

PROJECT EVALUATION SERIES

**Mid-Term evaluation of project
GCP/GLO/372/MUL
"Global Strategy to Improve Agricultural and
Rural Statistics"**

Annexes

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

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For further information on this report, please contact:

Director, Office of Evaluation (OED)
Food and Agriculture Organization
Viale delle Terme di Caracalla 1, 00153 Rome
Italy
Email: evaluation@fao.org

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Annex 1: Evaluation Terms of Reference

Background of the Project

1. Agriculture contributes to development as an economic activity, a source of livelihoods and as a provider of environmental services. It is directly or indirectly linked to achieving most Millennium Development Goals (MDGs). The devastating results of inadequate policies based on insufficient information are illustrated by the impact of the current famine in parts of the Horn of Africa, increasingly high and volatile food prices and the widespread food crises that have occurred over recent years.
2. Despite the central role that agriculture plays in development, agriculture and rural statistics have been neglected over recent decades. This was confirmed by an external evaluation by FAO, which identified a number of serious gaps in the quality and availability of agriculture data. Relevant statistics are currently lacking in accuracy, comprehensiveness and timeliness to measure and monitor agricultural performance adequately. A key driver of this development has been a decline in the priority and resources assigned to the collection and reporting of these statistics. This has been matched by an equal lack of donor interest. As a result, the evidence base for marketing, investment choices, policy decisions and for measuring the effectiveness of current commitments and policies continues to deteriorate.
3. Development of the Global Strategy to Improve Agricultural and Rural Statistics (GS), which was initiated by the United Nations Statistical Commission (UNSC), is a result of an extensive consultation process with national and international statistical organizations, as well as with national statistics offices, agriculture ministries and other governmental institutions producing statistics that fall under its scope. The GS was also endorsed by the 36th session of the Food and Agriculture Organization of the United Nations (FAO) Conference (18-23 November 2009), the African Commission on Agricultural Statistics (AFCAS, 2009) and the Asia and Pacific Commission on Agricultural Statistics (APCAS, 2010). The Global Strategy is a comprehensive framework for improving and ensuring the sustainability of statistics in agriculture, livestock, aquaculture, small-scale fisheries and forestry production in developing countries. The strategy also addresses emerging data needs related to the recent food prices spikes and the impact of agricultural activities on the environment and climate change, which require implementing new methodologies.
4. The expected Impact of the GS is to improve evidence-based decision making for poverty reduction, increased food security, sustainable agriculture and rural development.
5. The programme has the following outcome “Enable target countries to develop sustainable statistical systems for production and dissemination of accurate and timely agricultural and rural statistics, comparable across time and over countries”.
6. The Impact and outcome are to be achieved primarily by strengthening agricultural statistical systems of 90 target countries to produce and disseminate accurate statistical information.
7. The Strategy is based on three pillars:
 - The first pillar is the establishment of a minimum set of core data that countries will provide to meet the current and emerging demands.
 - The second pillar is the integration of agriculture into the national statistical systems in order to meet requirements of policy makers and other data users that the data will be comparable across countries and over time. The integration will be achieved by implementing a set of methodology that includes the development of a Master Sample Frame for Agriculture, the implementation of an Integrated Survey Framework, and with the results available in a Data Management System; and

- The third pillar is the foundation that will foster the sustainability of the agricultural statistics systems through governance and statistical capacity building.

8. Following the endorsement of the Global Strategy, the Global Action Plan (GAP) to implement the Global Strategy to Improve Agricultural and Rural Statistics was prepared by the FAO and the World Bank in collaboration with the UNSC Friends of the Chair working group and in consultation with stakeholders. It was to provide a comprehensive technical assistance and training programme and also contain a well-targeted research agenda to deal with unsolved methodological issues and implementation of the statistical methodology required by the strategy.

9. In connection with the GAP the regional action plans for Africa and Asia and the Pacific were developed. The regional plans ensure the alignment between the global framework and regional needs. The GAP is managed and implemented by the Global Office of the Global Strategy, hosted by FAO Statistics Division.

10. The GAP is a five-year programme with a total budget of USD 83.8 million (at global and regional level) out of which approximately USD 41 million have been mobilized for the implementation of the activities at global level, in Africa and Asia and the Pacific. Resources are provided through the establishment of the Global multi-donor Trust Fund (GTF) managed by FAO acting as the Fund Administrator.

11. The programme is managed through its governance mechanism, which ensures that work is carried out transparently through a consultative process that includes all members. Its governing bodies include a Global Steering Committee (GSC) and Global Executive Board (GEB), as well as two regional steering committees. The Global Office, and the Regional Offices, work together as secretariat of the global and regional governing bodies.

12. The GSC is the highest decision making body as it provides strategic guidance and oversight for the execution of the GAP to implement the GS. It is composed of a number of stakeholders which comprises donors (Department for International Development (DFID), Bill & Melinda Gates Foundation (BMGF) and the Italian cooperation), countries, participating partners, multilateral development banks, UN agencies and Civil Society Organizations (CVOs).

13. The GSC meets at least once a year. It assesses the progress in implementation of the Global Strategy, evaluates its impact, and makes decisions on the strategic allocation of funds. It also acts as the consultation mechanism for deciding any changes into the Global Strategy existing procedures and seeks 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. At regional level, the regional steering committee also meets once a year in order to guide the implementation of the regional and country activities defined in the regional plan.

14. The role of the Global and Regional Executive Boards is to provide overall coordination, an accountability mechanism and guidance to the ongoing work of the Participating Partners at global and regional level. In particular it provides a policy direction to activities and is a decision making body between meetings of the GSC and RSC.

15. The Global Office is responsible for delivering the research agenda, producing guidelines and training materials and for ensuring overall coordination of the implementation of the Global Strategy at the global and regional levels, while the regional offices are responsible for undertaking country assessments, providing technical assistance and training at regional level in coordinating the regional partners which are in charge of the training component. The Global Office (GO), is hosted by FAO Statistics Division, is responsible for coordinating the implementation of the GS. It is comprised by six posts: global office coordinator, research coordinator, technical assistance and training coordinator, programme officer, research officer and team assistant.

16. Work at the regional level is led by the regional implementing partners, who provide technical assistance to countries and liaise with regional and national stakeholders. The Global Strategy is funded and currently being implemented in two regions – Africa, and Asia and the

Pacific. Regional implementing partners for these regions are the African Development Bank (AfDB), the UN Economic Commission for Africa (UNECA), the UN Economic and Social Commission for Asia and the Pacific/Statistical Institute for Asia and the Pacific (SIAP), and the FAO Regional Office for Asia and the Pacific (FAORAP). Both regions maintain their own Regional Steering Committees, which provide another venue for countries to participate actively in the Global Strategy.

17. As an international benchmark for agricultural and rural statistics, the Global Strategy plays a catalytic role in increasing stakeholders' contributions to the overall objectives of the Global Strategy worldwide. For example, the Asian Development Bank, the Inter-American Development Bank, the World Bank and the European Commission contribute to the objectives of the Global Strategy by providing resources for its activities through its own funding.

Purpose and scope of the Evaluation

18. In accordance with the GAP an independent mid-term evaluation (MTE) will be undertaken. The overall purpose of this MTE is to determine progress being made towards the achievement of global strategy outcome and outputs at the global, regional and national/country level, and to identify corrective actions if necessary. The independent MTE will also assess the impact of the funding gap on the sustainability of the programme.

19. The MTE will cover the programme's implementation period, starting from July 2012 to August 2015. The countries to be visited are the following: in Africa Rwanda and Tanzania¹ and in Asia: Bangladesh and Indonesia.

20. The following key questions will be addressed by the MTE:

- Extent to which the global strategy supported selected countries to develop sustainable agricultural and statistical systems;
- Extent to which agricultural and rural statistical systems are effective and linked to the entire institutional framework at national and regional level;
- Extent to which capacity has been developed/strengthened to produce and disseminate timely agricultural and rural statistics, to understand better and support decision making, at the country and regional level;
- Extent to which key agricultural and rural statistical data can be compared to across time and countries; and
- Extent to which the implementation of the programme is affected by funding gap.

