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Twelfth meeting of the Executive Committee of the  
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Economic Commission for Latin America and the Caribbean

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**ACTION PLAN OF THE GLOBAL STRATEGY TO IMPROVE AGRICULTURAL  
AND RURAL STATISTICS IN LATIN AMERICA AND THE CARIBBEAN.**

**(DRAFT VERSION 23/04/13)**

# Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics in Latin America and the Caribbean.

**DRAFT VERSION 23/04/13**

## **1. BACKGROUND**

### **1.1. Agricultural Statistics and Development**

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

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

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

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

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

A number of problems are common to most developing countries:

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

### **1.2. The Global Strategy to Improve Agricultural and Rural Statistics.**

The initiative to develop a Global Strategy in order to improve agricultural and rural statistics came as a response to the above mentioned declining quantity and quality of related data and

the need to provide relevant statistical information to support emerging data requirements in such areas as biofuels, global warming and food security.

The International Bank for Reconstruction and Development / The World Bank (WB) following the recommendations of the United Nations Statistical Commission (UNSC) developed the "Global Strategy to Improve Agricultural and Rural Statistics" (GS) that was published in September 2010 (Report # 56719).

The process involved extensive consultations with all key stakeholders, including national statistical offices and ministries of agriculture, during meetings and sessions of FAO governing bodies. An online forum was also organized to reach out to a broader audience<sup>1</sup>.

The GS is aimed to provide a framework for national and international statistical systems to produce the basic data and information on agriculture and rural items to guide the decision making required in the 21<sup>st</sup> century.

The Strategy defines a comprehensive conceptual framework for the production and use of agricultural and rural statistics and information requirements of various data users.

This Strategy is based on three pillars:

(a) **The establishment of a minimum set of core data items** that countries will provide on a regular basis to meet their current and emerging demands. This set is intended to be used as a starting point in building agricultural and rural statistical systems. A methodology for determining the content, coverage and frequency of national agricultural statistical indicators beyond the core set of data is also provided.

(b) **The integration of agriculture into national statistical systems (NSS)** in order to meet policymaker and other data user expectations about the possibility of linking statistical information across the economic, social and environmental domains. The emerging data requirements, the conceptual framework, the assessment of national agricultural statistical systems, and the choice of a core set of indicators all point to the need to integrate agriculture into national statistical systems. The Strategy identifies the main tools with which this integration will be achieved. The development of a master sample frame for agriculture will be the foundation for all data collection based on sample surveys or censuses. An integrated survey framework will be established to provide comparable data over time and across countries using an annual survey of selected core items and periodic data collections from a set of rotating panels covering economic and environmental issues. The concept of integration across data domains will also be ensured by an integrated data management system for all official statistics related to agriculture.

(c) **The sustainability of agricultural statistical systems** through governance and statistical capacity-building. The sustainability of a statistical system depends on stable and predictable funding that ensures ongoing support for data collection at appropriate intervals. It is largely a function of the demand for the data it produces and of the financial support that is required to satisfy that demand.

### 1.3. The Implementation Plan.

The 41<sup>st</sup> Session of the United Nations Statistical Commission (UNSC) unanimously endorsed the Global Strategy. The Statistical Commission recommended that FAO works with the Friends of the Chair (composed of selected countries in all regions and chaired by Brazil) to develop a Global Implementation Plan which should include a comprehensive technical assistance program, an articulated training program and a targeted research agenda as well as clear indications on funds management and governance arrangements at the global, regional and

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<sup>1</sup> [wiki.asfoc.ibge.gov.br](http://wiki.asfoc.ibge.gov.br)

national levels. It also recommended that consideration be given to grouping countries according to their statistical development.

In preparing the Global Implementation Plan (following an inclusive process) a regional approach has been adopted to take account of the different level of statistical development between regions as well as to ensure ownership by regional institutions. Africa was the first region to have developed such an Implementation Plan, because of the strong leadership of the African Development Bank and the Economic Commission for Africa. The Asian-Pacific region followed the Africa Implementation Plan. The present report refers to the Implementation plan for Latin America and the Caribbean<sup>2</sup>.

Important features of the Implementation Plan are:

- a) Regional Commissions will act as coordinators and other regional and sub regional organizations as partners;
- b) The Implementation Plan should be coordinated with other global initiatives and aligned with country priorities in line with the principles of the Paris Declaration on Aid effectiveness, the Accra Agenda for Action and the Dakar Declaration on the Development of Statistics.

