



Global Strategy
IMPROVING AG-STATISTICS

MANUAL OF PROCEDURES FOR DISBURSEMENT OF FUNDS TO PARTICIPATING PARTNERS

Global Strategy to Improve Agricultural and Rural Statistics

The main steps of the procedure for disbursement of funds (from the Multidonor Trust Fund in FAO) are based on the Terms of Reference (TORs) of the governing bodies as described in the Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics (see Annex D), endorsed during the third session of the Global Steering Committee (GSC) on the 7th June 2012. This Manual gives further clarifications about the procedures and steps needed for disbursing funds to Participating Partners.

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GLOSSARY

Annual expected funds: include both annual hard and soft commitments.

Annual global workplan: is an annual workplan of global activities which will be implemented by FAO as Participating Partner.

Annual hard commitments: are the annual funds corresponding to signed agreements including funds already received (for example, for the first year, hard commitments are the contribution of DfID for 2012).

Annual regional workplan: is a consolidated annual workplan of regional activities which will be implemented by regional Participating Partners.

Annual soft commitments: are other resources expected to be received from donors, although corresponding agreements have not been signed yet (for example, for 2012, funds from Gates Foundation).

Available fund: is the portion of hard commitments that have been already received by the Fund Administrator.

Delivery rate: is the rate at which funds spent by PPs on activities as described in their approved workplan. The delivery rate will be discussed and decided by the GEB.

DfID: The Department for International Development of the United Kingdom.

Fund Administrator (FA): is FAO, as agreed with partners (details ToRs are in Annex 2).

Global Action Plan: is a five-year Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics for Food Security, Sustainable Agriculture and Rural Development. (available at: <http://www.fao.org/docrep/016/am086e/am086e.pdf>).

Global Executive Board (GEB): is an executive committee of the GSC. GEB is composed by seven members in total. They will be appointed by the GSC from GSC members, including two country representatives representing beneficiary countries, two representatives of regional partners, two representatives of resource partners of the Global Trust Fund and a representative of FAO (ex-officio) (details ToRs are in Annex 3).

Global Office (GO): is hosted by the Statistics Division of FAO. GO will ensure overall coordination of the implementation of the Global Strategy at global level and with regions. The GO will act as Secretariat of the GSC and the GEB (details ToRs are in Annex 3).

Global Steering Committee (GSC): is composed by the Chair of the UNSC, country representatives of the Regional Steering Committees (two per region), representatives of international and regional organizations, resource partners, farmer associations and other key users as well as key technical partners and FAO. The GSC is the ultimate decision making body for the use of the Global Trust Fund in compliance with the conditions stipulated in the agreements between the Fund Administrator (FAO) and individual Resource Partners (details ToRs are in Annex 3).

Global Strategy: Global Strategy to Improve Agricultural Statistics
(available at: <http://www.fao.org/docrep/015/am082e/am082e00.pdf>).

MoU: Memorandums of Understanding.

Participating Partners (PPs): is the institution which is in charge of implementing the activities in their areas of competence at global and regional levels.

Regional Executive Board (REB) or Regional Executive Committee (EC for Africa Region): Each RSC will evaluate the need to establish a REB, which is an executive committee of the RSC. In case the REB is established, detailed ToRs will be provided by the RSC.

Regional Office (RO) or Regional Implementation Secretariat (RIS for Africa region): will ensure overall coordination and operation of the implementation of the Global Strategy at regional level. The RO will act as Secretariat of the RSC and the REB (details ToRs are in Annex 3).

Regional partners: include UN Economic Commissions, Regional Development Banks and other relevant intergovernmental institutions at regional level such as CISSTAT.

Regional Steering Committee (RSC or RSTC for Africa Region): is the decision-making body at regional level. It includes representatives of countries, resource partners, regional organisations, regional Participating Partners, FAO and selected experts (details ToRs are in Annex 3).

Resource Partners (RSs): are the partners who provide financial support to implement the Global Strategy.

Strategic allocation: are the allocation of funds to global activities and various regions, made by the GSC, taking into account the RPs' interest.

ToRs: Terms of Reference

UNSC: United Nations Statistical Commission.

A. PROCEDURE FOR REGIONAL PARTICIPATING PARTNERS (PPs)

Prerequisites

1. The establishment and proper functioning of the regional governing bodies (Regional Steering Committees (RSCs) and/or Regional Executive Boards (REBs), where needed) is required.
2. The signature of the Memorandums of Understanding (MoUs) between regional Participating Partners (PPs) and FAO acting as Fund Administrator (FA) is an essential requirement for the funds disbursement.
3. Based on the Global Action Plan, regional partners in collaboration with countries of the region and through an existing intergovernmental process (for example, Committee on Statistics), develop a Regional Action Plan which includes a log-frame and a budget. The Regional Action Plan (5 years) is approved by the Regional Steering Committee (RSC) and endorsed by the GSC, who ensures alignment with the Global Action Plan (5 years).

Allocation

4. On yearly basis, the Global Office at FAO (GO), acting as the secretariat of the GSC, prepares a proposed strategic allocation of the **annual expected funds** (including annual **hard commitments** and **soft commitments**) based mainly on the agreements between FAO acting as Fund Administrator (FA) and resource partners. The GO then submits it to the Global Steering Committee (GSC) for review and approval.
5. During the GSC meeting, the GSC reviews, and takes the decision on the proposed allocation of **annual expected funds** to global and regional level activities. The proposed allocation of annual expected funds will distinguish the **hard commitments** and **soft commitments**. This information is provided to the Regional Steering Committees (RSCs) through the Regional Offices (ROs) no later than two days after the decision of the GSC.
6. Based on the allocation of the **annual expected funds** approved by the GSC, the RO makes recommendations on the allocation of hard committed funds to regional PPs in alignment with the proportions indicated in the Regional Action Plan. These recommendations should be prepared by ROs and sent to the PPs within three days following the GSC decision.
7. Based on recommendations from the RO, each regional PP prepares an individual annual workplan (including budget) which is aligned with the Global and Regional Action Plans, using the attached template (see Annex 6). The PPs should send their individual annual workplans to the RO within a week following reception of recommendations from the RO.
8. The RO reviews and consolidates the annual workplans prepared by the regional PPs into one annual regional workplan using the attached template (see Annex 6). The RO submits the consolidated annual regional workplan to the RSC for approval no later than one week after receiving individual workplans from regional PPs.
9. The RSC reviews and approves the consolidated annual regional workplan, ensuring that its budget does not exceed the portion of **hard commitments** allocated to the region. The RSC then submits the consolidated approved annual regional workplan to the Global Executive Board (GEB) through the RO and GO (acting as the secretariat of the GEB), no later than three weeks after GSC the decision (as described in section 5).
10. The GEB assesses the consistency of the annual regional workplan with the Global Action Plan and the integrated budget within four days after receiving from the RO, through the GO, the consolidated approved annual regional workplan.