21. The evaluation will also

- review the effectiveness, efficiency, impact and timeliness of programme implementation;
- analyze effectiveness of implementation and partnership arrangements;
- highlight technical achievements;
- analyze whether the programme is on track with respect to achieving the expected results at global, regional and country/national level;
- propose any mid-course corrections and/or adjustments to the Work Plan as necessary; and
- identify lessons learned about programme design, implementation and management.

Evaluation framework

Evaluation criteria

22. The programme will be critically assessed through the internationally accepted evaluation criteria, i.e. relevance, efficiency, effectiveness, impact, and sustainability. In line with the new FAO project cycle, the evaluation will assess compliance with the following UN

¹Please note that Tanzania has a statistical training center.

Common Country Programming Principles; Gender equality, Capacity Development and Results Based Management.

Evaluation issues

23. An initial list of key sub questions has been identified through discussions with project stakeholders. The evaluation team may identify other issues in the course of evaluation.

I. Relevance of concept and design

24. Relevance and coherence and synergies of the global strategy to other global statistical programmes and initiatives in the field of agricultural and rural statistics in particular: the national development priorities and programmes of the Governments of Rwanda, Tanzania, Indonesia and Bangladesh, at national level. In this context the MTE will look at the:

- clarity and realism of the programme's development and immediate objectives, including specification of targets and identification of institutional beneficiaries and prospects for sustainability;
- quality, clarity and adequacy of the global strategy design including: clarity and logical consistency between, global and regional inputs, activities, outputs and progress towards achievement of the objectives of the programme (quality, quantity and time-frame); appropriateness of the adopted action plan in tackling the identified problems.
- realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks) and adequacy of resources (time, funding, human resources) for the successful implementation of the GS;
- adequacy and appropriateness of the technical solutions proposed (level of sophistication of methods, proposed institutional set-up, etc) with respect to the existing (or expected) capacities in global, regional and national statistical programmes, initiatives and Government institutions expected to be in charge of.

25. Line of inquiry would be:

- extent to which the governance structure facilitates the strategic implementation of the programme in an effective manner;
- extent to which the Global Strategy remains relevant to the agricultural statistical sector; and
- the degree to which regional plans have focused on topics and problems assigned priority by countries, regions and international bodies.

II. Effectiveness of outputs and outcomes²

26. Overall effectiveness of the project, actual or potential, in attaining its intermediate/specific objectives:

27. Description and systematic assessment of programme's outputs produced to date (quantity and quality as compared with work plan and progress towards achieving the immediate objectives) and of the outcomes achieved, expected and unexpected, their robustness and expectations for further uptake and diffusion,

the evaluation will focus on the following:

- Assessment of the quality of monitoring, and reporting system;
- Assessment of the quality of information management;

² Under this criterion it is expected to demonstrate the use made by the project of FAO's normative and knowledge products and actual and potential contribution of the project to the normative and knowledge function of the Organization.

- Assessment of the communication and visibility of the programme;

28. lines of inquiry:

- extent to which the programme indicators are useful for assessing the effectiveness of the programme?
- extent to which cross-country learning and sharing of experiences has facilitated the implementation of the Global Strategy;
- extent to which the GS has contributed to better mainstream the development of agricultural statistics into the national statistical system;
- extent to which the resources for and main outputs of global strategy work are being applied towards achieving the planned outcome and outputs/results;
- extent to which the political and institutional framework and coordination mechanism of the target countries has been improved.

III. Efficiency and effectiveness of project implementation process

- a. Assessment of programme management:
- b. assessment of delivery, causes and consequences of delays and of any remedial measure taken, if any;

lines of inquiry

- extent to which the programme is implemented in line with the GAP?
- extent to which the role of the Global and regional offices is being effectively played?
- quality, realism and focus of work plans and their alignments with the GAP and integrated budget;
- extent to which the existing monitoring activities enable the monitoring of results and tracking progress towards achieving the objectives of the programme?
- extent to which the programme indicators are useful for assessing the effectiveness of the programme?
- staff management and adequacy of the staff resources compared to the workload
- extent to which the Scientific Advisory Committee of the Global Strategy is effective?
- extent to which the IAEG role is being effectively played?

c. Institutional Setup:

- extent to which the GSC, GEB, or RSC members are involved in Governance and the decision-making process of the programme;
- extent to which all relevant stakeholders are included in the programme;
- extent to which synergies with other initiatives are taken into consideration;
- extent to which the support provided by the global, regional offices, is appropriate and effective;
- extent to which the national governing bodies are involved in the implementation of the programme (MoA, National Statistical Agencies and Working Groups) and actively participating in dissemination of agricultural statistical information;
- extent to which vertical linkages with the global statistical technical secretariat and horizontal linkages with State line ministries and other institutions at state level are established and maintained by national statistical systems;

- extent to which the decision-making procedure at global, regional and national level is effective;
 - extent to which the decisions are taken in a transparent manner;
 - extent to which the roles and responsibilities of the governance are clearly defined;
 - extent to which the functioning of the Global and Regional Offices is cost-effective; and
 - extent to which the Fund Administrator role is being effectively played.
- d. Assessment of financial resources management, including:
- adequacy and realism of budget allocations to achieve intended results;
 - adequacy and realism of the Integrated Budget Revisions in matching implementation needs and project objectives;
 - rate of delivery and budget balance at global and regional levels at the time of the evaluation and in relation to work-plans.
- e. Analysis of gender mainstreaming for gender equality. This will include:
- extent to which gender equality considerations were reflected in project objectives and design to address the needs, priorities and constraints of both women and men, and in the identification of beneficiaries;
 - extent to which gender equality considerations were taken into account in project implementation and management;
 - extent to which gender relations and equality have been or will be affected by the project³.
 - analysis of gender equity in the management and staffing of the project.
- f. Analysis of the Capacity Development dimension in the design, implementation and results of the programme, at individual, organizational and enabling environment levels.⁴ This will include CD on both technical and soft-skills, i.e. planning, budgeting, partnering and negotiating.
- extent to which the capacity of national and regional institutions are enhanced to produce, analyze and influence decisions;
 - extent to which the skills of national staff in target countries have been improved as a result of the GS;
 - is the program designed to increase capacity of all the implementation partners; and
 - extent to which the capacity of regional training centers have been upgraded.
- g. Analysis of Partnerships and Alliances, namely:
- extent to which the coordination among partners is effective;
 - are there clear lines of communication among participating partners;
 - extent to which the coordination with participating partners is effective;
 - extent to which partners were planned in the project design and developed through implementation;
 - extent to which established partners affected project results and sustainability;
 - extent to which the Global Strategy presents synergies with other projects or activities in the field of agricultural and rural statistics.

³ Particular attention will be devoted to the four FAO’s Gender Equality Objectives attainable at the level of initiative or thematic area: i) Equal decision-making; ii) Equal access to productive resources; iii) Equal access to goods, services and markets; iv) Reduction of women’s work burden;³

⁴ See: <http://www.fao.org/capacitydevelopment/en/>

IV. Impact

- extent to which the programme influenced actual or potential impact prospects at country level;
- extent to which the programme interventions’ produced direct or indirect results/impact at country, regional or global level;
- extent to which the project design can enhance sustainability;
- overall impact of the project, actual or potential, positive and negative, produced directly or indirectly, intended or unintended; and
- Overall contribution of the project to the UNDAF

V. Sustainability

29. The prospects for sustaining and up-scaling the project's results by the beneficiaries and NSOs after the termination of the project. The assessment of sustainability will focus, in addition to technical, social and economic aspects as appropriate, on the institutional sustainability of the following products and outcomes:

- the institutional set up for statistical systems;
- the information systems;
- capacity development of the key partners; global, regional and national actors
- Is the level of national ownership sufficient to allow for the project results to be sustained at country level
- To what extent the benefits of the programme will continue after donor funding?

30. Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by global office and regional offices, including participating partners to ensure sustainable development, including any need for follow-up or up-scaling action.

31. The evaluation will draw attention to specific good practices and lessons to be learned as they are of interest to other similar activities. Any proposal for further assistance should include specification of major objectives and outputs and indicative inputs required. Evaluation methodology.

