



Global Strategy
IMPROVING AG-STATISTICS



MANUAL OF

PROCEDURES FOR DISBURSEMENT OF FUNDS TO PARTICIPATING PARTNERS

Annexes from 6 to 8



Table of Contents

ANNEX 6: ANNUAL WORKPLAN TEMPLATE (FOR REGIONAL AND GLOBAL LEVELS)	3
ANNEX 7: CERTIFIED FINANCIAL REPORT TEMPLATE	7
ANNEX 8: ANNUAL NARRATIVE REPORT TEMPLATES	8
A. Annual Regional Narrative Report	8
B. Annual Global Office Narrative Report	16
C. Annual Consolidated Narrative Report	24

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ANNEX 6: ANNUAL WORKPLAN TEMPLATE (FOR REGIONAL AND GLOBAL LEVELS)

ANNUAL WORKPLAN AND BUDGET OF HARD COMMITMENTS ALLOCATED TO **REGION/GLOBAL LEVEL** for YEAR xxx

Global Strategy to Improve Agricultural and Rural Statistics

Impact:	Improved evidence-based decision making for poverty reduction, increased food security, sustainable agriculture and rural development
Outcome:	Enable 90 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

	Locked
	Mandatory
	Highly recommended

OUTPUT AND ACTIVITY		Participating Partner (PP)	2012				Pillars of the Global Strategy ¹	Budget (USD) ²	Disbursement 1 (USD) ³	Disbursement 2 (USD) ³
			Q1	Q2	Q3	Q4				
Global Output 1	Effective governing bodies set up and functioning at global and regional levels									
Regional Output 1.1										
Activity 1.1.1										
Activity 1.1.2										
Regional Output 1.2										
Activity 1.2.1										
Activity 1.2.2										
Global Output 2	Coordinating bodies of the national statistical system, legal frameworks and strategic plans established (by the countries) in the 90 target countries, to enable the integration of agriculture into the national statistical system									
Regional Output 2.1										
Activity 2.1.1										
Activity 2.1.2										
Regional Output 2.2										
Activity 2.2.1										
Activity 2.2.2										

Global Output	3	New cost effective methods for data collection, analysis and dissemination developed and disseminated										
Regional Output	3.1											
Activity	3.1.1											
Activity	3.1.2											
Regional Output	3.2											
Activity	3.2.1											
Activity	3.2.2											
Global Output	4	Increased capacity of agricultural statistics staff in regional training centres (i.e. trainers) and 90 target countries										
Regional Output	4.1											
Activity	4.1.1											
Activity	4.1.2											
Regional Output	4.2											
Activity	4.2.1											
Activity	4.2.2											
									Subtotal			
									Support Cost (7%)⁴			
									TOTAL			

(1) Three pillars of the Global Strategy:

- I. Identifying a minimum set of core data and determining national priorities;
- II. Integrating agriculture into national statistical systems;
- III. The sustainability of the agricultural statistical systems through governance and statistical capacity building.

(2) The budget column should be the amount of the hard commitments allocated to the region for the entire year.

(3) The columns of disbursements 1 and 2 will be filed after the decision on allocation of available funds made by the GEB. The total of disbursements 1 and 2 should be equal to the annual budget by activity.

(4) Cost of administrative and operational support services. For the PPs, this has been agreed at 7% (5% of the net project costs to the PP and 2% to the Fund Administrator. Where the PP is FAO, the support cost is 7% to the Fund Administrator).

Annual Regional and Global Budget by Input based on the allocation of hard commitments

REGION/GLOBAL for Month1 to Month2 Year xxx

Budget by Input		USD	Description of Inputs
Funds Received	Contributions Received		
	Total Funds Received		
Budget	Staff, Consultants and Technical Support Services		
	Sub-contracts		
	Travel		
	Procurement		
	General Operating Expenses		
	Support Costs		
	Total		

Title of Official:

Signature:

Date:

