames and integrated survey frameworks; development and harmonization of data sources; conducting agricultural censuses; incorporation of new data collection technologies; use of statistical packages for editing and processing the information.

The Implementation Plan of the Strategy aims also at enhancing professional skills of the staff of National Statistical Services. The training of the staff includes both face-to-face and remote activities in selected areas of agricultural and rural statistics.

Specialists of National Statistical Services will also participate in various international activities on agricultural and rural statistic which are tribunes of modern knowledge in this area of statistics.

The total budget for implementation of the Global Strategy in the LAC region is estimated as **USD 13.878.494**, as mentioned in the integrated budget of the Global Strategy. The budget takes into account all activities on implementation of the Strategy. The implementation of the Global Strategy in the LAC region will be accompanied by a campaign on raising funds both in the LAC countries and among the donors.

Details and schedule of the proposed work plan and budget are given in **Annex 1**

ANNEX 1: INDICATIVE WORK PLAN AND BUDGET

GLOBAL OUTPUTS	REGIONAL OFFICE OUTPUTS AND ACTIVITIES		Total budget (U\$S)	Implementing Partner	Year				
					1*	2	3	4	5
1 Effective governing bodies set up and functioning at global and regional levels	1.	Effective governing bodies set up and functioning at regional level	3.780.000	RO	164.000	904.000	904.000	904.000	904.000
	1.1	Regional Office (RO) staffed and functioning	2.585.000	RO	121.000	616.000	616.000	616.000	616.000
		- Coordinator	960.000	RO	48.000	228.000	228.000	228.000	228.000
		- Statistician	960.000	RO	48.000	228.000	228.000	228.000	228.000
		- Operational administrative financial officer	665.000	RO	25.000	160.000	160.000	160.000	160.000
	1.2	Oversight of implementation (Travels)	715.000	RO	13.000	175.500	175.500	175.500	175.500
		- Tickets	437.500	RO	7.500	107.500	107.500	107.500	107.500
		- Per diem	277.500	RO	5.500	68.000	68.000	68.000	68.000
	1.3.	Governance meetings	150.000	RO	30.000	30.000	30.000	30.000	30.000

		- Regional Steering Committees	150.000	RO	30.000	30.000	30.000	30.000	30.000
	1.4	Advocacy- Communication (printing, developing and translation)	130.000	RO	0	32.500	32.500	32.500	32.500
	1.5	Monitoring	200.000	RO	0	50.000	50.000	50.000	50.000
2	2.	Coordinating bodies established in the target countries	2.067.000	RO/ FAOSLC	0	516.750	516.750	516.750	516.750
Coordinating bodies of the national statistical system, legal frameworks and strategic plans established in the target countries	2.1.	Sectoral Strategic Plans for Agricultural and Rural Statistics	1.825.000	RO/ FAOSLC	0	456.250	456.250	456.250	456.250
		- Guidelines SSPARS	0	RO/ FAOSLC	0	0	0	0	0
		- National Consultants	280.000	RO/ FAOSLC	0	70.000	70.000	70.000	70.000
		- International Consultants	690.000	RO/ FAOSLC	0	172.500	172.500	172.500	172.500
		- National Workshops	650.000	RO/ FAOSLC	0	162.500	162.500	162.500	162.500
		- Regional Workshops	80.000	RO/ FAOSLC	0	20.000	20.000	20.000	20.000
		- GOE	125.000	RO/ FAOSLC	0	31.250	31.250	31.250	31.250
	2.2	Strengthening National Governance	242.000	RO/ FAOSLC	0	60.500	60.500	60.500	60.500
	- International Consultants	148.000	RO/ FAOSLC	0	37.000	37.000	37.000	37.000	

		- Local costs strengthening structures	94.000	RO/ FAOSLC	0	23.500	23.500	23.500	23.500
4	4.	Increased capacity by means of training in training institutions	7.111.444	RO/CA ⁷ /OECS	0	1.722.611	1.822.944	1.782.944	1.782.944
Increased capacity of national staff in agricultural statistics	4.1.	Preparation of guidelines and training material	80.000	RO/CA	0	40.000	40.000	0	0
		- Adaptation of guidelines, training material to regional context	30.000	RO/CA	0	15.000	15.000	0	0
		- Translation of guidelines and training material	50.000	RO	0	25.000	25.000	0	0
	4.2.	Data harmonization and dissemination	2.490.000	RO FAOSLC	0	622.500	622.500	622.500	622.500
		- National Consultants	200.000	RO/FAOSLC	0	50.000	50.000	50.000	50.000
		- International Consultants	1.000.000	RO/ FAOSLC	0	250.000	250.000	250.000	250.000
		- National Workshops	150.000	RO/ FAOSLC	0	37.500	37.500	37.500	37.500
		- Travel of national staff outside	230.000	RO/ FAOSLC	0	57.500	57.500	57.500	57.500
		- Computers and licenses	40.000	RO/ FAOSLC	0	10.000	10.000	10.000	10.000
		- GOE	70.000	RO/ FAOSLC	0	17.500	17.500	17.500	17.500