Approach and tools

32. Following the decision made during the 10th GSC meeting, the midterm evaluation of the Global Strategy will be conducted by FAO’s office of evaluation (OED).

33. OED was established as a separate organizational entity in January 2010 and reports directly to FAO Governing Bodies and FAO’s Director General. This reporting structure ensures that OED remains separate from FAO’s technical units responsible for the design and implementation of the policies and programmes that are evaluated. In this respect, OED remains independent from the Global Component, the Regional Office in Asia and the Pacific and the Fund Administrator.

34. OED strives for the highest international standards in its evaluation practice. It adheres to norms and standards established by the United Nations Evaluation Group (UNEG)⁵. OED also plays an active role in UN System inter-agency discussions for strengthening and harmonizing evaluation approaches and criteria. The key principles guiding the evaluations conducted by OED are: Independence, impartiality, credibility, transparency and usefulness.

35. The midterm evaluation of the GS will be conducted by an independent Evaluation Team identified, selected and supervised by OED. The Evaluation Team will be responsible for conducting the evaluation and for producing the evaluation report, while OED will be

⁵ United Nations Evaluation Group, <http://www.uneval.org/normsandstandards>

responsible for preparing the ToRs for the midterm evaluation, overseeing the recruitment of the consultants and managing their work.

36. The evaluation will adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered will underpin its validation and analysis and will support conclusions and recommendations.

37. The Global Office will provide OED all the necessary background and documentation and will be available for any clarifications required by OED. Under its secretariat role, the Global Office will submit the ToRs of the midterm evaluation to the GSC members for approval and will prepare a detailed assessment of the evaluation, for submission to the GEB and GSC as applicable.

38. The evaluation methodology will draw upon the views and perspectives of Country Government(s), Global and Regional Offices Staff, Implementing partners and donors staff at global, regional and national/country level, data and documentation reviews, and interviews with key decision maker and partner stakeholders working in the area of agricultural statistics’.

39. The Evaluation team will consult the following documents:

- Global strategy;
- Global Action plan of the global strategy to improve agricultural and rural statistics;
- Funding Agreement with DFID, BMGF and Italian Cooperation
- Programmes documents’;
- Progress and annual reports;
- Back to Office reports (BTORs);
- Minutes and documents submitted to the GSC and GEB
- Regional action plan for Africa
- Regional action plan for A&P
- Former M&E framework including reporting templates
- Revised M&E framework including reporting templates
- Global Strategy website <http://www.gsars.org/>

40. The evaluation will make use of the following methods and tools: (i) Desk Review: Review of literature, including the documents detailed above (reference material); (ii) preparation of an evaluation matrix with related evaluation questions and benchmarks; (iii) Stakeholder Review; (iv) Semi-structured interviews with key informants, stakeholders and participants, supported by check lists and/or interview protocols; direct observation during field visits; surveys and questionnaires; and (v) Workshops in the field to discuss and validate findings, and propose possible recommendations.

41. At the country level, particular attention will be devoted to ensure that women and other under-privileged groups will be consulted in adequate manner. Insofar as possible and appropriate, interaction will also take place with non-participants to canvass their opinions. The Sustainable Livelihoods Framework;⁶ the Strengths, Weaknesses, Opportunities and Threats (SWOT) framework can be used for assessment of project results.⁷

⁶ The Sustainable Livelihoods Framework identifies five different capitals (human, social, natural, financial, and physical), each including different assets. It helps in improving understanding of livelihoods, in particular of the poor. For more information, among others:

http://www.livelihoods.org/info/guidance_sheets_pdfs/section2.pdf

⁷ SWOT is a widely used strategic planning tool, useful also in the assessment of development interventions, to canvass their strengths and weaknesses, as well as future perspectives. It is particularly used in focus groups, but it can be adapted to individual interviews as well.

Stakeholders and consultation process

42. The evaluation team will discuss in detail with the key stakeholders of the programme and will take into account their perspectives and opinions. The primary beneficiaries are decision makers dealing with global strategy to improve agricultural and rural statistics'. Other beneficiaries are any stakeholder within the field of agricultural statistics as the methods; guidelines and training material are publically disseminated through the global strategy website and the repository.

43. The evaluation team will maintain close liaison with: OED, the Project Task Force members and the Global and Regional office staff. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of the Government, the donor or any implementing partner.

44. The team will present its preliminary findings, conclusions and recommendations to the project stakeholders in the visited country/ies and insofar as possible, in the relevant FAO Decentralized Office and in HQ⁸, to obtain their feedback at the end of the data-collection phase.

45. The draft ToR will be circulated among key stakeholders for comments, including the GSC, before finalisation; suggestions will be incorporated as deemed appropriate by OED. The draft evaluation report will also be circulated among key stakeholders and GSC members for comments before finalisation; suggestions will be incorporated as deemed appropriate by the evaluation team.

Roles and responsibilities

46. The Programme Coordinator of the Global Office and the programme officer are responsible for initiating the evaluation process, drafting the first version of the Terms of Reference, and supporting the evaluation team during its work. The Global Office and the regional offices staff are required to participate in meetings with the team, make available information and documentation as necessary, and comment on the draft final terms of reference and report.

47. The programme coordinator and programme officer are also responsible for leading and coordinating the preparation of the Management Response⁹ and the Follow-up Report to the evaluation, fully supported in this task by the implementing partners. OED's guidelines for the Management Response and the Follow-up Report provide necessary details on this process.

48. OED assists the Programme coordinator and Programme Officer in drafting the ToR, in the identification of the consultants and in the organization of the team's work; it is responsible for the finalization of the ToR and of the team composition¹⁰. The GEB will ultimately endorse the selection of the evaluation team.

49. OED will brief the evaluation team on the evaluation methodology and process and will review the final draft report for Quality Assurance purposes in terms of presentation, compliance with the ToR and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations. .

50. The Evaluation Team is responsible for conducting the evaluation, applying the methodology as appropriate and for producing the evaluation report. All team members, including the Team Leader, will participate in briefing and debriefing meetings, discussions,

⁸ It is expected that the evaluators attend to the midterm conference that will be organized from the 22 till the 27 of June

⁹ The Global Office will address the management response and share it with the GSC members

¹⁰ The responsibility for the administrative procedures for recruitment of the team, will be decided on a case-by-case basis.

field visits, and will contribute to the evaluation with written inputs for the final draft and final report.

51. The Team Leader guides and coordinates the team members in their specific work, discusses their findings, conclusions and recommendations and prepares the final draft and the final report, consolidating the inputs from the team members with his/her own.

52. The Evaluation team will be free to expand the scope, criteria, questions and issues listed above, as well as develop its own evaluation tools and framework, within time and resources available.

53. The team is fully responsible for its report which may not reflect the views of the Government or of the implementing partners. An evaluation report is not subject to technical clearance by the implementing partners although OED is responsible for Quality Assurance of all evaluation reports.

54. As a contribution to the OED Knowledge Management System:

- the Team Leader will be responsible for completing the OED quantitative project performance questionnaire, to be delivered at the same time with the final evaluation report;
- OED will ask all team members to complete an anonymous and confidential questionnaire to get their feedback on the evaluation process.

Evaluation team

55. Mission members will have had no previous direct involvement in the formulation, implementation or backstopping of the project. All will sign the Declaration of Interest form of OED.

56. The evaluation team (ET) will comprise the best available mix of skills that are required to assess the project, and as a whole, will have expertise in all the following subject matters:

- global policy on agricultural statistics;
- knowledge of the regions and familiarity with its political, socio-economic and institutional conditions;
- Statistics;
- Conduct of evaluation;
- Capacity development.

57. Furthermore, to the extent possible, the team will be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives.

Evaluation deliverables

58. The evaluation report will illustrate the evidence found that responds to the evaluation issues, questions and criteria listed in the ToR. It will include an executive summary. Supporting data and analysis should be annexed to the report when considered important to complement the main report.

59. The recommendations will be addressed to the different stakeholders and prioritized: they will be evidence-based, relevant, focused, clearly formulated and actionable.