Disbursement

Not all hard committed funds are transferred by the resource partners to the Global Trust Fund at the same time. Therefore, only **available funds** can be disbursed to the PPs. Twice a year, the GEB allocates available funds to global and regional levels based on the following criteria:

- i. The proportions of the annual expected funds allocated by the GSC;
 - ii. The Delivery rates estimated by the FA, based on workplans, the narrative and certified financial reports (not applicable for the 1st allocation).
11. The allocation of available funds is decided by the GEB. This information is provided to the ROs, through the GO, immediately after the GEB decision.
 12. Based on this information, each RO updates its consolidated approved annual regional workplan¹ by filing the last two columns of the workplan (Annex 6) and then submits it to the GEB (through the GO) within 3 working days after the communications from the GO².
 13. The GEB gives clear instructions to the FA to proceed with the disbursement of funds to each of the PPs within 2 working days after receiving the submission of the updated consolidated annual regional workplans.
 14. The FA disburses the funds within one week upon receiving instructions from GEB on the allocation of available funds, in line with the MoUs signed with each PP.
 15. The disbursement of funds to PPs should be completed within five weeks after the GSC decision.

Monitoring and Reporting

1. Financial report:
 - Every year, each PP submits two certified financial reports: one mid-year no later than 31 July and another annual no later than 30 April (using the template as in Annex 7). The participating partner submits these reports to the FA. In parallel, the FA analyzes the financial report together with the workplans and the narrative reports and provides an estimation of the delivery rate to the GEB.
 - The FA proceeds to consolidate the certified financial reports submitted by each PP, including the Global Office.
 - The FA then submits the consolidated financial report to the Global Executive Board (GEB) for review and recommendations.
 - The reviewed version is then submitted to the Global Steering Committee for final approval.
 - The FA forwards the approved annual consolidated financial report to each Resource Partner no later than 31st May each year.
2. Narrative report:
 - Every year, each PP submits an annual narrative progress report on results to the Global Office, through the RO, no later than 31 March (using the template as in Annex 8).
 - The Global Office proceeds to consolidate the annual narrative progress reports received from each PP (including the Global Office) into the annual consolidated narrative report.
 - The Global Office submits the annual consolidated narrative report to the FA and to the GSC. In parallel, the FA analyzes the annual consolidated narrative report together with the workplan and financial report in order to provide an estimation of the delivery rate to the GEB.

¹ Approved by the RO as described in section 9.

² For regions which have more than one PP, the RO makes recommendations on the allocation of available funds to each of the regional PPs, using the similar criteria mentioned above.

- Once the annual consolidated narrative report has been approved by the GSC, the FA submits the annual narrative report to each of the Resource Partners contributing to the Global Trust Fund.

B. PROCEDURE FOR GLOBAL LEVEL

The Global Action Plan including log-frame and the integrated budget has already been approved by the United Nations Statistical Commission (UNSC) and the GSC respectively.

Allocation

1. The GO submits to the GSC the annual global workplan, based on the allocation of annual expected funds at global level and consistent with the Global Action Plan. In parallel, the proposed strategic allocation of **annual expected funds** (at global and regional level) is submitted.
2. The GO submits to the GEB the annual global workplan based on **hard commitments** allocated at global level no later than three days after the GSC's approval of **annual expected funds**.

Disbursement

3. The GEB reviews the approved³ annual global workplan and proceeds to decide the allocation of available funds at global and regional levels.
4. Based on this information, the GO updates its approved annual global workplan by filing the last two columns of the workplan (Annex 6) and then submits it to the GEB within 3 working days after the communication on available funds allocation.
5. The GEB gives clear instructions to the FA to proceed with the disbursement of funds to the GO within 2 working days after receiving the submission of the updated annual global workplan.
6. The FA disburses the funds within a week upon receiving instructions from GEB on the allocation of available funds.
7. The disbursement of funds to the GO should be completed within five weeks after the GSC decision.

Monitoring and Reporting

1. Financial reporting:
 - Every year, the GO submits two certified financial reports: one mid-year no later than 31 July and one annual no later than 30 April (using the template as in Annex 7) to the FA. In parallel, the FA analyzes the financial report together with the workplan and the narrative report and provides an estimation of the delivery rate to the GEB.
 - The FA proceeds to consolidate the annual certified financial report and then submits it to the Global Executive Board (GEB) for review and recommendations.
 - The reviewed version is then submitted to the Global Steering Committee for final approval.
 - The FA forwards the approved annual consolidated financial report to each Resource Partner no later than 31st May each year.
2. Narrative report:
 - The GO prepares an annual narrative progress report on results no later than 31 March as per attached Annex 8.

³ The annual global workplan is approved by the GSC.

- The Global Office proceeds to consolidate this annual narrative progress report together with the annual narrative reports received from each PP.
- The Global Office submits the annual consolidated narrative report to the FA and to the GSC. In parallel, the FA analyzes the annual consolidated narrative report together with the workplans and financial reports in order to provide an estimation of the delivery rate to the GEB.
- Once the annual consolidated narrative report has been approved by the GSC, the FA submits the annual narrative report to each of the Resource Partners contributing to the Global Trust Fund.