⁷ CA; CARICOM

	4.3.	Implementation of cost-effective methods	2.745.000	RO FAOSLC /	0	686.250	686.250	686.250	686.250
		- National Consultants	180.000	RO/ FAOSLC	0	45.000	45.000	45.000	45.000
		- International Consultants	700.000	RO/ FAOSLC	0	175.000	175.000	175.000	175.000
		- National Workshops	150.000	RO/ FAOSLC	0	37.500	37.500	37.500	37.500
		- Field operations (Costs field staff and operations)	945.000	RO/ FAOSLC	0	236.250	236.250	236.250	236.250
		- Computers/software/field equipment	700.000	RO/ FAOSLC	0	175.000	175.000	175.000	175.000
		- GOE	70.000	RO/ FAOSLC	0	17.500	17.500	17.500	17.500
	4.4.	In-country training	811.444	RO/CARICOM/ O ECS	0	202.861	202.861	202.861	202.861
		- In-country training data producers and users	711.444	RO/CA/O ECS	0	177.861	177.861	177.861	177.861
		- Support to countries for preparation of advocacy materials	100.000	RO/CA/O ECS	0	25.000	25.000	25.000	25.000
	4.5.	Regional training and upgrading capacities of training centers.	985.000	RO/CA/O ECS	0	171.000	271.333	271.333	271.333
		- Regional training workshops	244.000	RO/CA/O ECS	0	61.000	61.000	61.000	61.000
		- Curriculum adaptation, course certification, accreditation	111.000	RO/CA/O ECS	0	0	37.000	37.000	37.000

		- Training centers: twining, upgrading infrastructure	190.000	RO/CA/OECS	0	0	63.333	63.333	63.333
		- Scholarships	440.000	RO/CA/OECS	0	110.000	110.000	110.000	110.000
		TOTAL	12.958.444		164.000	3.218.611	3.218.611	3.178.611	3.178.611
		Cost PP	647.922		8.200	160.930	160.930	158.930	158.930
		Cost FA	272.127		3.444	67.590	67.590	66.752	66.752
		GRAND TOTAL	13.878.494		175.644	3.447.131	3.447.131	3.404.293	3.404.293

*It is assumed that the project will start receiving funds in October of year

ANNEX 2: Logical Framework

Summary of objectives	Objectively verifiable indicators	Baseline	Means Verification of	Risks and mitigation
<p>IMPACT: Improved evidence-based decision making for poverty reduction, increased food security, sustainable agriculture and rural development</p>	<p>Average score on the use of statistics in the policy making process</p>		<p>PARIS21 Scoring system on use of statistics.</p>	<p>Risks:</p> <ol style="list-style-type: none"> 1. Lack of (or weak) demand for evidence-based policy-making. 2. Lack of national support and interest in providing statistics for agricultural and rural development. <p>Mitigation measures:</p> <ol style="list-style-type: none"> 1. Closely involved users group in planning and producing statistical outputs, including in the definition of the core set. 2. Increase advocacy, Implement effective communication in disseminating statistical outputs.