The Friends of the Chair Group<sup>3</sup> has formed 4 working Groups to develop the various components of the Global Implementation Plan:

- Comprehensive Country Assessment Framework: Lead FAO
- Technical Assistance Component: Lead EUROSTAT
- Training Component: Lead CHINA
- Research Component: USDA/NASS

The Implementation Plan is intended to have a long term perspective (10-15 years) but, following a phased approach, the first phase will cover the first five years (2011-2015). The present document refers to the Implementation Plan for Latin America and the Caribbean at the first phase.

#### **1.4. The Action Plan for Latin America and the Caribbean.**

To support implementation of the Global Strategy in the Latin American and Caribbean region, the Statistical Conference of the Americas Working Group on Agricultural Statistics in its first meeting in September 2012 endorsed the FAO's proposal to initiate the development of a regional action plan. In this regard, the Working Group established that *"it is necessary to develop a regional action plan, which should be concrete for a two-year period and that will*

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<sup>2</sup> The Latin American and Caribbean Region covered by this report comprises the following countries: Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent, Suriname, Trinidad and Tobago, Uruguay, Venezuela.

<sup>3</sup> Friends of the Chair Group lead by Brazil and integrated by Australia, Brazil, China, Cuba, Ethiopia, Italy, Morocco, the Philippines, the Russian Federation, Trinidad & Tobago, Uganda, USA, the Fao and the UNSD, serving both as observer and secretariat, and Eurostat and the World Bank as observers.

*foresee: the diagnosis, the country classification according to the diagnosis, technical assistance and training actions and a monitoring, evaluation and reporting”.*<sup>4</sup>.

The Working Group also decided to promote the participation of International Organizations in the implementation plan and enumerated, among others: the Economic Commission for Latin America and the Caribbean (ECLAC) the Inter-American Institute for Cooperation in Agriculture (IICA), the Inter-American Development Bank (IDB), the World Bank (WB), International Fund for Agricultural Development (IFAD) and the Partnership in Statistics for Development in the 21st Century (PARIS21)<sup>5</sup>.

The present document refers to the preparation of the plan to implement the Global Strategy in the Latin America and Caribbean (LAC) region. It will:

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

The immediate antecedents are the Implementation Plan prepared for the Africa Region<sup>6</sup>, the Asia-Pacific Regional Action Plan to Improve Agricultural and Rural Statistics<sup>7</sup>, and the Global Action Plan<sup>8</sup>

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

- Lack of developed and structured National Agricultural Statistical Systems (NASS);
- Lack of integration of agricultural statistics into the National Statistical Systems (NSS);
- Insufficient funds allocated for agricultural statistics;
- Lack of adequate technical tools, statistical methodology and survey framework to support data-production efforts;
- Lack of capacity to analyze data with a policy perspective;
- High mobility of trained staff in agricultural statistics;
- Difficulty of access existing data and lack of metadata and indication of quality;

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

- Many countries undertake agricultural censuses on a regular basis (see Annex 1);

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<sup>4</sup> Primera Reunión del Grupo de Trabajo sobre Estadísticas Agropecuarias (GTEA), Conferencia Estadísticas de las Américas – CEPAL. Implementación de la Estrategia Global para el Mejoramiento de las Estadísticas Agropecuarias y Rurales en América Latina y el Caribe. 6 y 7 de septiembre de 2012, Aguascalientes, México.

<sup>5</sup> Ibidem

<sup>6</sup> “Improving Statistics for Food Security, Sustainable Agriculture and Rural Development, An Action Plan for Africa”, AfDB, AfDF, ECA, FAO, May 2011.

<sup>7</sup> “Asia-Pacific Regional Action Plan to Improve Agricultural and Rural Statistics 2013-2017”, Draft 23, September 2012.

<sup>8</sup> “Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics, for Food Security, Sustainable Agriculture and Rural Development”, FAO, WB, UNSC, Rome 2012.

- Strong National Statistical Institutes in many countries of the region. In several cases these Statistical Institutes are responsible for agricultural censuses and/or surveys.
- Long tradition in university statistical education.
- Important amount of resources mobilized from donors and lending organizations providing technical assistance in statistical activities and policies in the region.

Based on those strengths the action plan should promote the overcoming of the weaknesses.

## **2. FRAMEWORK OF THE ACTION PLAN.**

### **2.1. Introduction.**

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

- i) Impact, outcomes and outputs;
- ii) Stakeholder analysis;
- iii) Sustainability;
- iv) Risk management; and
- v) Implementation, monitoring, and reporting.