60. The evaluation team will agree on the outline of the report early in the evaluation process, based on the template provided in Annex I of this ToR. The report will be prepared in English with numbered paragraphs, following OED template for report writing. Translations in other languages of the Organization, if required, will be OED's responsibility.

61. The team leader bears responsibility for submitting the final draft report to OED within two weeks of the conclusion of the mission. Within two additional weeks after submission, OED will return the report to the ET with its comments and suggestions. The final draft includes as appropriate comments and suggestions will be submitted to OED within maximum two weeks.

62. Annexes to the evaluation report will include, though not limited to, the following as relevant:

- Terms of reference for the evaluation;
- Profile of team members;
- List of documents reviewed;
- List of institutions and stakeholders interviewed by the evaluation team;
- List of project outputs;
- Evaluation tools.

Evaluation timetable

63. The evaluation team will attend to the Global Strategy Midterm conference and the 11thGSC meeting. These meetings will take place from the 22nd of June till the 25th of June. This will allow the evaluation team to have interview with donors, focal persons of the GS in underfunded regions and all GSC members.

64. Following the midterm conference meetings, the evaluation team will be briefed by OED for three days in Rome: a) discuss the TOR for the evaluation with OED evaluation service staff, b) interview the key technical and operational units within FAO responsible for supporting the delivery of the GS programme, and c) revise the evaluation matrix for the evaluation and prepare data gathering tools during this period.

65. The tentative evaluation mission to the Rwanda, Tanzania, Bangladesh and Indonesia is scheduled to take place during the month of August.

66. The Evaluation team will have an initial 5 day country visit, and meet with the Government/regional office/department/statistical bureau to be evaluated. The timetable below shows a tentative programme of travel and work for the evaluation team. It will be finalised upon the recruitment of the evaluation team.

Tentative timetable of the evaluation

Task	Dates	Duration	Responsibility
ToR finalization	30 th May		OED -Global Office
Team identification and recruitment	5 th of June		OED
Mission organization	5 th of June		OED/Global Office
Reading documentation	8 th – 15 th June		
Attendance to the GS MTC and GSC	22-25 June		Evaluation team
Briefing	26- 30 June		OED – Global Office
Travel			OED
Mission to Abidjan- AfDB	2 – 5 August		OED/ESS
Mission to the Ghana, Rwanda and Tanzania.	5 – 19 August		OED/RAF/FAORs
Stopover in Rome	20 - 21 August		OED
Mission to Bangladesh and Indonesia	22August – 4 September		OED/FAORs
Mission to the Regional Office in RAP	4 – 9 September		OED/RAP
Draft report	30 October		ET/OED/PTF
Final report	30 November		OED

Annex 2: Brief Profile of Evaluation Team Members

Hubert Paulmer – Team Leader

Hubert is an agri-business management and an evaluation professional with more than 25 years of experience in planning and managing complex program evaluations and multi-sectoral international projects in private, public and non-profit sectors across Africa, Asia-Pacific, Europe, and North America in more than 45 countries. As a Credentialed Evaluator of the Canadian Evaluation Society, he has led consulting assignments with multilateral development banks, UN agencies, bilateral development agencies and foundations. He has also led consulting assignments directly with several developing country governments, including at Cabinet Office level. He has led development effectiveness reviews of UN agencies. Furthermore, he has expertise and extensive experience in organisational reviews/assessments, strategic planning, governance, business models, change management, risk analysis and mitigation. He has designed and conducted several training programs and workshops. He also brings valuable experience as an ex-banker and former top-executive managing agribusinesses successfully in Africa and Asia involving value chain management, SME development, micro-finance, PPP, and international trade. Hubert is a Canadian citizen of Indian origin and a Partner at a management consulting firm, based in Ottawa, Canada.

Michel Mouyelo-Katoula – Team Member

Born in Congo-Brazzaville, Michel is a national of Luxembourg. He records 40 years of high level national and international experience in statistics, economics and planning, as well as lecturing in universities and international statistical training institutes, and consulting for several major international organisations. Of these 40 years, 30 were devoted to addressing issues around comparability and harmonisation of price statistics and national accounts through the implementation of the International Comparison Program (ICP). He worked 6 years (from 1983-1989) as a Eurostat expert, then became the Director of a Luxembourg-based statistical institution, EuroCost, from 1990-2000, before leading the preparation of the 2nd National Development Plan of Namibia (2000-2001) as the Director of an EU-funded project. He joined the African Development Bank in June 2002 as the ICP-Africa Regional Coordinator, and became the Manager of the Statistical Capacity Building Division. In 2009, he was hired by the World Bank, Washington DC, USA, as the Global Manager of the International Comparison Program (ICP 2011) which he successfully managed until the release of final results in June 2014. He is currently an international consultant.

Annex 3: List of Documents Reviewed

Global Strategy Programming Documents and Reports

- Consolidated Activity Reports – January to June 2015
- Activity Report of Asia-Pacific (First Semester 2015) – January to June 2015
- Activity Report of Africa (First Semester 2015) – January – June 2015
- Situation of Funding Gaps – Presented to 11th GSC on June 22, 2015
- Proposal for a New Output for the Global Office (June 22, 2015)
- Note of Agricultural Integrated Survey (AGRIS) – Rationale, methodology and implementation (June 22, 2015)
- Work Plan of TA Expert in Africa (July 15, 2015)
- GS in Asia Pacific – Summary of In-depth Country Assessments and Short-term Country Proposals for TA and Training (2015)
- Funding Agreement Amendment with BMGF (January 13, 2015)
- Final Log Frame of GS (February 2015)
- Global Office Annual Consolidated Narrative Reports – 2012, 2013 and 2014
- Work Plans and Budget for Global Office, Africa and Asia-Pacific - 2015
- Consolidated Financial Reports – 2012, 2013 and 2014
- Africa Annual Narrative Report - 2014
- Asia Pacific Narrative Report - 2014
- Terms of Reference of Global Office Staff and Consultants
- Terms of References for GSC, GEC and RSCs
- Summary Record of Coordination Meetings with Implementing Partners (September 10, 2014 and April 30, 2015)
- GSC Meeting Records/Reports and Participation List (1st to 11th)
- GEB Meeting Notes and Reports (2012 to 2015)
- Asia-Pacific RSC Meeting Agenda and Documents – 4 meetings (2013-2015)
- European Union Contribution Agreement with AfDB - DCI-Food 2014.353-288 (December 19, 2014)
- Country Assessment of Agricultural Statistical Systems in Africa (2014)
- Assessing Country Capacity to Produce Agricultural and Rural Statistics – Guidelines (June 2014)
- IdCA – Guidelines for the In-depth Country Assessments (June 2014)
- SPARS – Strategic Plans for Agricultural and Rural Statistics Guidelines (June 2014)
- Amendment to the MoU between Government of UK of Great Britain and Northern Ireland acting through DFID and FAO – Amendment No. 1-2014 (February 3, 2014)
- Revised Work Plan of the Global Office - 2014
- Revised Organization of Work Implementation of Activities of the Research Component of the GS for 2014-2015
- Revised Overall Budget 2013-2017 (January 22, 2014)
- Asia-Pacific Regional Action Plan to Improve Agricultural and Rural Statistics 2013-2017 (2013)
- CIS Region Implementation Plan 2013-2017
- Latin America and the Caribbean Region Implementation Plan 2013-2017
- GS in Asia Pacific – Brochure (2014)
- GS - Communication Strategy
- Proposal for an Integrated Monitoring and Evaluation Framework – submitted to FAO by B.T Ngo and A.J.Flatt (December 2014)

- Allocation of Funds - 2013
- Work Plans and Budget of Global Office, Africa and Asia-Pacific - 2013
- MoU between FAO and AfDB for implementation of GS (August 19, 2013)
- Agreement between the Government of Italy and the FAO (March 26, 2013)
- Concept note for Monitoring and Evaluation Framework – Agenda Item 6 for endorsement to 7th GSC
- Work Plan and Budget of GS at Global Level - 2012
- Work Plans of Asia Pacific, CIS, LAC and Near East Regions – 2012
- Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics (November 9, 2012) Prepared by FAO, World Bank and the UNSC
- Grant Proposal to BMGF (June 18, 2012)