C. INITIAL PHASE: SUPPORT TO THE PREPARATION OF REGIONAL PLANS AND SETTING-UP OF REGIONAL GOVERNANCE BODIES

As some regions do not have yet a regional plan, functioning regional governing bodies or signed MoUs with FAO, simplified procedures may be applied in order to provide them with timely support needed to start the process. The main purpose of this support is to enable them to prepare the Regional Action Plans and establish regional governing bodies.

During this initial phase, FAO Regional Office in the corresponding region will take the lead and a simplified procedure can be applied to access the funds:

1. The FAO Regional Offices, together with other regional partners, prepare and submit to the GEB a simplified workplan and a budget using the attached template (see Annex 6) focusing on the preparation of the Regional Action Plan and setting-up of the regional governing bodies. The budget should be consistent with the allocation of hard commitments to the region approved by the GSC (described in section 4 and 5).
2. The GEB reviews and approves the submitted workplans as well as the budgets. After approval, the GEB gives instructions to the FA to disburse the funds allocated to each Regional Office to support the initial phase.
3. Within each region operating under this modality, FAO's regional office will open a specific project account to operate in the region.
4. The FA transfers this limited amount of funds to the specific project operated by FAO regional office for initial phase activities, as reflected in the workplan.

This simplified procedure can be applied only for the initial phase. For the implementation of the Global Strategy, the normal procedure described in A and B for disbursing funds has to be followed.

Important note: In case any unforeseen event occurs, consultation will take place at GEB level in order to address these specific issues. Consequently, the procedures will be revised accordingly.

STEPS FOR DISBURSING FUNDS AT REGIONAL LEVEL

STEP 1: Global Office (GO) prepares a table with proposed strategic allocation of **Annual expected funds** (including annual **hard commitments** and **soft commitment**) and submit it to the Global Steering Committee (GSC);

STEP 2: GSC reviews and formally allocates the **Annual expected funds** to global and regional level. The GSC then inform the Regional Steering Committee (RSC) through the Regional Office (RO);

STEP 3: The RO provides recommendations on the allocation of **hard commitments** within the regions based on the **Annual expected funds** approved by the GSC and informs Participating Partners (PPs);

Under the lead of FAO Regional Office, PPs in corresponding region prepare a simple workplan with budget specifying the purposes and the amount required to be submitted to the Global Executive Board (GEB)

STEP 4: Based on the information provided by RO, each PP prepares and submits to RO its annual workplan which is aligned with the Regional Action Plan;

The GEB reviews, approves the workplan and then gives instructions to the Fund Administrator (FA) accordingly

STEP 5: The RO reviews PPs' workplans and consolidates them in one annual regional workplan and submit it to the RSC for approval;

The FA will transfer a limited amount of funds allocated by the GEB to the FAO Regional Office for inception phase activities, as reflected in the workplan

STEP 6: The RSC reviews , approves the annual regional work plan, ensuring that its budget does not exceeded the portion of hard commitments allocated to the region, and then submits it to the GEB through the RO and GO;

STEP 7: The GEB assesses the consistency of the annual regional workplans with the Global Action Plan and twice a year allocates the available funds to the regions, informing the ROs, mainly based on allocation criteria;

■ Regions which HAVE Regional Action Plan, regional governing bodies and MoU signed

STEP 8: Each RO completes its annual regional workplan, based on the available funds, by filing the last two columns and then re-submit it to the Secretariat of the GEB (the GO);

■ Regions can follow this procedure ONLY for the initial phase of preparing Regional Action Plan and establishing regional governing bodies

STEP 9: The GEB will give clear instructions to the FA. and the FA will disburse the funds in line with the MoUs signed with each PP.

ANNEX 1: GLOBAL ACTION PLAN RESULTS BASED LOGICAL FRAMEWORK

Summary of Objectives/Activities	Objectively Verifiable Indicators	Baseline	Target	Means of Verification	Risks and Mitigation
IMPACT: Improved evidence-based decision making for poverty reduction, increased food security, sustainable agriculture and rural development	Average score on the use of statistics in the policy making process	Baseline 2010: 52.9	2014: 70	Paris21 PRESS Report Paris21 Scoring System on use of Statistics	
OUTCOME: Enable target countries to develop sustainable statistical systems for production and dissemination of accurate and timely agricultural and rural statistics, comparable over time and across countries	Indicator 1: Agricultural statistical capacity of target countries Indicator 2: Number of target countries that have agreed a minimum set of core data to be produced	Capacity Score TBD from Country Assessment TBD from country assessment	Capacity score of target countries improves in relation to baseline to x% (to be decided from AgStat capacity indicator being developed) 50%	Country assessments Country assessments	Risks: 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. 4. Funds may not be mobilized and/or allocated in a timely manner. Mitigation Measures: 1. Commitment of the target countries to support implementation of the GS is one of the selection criteria 2. Promote joint trainings and activities in country; implement an effective communication plan. 3. Country assessment proposals and process identify country priorities. 4. Continued advocacy, including through the governing bodies; and develop and implement the Resource Mobilization Strategies
	Indicator 1: Regional Action Plans developed	1 (Africa)	5 (1 Action Plan per region)	Regional Action Plans	Risks:

Summary of Objectives/Activities	Objectively Verifiable Indicators	Baseline	Target	Means of Verification	Risks and Mitigation
Output 1: Effective governing bodies set up and functioning at global and regional levels	Indicator 2: Consolidated financial and narrative reports submitted to GSC/GEB and Resource Partners by the Fund Administrator and Global Office	0	5 submitted on time (according to procedures specified in the Manual of Procedures)	Receipt by GSC/GEB and Resource Partners	<ol style="list-style-type: none"> 1. Regional organizations face difficulties in developing the Regional Action Plans and the implementation is delayed 2. Regional Action Plans are not consistent with the Global Action Plan 3. Global and Regional governing bodies are not effective <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Some seed money is allocated to the regions for developing the Regional Action Plans 2. FAO supports the development of the Regional Action Plans and ensures regional logframes are well articulated with the Global logframe 3. Periodic revision and adjustment of the governing process
Output 2: Coordinating bodies of the national statistical system, legal frameworks and strategic plans established (by the countries) in the target countries, to enable the integration of agriculture into the national statistical system	<p>Indicator 1: Proportion of target countries that have integrated agricultural and rural statistics into their NSDSs or national statistical strategies</p> <p>Indicator 2: Total national budget for agricultural statistics</p>	<p>Africa: xx countries</p> <p>Asia and Pacific:</p> <p>Latin America and Caribbean:</p> <p>CIS:</p> <p>Near East:</p> <p>National budget for agricultural statistics in each target countries</p>	<p>xx countries (70% of target countries)</p> <p>Increase in national budget for agricultural statistics covers the cost of a minimum core data set in each target country⁴</p>	<p>Country Assessments</p> <p>Section 3.11 Country Assessments</p>	<p>Risks:</p> <ol style="list-style-type: none"> 1. Lack of national political interest in setting up the institutional and organizational structures. 2. Country proposals do not include mainstreaming agriculture into the National Statistical System <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Commitment of the countries to support implementation of the GS is one of the selection criteria for target countries. 2. Technical assistance provided to ensure that country proposals include mainstreaming of agricultural statistics into the NSDS.

⁴ The cost of an agricultural survey is generally around 200,000 to 300,000 USD.

Summary of Objectives/Activities	Objectively Verifiable Indicators	Baseline	Target	Means of Verification	Risks and Mitigation
Output 3: New cost effective methods for data collection, analysis and dissemination developed and disseminated	Indicator 1: Number of guidelines and technical reports, produced by the Global Strategy programme on funded research topics	0	24 of the funded research topics (80%) to be featured in 1 or more guidelines or technical reports	FAO Guidelines, FAO technical reports	<p>Risks:</p> <ol style="list-style-type: none"> 1. New unfunded priorities emerge 2. Insufficient high quality expertise on new methods and technologies <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Appropriate resource mobilization strategy 2. Advice from the Scientific Advisory Committee and open worldwide search for recruitment and contracting
	Indicator 2: Number of publications in peer reviewed, internationally recognized scientific journals or meetings produced by the Global Strategy programme on funded research topics	0	24 of the funded research topics (80%) to be featured in 1 or more papers in internationally recognized scientific journals or meetings	Peer reviewed, internationally recognized scientific journals	
Output 4: Increased capacity of agricultural statistics staff in regional training centres (i.e. trainers) and target countries	Indicator 1: Regional training centres have permanent qualified trainers/staff in advanced agricultural statistics	1-2 for each centre	4 for each centre	Training skills survey to be conducted	<p>Risks:</p> <ol style="list-style-type: none"> 1. Lack of sufficient high quality expertise on advanced agricultural statistics 2. Trainees are not selected on the basis of needs 3. High turnover of trained staff in the Government <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Advice from the Scientific Advisory Committee and open worldwide search for recruitment 2. Specify basic requirements for trainees and provision of guidelines and training for HR managers. 3. Request recipients of training grant to sign an agreement for serving in the Government for a minimum number of years
	Indicator 2: Number of target countries with statistical staff having core statistical skills and one or more of the advanced skills below ⁵	xx target countries with specified number of staff ⁶	xx target countries with specified number of staff ⁷ (at least 15 countries more than the baseline)	Country assessment	

⁵ Advanced statistical skills Output 4: sample design and survey organization for food and agriculture sector; master sample frame: area frame, list frame, point sampling, multiple frame; Estimation of crop area, yield and production; Use of remote sensing, GPS and GIS in agricultural statistics

⁶ Each country will specify in the country assessments the number of staff required. The baseline will be the number of countries with the number specified.

⁷ Small island developing states, such as the Pacific, can have a shared sub-regional, resource person, rather than staff in each country

ANNEX 2: FUND ADMINISTRATOR - TERMS OF REFERENCE

FAO, in its capacity as The Fund Administrator (FA), will hold in trust, as a legal owner, and administer the funds, contributed by Resource Partners to implement the Global Strategy and will be accountable to the Global Steering Committee (GSC) for the performance of its fiduciary responsibilities.

The FA accepts this appointment on the understanding that the Participating Partners assume full programmatic and financial accountability for the funds disbursed to them by the FA and will be directly accountable to the GSC in accordance with the Participating Partner's (PP) own fiduciary framework, policies, guidelines and procedures.

The FA will have the following responsibilities:

- (a) Receive contributions from Resource Partners that wish to provide financial support to the Global Trust Fund;
- (b) Administer such funds received, in accordance with the signed MOU, and with the strategic allocations decided by the GSC, including the provisions relating to winding up the Global Trust Fund and related matters;
- (c) Disburse available funds to each of the PPs in accordance with instructions from the Global Executive Board (GEB), taking into account the budget set out in the programmatic document⁸, as approved by the Regional Steering Committee (RSC);
- (d) Prepare, twice a year, the consolidated financial report based on the certified financial report submitted by each of the PPs, and provide the consolidated financial report to the GEB. The FA forwards the annual consolidated financial report to each Resource Partner no later than 31st May each year. The FA will also submit the consolidated financial report to the GSC for comments (as appropriate) and final endorsement⁹.
- (e) The FA will prepare annual and final certified financial reports on its activities as FA.
- (f) Each year, the FA will receive from the Global Office the annual consolidated narrative report based on the narrative progress reports submitted by each of the PPs. It will submit the annual narrative report to the GSC for approval¹⁰. Once the report has been approved, the FA forwards the approved annual consolidated narrative report to each Resource Partner no later than 30th April each year.
- (g) The FA will provide final consolidated financial and narrative reports after the completion of the activities, including notification that the Global Trust Fund has been fully expended or has been wound up;
- (h) Provide the GEB with the annual delivery rate¹¹ of the funds executed by each region based on the analysis of the financial report together with the workplans and the narrative reports;
- (i) Disburse funds to the PPs for any additional costs of the task that the GSC may decide to allocate.