Summary of objectives	Objectively verifiable indicators	Baseline	Means Verification of	Risks and mitigation
<p>OUTCOME: Target countries are enabled to develop sustainable statistical systems for the production and dissemination of accurate and timely agricultural and rural statistics, comparable over time and across countries.</p>	<p>Number of countries producing agreed minimum set of core data of adequate quality (Pillar 1)</p> <p>Number of target countries that have integrated agricultural and rural statistics into their national statistical systems (Pillar 2)</p> <p>Number of target countries that have improved national coordination mechanisms and statistical legislation to foster the sustainability of statistics (Pillar 3)</p> <p>Number of target countries with improved agricultural statistical capacity (Pillar 3)</p>		<p>Country assessments</p> <p>Project progress report</p>	<p>Risks</p> <ol style="list-style-type: none"> 1. Lack of national political interest in improving agricultural and rural statistics. 2. Ineffective institutional coordination at country level. 3. Global strategy activities may not respond to country priorities. <p>Mitigation measures:</p> <ol style="list-style-type: none"> 1. Commitment of the target countries to support implementation of the GS is one of the selection criteria. 2. Country assessment proposals and process to identify country priorities. 3. Promote countries' appropriation of the GO.
<p>Output 1: Regional governance structure in place. The Regional Steering Committee has been formed and the Regional Office in FAORLC is staffed with resources for the implementation.</p>	<p>Indicator 1.1: RSC and REB meetings organized</p> <p>Indicator 1.2: Financial and narratives reports submitted to RSC, REB and resource partners by the Fund Administration of the RO.</p>		<p>LAC Action Plan approved by RSC</p>	<p>Risks:</p> <ol style="list-style-type: none"> 1. RSC delayed the approval of the Plan; 2. The Action Plan is not consistent with the GS. <p>Mitigation measures:</p> <ol style="list-style-type: none"> 1. The RO supports the development of the LAC Action Plan and ensures its articulation with the GS; 2. Periodic revision and adjustment of the governing process.
			<p>Receipt of reports by RSC/REB and resource partners</p>	

Summary of objectives	Objectively verifiable indicators	Baseline	Means Verification of	Risks and mitigation
<p>Output 2: Co-coordinating bodies of the NSS, legal frameworks and strategic plans established by target countries, to enable the integration of agriculture in the NSS. .</p>	<p>Indicator 2.1: Number of LAC countries that integrated Agricultural and Rural Statistics into their NSDS;</p> <p>Indicator 2.2: Number of LAC countries that have a SSPARS.</p> <p>Indicator 2.3: Number of target countries that have improved national coordination mechanisms and statistical legislation</p>	<p>Country assessments</p>	<p>Country assessments</p> <p>Project progress report</p> <p>National budget.</p>	<p>Risks:</p> <ol style="list-style-type: none"> 1. Lack of coordination between the Agricultural Sector Institutions and the CSO 2. Lack of national political interest in setting up a Sectoral Strategic Plan for Agriculture; 3. Country proposals do not include mainstreaming agriculture in the NSS; 4. Lack of national political interest in improving agricultural and rural statistics; 5. Agricultural statistics do not appear with high priority in the budget and any cut of funds affects them. <p>Mitigation measures:</p> <ol style="list-style-type: none"> 1. Commitment of the target countries to support implementation of the GS is one of the selection criteria; 2. Enhance institutional coordination; 3. Technical Assistance provided to ensure that country proposals include mainstreaming Agricultural and Rural statistics in the NSDS; The Ministries of Agriculture must prioritize statistics in their budgets. 4. Strong advocacy on the importance of agricultural and rural statistics in the decision making process;

Summary of objectives	Objectively verifiable indicators	Baseline	Means Verification of	Risks and mitigation
<p>Output 4: Increased capacity of agricultural statistics in training centers.</p>	<p>Indicator 4.1: Number of guidelines and other training materials adapted and translated</p> <p>Indicator 4.2: Number of target countries collecting agricultural and rural statistics by means of probabilistic surveys.</p> <p>Indicator 4.3: Number of target countries producing reliable and updated Master Sampling Frames for agricultural and rural statistics.</p> <p>Indicator 4.4: Number of target countries who have received appropriate training on the use of cost effective methods</p> <p>Indicator 4.5: Number of training centers twinned at regional level.</p> <p>Indicator 4.6: Number of countries producing agreed minimum set of core data of adequate quality</p> <p>Indicator 4.7: Number of target countries that have adopted a minimum of 5 cost effective methods</p>	<p>Country assessments</p>	<p>Country assessments</p> <p>Project progress report</p>	<p>Risks:</p> <ol style="list-style-type: none"> 1. Lack of commitment of training institutions with respect to agricultural statistics; 2. Lack of budget of training institutions to incorporate new courses <p>Mitigation measures:</p> <ol style="list-style-type: none"> 1. Advocacy on the importance of agricultural and rural statistics in statistics; 2. Advocacy on the need to have and maintain well trained personnel in statistical offices.

ANNEX 3: Description of Technical Assistance and Training areas

Area 1: Assessment of the country situation with respect to agricultural statistics.