Global Strategy Mid-term Conference Presentations

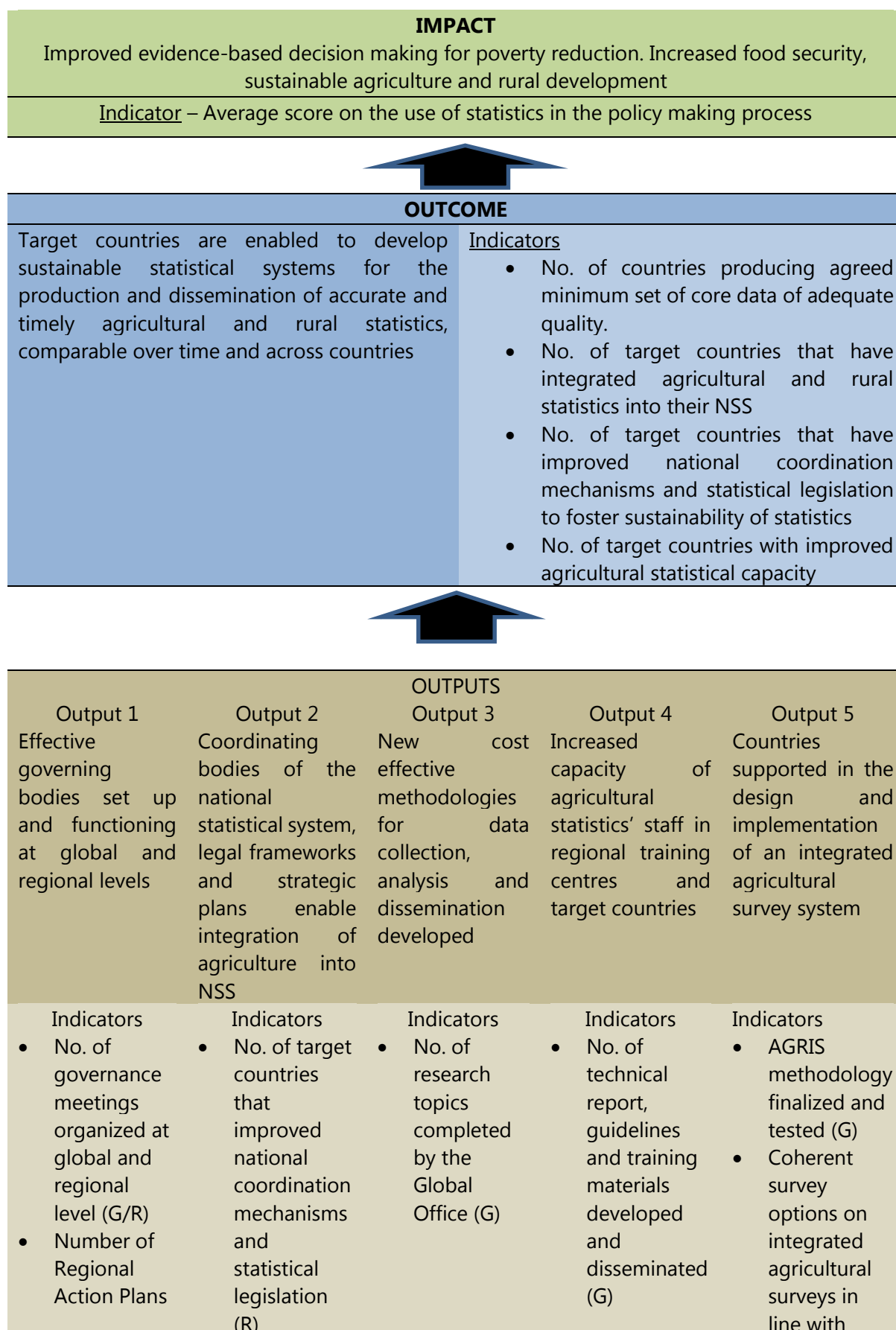
- Way Forward: Completing the 1st Phase of the GS Implementation (June 25, 2015)
- Meeting CAADP Data Needs: A Case Study of COMESA (June 25, 2015)
- The GS and the International Development Agenda – Data Needs for SDGs Global Monitoring (June 25, 2015)
- Linking Statistics with Policies in Tanzania (June 25, 2015)
- Investing in the Production and Use of the Minimum Set of Core Data (June 25, 2015)
- Catalytic Role of the Global Strategy for Other Statistical Capacity Building Initiatives: The AMIS Perspective (June 24, 2015)
- Implementing the Global Strategy to Improve Agricultural and Rural Statistics in the CIS Region (June 24, 2015)
- Catalytic Role of the Global Strategy: Overview of Existing Initiatives (June 24, 2015)
- USDA – Economic Research Services and the National Statistics Service (June 24, 2015)
- Overview of the Implementation of the TA Component in Africa (June 24, 2015)
- National Strategy for Development of Agricultural and Rural Statistics of the Cabo Verde – PSSAR-CAV 2015-2021 (June 24, 2015)
- Development of Multiple Frame Surveys for Agriculture and Rural Statistics: Experience of Ethiopia (June 24, 2015)
- Implementation of GS in Bangladesh (June 24, 2015)
- Overview of TA in Asia and the Pacific (June 24, 2015)
- Experiences with Implementation of GS in Lao PDR (June 24, 2015)
- Using IdCA Information to Progress Technical Assistance in Samoa (June 24, 2015)
- Agricultural Statistician Training at the Eastern Africa Statistical Training Centre – Succession Plan Initiative (June 24, 2015)
- Main Achievement of the Training Component of the Action Plan for Africa of the GS (June 24, 2015)
- Capacity Building Program for Agricultural and Rural Statisticians (June 24, 2015)
- GS Asia-Pacific: Training Component (June 24, 2015)
- Development of Agricultural Statistics in Kazakhstan (June 24, 2015)
- Improving the Quality and Use of Administrative Data for Agricultural Statistics in Developing Countries – Tanzania Experience (June 23, 2015)
- Computer-assisted Personal Interviewing in Practice: The Case of Uganda (June 23, 2015)
- A Participatory Approach for the Estimation of Costs of Production in Tunisia (June 23, 2015)
- Improving Rice Statistics in the Philippines (June 23, 2015)

- Producing Fisheries and Aquaculture Statistics Through the Agricultural Census Framework (June 23, 2015)
- Research Programme (of Global Strategy) – Introduction (June 23, 2015)
- Improving Post-harvest Losses Statistics (June 23, 2015)
- Lessons Learnt from Implementing the Global Strategy in Africa (June 23, 2015)
- Lessons Learnt from Implementing the GS in Asia and the Pacific (June 23, 2015)
- Lessons Learned from Implementing the Global Strategy: The Global Office Point of View (June 23, 2015)
- Modernization of the Agriculture Statistics in Support of SDGs (June 23, 2015)
- Dot Sampling Method Using Google Earth (June 23, 2015)

Other Relevant Documents

- AfDB (2015) Identifying Technical Assistance Needs for Improving Agricultural Statistics in African Countries, Statistics Department, AfDB
- Ministry of Agriculture, Indonesia (2015) Agricultural Statistics – Data Collection System by Centre for Agricultural Data and Information Systems (CADIS)
- APCAS (2014) FAO – the New Strategic Framework and the Role of Statistics - Asia and Pacific Commission on Agricultural Statistics 25th Session (February 2014)
- SPARRSO (2014) Crop Estimation, Analysis and Monitoring System (CEAMONS), Agricultural Division of Bangladesh Space Research and Remote Sensing Organizations (SPARRSO)
- JICA (2014) – Agricultural Routine Data System (ARDS) Flow Diagram in Tanzania
- DFID (2011) Supporting the Implementation of the Global Strategy for Improving Statistics for Food Security, Sustainable Agriculture and Rural Development (December 2011)
- AfDB (2011) Improving Statistics for Food Security, Sustainable Agriculture and Rural Development – An Action Plan for Africa 2011-2015 (May 2011)
- World Bank (2010) Global Strategy to Improve Agricultural and Rural Statistics - Report No. 56719 – GLB (prepared by World Bank, FAO and the UN)
- World Bank (2010) Global Strategy to Improve Agricultural and Rural Statistics- Report of the Friends of the Chair on Agricultural Statistics, Presented in UNSC 41st Session February 23-26, 2010
- World Bank (2009) Living Standards Measurement Surveys on Agriculture