⁸ As used in this document, an approved programmatic document refers to an annual work plan which is approved by the RSC for fund allocation purposes.

⁹ The GSC may endorse the financial reports electronically.

¹⁰ The GSC may approve the annual narrative report electronically.

¹¹ The delivery rate estimation is not applicable for the first year.

The FA will inform the GSC on Resource Partners' contributions. In consultation with the PPs, the FA will ensure that the GSC decisions regarding the Global Trust Fund are posted on FAO's website, where appropriate. In addition, periodic reports on the progress of implementation of the Global Trust Fund will be posted.

All contributions received from Resource Partners will be deposited in the Global Trust Fund. Following the approval of the GEB, the contributions received will be disbursed to the PPs.

FAO will make a clear delineation between its function as FA and as PP. An accountability framework with distinct reporting lines will be established and maintained. When FAO will act as PP, its policies, guidelines and procedures will apply.

ANNEX 3: DETAILED GOVERNANCE FRAMEWORK

Global Governance Framework

Global Steering Committee (GSC). The GSC will provide strategic guidance and oversight for the execution of the Global Action Plan to implement the Global Strategy. The GSC is the ultimate decision-making body for use of the resources in the Global Trust Fund for Implementing the Global Strategy to Improve Agricultural and Rural Statistics, in compliance with the conditions stipulated in the agreements between the Fund Administrator (which is FAO) and individual Resource Partners.

In addition, the GSC will seek to achieve coordination of activities and interventions that are not funded through the Global trust fund, but are of significant relevance to implementation of the Global Strategy. Interventions of this nature include all relevant interventions that are funded through bilateral arrangements, self-funding modalities, or any other activities outside the Global trust fund mechanism.

The GSC will meet at least annually to monitor progress in implementation of the Global Strategy, evaluate its impact, and make decisions on the strategic allocation of Global trust fund resources based on the contributions committed by all Resource Partners. Additional meetings of the GSC may be held if required. Countries or institutions may be invited to GSC meetings to present good practices and lessons learned that could be shared globally.

Specifically, the GSC will:

- a) Ensure coordination and promote integration between activities of the Global Strategy and other related initiatives of statistical capacity development for synergy, complementarities, and greater impact and will report annually to the UN Statistical Commission, through the Global Office, on the progress in the implementation of the Global Strategy.
- b) Endorse the regional action plans prepared by the regional organizations to ensure alignment with the Global Action Plan.
- c) Decide, at a strategic level, on allocations from the Global trust fund to global activities and the various regions based on the integrated global budget and expected resources from donors.
- d) Ensure a coordinated approach in the implementation of the regional action plans in consultation with the Regional Steering Committees.
- e) Make recommendations on how to coordinate activities and interventions that have significant relevance for implementation of the Global Strategy.
- f) Approve the global annual work plans for global activities prepared by the Global Office.
- g) Monitor progress in implementation of the Global Action Plan and provide recommendation to the Global Executive Board (GEB) and Global Office (GO) for improvements.
- h) Review recommendations of the GEB and endorse the consolidated financial report and approve the annual consolidated narrative report to be received from the Fund Administrator and individual financial reports from each Participating Partner¹² implementing components of the strategy and receiving funds.
- i) Approve the global monitoring and evaluation reports submitted by the GEB and consider recommendations of the board in this regard.
- j) Review the report of the external evaluation submitted by the selected institution and give recommendations to the relevant stakeholders.
- k) Review and provide inputs into the terms of reference and reports of the periodic evaluations.
- l) Appoint the members of the GEB and periodically review its mandate.

¹² Organizations who participate in the implementation of the Global Action Plan.

- m) Support the mobilization of resources for the implementation of the Global Action Plan, including financial resources, in-kind technical support, and South-South cooperation.

Composition. The GSC will be composed of the chair of the Statistical Commission; country representatives of the Regional Steering Committees (two per region); and representatives of international and regional organizations, Resource Partners, farmer associations, and other key users, as well as the key technical partners and FAO. The GSC may review its composition to include new members as required.

The members of the GSC will elect co-chairs (two), who will serve for a term of two years. The co-chairs will preside at meetings of the GSC and exercise any other functions required to facilitate its work.

Rules of decision. Decisions by the GSC will be made by consensus of its members. Consensus is understood to be a procedure for adopting a decision in which 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. However, if all efforts fail to reach a consensus as described here, decisions will be made by a simple majority vote, provided that decisions of the GSC that have a bearing on the Global trust fund are not made without the consent of donors to the Global trust fund.

Global Executive Board (GEB). The GEB is an executive committee of the GSC. Between meetings of the GSC, the GEB represents the membership of the GSC, facilitates coordination among all GSC members, and facilitates the decision-making process of the GSC. The GEB exercises functions delegated to it by the GSC. The GEB, in carrying out its functions, will be supported by the Global Office (GO). The GEB will give instruction to the Fund Administrator (FA) in line with the strategic allocation decided by the GSC.

The GEB will decide, if necessary, on the allocation of additional funds received by the Global trust fund, consistent with the strategic guidance of the GSC regarding expected resources.

The GEB will be entitled to allocate the additional resources received by the Global trust fund after the last and before the next meeting of the GSC. This allocation will be endorsed at the next meeting of the GSC.

The GEB will meet at least three times a year, when possible at the margins of suitable international meetings. If needed, additional consultations will be conducted via videoconferencing, telephone, and email.

The specific responsibilities of the GEB are the following:

- a) Follow up on implementation of the decisions made by the GSC.
- b) Ensure that annual work plans at the regional and global levels are well coordinated and integrated.
- c) After review by the Global Office, assess the consistency of regional annual work plans with the Global Action Plan.
- d) Give instructions to the Fund Administrator for disbursement, in line with the strategic allocation decided by the GSC.
- e) Review and make recommendations to the GSC on annual reports and other important documents as required.
- f) Review and make recommendations to the GSC on the agenda and papers for the annual GSC meetings prepared by the secretariat.
- g) Review and make recommendations to the GSC on financial reports and review the budget situation on a regular basis.