The starting point of the Implementation Plan is, as explained in Section 4 above, the assessment of the statistical system producing agriculture statistics to satisfy data users' needs.

Area 2: Design and implementation of sector strategic plans for agricultural statistics in the framework of the National Strategy for Development of Statistics.

The above mentioned situation where absence of linkages between the NSO and other producers of agricultural statistics and the little appreciation of the statistical activities of one sector with respect to others, has made it difficult to develop shared goals and cross-cutting strategies and streamline institutional and coordination arrangements. There is, however, little familiarity in countries with this new approach to NSDS design even after the efforts of PARIS21 in the region since 2004 through several workshops, seminars and direct TA to countries. Therefore, this area needs additional TA activities.

Area 3: Development and strengthening of institutional and organizational capacities.

TA will be required to address the above referred institutional and organizational constraints (see above, Section 1, 1.5) weaknesses. In particular, TA will be addressed to:

- (a) Advocacy for statistics and statistical development in sectors
- (b) Statistical legislation
- (c) Mainstreaming agricultural statistics in sector development policies, programs and budgets
- (d) Enhancing coordination
- (e) Capacity building (training)

Area 4: Design and elaboration of sampling frames

One crucial aspect, to develop adequate data sources is to have reliable sampling designs. The Global Strategy advocates the construction of a master sampling frame.

According to the characteristics, means, background and data sources, the Global Strategy summarizes the usual different methods for constructing sampling frames: a) List frames ad-hoc that means list frames built upon canvassing administrative or census sectors; b) List frames from registers (like the agriculture or population census); c) area frames and d) multiple frames (area and list frames).

One of the main objectives of a Census of Agriculture is to serve as a sampling frame for the on-going system of agricultural surveys (Objective c) of the WCA 2010). On the other hand, the establishment of a Master Sample Frame for censuses and sample surveys conducted in the inter-census periods is strongly advocated by the GS. Use of such a frame avoids duplicative efforts of different organizations maintaining their own frames as a basis for selecting random samples. FAO along with USDA (US Bureau of the Census before) has extensively provided TA in the construction of sampling frames for agricultural surveys in LAC region. The new approach towards master sampling frames requires additional assistance because of the extended scope of the designs and the need of strong coordination between different sources (Agricultural Census data, Population Census data, administrative registers, satellite images, geo-referenced data, aerial photography, list frames).

Area 5: Taking Census of Agriculture.

The Global Strategy establishes requirements for the minimum set of core data to be provided annually. The agricultural census is not only an important sampling frame (see Area 6) but also the only way (in the majority of LAC countries) to obtain disaggregated data for small administrative areas. FAO recommends undertaking Census of Agriculture at least every ten years. They are framed by the World Census of Agriculture (WCA) decennial programs since 1950. Every decennial round of censuses incorporates new concepts, definitions, methodologies, scope, etc. Traditionally FAO provides technical assistance along with training for implementing each round at regional level. The present round will finish in 2015 and the new one beginning in 2016 will demand additional TA for its implementation.

Integration of the Census of Agriculture with the Population Census, application of the modular approach advocated in the WCA 2010, introduction of new areas as aquaculture and the integration of the Census of Agriculture in the framework of the Global Strategy are key issues for the TA to provide in this area.

Area 6: Design of the integrated system of continuous agricultural statistics.

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

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

Area 7: Development and harmonization of data sources.

At present, it is not uncommon that different data sources are used independently lacking adequate coordination and without harmonization. Such situation needs to be faced during the implementation of the GS. Besides, administrative data sources have largely been given little attention in national statistical programs and perhaps are the weakest aspect of the Global Strategy. The Research component is working in this issue and it should provide guidelines for technical assistance in the use and improvement of administrative registers. Technical assistance will be required to review methodologies and instruments in use and to periodically audit existing data from different systems. It is important to mention that data consistency will also be achieved by deepening and broadening inter-institutional coordination and linkages; system-wide adoption and application of standardized concepts, definitions and classifications; and collecting data during the same period of the year.

TA will be required to help countries to:

- I. Assemble, review, analyze and document good practices as well as existing agricultural datasets including causes of inconsistencies and discrepancies in agricultural data from different sources and propose how these may be reconciled. This can be done along the lines of the Accelerated Data Program (ADP), a PARIS21 satellite program that aims to assist

countries identify weaknesses and making short-term improvements to relevant statistical processes such as household surveys, in order to quickly obtain or improve estimates of key indicators, including those for the MDGs ;

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. Statistical support to data analysis, research and development.