Annex 4: Logical framework for Global Strategy



<p>developed (R)</p> <ul style="list-style-type: none"> • Number of annual consolidated narrative reports and annual/mid-year financial reports submitted (G) • No. of annual workplans endorsed by the governance of the programme (G) 	<ul style="list-style-type: none"> • No. of target countries that have integrated agricultural and rural statistics into their NSDS (R) • No. of target countries where additional government funding is provided to support agricultural statistics (R) 	<ul style="list-style-type: none"> • No. of countries that adopted a minimum of 5 cost effective methods (R) • Number of countries producing agreed minimum set of core data of adequate quality (R) • No. of countries who received appropriate training on the use of cost effective methods (R) 	<p>other initiatives developed and tested (G)</p>
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Note: (G) – Global level; (R) – Regional level

Source: Global Office – Revision of Monitoring and Evaluation Framework (p.13-17)

Annex 5: Integrated Budget (June 2015)

(Amount in USD millions)	Global	Africa	Asia-Pacific	LAC	Near East	CIS	Total Budget
1.1 Global & Regional Office staff	4.674	5.048	2.520	2.585	1.090		16.959
1.2 Oversight of implementation	0.395	0.842	0.715	0.715	0.357		3.382
1.3 Governance meetings	0.316	0.200	0.150	0.150	0.100		1.015
1.4 Scientific Advisory Committee	0.397	-	-	-	-	-	0.397
1.5 Advocacy-Communication	0.547	0.145	0.130	0.130	0.065		1.081
1.6 GS Evaluation	0.280	-	-	-	-	-	0.280
1.7 Monitoring	0.297	0.273	0.200	0.200	0.100		1.169
TOTAL OUTPUT 1	6.906	6.005	3.715	3.780	1.712	1.665	23.783

2.1 Country Assessments	-	0.835	0.425	0.425	0.122	0.122	1.929
2.2 SPARS	0.175	2.807	1.400	1.400	0.427	0.425	6.634
2.3 Strengthening National Governance	0.230	0.688	0.242	0.242	0.062	0.62	1.526
TOTAL OUTPUT 2	0.405	4.040	2.067	2.067	0.611	0.609	9.799

TOTAL OUTPUT 3 (Research)	8.325	-	-	-	-	-	8.325
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4.1 Preparation of guidelines and training material	1.508	0.535	0.080	0.080	0.065	0.065	2.334
4.2 Data harmonisation and dissemination	1.103	3.771	2.490	2.490	0.647	0.647	11.151
4.3 Implementation of cost-effective methods	0.150	6.125	2.745	2.745	0.750	0.746	13.261
4.4 In-country training	0.240	1.022	0.812	0.811	0.399	0.399	3.683
4.5 Regional training and upgraded capacities of training centres	-	1.981	0.985	0.985	0.413	0.413	4.667
TOTAL OUTPUT 4	3.001	14.228	7.112	7.111	2.277	2.270	35.999

5.1 Develop and test AGRIS methodology	0.300	-	-	-	-	-	0.300
5.2 Develop guidelines and packages that integrate AGRIS and LSMS-ISA	0.85	-	-	-	-	-	0.85
	0.385	-	-	-	-	-	0.385

TOTAL	19.022	24.273	12.893	12.958	4.601	4.543	78.291
Cost PP	1.331	1.214	0.645	0.648	0.230	0.227	4.295
Cost FA	-	0.510	0.271	0.272	0.096	0.96	1.245

GRAND TOTAL	20.353	25.997	13.809	13.878	4.927	4.866	83.831
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Note: The amounts have been rounded to three decimals

Source: Global Office – Justification and Proposal for the Revision of the Integrated Budget – submitted to 11th GSC (June 2015)

Annex 6: Summary of Utilization of Funds by Implementing Partner and by Year

Budget by Year (without carry forward amount)	Global	Africa		Asia-Pacific	
	Global Office	AfDB	ECA	FAO RAP	ESCAP
2012	2,109,375	988,205	506,100	375,140	-
2013	4,502,413	2,714,250	1,461,900	2,126,944	760,659
2014	3,103,421	2,767,899	816,375	209,728	199,496
2015	3,464,619	1,994,261	1,202,847	628,802	527,510

Funds Received by Year (without carry forward amount)	Global	Africa		Asia-Pacific	
	Global Office	AfDB	ECA	FAO RAP	ESCAP
2012	1,236,416	-	-	375,140	-
2013	4,573,630	3,051,811	1,968,000	1,730,525	746,441
2014	1,825,456	2,767,899	816,375	738,717	213,729
2015	2,584,519	1,261,959	881,879	617,926	299,814

2012 Details	Global	Africa		Asia-Pacific	
	Global Office	AfDB	ECA	FAO RAP	ESCAP
Total Budget for 2012	2,109,375	988,205	506,100	375,140	-
Funds Available for 2012	1,236,416	-	-	375,140	-
Funds Spent in 2012	215,410	-	-	39,082	-
% of Funds Spent over Total Budget	10%	-	-	10%	-
% of Spent over Funds Available	17%	-	-	10%	-

2013 Details	Global	Africa		Asia-Pacific	
	Global Office	AfDB	ECA	FAO RAP	ESCAP
Total Budget for 2013 [†]	6,402,175	3,682,455	1,968,000	2,675,813	760,659
Funds Available for 2013 ^{##}	5,595,579	3,051,811	1,968,000	2,066,583	746,441
Funds Spent in 2013	2,539,388	1,373,171	1,279,523	354,257	139,400
% of Funds Spent over Total Budget	40%	37%	65%	13%	18%
% of Spent over Funds Available	45%	45%	65%	17%	19%

2014 Details	Global	Africa		Asia-Pacific	
	Global Office	AfDB	ECA	FAO RAP	ESCAP
Total Budget for 2014 [†]	6,084,855	4,343,871	1,042,909	2,351,860	820,796
Funds Available for 2014 ^{##}	4,884,346	4,446,663	1,504,827	2,451,043	820,771
Funds Spent in 2014	4,152,276	2,513,920	387,633	748,943	247,334

% of Funds Spent over Total Budget	68%	58%	37%	32%	30%
% of Spent over Funds Available	85%	57%	26%	31%	30%

2015 Details	Global	Africa		Asia-Pacific	
	Global Office	AfDB	ECA	FAO RAP	ESCAP
Total Budget for 2015‡	5,190,437	4,206,531	1,763,757	2,059,750	999,380
Funds Available for 2015##	3,318,815	3,194,082	2,009,021	2,322,698	880,418
Funds Spent in 2015†	2,618,047	990,300	141,322	758,105	88,230
% of Funds Spent over Budget	50%	24%	8%	37%	9%
% of Spent over Funds Available	79%	31%	7%	33%	10%

2012-2015 Summary	Global	Africa		Asia-Pacific	
	Global Office	AfDB	ECA	FAO RAP	ESCAP
Total Budget for 2012-2015	13,179,828	8,444,615	3,987,223	3,340,614	1,259,984
Funds Received for 2012-2015	10,220,021	7,081,669	3,666,254	3,462,307	1,259,984
Funds Spent in 2012-2015†	9,525,121	4,877,392	1,808,478	1,900,387	474,964
% of Funds Spent over Budget	72%	58%	45%	57%	32%
% of Spent over Funds Received	93%	69%	49%	55%	38%

‡ Includes carry forward budget from the previous year(s)

Includes Funds received for the year and carried over from previous year

† Funds spent in 2015 pertains to only from January to June 2015

Source: Information from Global Office – Funding Situation October 2015

Annex 7: Fund Resource Management

A. Funding Gap by Outputs

(USD in millions)	Total Budget	Funding Gap [†]	Gap %
Output 1 – Coordination	25.448	9.447	37%
Output 2 – National Governance and Development of SPARS	10.485	4.512	43%
Output 3 – Research	8.908	3.015	34%
Output 4 – TA and Training	38.579	16.273	42%
Output 5 – AGRIS	0.412	-	0%
Total	83.831	33.247	40%

[†] The funding gap for each output has been estimated based on total gap presented by Global Office – Situation of Funding Gap (June 2015), p2. It does not affect implementation in Africa region.