- h) Review the consolidated financial and narrative progress reports consolidated by the Fund Administrator and the Global Office respectively, as well as individual reports submitted by each Participating Partner on the implementation and make recommendations to the GSC.
- i) Review the monitoring and evaluation reports consolidated by the Global Office and make recommendations to the GSC.
- j) Review nominations for new GSC members and submit them to the GSC for approval.
- k) Mobilize resources in support of implementation of the Global Action Plan, including financial resources, in-kind technical support, and South-South cooperation.
- l) Undertake any other tasks delegated to it by the GSC.

Composition. The GEB will have seven members. Appointed by the GSC from GSC members, the board will comprise two representatives of beneficiary countries, two representatives of regional partners, two representatives of Resource Partners of the Global trust fund, and a representative of FAO (ex officio). Members resigning from the GEB will be replaced as soon as possible by means of electronic consultation with the agreement of the GSC chair, and the appointment will be ratified at the next GSC meeting. The chair of the GEB will be elected for a term of two years by the GSC.

Rules of decision. Decisions of the GEB must be consistent with decisions of the GSC and will be made by consensus of its members. Consensus is understood to be a procedure for adopting a 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. However, if all efforts fail to reach consensus as described here, decisions will be taken by a simple majority vote, provided that decisions of the GEB that have a bearing on the Global trust fund are not made without the consent of donors of Global the trust fund.

Global Office. The Global Office, hosted by the Statistics Division of FAO and led by the Coordinator assigned by FAO for this purpose, will ensure overall technical coordination of the implementation of the Global Strategy at the global level and within regions. The Global Office will act as secretariat of the GSC and the GEB, providing recommendations on the indicative allocation of funds among activities at the global and regional levels and between regions. The Statistics Division of FAO is the Participating Partner. It is given the tasks of undertaking the normative and technical coordination work, establishing standards, and providing centralized technical and practical guidance on cross-regional issues.

More specifically, the activities of the Global Office will include:

- a) Contributing to resource mobilization to support implementation of the Global Strategy
- b) Serving as secretariat of the GSC, servicing its meetings, providing recommendations on the allocation of funds, and preparing the annual progress reports to the UNSC
- c) Reviewing the regional annual work plans for submission to the GEB, which will assess their consistency with the Global Action Plan
- d) Preparing the consolidated narrative progress report from the individual reports from each Participating Partner for submission to the Fund Administrator and making recommendations to the GSC and the GEB
- e) Consolidating the monitoring and evaluation reports prepared by the regional organizations for submission to the GEB
- f) Providing the overall framework for ensuring coordinated implementation of the technical components of the Global Action Plan
- g) Providing the standards for technical assistance and training
- h) Providing overall coordination support for countries in regions that do not have a functioning regional coordinating body

- i) Leading, coordinating, guiding, and supervising the methodological activities carried out by partner institutions, including universities and research institutes
- j) Developing new, cost-effective statistical methods and preparing handbooks and guidelines
- k) Undertaking any other tasks that may be required to achieve the objectives of the Global Strategy.

Inter-Agency and Expert Group on Agricultural and Rural Statistics (IAEG). The 43rd session of the UN Statistical Commission endorsed the proposal to establish an interagency and expert group that brings countries and agencies together to develop and document good practices and guidelines on the concepts, methods, and statistical standards for food security, sustainable agriculture, and rural development. The IAEG will report back to the commission on its activities every two years and will replace the Friends of the Chair Group on Agricultural Statistics and the Wye Group.

To achieve these objectives, the IAEG will focus on the following:

- a) Providing the Global Office with guidance on tools, standards, and methodologies during implementation of the Global Strategy
- b) Reviewing key initiatives and strategies on the development of food security, sustainable agriculture, and rural development statistics
- c) Reviewing and providing expert guidance on methodologies and identifying technical issues related to statistics on food security, sustainable agriculture, and rural development.
- d) Facilitating the coordination and integration of statistics on food security, sustainable agriculture, and rural development with related international statistical standards from other statistical domains.

The IAEG will be composed of high-level experts in statistics on food security, sustainable agriculture, and rural development from national governments and international organizations. The membership will ensure regional representation and a broad range of experience drawn from countries, international agencies, academia, and other subject matter experts. The IAEG may consider establishing task teams on specific topics.

The secretariat of the IAEG will be hosted by FAO.

The IAEG will meet at least once a year and present a report every two years to the Statistical Commission on the progress made in its activities.

Regional Governance Framework

For the Africa region, the terms used to designate regional governing bodies and the corresponding acronyms are slightly different from the ones used in the text that follows:

- *Regional Steering Committee (RSC)*. Africa region: same term but RSTC instead of RSC
- *Regional Executive Board (REB)*. Africa region: Regional Executive Committee (EC)
- *Regional Office (RO)*. Africa region: Regional Implementation Secretariat (RIS).

Regional Steering Committee (RSC). The Regional Steering Committee is the decision-making body at regional level. The RSC will provide guidance and oversight, within the framework defined by the GSC and consistent with the relevant funding agreements, for 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 Global trust fund, but are of significant relevance for implementation of the Global Strategy.

Interventions of this nature include all relevant interventions that are funded through bilateral arrangements, self-funding modalities, or any other activities outside the Global trust fund mechanism.

The RSC will meet at least annually to monitor progress in 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 implementation of the Global Strategy with ongoing programmes of statistical capacity development for synergy, complementarities, and a greater impact at the regional level.
- b) Approve the regional plan (including budget and log-frame) prior to its submission to the GSC—the regional action plan will be submitted by the Regional Office through the Global Office.
- c) Approve the annual work plans (and any substantial modification) of the Regional Offices
- d) Decide on the allocation of funds received between the regional and country activities, as well as among the countries, on the basis of the approved work plans.
- e) Monitor progress in implementation of the Regional Action Plan.
- f) Review recommendations of the Regional Executive Board and approve the annual narrative and financial reports prepared by the Participating Partners, prior to their submission to the GSC by the RO through the GEB, the GO, and the Fund Administrator.
- g) Approve the regional monitoring and evaluation plan and reports prior to their submission by the RO to the GEB through the Global Office.
- h) Appoint the members of the Regional Executive Board and periodically review its mandate.
- i) Support the mobilization of resources for implementation of the Global Strategy, including financial resources, in-kind technical support, and South-South cooperation.
- j) Review its own functions at any stage as required.