The set of issues to face through specific TA are closely related to the previous areas and to concepts and goals provided in the Global Strategy such as the provision of a minimum set of core items and associated data advocated in the First Pillar of the Strategy.

Area 8: Incorporation of new data collection technologies.

Several countries in the region have introduced Personal Digit Assistants (PDA) (like tablets and smart phones) and Geo Positioning Systems (GPS) mainly for collecting data in the Households Surveys and in the Population Censuses. PDAs are not yet extensively used in Agricultural Censuses and Surveys. Brazil was pioneer in the adoption of the new technology and TA in the LAC region should consider a strong South-South cooperation scheme in this area. The adoption of this technology requires both a new design of the census/surveys materials and a new management of the whole operation. New developments lead also to the need of updating the techniques.

Area 9: Use of statistical packages for editing and processing the information.

Statistical packages provided by the USBureau of the Census like CsPro® are very common in Statistical Offices in the region. For data analysis the packages SPSS and SAS are extensively used. The update of the packages will require punctual and specific training that will be provided through TA projects.

Area 10: Gender oriented studies.

Gender disaggregated data are a key issue in the development of Agricultural Statistics. By extending the scope of agricultural and rural statistics, the Global Strategy stresses in the need to cover issues related to gender in the social dimension: : “In many developing countries and in rural societies in particular, household roles, responsibilities, and rights are highly gendered. Income commanded by women has a disproportionately positive effect on the health, nutrition, and education of other members of their households. Women have also proven to be highly receptive adopters of technologies that raise yields and improve environmental management, such as agroforestry techniques—once their property rights have been secured. The Third Millennium Development Goal, to “promote gender equality and empower women,” therefore, carries particular weight in the rural and agricultural development agenda, and the need to disaggregate pertinent data by gender is generally acknowledged.” The WCA 2010 Programme emphasizes the role of the Census of Agriculture in measuring the role of women in agriculture . FAO issued in 1999 a specific document about this matter . In recent Censuses of Agriculture in LAC FAO has been providing technical assistance for special studies on gender issues and both FAO at global level and ECLAC at Latin America and Caribbean level have special divisions on gender . To adequately measure the contribution of women in the agriculture, in rural development and in assuring home food security it is paramount to deepen the studies on gender in agricultural statistics. The provision of adequate information and the pertinent analysis will enrich by means of a specific provision of Technical Assistance in this area.

ANNEX 4: Terms of Reference of the Regional Government Bodies

Terms of Reference of the Regional Steering Committee

The Regional Steering Committee (RSC) is the equivalent, at regional level, of the Global Steering Committee.

Functions

The Regional Steering Committee is the ultimate decision-making body at regional level. The RSC will provide guidance and oversight, within the framework defined by the GSC and consistent with relevant funding agreements, for the implementation of the regional and country activities defined in the Regional Plan.

In addition, the RSC will seek to achieve coordination of activities and interventions that are not funded through the Trust Fund, but are of significant relevance for the implementation of the Global Strategy. They include all relevant interventions that are funded through bilateral arrangements, self-funding modalities or any other activities outside the Trust Fund mechanism.

The RSC will meet at least once a year to monitor progress in the implementation of the regional plan and evaluate its impact. Additional meetings of the RSC may be held, as required.

Specifically, the RSC will:

- a) Ensure coordination and integration of the implementation of the Global Strategy with other related statistical capacity development activities for synergy, complementarities and greater impact at the regional level;
- b) Endorse the Regional Action Plan (including budget and log-frame) prior to its submission to the Global Steering Committee;
- c) Endorse the annual work-plans (and any substantial modification) of the implementing partners prior to their submission to the Global Steering Committee for requesting disbursement of funds;
- d) Monitor progress in the implementation of the Regional Action Plan;
- e) Review and approve the annual narrative and financial reports prepared by the implementing partners, prior their submission to the GSC, by the Regional Office to the Global Office and the Fund Administrator;
- f) Support the mobilization of resources for the implementation of the Global Strategy, including financial resources, in-kind technical support, South-South Cooperation, etc;
- g) Review its functions at any stage, as required.