Glossary

Account Name	Description/Type of Costs
Staff, Consultants and Technical Support Services	Includes salaries, honoraria and benefits of staff and consultants as well as cost of contracts for services for specialized tasks to be carried out under the project such as information-communication, publication and special technical work. Further includes costs for technical backstopping services, project evaluation costs, processing and preparation of technical and terminal reports
Sub-contracts	Includes expenditure for sub-contracting to national partners, large contracts for services and specialized tasks to be carried out under the project.
Travel	Includes all authorized expenses of staff members & consultants on project related official travel including fares, DSA excess baggage etc.
Procurement	Includes expenses related to acquisition of expendable and non-expendable equipment
General Operating Expenses	Includes administrative costs during the project (e.g. mail, phone and internet costs, office furniture, etc), in addition to operation and maintenance of vehicles, casual labor and overtime. The account includes audit costs for the project where foreseen
Support costs	Cost of administrative and operational support services. For the PPs, this has been agreed at 7% (5% of the net project costs to the PP and 2% to the Fund Administrator. Where the PP is FAO, the support cost is 7% to the Fund Administrator)

Rows	Descriptions
Funds Received	Cash received by the PP for the project and any interest earned on cash balances

***Please note that:**

"Budget" equates to hard commitments for this report. This is as per the "Procedures to access Trust Funds" document.

ANNEX 7: CERTIFIED FINANCIAL REPORT TEMPLATE

		Global Outputs				All amounts in USD
		1	2	3	4	Total all outputs
		Effective governing bodies set up and functioning at global and regional levels	Coordinating bodies of the national statistical system, legal frameworks and strategic plans established (by the countries) in the 90 target countries, to enable the integration of agriculture into the national statistical system	New cost effective methods for data collection, analysis and dissemination developed and disseminated	Increased capacity of agricultural statistics staff in regional training centres (i.e. trainers) and 90 target countries	
Funds Received	Contributions Received					
	Interest Earned					
	Total Funds Received					
Expenditure	Staff, Consultants and Technical Support Services					
	Sub-contracts					
	Travel					
	Procurement					
	General Operating Expenses					
	Support Costs					
	Total expenditures					
	Balance					

Title of Official:

Signature:

Date:

ANNEX 8: ANNUAL NARRATIVE REPORT TEMPLATES

A. Annual Regional Narrative Report

Purpose

The purpose of the Annual Regional Narrative Report will be to report on:

- contribution of the regional component towards the Global Logical Framework;
- progress towards the achievement of Regional Outputs;
- implementation of the regional workplan and budget;
- issues affecting the potential sustainability of the at regional level.

The report will be conducive to proactive management at regional level and to assess its contribution to the Global Strategy. It will support the identification of achievements, challenges, lessons learned and opportunities for improvement.

The report will draw information from classic project management tools to minimize the workload for Regional Offices and facilitate analysis and aggregation of quantitative and qualitative results information in order to report against the Global Logical Framework.

Preparation

The report is to be prepared by the Regional Office through consolidation of inputs from relevant Participating Partners within the region. The fields in blue are previously defined¹.

This report will be consolidated with the annual Global Office and other regional narrative reports, by the Global Office, in order to provide the annual consolidated narrative report against the Global Logical Framework.

Submission

Following the approval by the Regional Steering Committee, the report will be submitted to the Head of the Global Office, no later than the 31st March each year.

The Fund Administrator will submit the annual consolidated narrative report, prepared by the Global Office, together with all the certified financial reports to the Global Executive Board (GEB) for review and recommendations. The reviewed versions will be then submitted to the Global Steering Committee for approval.

The Fund Administrator will forward the approved annual consolidated report to each Resource Partner no later than 30th April each year.

¹ The fields in blue can be modified according to evolving needs and in consultation with the Global Office and GEB endorsement, as necessary.