Source: Global Office

Bulk of the financial resource gap pertaining to **Output 1** (coordination activities) pertains to lack of funding for LAC, CIS and Near East region and this affects implementation and progress in these three regions. Although these regions have not been able to establish a Regional Office in their respective regions, the LAC and CIS regions have been able to develop an implementation plan for 2013-2017 (approved in 2015 by 11th GSC).

Output 2 has the largest funding gap in terms of proportion (43 percent) to its budget. This gap will mean that Global Strategy will not be in a position to establish national governance and develop SPARS as planned in LAC (20 countries), Near East (5 countries) and CIS (5 countries) regions. Although the funding gap may not have an immediate effect on progress in the Asia-Pacific activities to reach 20 countries, it is likely to have an impact on the progress on activities in 2017.

The gap pertaining to **Output 3** (research) is related to the Global Office, which carries out the activities of the research component. This could affect progress on certain research topics (e.g. forestry statistics, youth-related disaggregated data), in addition to field testing and dissemination of research completed.

The financial resources gap for **Output 4** (technical assistance and training) is 42 percent; however, in terms of dollar value it accounts for 49 percent (USD 16.273 million) of the total funding gap (USD 33.247 million) envisaged for the Global Strategy. This will hinder Global Strategy in providing any technical assistance and training in LAC (20 countries), Near East (5 countries) and the CIS (5 countries). It will also affect the Asia-Pacific region to some extent in the organization of regional workshops, short seminars, strengthening training centres and/or provision of scholarships. At the Global Office level it can affect the preparation of guidelines and training materials, data harmonization and dissemination and implementation of cost-effective methods. The impact due to funding gap in Asia-Pacific and Global Office level is likely to be minimized due to the efficient fund management on the progress made so far.

The recently introduced **Output 5** (on AGRIS), managed at the Global office level, does not have any funding gap as of date. The budget for which was from re-allocation of the funds already provided for by the GTF. Furthermore, FAO has matched the GTF contribution by providing funds

from its own resources. This is a relevant and positive step in terms of long term sustainability and implementation of the integrated cost-effective data collection

In summary, in the event that no additional funds are being received by the end of 2016, the integrated budget, specifically for Global Office and Asia-Pacific, will have to be revised and optimised to manage within the funds made available till the end of the programme.

B. Budget and Funds Availability#

(USD in millions)	Global Office	AfDB	UNECA	FAO RAP	UNESCAP	Total
Total Budget 2012-2015	13.18†	8.44	3.99	3.34	1.49	30.44
Funds received	10.22	7.08	3.67	3.46	1.26	25.69
% Availability	78%	84%	92%	104%	85%	84%

Since inception to June 30, 2015

† Budget figures may vary slightly due to adjustments made excluding the carry forward and difference in timeframe on finalizing the account between Global Office and FAO.

Source: Compiled from Global Office Funding Situation October 2015. See Annex 7 for details

C. Funds Received and Utilized#

(USD in millions)	Global Office	AfDB	UNECA	FAO RAP	UNESCAP	Total
Funds received	10.22	7.08	3.67	3.46	1.26	25.69
Funds utilized	9.53	4.88	1.81	1.90	0.47	18.59
% of utilization	93%	69%	49%	55%	38%	72%

Since inception to June 30, 2015

Source: Compiled from Global Office Funding Situation October 2015. See Annex 7 for details.

Annex 8: List of Publications and Training Materials

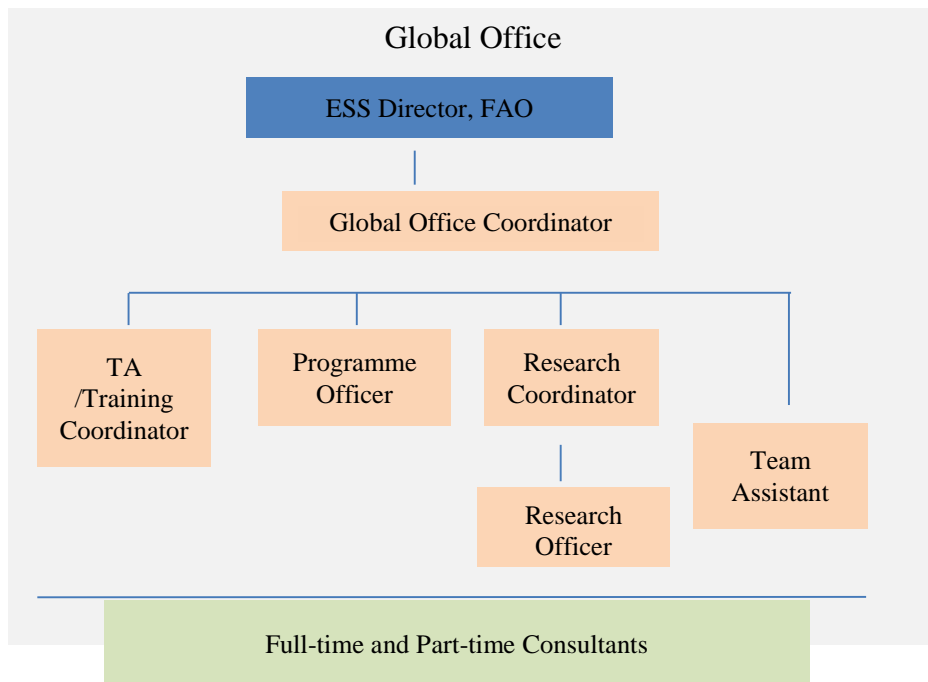
Training Materials

- E-learning Course on Linking Population and Housing Censuses with Agricultural Censuses

Technical Reports and Guidelines (available on <http://www.gsars.org/category/publications/>)