Composition. The composition of the RSC will typically include representatives of countries, Resource Partners, regional organizations, regional Participating Partners, and FAO, as well as selected experts.

Rules of decision. Decisions of the RSC will be taken by consensus. If all efforts fail to reach a consensus, decisions will be made by a simple majority vote, provided that decisions of the RSC that have a bearing on the Global trust fund will not be made without the consent of donors to the Global trust fund.

Regional Executive Board (REB). Each Regional Steering Committee will evaluate the need to establish a Regional Executive Board, which is an executive committee of the RSC that receives delegated authority from the RSC to oversee the execution of its decisions. The REB will meet more frequently than the RSC and will carry out the RSC's functions between meetings of the RSC. When an REB is established, the RSC will provide detailed terms of reference.

Regional Office. The structure and size of the Regional Office will vary by region, depending on regional resources and needs. Its major role is coordinating the country assessments and providing the integrated national statistical systems with training and technical assistance. The Regional Office should also liaise with other international, regional, and subregional offices within its region to coordinate their support for countries, thereby avoiding duplication of effort and ensuring that global standards are being followed. In particular, the activities of the Regional Office will include:

- a) Contributing to resource mobilization to support implementation of the Global Strategy
- b) Serving as the secretariat for the RSC, servicing its meetings, and providing recommendations on the allocation of funds and preparing the annual progress report

- c) Preparing the consolidated narrative and financial¹³ progress report from the individual reports submitted by each Participating Partner to the GSC through the Fund Administrator and the Global Office and making recommendations to the RSC and the REB
- d) Preparing the regional monitoring and evaluation report for submission to the RSC and the GSC through the Global Office
- e) Working closely with the Global Office to ensure implementation of the Global Strategy at the regional level
- f) Collaborating with the Global Office to ensure that the specific research needs of the regions are taken into account
- g) Adapting the methodologies developed by the Global Office to meet the requirements of the countries in the region
- h) Providing overall coordination support for countries in regions that do not have a functioning regional coordinating body
- i) Providing overall coordination of the training activities and technical support to be carried out in the region
- j) Providing assistance to countries in preparing the country proposals
- k) Undertaking any other tasks required to achieve the objectives of the Global Strategy.

National Governance Framework

Governance at the national level will build as much as possible on existing coordination mechanisms and structures. National governance of the agricultural statistical system entails the establishment where it does not exist of a sectoral coordination mechanism that brings together the national statistics office and the ministries responsible for agriculture, forestry, and fisheries and any other institutions that collect agriculture-related data. This sectoral coordination mechanism should be part of the national statistical coordination mechanism, such as the national statistics council, which provides governance to the whole national statistical system. Typically, the coordination mechanism for the agriculture sector (e.g., National Agricultural Statistics Committee, NASC) will be a subcommittee of the national statistics council, ensuring that agricultural statistics are integrated into the national statistical system. The national statistics council, through the agricultural subcommittee (NASC) and in coordination with the Global Strategy regional coordinator,¹⁴ will be responsible for carrying out the detailed assessment of the capacity of the country's agricultural statistical system, as well as preparing the Sector Strategic Plan for Agricultural and Rural Statistics (SSPARS), in line with the recommendations of the Global Strategy and in consultation with data users and other stakeholders. These governance arrangements should enable the ministries and agencies involved in the collection of agricultural data to integrate the Sector Strategic Plan into the National Strategies for the Development of Statistics (NSDS). The national statistics council will also be responsible for reviewing as needed the existing statistical legislation to ensure that clear responsibilities for data collection are assigned to the different national institutions. The national statistics council should develop a strategy to foster public awareness and mobilize resources in support of the implementation of the SSPARS and of the NSDS.

¹³ The consolidated financial report prepared by the RO does not prevent each of the PPs from submitting its individual certified financial report to the FA.

¹⁴ Regional Strategy Secretary for Africa.