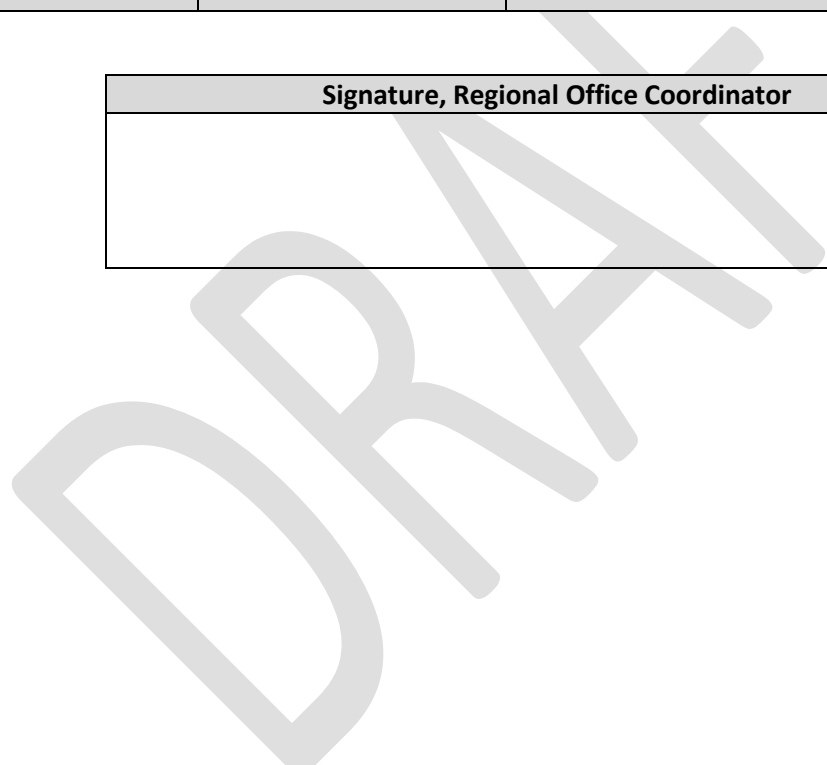
1. General Information

Date of submission:
Reporting Period:

Submitting Regional Office

Overview of Financial Information based on contributions received			
	Hard Commitment²	Disbursements³	Expenditures⁴
Participating Partner 1			
Participating Partner 2			
Participating Partner ...			
Total			

Signature, Regional Office Coordinator



² Budget approved by the GEB.

³ Funds transferred from the Fund Administrator to each Participating Partner.

⁴ Expenditures include actual expenses and cost committed.

2. Executive Summary⁵

Provide a succinct overview of the following:

- Contribution of the regional component towards the Global Logical Framework;
- Progress towards the achievement of Regional Outputs;
- Implementation of the regional workplan and budget;
- Risk mitigation strategy;
- Key achievements;
- Key challenges;
- Issues affecting the potential sustainability of the Global Strategy at regional level.

⁵ Last field to be completed.

3. Achievement of Regional Results⁶

Global Output	Regional Outputs ⁷	Regional Indicator ⁷	Regional Baseline ⁷	Regional Target ⁷	Achievement to date in relation to Regional Targets	Comments (if required)
GO1	RO1	RI1.1				
		RI1.2				
	RO2	RI2.1				
		RI2.2				
GO2	RO3					
GO3						
GO4						

⁶ The fields in blue are previously defined

⁷ Regional Outputs, Indicators, Baselines and Targets against Global Outputs are defined in the Regional Logical Framework.

4. Achievement of Regional Component towards Global Logical Framework

Global Output ⁸	Global Indicator ⁸	Global Baseline ⁸	Global Target ⁸	Regional Baseline ⁹	Regional Target ⁹	Regional Achievement to date in relation to the Regional Target
1. Effective governing bodies set up and functioning at global and regional levels	GO1.1 Regional Action Plans developed					
	GO1.2 Reports submission					
2. Coordinating bodies of the national statistical system, legal frameworks and strategic plans established (by the countries), to enable the integration of agriculture into the national statistical system	GO2.1 Integration of agricultural and rural statistics into NSDSs or National Statistical Strategies					
	GO2.2 National budget for agricultural statistics					
3. New cost effective methods for data collection, analysis and dissemination developed	GO3.1 Number of reports, produced on funded research topics					
	GO3.2 Number of publications on funded research topics					
4. Increased capacity of agricultural statistics staff in regional training centers and target countries	GO4.1 Regional training centers have permanent qualified trainers/staff					
	GO4.2 Countries having statistical staff with core statistical skills					

⁸ Global Outputs, Indicators, Baselines and Targets are those defined in the Global Logical Framework.

⁹ Please indicate the Regional Baselines and Targets that mostly contribute to the achievement of the Global outputs.

4.1. Risk Management

- 4.1.1 Are the risks identified in the Global and Regional Logical Frameworks being effectively mitigated?
- 4.1.2 Are there any issues to report in this regard that need to be brought to the attention of the Regional Steering Committee?
- 4.1.3 Is there a need to revise or update the risks and their respective mitigation activities?