### **2.2. Results-based logical framework**

#### **i) Impact, outcomes, and outputs**

The intended impact of the implementation of the Regional Action Plan for LAC is to promote evidence-based policies and programs for poverty reduction, increased food security, and sustainable natural resources management. These are in line with the Millennium Development Goals to “Eradicate extreme poverty and hunger” and “Ensure environmental sustainability”. In the context of the plan, evidence means mainly, though not exclusively, quantitative information or statistics. And statistics will be used also to monitor and evaluate the same policies and programs.

The expected outcome is a significant increase in the availability and quality of agricultural and rural statistics, produced by a sustainable agricultural statistical system with appropriate institutional, human and financial capacity. Availability means the statistics are produced and are easily accessible; quality includes accuracy and timeliness; and relevance has bearing on the needs, such as data that allow broader analysis of economic, social and environmental issues and new data requirements that may emerge during the plan’s implementation period. Timeliness is crucial for many data elements concerning food security and to deal with price volatility. A sustainable agricultural statistics system will be pursued through the coordination and integration of agriculture into the national statistical system, and an increased number of people with the appropriate skills to use cost effective and appropriate statistical methods.

The outputs are:

- A. **Regional governance structure in place.** The Regional Steering Committee has been formed and the Regional Office in FAORLC is staffed with resources for the implementation.

- B. **Country Assessments and determining set of core data.** Country-specific minimum set of agricultural and rural statistics identified by each country using the minimum set of core data contained in the Global Strategy as the basis.
- C. **Integration of Agriculture into the National Statistical System using the NSDS.** Sector Strategic Plans for Agricultural and Rural Statistics (SSPARS) as a component of the NSDS provide the national framework for implementation.
- D. **Improved political support for agricultural statistics.** Improved political support by decision-makers for agricultural and rural statistics in terms of provision of budget and resources.
- E. **Strengthened legal and coordination mechanisms and frameworks** for agricultural and rural statistics.
- F. **Advocacy.** Enhanced capacity of NSS to advocate for adequate resources for developing and compiling country-specific minimum set of agricultural and rural statistics on a sustainable basis.
- G. **Increased ability of NSS to access and use Information and Communications Technologies (ICT)** for production and dissemination of agricultural and rural statistics.
- H. **Improved competencies of NSS** to produce and disseminate minimum set of agricultural and rural statistics in accordance with international standards and good practices through training and technical assistance.
- I. **Strengthened capacity of national and regional training institutions** to develop and deliver relevant, efficient and effective training in agricultural and rural statistics
- J. **Improved capacity of countries to adopt cost effective and reliable methods** for producing minimum set of agricultural and rural statistics including:
  - a. Improved ability of countries **to adopt** methodological research results guidelines and frameworks for agricultural and rural statistics.
  - b. Better **access** of countries to methodological research results, guidelines and frameworks for agricultural and rural statistics.
- K. **Increased capacity to use statistics for policy making.** Increased capacity of countries in the use of agricultural statistics to meet priority needs for policy making, operation of efficient markets and foster sound investments.

Recognizing the differences in statistical capacities and systems among countries in the region, the inputs-outputs mix needed to achieve the target outcome and impact have to be put together into country - specific action plans. It is understood that the countries will be starting at different benchmark situations and hence, will progress towards the target outcome and impact at different speeds. The logical framework summarizing impact, outcome and outputs and their indicators, means of verification and risks for monitoring purposes is in **Annex .....**

#### **ii) Stakeholders analysis**

It is important that stakeholders in the National Agricultural Statistical System (NASS) are identified and that their stakes, roles, and interests are clearly defined. This will assist in the design of systematic ways to broaden and deepen engagement with a wide range of stakeholders. In Annex 2 a summary table of the stakeholders analysis for Agricultural Statistical Systems is presented.

#### **iii) Key regional players**

Several organizations play significant roles in the statistical development in the region. It is expected that these institutions will continue to be involved in providing support during the implementation of the GS. The assistance, to be successful, needs to be undertaken as a partnership between the various involved organizations, who should share common goals<sup>9</sup>. Over the last score of years, Latin American and Caribbean countries have received an important amount of assistance for statistics. This assistance has been mainly in form of funds and Technical Assistance. It has come from regional organizations, bilateral and multilateral donors and international organizations<sup>10</sup>.