ANNEX 4: FIVE-YEAR GLOBAL ACTION PLAN SUMMARY BUDGET AND SPLIT OF GLOBAL ACTIVITIES

	first 3 years (50 countries)	2 years (40 countries)	PHASE 1 TOTAL (5 years)	Total Global Level Cost
GOVERNANCE	11,362,500	7,625,000	18,987,500	4,765,000
Global	2,679,000	1,786,000	4,465,000	4,465,000
Global Office staff	2,130,000	1,420,000	3,550,000	3,550,000
Global governing bodies	357,000	238,000	595,000	595,000
Travel Global office staff	192,000	128,000	320,000	320,000
Regional	8,143,500	5,429,000	13,572,500	
Regional offices staff	6,763,500	4,509,000	11,272,500	
Regional governing bodies	600,000	400,000	1,000,000	
Travel Regional office staff	780,000	520,000	1,300,000	
Communication and Advocacy	390,000	260,000	650,000	
External Independent Evaluation	150,000	150,000	300,000	300,000
RESEARCH, STANDARDS AND METHODS AT GLOBAL LEVEL	9,190,116	6,126,744	15,316,860	15,316,860
Methodological Research	7,594,476	5,062,984	12,657,460	12,657,460
Standard guidelines for technical assistance and training and training material	1,295,640	863,760	2,159,400	2,159,400
Scientific advisory committee	300,000	200,000	500,000	500,000
TECHNICAL ASSISTANCE	23,658,750	18,712,500	42,371,250	
Technical assistance by regional staff	543,750	362,500	906,250	
Support to Country Assessment: Travel for TA experts for backstopping	525,000	350,000	875,000	
TA: Support to countries for preparation of regional level advocacy material, twinning between countries	300,000	200,000	500,000	
1. Country Assessment and preparation of national funding proposals (Consultants, Workshops, GOE)	1,225,000	980,000	2,205,000	
2. Strengthening the national governance including statistics legislation	750,000	600,000	1,350,000	
3. Development of Sector Strategic Plan for Agricultural Statistics as component of NSDS (Consultants, Workshops, GOE)	3,940,000	3,120,000	7,060,000	
4. Data harmonisation and dissemination (Consultants, Workshops, Equipments, etc)	8,300,000	6,640,000	14,940,000	
5. New and cost-effective methods (Consultants, Workshops, Equipments, etc)	8,075,000	6,460,000	14,535,000	
TRAINING	8,738,750	4,462,500	13,201,250	120,000
Training delivered by regional staff	543,750	362,500	906,250	
Travel: Delivery of training and backstopping	840,000	560,000	1,400,000	
6. General in-country training of data producers and data users TA	2,500,000	2,000,000	4,500,000	
Training materials	630,000	140,000	770,000	120,000
Twinning between training centres, study tours (facilitation of exchanges of experience between countries)	300,000	200,000	500,000	
Organisation of regional workshops	300,000	200,000	500,000	
Support to regional training centres (upgrade training infrastructure, scholarships, preparation of regional training materials, etc.)	2,250,000	1,000,000	3,250,000	
Develop training system and capacity	1,375,000		1,375,000	
TOTAL	52,950,116	36,926,744	89,876,860	20,201,860
Existing funds through synergy with other on-going initiatives	7,803,800	3,726,000	11,529,800	1,179,800
Net funding requirement	45,146,316	33,200,744	78,347,060	19,022,060
Total Admin cost	3,160,242	2,324,052	5,484,294	1,331,544
Gross funding requirement	48,306,558	35,524,796	83,831,354	20,353,604

ANNEX 5: FIVE-YEAR GLOBAL ACTION PLAN SUMMARY BUDGET AT REGIONAL AND COUNTRY LEVELS

	Total Country and Regional Cost (5 regions)	Africa Region Cost (40 countries)	Asia/Pacific Region (20 countries)	LA /Caribbean Region (20 countries)	NER Region (5 countries)	CIS Region (5 countries)	Total Country Level Costs
GOVERNANCE	14,222,500	4,905,000	3,072,500	3,125,000	1,588,750	1,531,250	
Regional	13,572,500	4,645,000	2,942,500	2,995,000	1,523,750	1,466,250	
Regional offices staff	11,272,500	3,725,000	2,482,500	2,535,000	1,293,750	1,236,250	
Regional governing bodies	1,000,000	400,000	200,000	200,000	100,000	100,000	
Travel Regional office staff	1,300,000	520,000	260,000	260,000	130,000	130,000	
Communication and Advocacy	650,000	260,000	130,000	130,000	65,000	65,000	
TECHNICAL ASSISTANCE	42,371,250	18,702,500	9,408,750	9,415,000	2,422,500	2,422,500	40,565,000
Technical assistance by regional staff	906,250	432,500	233,750	240,000			
Support to Country Assessment: Travel for TA experts for backstopping	875,000	350,000	175,000	175,000	87,500	87,500	875,000
TA: Support to countries for preparation of regional level advocacy material, twinning between countries	500,000	200,000	100,000	100,000	50,000	50,000	
1. Country Assessment and preparation of national funding proposals (Consultants, Workshops, GOE)	2,205,000	980,000	490,000	490,000	122,500	122,500	2,205,000
2. Strengthening the national governance including statistics legislation	1,350,000	600,000	300,000	300,000	75,000	75,000	1,350,000
3. Development of Sector Strategic Plan for Agricultural Statistics as component of NSDS (Consultants, Workshops, GOE)	7,060,000	3,040,000	1,560,000	1,560,000	450,000	450,000	6,660,000
4. Data harmonisation and dissemination (Consultants, Workshops, Equipments, etc)	14,940,000	6,640,000	3,320,000	3,320,000	830,000	830,000	14,940,000
5. New and cost-effective methods (Consultants, Workshops, Equipments, etc)	14,535,000	6,460,000	3,230,000	3,230,000	807,500	807,500	14,535,000
TRAINING	13,081,250	5,288,611	2,724,306	2,730,556	1,168,889	1,168,889	4,500,000
Training delivered by regional staff	906,250	432,500	233,750	240,000			
Travel: Delivery of training and backstopping	1,400,000	560,000	280,000	280,000	140,000	140,000	
6. General in-country training of data producers and data users TA	4,500,000	1,800,000	900,000	900,000	450,000	450,000	4,500,000
Training materials	650,000	210,000	130,000	130,000	90,000	90,000	
Twinning between training centres, study tours (facilitation of exchanges of experience between countries)	500,000	200,000	100,000	100,000	50,000	50,000	

	Total Country and Regional Cost (5 regions)	Africa Region Cost (40 countries)	Asia/Pacific Region (20 countries)	LA /Caribbean Region (20 countries)	NER Region (5 countries)	CIS Region (5 countries)	Total Country Level Costs
Organisation of regional workshops	500,000	200,000	100,000	100,000	50,000	50,000	
Support to regional training centres (upgrade training infrastructure, scholarships, preparation of regional training materials, etc.)	3,250,000	1,411,111	705,556	705,556	213,889	213,889	
Develop training system and capacity	1,375,000	475,000	275,000	275,000	175,000	175,000	
TOTAL	69,675,000	28,896,111	15,205,556	15,270,556	5,180,139	5,122,639	45,065,000
Existing funds through synergy with other on-going initiatives	10,350,000	4,600,000	2,300,000	2,300,000	575,000	575,000	10,350,000
Net funding requirement	59,325,000	24,296,111	12,905,556	12,970,556	4,605,139	4,547,639	34,715,000
Total Admin cost	4,152,750	1,700,728	903,389	907,939	322,360	318,335	2,430,050
Gross funding requirement	63,477,750	25,996,839	13,808,944	13,878,494	4,927,499	4,865,974	37,145,050