4.2. Design Issues

- 4.2.1 Are the Global and Regional Logical Frameworks as currently designed still entirely relevant to the evolving needs of the Global Strategy and the key stakeholders?
- 4.2.2 Are there any elements which need to be revised and / or updated? If so, please explain.

5. Key Achievements/Opportunities

- 5.1. Please outline the achievements of the Regional component, identifying as relevant success stories at the national level, partnerships, major milestones.
- 5.2. Please state any opportunity that could evolve for the success of the Regional component.

6. Key Challenges/Constraints Encountered

- 6.1 Was it necessary to change or modify key elements of the regional component?
- 6.2 What are the key constraints currently faced in the implementation of the Regional component?
- 6.3 What action is being taken to address them?

7. Regional Sustainability Scorecard¹⁰

This scorecard:	Rating ¹¹		
	1	2	3
<ul style="list-style-type: none"> Facilitates annual analysis and aggregation of qualitative factors which impact on the quality and sustainability of results. Supports informed decision-making about how to manage for results that are sustainable and about how to interact with the external environment Helps identify lessons learned from project implementation. Provides valuable inputs to external reviews and evaluations 			
National Ownership: To what extent are the majority of recipient governments in the region taking measures to ensure sustainable coordination and integration of agriculture into national statistical systems? In your reply please consider the extent level of funding of national office of statistics			
Provide a small narrative text to support the scoring			
Evidence based policy: To what extent the use of agriculture statistics is contributing to improving evidenced based policy making?			
Provide a small narrative text to support the scoring			
Individual Capacities: To what extent are the individual capacities of agriculture staff being put into effective use for the advancement of national statistical system?			
Provide a small narrative text to support the scoring			
Partnerships: To what extent are partnerships created contributing to the sustainability of results?			
Provide a small narrative text to support the scoring			
Gender Equality: To what extent the data collection methods, the technical assistance and training are gender sensitive?.			
Provide a small narrative text to support the scoring			
New Information methods: To what extent the new methods for data collection, analysis and dissemination have been adapted to the regional context?			
Provide a small narrative text to support the scoring			
OVERALL SUSTAINABILITY (calculated)			

¹⁰ Each 'factor of sustainability' is weighted 25%

¹¹

Grade	Percentage rating	Meaning
1	33.3%	Performance is exceptional and significantly above expectations
2	33.3%	Performance meets expectations/on track
3	33.3%	Performance is problematic/below expectations

8. Next Steps

Please identify the next steps and/or follow-up actions are foreseen, if any. Please also identify who will be addressing those actions

9. Lessons Learned

Lessons learned – elements of success

Please indicate any relevant practices for successful implementation.

Lessons learned –constraints

Please indicate any lessons learned from the constraints.

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B. Annual Global Office Narrative Report

Purpose

The purpose of the Annual Global Narrative Report will be to report on:

- contribution of the global component towards the Global Logical Framework;
- progress towards the achievement of Global Office Outputs;
- implementation of the global workplan and budget;
- issues affecting the potential sustainability of the Global Strategy at global level.

The report will be conducive to proactive management of the global component and to assess its contribution to the Global Strategy. It will support the identification of achievements, challenges, lessons learned and opportunities for improvement.

The report will draw information from classic project management tools to minimize the workload for Global Office and facilitate analysis and aggregation of quantitative and qualitative results information in order to report against the Global Logical Framework.

Preparation

The report will be prepared by the Global Office (FAO Statistics Division). This report will be consolidated with the regional reports, by the Global Office, in order to provide the annual consolidated narrative report against the Global Logical Framework.

Submission

The Fund Administrator will submit the annual consolidated narrative report, prepared by the Global Office, together with all the certified financial reports to the Global Executive Board (GEB) for review and recommendations. The reviewed versions will be then submitted to the Global Steering Committee for approval.