Composition

The RSC will include:

- Countries member of the Working Group in Agricultural Statistics of the Americas Statistical Conference of ECLAC. There will be one representative of the CSO and one of the Ministry of Agriculture per country;
- Implementing partners: RO, CARICOM, OECS.
- Other partners: ECLAC, Flasco & IDB

Rules of decision

Decisions of the RSC will be taken by consensus. Consensus is understood to be a procedure for adopting decision when no participant in the decision-making process blocks a proposed

decision. Consensus does not mean unanimity. A dissenting member who does not wish to block a decision may state a dissenting opinion by attaching a statement or note to the decision. If all efforts fail to reach consensus, decisions will be taken by a simple majority vote, provided that decisions of the RSC [that have a bearing on the Trust Fund] shall not be taken without the consent of donors of the Trust Fund.

Reporting

There will be a multi-reporting mechanism that will allow reports to be received and acted upon by different structures, including the Working Group in Agricultural Statistics of the Americas Statistical Conference of ECLAC which will also report to the UN Statistical Commission as well as the ECLAC Executive Secretariat; and

Terms of Reference of the Regional Executive Board (REB)

The Regional Executive Board (REB) is the equivalent to the Global Executive Board at regional level and acts as executive committee of the RSC.

Functions

Between meetings of the RSC, the REB represents the membership of the RSC, facilitates coordination among RSC members and facilitates the decision making process of the GSC. The REB exercises functions delegated to it by the RSC. The REB, in carrying out its functions, will be supported by the Regional Office (RO).

The REB will meet at least three times a year, when possible at the margin of suitable regional or international meetings. If needed, additional consultations will be conducted via electronic mechanisms.

Specifically, the REB will:

- a) Follow up on implementation of the decisions made by the RSC;
- b) Ensure that annual work plans at the national, regional and global levels are well coordinated and integrated.

Composition⁸

The REB will be constituted by the Coordinating Country of the WGAS (currently Brazil) a second country (currently Mexico as elected in the 1st Meeting of the RSC), FAO as Technical Secretariat and the implementing partners, ECLAC, CARICOM and OECS.

Rules of decision

Decisions of the REB will be consistent with decisions of the RSC and taken by consensus. Consensus is understood in the same sense as established above for the RSC. If all efforts fail to reach consensus, decisions will be taken by a simple majority vote, provided that decisions of the REB that have a bearing on the Trust Fund] are not taken without the consent of donors of the Trust Fund.

Reporting

⁸The Working Group in Agricultural Statistics of the Americas Statistical Conference of ECLAC, in its first meeting (Mexico Sept. 6/7, 2012) decided that the first REB will be integrated by FAO, México and Brazil.

The REB will directly report to the RSC.

Terms of Reference for the Regional Office (RO)

FAORLC will host the Regional Office with the same duties and responsibilities defined for the GO but at regional level.

The major role of the Regional Office is to coordinate the country assessments, training, and technical assistance to the integrated national statistical systems. The RO should also liaise with other international, regional, and sub-regional offices within their region to coordinate their support to countries, thereby avoiding duplication of efforts and ensuring that global standards are being followed.

In particular, the activities of the Regional Office will include:

- a) Serve as the one-stop access point for countries and development partners for the Regional Action Plan implementation
- b) Contribute to resource mobilization to support implementation of the Global Strategy;
- c) Serve as the secretariat for the RSC servicing its meetings and providing recommendations on the allocation of funds and preparing the annual progress;
- d) Prepare the consolidated narrative and report from the individual reports from each Participating Partner for submission to the Global Office;
- e) Coordinate with the implementing partners and the Global Office to ensure the implementation of the Global Strategy at regional level;
- f) Collaborate with the Global Office to ensure that the technical assistance needs of the LAC region are taken into account;
- g) Coordinate with regional partners and Global Office in conducting research at the regional level
- h) Adapt the methodologies developed by the Global Office to meet the requirements of the countries in the region;
- i) Coordinate with the implementing partners for training component and technical assistance component to ensure that training activities and technical support address country needs;
- j) Provide assistance to countries in preparing the country proposals and Sector Strategic plans;
- k) Undertake any other tasks as may be required to achieve the objectives of the Global Strategy, as appropriate.

The Regional Coordinator (RC) 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 Monitoring the execution of the regional Action Plan.