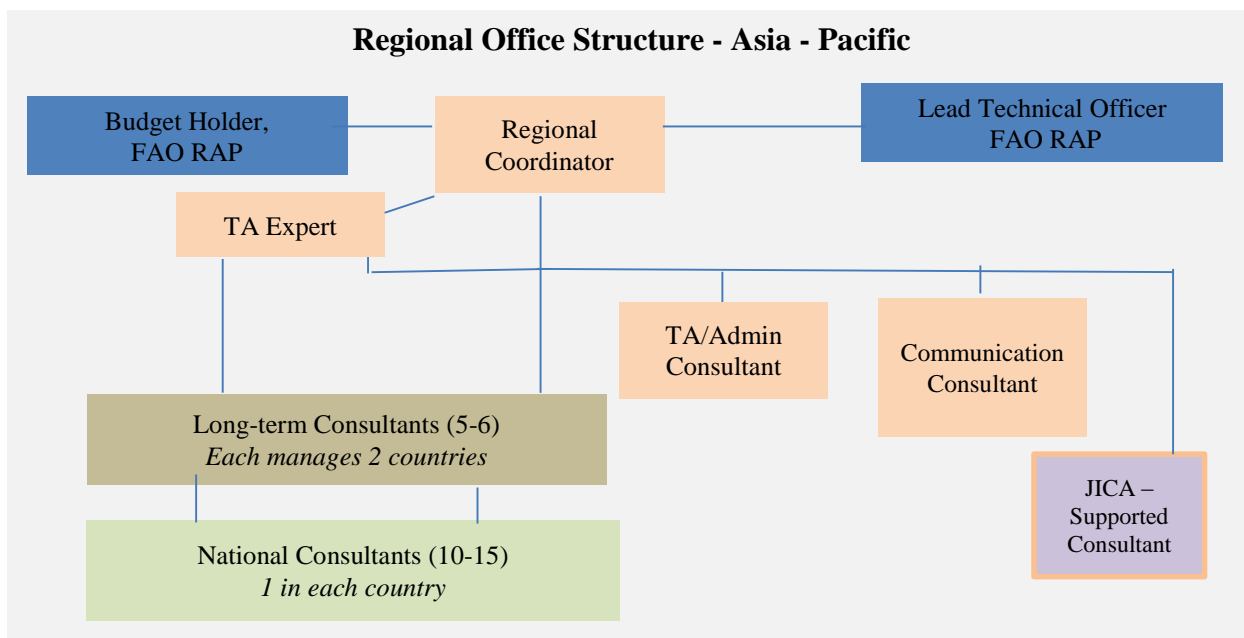
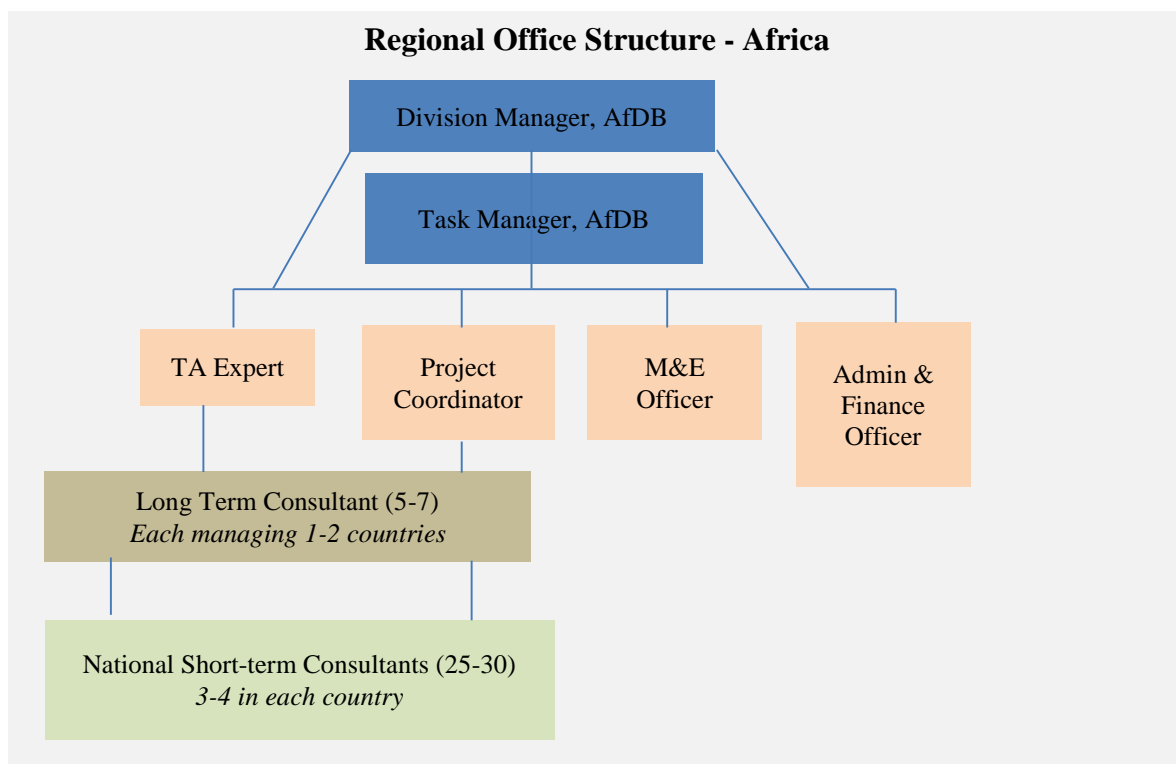
- Technical Report on Linking Area and List Frames in Agricultural Surveys
- Improving the Methodology for Using Administrative Data in an Agricultural Statistics System
- Spatial Disaggregation and Small-Area Estimation Methods for Agricultural Surveys: Solutions and Perspectives
- A Review of Methods for Estimating Grain Post-Harvest Losses
- Towards a System of Environmental-Economic Accounting 2015 - Guidelines
- Guidelines to Enhance Fisheries and Aquaculture Statistics through a Census Framework
- Guidelines for the Integrated Survey Framework
- Technical Report on Improving the Use of GPS, GIS, and Remote Sensing in Setting up Master Sampling Frame
- Estimating Greenhouse Gas Emissions in Agriculture – A Manual to Address Data Requirements for Developing Countries (also in French and Spanish)
- Technical Report on Developing More Efficient and Accurate Methods for the Use of Remote Sensing in Agricultural Statistics
- Providing Access to Agriculture Microdata: A Guide
- Handbook on Agricultural Cost of Production Statistics – Draft Guidelines for Data Collection, Compilation and Dissemination
- Literature Review of Cost of Production Methodologies (also in Spanish)
- Guidelines for the In-depth Country Assessment (IdCA)
- Strategic Plans for Agricultural and Rural Statistics (SPARS) Guidelines (also in French)
- Guidelines for Assessing Country Capacity to Produce Agricultural and Rural Statistics
- Technical Report on Integrated Survey Framework
- Technical Report on Identifying the Most Appropriate Sampling Frame for Specific Landscape Types

Annex 9: Organogram of Global Office



Note: The orange colour denotes the GS core team. The blue is the host organization

Annex 10: Organogram of Regional Office in Africa and Asia-Pacific



Note: The orange colour denotes the GS core team. The blue is the host organization

Annex 11: List of Research Topics Field Tested

Field Test – Research Topic	Countries where Field Tested
1. IdCA methodology	Burkina Faso, Ethiopia, Ghana, Mali, Nigeria, Tanzania, Uganda, Bangladesh
2. SPARS methodology	Burundi, Senegal, Cabo Verde and Benin
3. Integrated Survey Framework	Burkina Faso
4. SEEA conceptual framework	Indonesia, Canada, Australia and Colombia
5. AGRIS	Togo and Burkina Faso
6. Livestock	Indonesia, Tanzania, Botswana
7. Land cover land use databases	Pakistan, Sudan and Cambodia
8. Cost of Production	Tunisia, Indonesia and Colombia
9. CAPI	Uganda, Tanzania, South Africa, and India. The use will be also tested in Indonesia next week.
10. Root crops	Tanzania, Malawi and Uganda
11. Methods for using RS	Malawi
12. Cost-efficiency of RS	China, Morocco (not rabat), India
13. Small-scale fisheries	– Indonesia
14. Food consumption	Peru, Tanzania and Indonesia
15. Green House Gas Emissions	- Trinidad and Tobago, Morocco
16. Crops Stats:	Indonesia, Jamaica. Activities will start in Rwanda

Plan to field test on research topic on Administrative Data in Tanzania and Cote d’Ivoire in 2015

Annex 12: List of Research Topics Peer Reviewed

1. SPARS
2. System of Environmental-Economic Accounting for Agriculture, Forestry and Fisheries
3. Integrated survey framework
4. Development of AGRIS -Agricultural and Rural Integrated Survey
5. Revision of the minimum set of core data
6. Identifying the most appropriate sampling frame for specific landscape types
7. Improving methods for linking area frames with list frames and Improving the use of GPS, GIS and RS for setting up a master sampling frame
8. Methods for estimating cost of production in developing countries
9. Improving methods for estimating post-harvest losses
10. New technology for field data capture, compilation
11. Improving methods for measuring food consumption
12. Improving methodology of food balance sheets
13. Improving methods for crop estimates and estimating yields of roots
14. Efficient and accurate methods for using remote sensing
15. Methods for using land cover/land use databases
16. Cost-efficiency of remote sensing in developing countries
17. Improving quality and use of administrative data
18. Indicators and collection methods for small scale fisheries
19. Developing a module for fishery, aquaculture for censuses and surveys
20. Better integration of geographic information and statistics
21. Improving methods for estimating livestock and livestock products

Annex 13: Scholarship Provided

Countries	Regional Statistical Training Centres			
	EASTC	ENSAE	ENSEA	ISSEA
Burkina Faso		2	1	1
Burundi				2
Comoros			3	
Ethiopia	4			
Ghana	3			
Madagascar			1	2
Mali		3		
Niger		1	2	
Nigeria	4			
Tanzania	4			
Total	15	6	7	5
	33			

EASTC, Dar es Salaam; ENSAE, Dakar; ENSEA, Abidjan; ISSEA, Yaoundé
 Source: UNECA (2015)