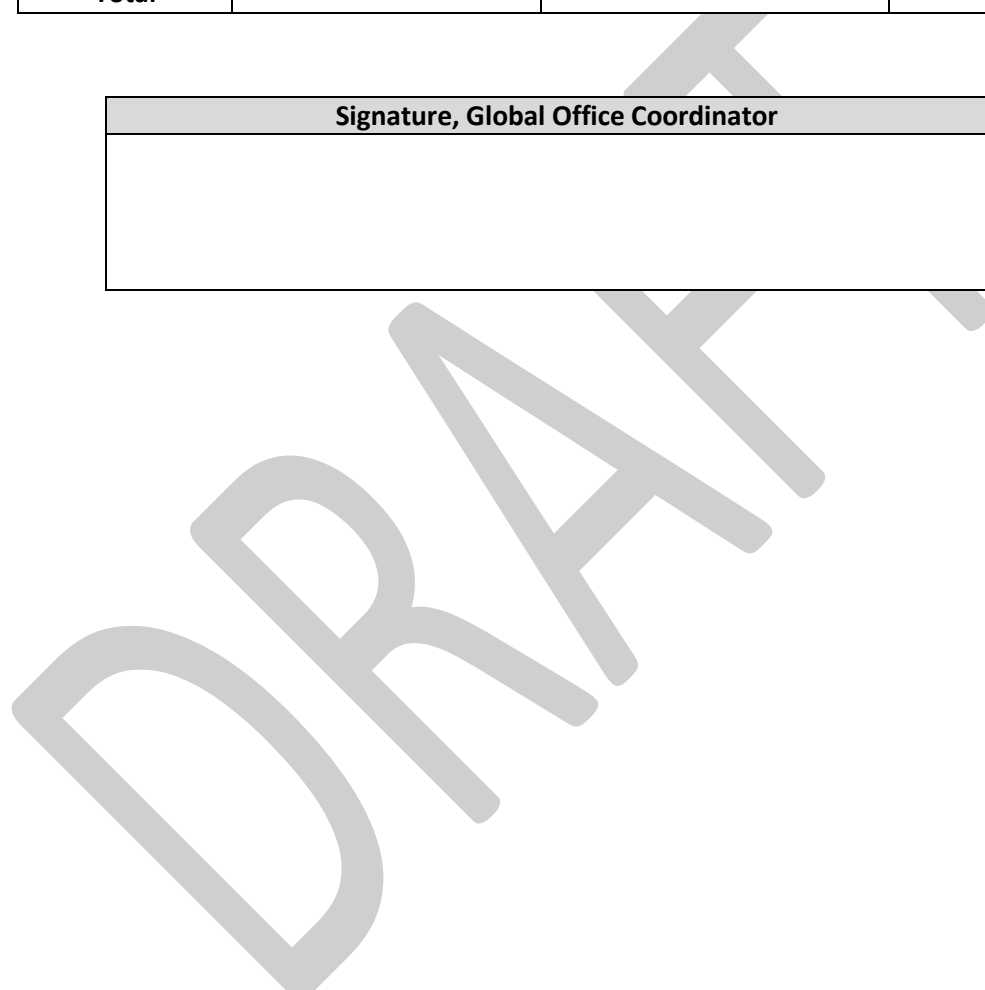
The Fund Administrator will forward the approved annual consolidated report to each Resource Partner no later than 30th April each year.

1. General Information

<p>Date of submission:</p> <p>Reporting Period:</p>
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Overview of Financial Information based on contributions received			
	Hard Commitment ¹²	Disbursements ¹³	Expenditures ¹⁴
Total			

Signature, Global Office Coordinator



¹² Budget approved by the GEB.

¹³ Funds transferred from the Fund Administrator to each Participating Partner.

¹⁴ Expenditures include actual expenses and cost committed.

2. Executive Summary¹⁵

Provide a succinct overview of the following:

- Contribution of the Global Component towards the Global Logical Framework;
- Progress towards the achievement of Global Office Outputs;
- Implementation of the Global Office workplan and budget;
- Risk mitigation strategy;
- Key achievements;
- Key challenges;
- Issues affecting the potential sustainability of the Global Strategy at global level.

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¹⁵ Last field to be completed.

3. Achievement of Global Office Results

Global Output	Global Office Outputs ¹⁶	Global Office Indicator ¹⁶	Global Office Baseline ¹⁶	Global Office Target ¹⁶	Achievement to date in relation to Global Office Targets	Comments (if required)
GO1	GOO1	GOI1.1				
		GOI1.2				
	GOO2	GOI2.1				
GO2	GOO3					
GO3						
GO4						

¹⁶ Global Office Outputs, Indicators, Baselines and Targets against Global Outputs are defined in the Global Office Logical Framework.