ANNEX 5: Stakeholder Analysis for agricultural statistical systems

Stakeholders	Interests/needs for reliable data	Likely impact of the strengthened statistical system on their interests
<p>Planning authorities (Ministries of Planning, planning departments in sectoral ministries of agriculture, health, education, labor, environment, water, etc.)</p>	<p>to help to:</p> <ul style="list-style-type: none"> • 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 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 	<ul style="list-style-type: none"> • 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
<p>Local governments</p>	<ul style="list-style-type: none"> • to influence ministries and central government to accelerate the transfer of resources from the center to local governments • to scale up planning, implementing, and monitoring development at lower levels of government 	<ul style="list-style-type: none"> • Improved planning, implementing, and monitoring development at lower levels of government

<p>Research and Training Institutions including Universities</p>	<ul style="list-style-type: none"> • to support their work as providers and users of data; • to increase their resources for training statisticians 	<ul style="list-style-type: none"> • Improved participation in data collection; • Better data available for analysis of developmental issues; • Better data available for cross-cutting analysis • Improved access to microdata • Increased opportunities to train statisticians and data analysts. • Increased revenue from training and publication activities.
<p>Private sector organizations</p>	<ul style="list-style-type: none"> • To evaluate potential product demand; • To assess investment opportunities, risks and prospects in order to inform external interested parties about investment opportunities in a country. • To plan and make decisions 	<ul style="list-style-type: none"> • Better availability of official statistics • Quicker access to official statistics.

<p>Multilateral/ Bilateral donor/lending agencies and regional institutions/ organizations</p>	<ul style="list-style-type: none"> • To assess appropriate assistance needed and/or requisite level of participation in development initiatives • To monitor performance of ongoing programs • To help building statistical capacity and effectiveness much in line with international target setting approach and the MDGs • To ensure that the NSS and the NASS are cost-effective and that the data are internationally comparable • To monitor their activities in the country. 	<ul style="list-style-type: none"> • A streamlined and better coordinated statistical system will encourage donors to provide assistance to the country in a 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.
<p>NGOs</p>	<ul style="list-style-type: none"> • May see the NSS as a way of integrating their statistics into the mainstream of government figures and evidence • Will also be interested in using reliable data to influence government and other agencies 	<ul style="list-style-type: none"> • better mechanisms for monitoring and evaluating their actions in the country and achievements of their objectives, goals and targets

ANNEX 6: Action Plan risks and mitigation measures

Risk drivers	Description/Discussion	Mitigation Measures
(a) DONOR COALITION RISKS		
1. Unsustainable and fragmented donors commitments	The donor commitment to fund parts of the AP may be fragmented and not sustainable along the whole life-cycle of the Plan	To organize and implement the Strategy by phases and by groups of countries
2. Mobilization and securing of all funds required to cover AP costs	It may not be easy to mobilize in a timely manner the total funds required to complete de AP.	Strong advocacy among all potential donors
3. Lack of commitment of donors with the LAC region	The AP covers 3 important technical components and cross-cutting activities but the region is not a geographical priority for many potential donors.	To organize and implement the AP in phases and by groups of countries
(b) MANAGEMENT RISKS		
1. Problems coordinating the AP	Some tasks will be executed in parallel or in succession by different structures (FAO-ECLAC-SCA, etc) this require transparent and coherent coordination and management arrangements	To appoint a regional Strategy Coordinator assisted by a Technical Coordinator and support staff.
2. Weak M&E system at country level	At country level Monitoring and Evaluation systems does not always exist or operate efficiently	To assist countries to develop and implement an M&E system.
3. Weak risk management system	If all possible risks are not regularly monitored, evaluated and controlled and mitigated they may endanger the success of the AP.	a) To put into place operational Risk Management Plan. b) To ensure that related regular reports on the progress made are issued and discussed with the senior management and mitigation measures executed.
4. Inadequate allocation of resources or delay in resource disbursement	The planning may have underestimated some required resources or the disbursement of some resources may be delayed.	To revise regularly budget, work plans, financial disbursements and take the necessary correction measures.

<p>5. Possible weakness of Regional or Sub regional organizations</p>	<p>Some leading organizations may not have the capacity to support the AP activities as planned.</p>	<p>To identify the capacity of each of them and assist them accordingly. The establishment of regional and National organizations profiles will help.</p>
<p>6. The AP schedule or the AP costs overrun</p>	<p>The volume of activities to be implemented may be too ambitious and/or requisite funds and other resources are not made available on time.</p>	<p>a) To monitor closely the adherence to the AP schedule and ensure that required funds are made available in a timely manner</p> <p>b) To include appropriate management reserve tasks on the schedule of technical components.</p>