### 1) Regional organizations

#### *ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN (ECLAC)*

The Economic Commission for Latin America (ECLA) -the Spanish acronym is CEPAL- was established by the Economic and Social Council resolution 106(VI) of 25 February 1948 and began to function that same year. The scope of the Commission's work was later broadened to include the countries of the Caribbean, and by resolution 1984/67 of 27 July 1984, the Economic Council decided to change its name to the Economic Commission for Latin America and the Caribbean (ECLAC) ( the Spanish acronym, CEPAL, remains unchanged).

ECLAC is one of the five regional commissions of the United Nations. It was founded for contributing to the economic development of Latin America, coordinating actions directed towards this end, and reinforcing economic ties among countries and with other nations of the world. The promotion of the region's social development was later included among its primary objectives.

In June 1951, the Commission established the ECLAC subregional headquarters in Mexico City, which serves the needs of the Central American subregion, and in December 1966, the ECLAC subregional headquarters for the Caribbean was founded in Port-of-Spain, Trinidad and Tobago. In addition, ECLAC maintains country offices in Buenos Aires, Brasilia, Montevideo and Bogotá, as well as a liaison office in Washington, D.C.

ECLAC has as subsidiary organ the Statistical Conference of the Americas (SCA) with the main objective of contributing to the progress of statistical activities and policies in the region. Recent activities are channeled mainly through working groups and other forms of coordination between countries and international agencies conducting cooperation activities relating to statistics in Latin America and the Caribbean. All those activities are in the framework of the SCA's Strategic Plan 2005-2015 and include lines of action for achieving the four strategic goals<sup>11</sup> through regional, subregional and international cooperation projects and activities<sup>12</sup>.

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<sup>9</sup> UN Principles on Technical Cooperation for Statistics, UN Statistical Commission, N.Y. 1999

<sup>10</sup> A complete directory of Statistical Activities provided by international organizations is available at: [http://websie.eclac.cl/StatisticalActivities\\_version2008/index.asp?opcion=directorio](http://websie.eclac.cl/StatisticalActivities_version2008/index.asp?opcion=directorio)

<sup>11</sup> The strategic goals are:

Goal 1: To strengthen the strategic and operational management practices and organization of the national statistical offices and national statistical systems in order to ensure the quality of their outputs and the satisfaction of users.

Goal 2: To promote the training of staff in producing statistical information, managing national statistical systems and carrying out research into statistical methodology.

Goal 3: To promote the development of technical and methodological capacities in order to generate high-quality statistical information in the region.

Goal 4: Promote coordination and cooperation between the member countries of the Statistical Conference of the Americas of ECLAC and international agencies.

<sup>12</sup> Progress Report on the Implementation of the Biennial Program of Regional and International Cooperation Activities of the Statistical Conference of the Americas of the ECLAC, 2009-2011. Prepared for the Tenth Meeting of the Executive Committee of the SCA, Havana, 6-8 April 2011.



The monitoring of the Millennium Development Goals (MDG) is also an important input for helping capacity building in statistics in the region. In fact, the Executive Committee of the Statistical Conference of the Americas (SCA) underlined the challenges and opportunities involved in following up the MDGs. At its fourth meeting<sup>13</sup>, the Executive Committee requested the Division of Statistics and Economic Projections of ECLAC to investigate and report on the processes employed by the countries of the region to follow up the MDGs. It led to the report "The Millennium Development Goals: strategic implications for the Latin American and Caribbean statistical systems"<sup>14</sup>. In the Strategic Plan 2005-2015, the SCA identified the monitoring of the MDGs as one of its four strategic objectives. In this sense, at the international level, several financial support programmes have been created in the form of loans and subsidies, such as the Statistical Capacity Building Project (STATCAP) and the Trust Fund for Statistical Capacity Building (TFSCB). In the region, the Dominican Republic, Nicaragua, Paraguay and Peru have benefited from TFSCB to conduct social surveys. Other forms of financial support are available from UNDP and bilateral development cooperation agencies. A number of private foundations also provided funds for improving follow-up of the MDGs.

Last but not least, ECLAC mobilized resources from the United Nations Development Account, to implement a multilateral project on "Strengthening capacity in Latin America and the Caribbean to monitor the fulfillment of the Millennium Development Goals". The activities have a strong statistical component and have the goal of providing technical capacity building for information production and analysis for monitoring MDG goals at the national level strengthening the role of national statistics bureaus in MDG follow-up.