4. Achievement of Global Component towards Global Logical Framework¹⁷

Global Output ¹⁸	Global Indicator ¹⁸	Global Baseline ¹⁸	Global Target ¹⁸	Global Office Baseline ¹⁹	Global Office Target ¹⁹	Achievement to date in relation to the Global Office Target
1. Effective governing bodies set up and functioning at global and regional levels	GO1.1 Regional Action Plans developed					
	GO1.2 Reports submission					
2. Coordinating bodies of the national statistical system, legal frameworks and strategic plans established (by the countries), to enable the integration of agriculture into the national statistical system	GO2.1 Integration of agricultural and rural statistics into NSDSs or national statistical strategies					
	GO2.2 National budget for agricultural statistics					
3. New cost effective methods for data collection, analysis and dissemination developed	GO3.1 Number of reports, produced on funded research topics					
	GO3.2 Number of publications on funded research topics					
4. Increased capacity of agricultural statistics staff in regional training centers and target countries	GO4.1 Regional training centers have permanent qualified trainers/staff					
	GO4.2 Countries having statistical staff with core statistical skills					

¹⁷ The fields in blue are previously defined.

¹⁸ Global Outputs, Indicators, Baselines and Targets are those defined in the Global Logical Framework.

¹⁹ Please indicate the Global Office baseline and target that mostly contribute to the achievement of the Global output.

4.1 Risk Management

4.1.1 Are the risks identified in the Global Logical Framework being effectively mitigated?

4.1.2 Are there any issues to report in this regard that need to be brought to the attention of the Global Steering Committee?

4.1.3 Is there a need to revise or update the risks and their respective mitigation activities?

4.2 Design Issues

4.2.1 Is the Global Logical Framework as currently designed still entirely relevant to the evolving needs of the Global Strategy and the key stakeholders?

4.2.2 Are there any elements which need to be revised and / or updated? If so, please explain.

5. Key Achievements/Opportunities

5.1 Please outline the key achievements of the programme, identifying as relevant success stories at country, regional and global level

5.2 Please state any opportunity that can evolve for the success of the Global Strategy.

6. Key Challenges/Constraints Encountered

6.1 Is it necessary to change or modify key elements of the programme?

6.2 What are the key constraints currently faced in the implementation of the programme?

6.3 What action is being taken to address them?

7. Global Office Sustainability Scorecard²⁰

This scorecard:	Rating ²¹		
	1	2	3
<ul style="list-style-type: none"> Facilitates annual analysis and aggregation of qualitative factors which impact on the quality and sustainability of results. Supports informed decision-making about how to manage for results that are sustainable and about how to interact with the external environment Helps identify lessons learned from project implementation. Provides valuable inputs to external reviews and evaluations 			
Update Knowledge: To what extent are countries using research results produced by the Global Office?			
Provide a small narrative text to support the scoring			
Partnerships: To what extent are partnerships created contributing to sustainability of results?			
Provide a small narrative text to support the scoring			
Gender Equality: To what extent the methodological research at global level is gender sensitive?			
Provide a small narrative text to support the scoring			
New Information methods: to what extent the new methods for data collection, analysis and dissemination have been adapted to the regional context?			
Provide a small narrative text to support the scoring			
OVERALL SUSTAINABILITY (calculated)			

²⁰ Each 'factor of sustainability' is weighted 25%

²¹

Rating	Percentage rating	Meaning
1	33.3%	Performance is exceptional and significantly above expectations
2	33.3%	Performance meets expectations/on track
3	33.3%	Performance is problematic/below expectations

8. Next Steps

Please identify the next steps and/or follow-up actions are foreseen, if any. Please also identify who will be addressing those actions.

9. Lessons Learned

Lessons learned – elements of success

Please indicate any relevant practices for successful implementation.

Lessons learned –constraints

Please indicate any lessons learned from the constraints.

C. Annual Consolidated Narrative Report

Purpose

The purpose of the annual consolidated narrative report will be to report on progress against the Global Logical Framework and will draw on the analysis of progress at global and regional level. In particular it will focus on:

- progress towards the Global Logical Framework;
- key achievements;
- major challenges encountered;
- issues affecting the potential sustainability of the Global Strategy.

The annual consolidated narrative report will demonstrate accountability for global results and supports the identification of achievements, challenges, lessons learned and opportunities for improvement.