#### *THE CARIBBEAN COMMUNITY (CARICOM) AND THE ORGANIZATION OF EASTERN CARIBBEAN STATES (OECS)*

In 1972, Commonwealth Caribbean leaders decided to transform the Caribbean Free Trade Association (CARIFTA) into a Common Market and establish the Caribbean Community (CARICOM), of which the Common Market would be an integral part. The new organization deepened the free trade area already established by promoting the free movement of labour and capital, and the coordination of agricultural, industrial and foreign policies.

The objectives of the Community are: to improve standards of living and work; the full employment of labour and other factors of production; accelerated, coordinated and sustained economic development and convergence; expansion of trade and economic relations with third States; enhanced levels of international competitiveness; organization for increased production and productivity; achievement of a greater measure of economic leverage and effectiveness of Member States in dealing with third States, groups of States and entities of any description and the enhanced co-ordination of Member States' foreign and foreign economic policies and enhanced functional co-operation<sup>15</sup>. Fifteen Caribbean countries are full members of CARICOM whilst 5 are associate members<sup>16</sup>

The OECS was established by the Treaty of Basseterre signed on June 18, 1981 in an effort to deepen the sub-regional arrangements among the West Indian States. Its objectives are to: promote co-operation among its Members and defend their sovereignty, territorial integrity; promote economic integration; assist them in meeting their international obligations and

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<sup>13</sup> Fourth meeting of the SCA, Dallas, Texas, United States, 30 November – 1 December 2004

<sup>14</sup> The millennium development goals: strategic implications for the Latin American and Caribbean statistical systems. José Luis Cervera-Ferri - Hubert Escaith Statistics and Economic Projections Division, CEPAL. Santiago, Chile, March 2007.

<sup>15</sup> Source: CARICOM at [www.caricom.org](http://www.caricom.org)

<sup>16</sup> Full members: Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St Lucia, St Kitts & Nevis, St Vincent & the Grenadines, Suriname and Trinidad & Tobago. Associate members: Anguilla, Bermuda, British Virgin Islands. Source: *Ibidem*.

responsibilities; and establish wherever possible, arrangements for joint overseas representation and common services.

Several projects related to information systems and statistics are under the umbrella of CARICOM/OECS. For example the CARICOM Agribusiness Development Program with an important component about “Strengthening the information base for the sector – (general information/market intelligence” or the “Information and Communication Technology for Development”

#### *THE ANDEAN COMMUNITY OF NATIONS (CAN)*

It is a community of countries joined to reach an integrated, balanced and autonomous development. It is formed by four Andean countries: Bolivia, Colombia, Ecuador and Peru. Its organs and institutions are articulated around the Andean System of Integration (SAI).

According with the foundational chart, its objectives are:

- Promote the Member Countries' balanced and harmonious development under equitable conditions through integration and economic and social cooperation.
- Speed up growth and the creation of gainful jobs for Member Country citizens.
- Facilitate the Member Countries' participation in the regional integration process, with a view toward gradually creating a Latin American common market.
- Reduce the external vulnerability and improve the international economic positions of the Member Countries.
- Build up sub regional solidarity and reduce the existing differences in development among the Member Countries.
- Seek a sustained improvement of the standards of living of the subregion's inhabitants.

The most important project in the area of statistics is the joint project (CAN-EU) ANDESTAD.

ANDESTAD is the Cooperation Project between the European Union and the CAN starting in 2005. The project was intended to contribute to the integration process through the improvement of the quality of national statistics to facilitate the preparation, management and evaluation of public policies at national level. At the same time, the project looks for the harmonization of statistical methodologies to improve international comparability and dissemination of statistics.

The Secretariat of CAN has a Communitarian Statistical Service which is responsible of the Communitarian Statistical Program (current 2008-2013) in the framework of ANDESTAD<sup>17</sup>

#### *INTER-AMERICAN DEVELOPMENT BANK (IDB)*

Established in 1959, The Inter-American Development Bank (IDB) (BID in Spanish) is the largest source of development financing for Latin America and the Caribbean, with a strong commitment to achieve measurable results, increased integrity, transparency and accountability. It has an evolving reform agenda that seeks to increase the development impact in the region. The mission of the IDB is to “support efforts by Latin American and the Caribbean countries to reduce poverty and inequality”. Besides loans, IDB also provide grants, technical assistance and do research. IDB’s shareholders are 48 member countries, including 26 Latin American and Caribbean borrowing members, who have a majority ownership of the IDB.