Preparation

The annual consolidated narrative report will be prepared by the Global Office (FAO Statistics Division). It will consolidate the annual regional and Global Office narrative reports and will clearly present an aggregation of quantitative and qualitative results information in order to report against the Global Logical Framework.

Submission

The report will be submitted by the Global Office to the Fund Administrator each year.

The Fund Administrator will submit the annual consolidated narrative report together with all the certified financial reports to the Global Executive Board (GEB) for review and recommendations. The reviewed versions will be then submitted to the Global Steering Committee for approval.

The Fund Administrator will forward the approved annual consolidated report to each Resource Partner no later than 30th April each year.

1. General Information

Date of submission:
Reporting period:

Overview of Financial Information			
	Hard commitment ²²	Disbursements ²³	Expenditures ²⁴
Africa			
Asia			
CIS			
Latin America			
Near East			
Global Office			
Total			

Signature of the Head of the Global Office Coordinator

Signature of the Fund Administrator

²² Budget approved by the GEB.

²³ Funds transferred from the Fund Administrator at global and regional level.

²⁴ Expenditures include actual expenses and cost committed.

2. Executive Summary²⁵

Provide a succinct overview of the following:

- Progress towards the Global Logical Framework;
- Risk mitigation strategy;
- Key achievements;
- Key challenges;
- Issues affecting the potential sustainability of the Global Strategy.

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²⁵ Last field to be completed.

5. Progress against the Global Logical Framework²⁶

Global Output ²⁷	Global Indicator ²⁷	Global Baseline ²⁷	Global Target ²⁷	Achievement to date	Comments
1. Effective governing bodies set up and functioning at Global and Regional Levels	GO1.1 Regional Action Plans developed				
	GO1.2 Reports submission				
2. Coordinating bodies of the national statistical system, legal frameworks and strategic plans established (by the countries), to enable the integration of agriculture into the national statistical system	GO2.1 Integration of agricultural and rural statistics into NSDSs or National Statistical Strategies				
	GO2.2 National budget for agricultural statistics				
3. New cost effective methods for data collection, analysis and dissemination developed	GO3.1 Number of reports, produced on funded research topics				
	GO3.2 Number of publications on funded research topics				
4. Increased capacity of agricultural statistics staff in regional training centers and target countries	GO4.1 Regional training centers have permanent qualified trainers/staff				
	GO4.2 Countries having statistical staff with core statistical skills				

²⁶ The fields in blue are previously defined.

²⁷ Global Outputs, Indicators, Baselines and Targets are those defined in the Global Logical Framework.

3.1. Risk Management

3.1.1 Are the risks identified in the Global Logical Framework being effectively mitigated?

3.1.2 Are there any issues to report in this regard that need to be brought to the attention of the Global Steering Committee?

3.1.3 Is there a need to revise or update the risks and their respective mitigation activities?

3.2. Design Issues

3.2.1. Is the Global Logical Framework as currently designed still entirely relevant to the evolving needs of the Global Strategy and the key stakeholders?

3.2.2. Are there any elements which need to be revised and / or updated? If so, please explain

4. Key Achievements/Opportunities

4.1. Please outline the key achievements of the programme, identifying as relevant success stories at country, regional and global level.

4.2. Please state any opportunity that can evolve for the success of the Global Strategy.

5. Key Challenges /Constraints Encountered

5.1. Is it necessary to change or modify key elements of the programme?

5.2. What are the key constraints currently faced in the implementation of the programme?

5.3. What action is being taken to address them?

6. Sustainability

6.1. Overall sustainability Ratings at Global and Regional level)

Criteria	Region/Global Office	Overall Rating
Sustainability	Africa	
	Asia	
	CIS	
	Latin America	
	Near East	
	Global Office	

Comments on the overall rating:

6.2. Global Analysis

Provide a summary of the key factors that will influence of the sustainability of the Global Outputs, building on Global and Regional scorecard rating (currently under development)and taking into consideration.

7. Next Steps

Please identify the next steps and/or follow-up actions are foreseen, if any. Please also identify who will be addressing those actions

8. Lessons Learned

Lessons learned – elements of success

Please indicate any relevant practices for successful implementation

Lessons learned –constraints

Please indicate any lessons learned from the constraints encountered