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<sup>17</sup> Source: <http://www.comunidadandina.org/>

As far as the support of statistical activities in Latin America and the Caribbean is concerned, IDB has financed capacity building in statistics as an integral part of its project of institutional strengthening in the region (for example the IDB Program for "Promotion of local markets in Peru" (PROSAAMER) has a relevant component of improvement of agricultural statistics and it has also financed the elaboration of the Sector Strategic Plan for Agriculture Statistics (SSPAS) as part of the National Strategy for Development of Statistics (NSDS). Along with bilateral organizations like the US Agency for International Development (USAID) or the US Bureau of the Census, IDB has backed important projects in the area of statistics such as: the Population and Housing Censuses in Colombia, Nicaragua or the Economic Census in El Salvador.

Programs like the Cooperation Technical Project FAO-IDB (GCP/RLA/152/IAB) or the Cooperation Projects on Statistics European Community- Mercosur and European Community-CAN (Project ANDESTAD) assisted in the improvement of statistics in the region, although these are not specifically addressed to agricultural/rural statistics but to harmonization of norms, definitions, concepts, methodologies mainly in the area of household surveys and National Accounts.

## **2) Bilateral donors**

Bilateral donors provide support in the following ways:

- Financial support (increasingly preferred by donors and partners), alone or pooled/basketed with other donors or through other agencies (for example, by funding ANDESTAD, or PARIS21).
- Direct technical assistance in the form of long or short term advisers (the donor own Statistical Office is frequently the executing agency of this work) (for example USAID and the US Bureau of the Census provided TA for the Housing and Population Census in Peru, or in association with IDB and the US Bureau of the Census the above mentioned TA for the Economic Census in El Salvador or Sweden and IDB providing TA for the strengthen of Statistical System in Central America).
- Training, including workshops on statistics-related issues and on-the-job training (for example the Canadian backed project on training and improvement of the official statistics in Peru).
- Development and installation of software products for statistical processing and databases (for example the US Bureau of the Census training in the use of its CPro statistical package).
- Large-scale surveys, such as DHS (Demographic and Health Surveys), MICS (Multiple Indicator Cluster Survey), integrated household budget surveys and censuses.
- Statistical capacity building as part of institutional strengthens programs.

The main bilateral donor in the region is the US Agency for International Development (USAID). Other bilateral donors are: Canada, France, Spain, Sweden and Japan.

### *USAID*

The USAID is an independent federal government agency that receives overall foreign policy guidance from the US Secretary of State. Its work supports long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting:

- economic growth, agriculture and trade;
- global health; and,

- democracy, conflict prevention and humanitarian assistance.

In particular, assistance for improving Agricultural and Rural Statistics in the LAC region were mainly provided by USAID through the Bureau of the Census and the United States Department of Agriculture (USDA) (the latter after 1997 when the responsibility for conducting the Census of Agriculture in the United States was transferred to the National Agricultural Statistics Service (NASS) of the USDA) and the United Nations by means of the Food and Agriculture Organization (FAO) (see below).

Major programs in the sector refer to: assistance for undertaking National Censuses of Agriculture and assistance for the establishment of systems of agricultural surveys. In both areas both USAID and FAO were involved in the last 20-30 years.

### **3) Multilateral organizations<sup>18</sup>.**

The multilateral agencies include the International Monetary Fund (IMF), the World Bank, the European Union and PARIS21 which have over the years provided significant support for statistical capacity building in Latin America.

Of these, the World Bank and European Union are heavily involved in the development of agricultural statistics.

#### *IMF.*

The International Monetary Fund (IMF) is an organization of 188 countries, working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world. It has three main tools at its disposal to carry out its mandate: surveillance, technical assistance and training, and lending. These functions are underpinned by the IMF's research and statistics. Technical assistance is offered in several areas, including fiscal policy, monetary and exchange rate policies, banking and financial system supervision and regulation, and statistics. In recent years, the IMF has applied both its surveillance and technical assistance work to the development of standards and codes of good practice in its areas of responsibility, and to the strengthening of financial sectors<sup>19</sup>. The Data Quality Assessment Framework for National Statistics developed by IMF is an important contribution related to the global implementation of the Strategy (see below).

#### *WORLD BANK.*

The World Bank collects and disseminates statistical data related to development, and helps its member countries improve their statistical capacity to support development processes. Major statistical products of the World Bank include World Development Indicators, statistics on external debt, published in Global Development Finance, and the Atlas of the Millennium Development Goals. Support for statistical capacity building is guided by the Marrakech Action Plan for Statistics. Major global partnership efforts supported by the World Bank's Development Grant Facility include the Health Metrics Network, PARIS21, the International Household Survey Network, the Accelerated Data Program, the 2010 World Program of Population Censuses, and the UNESCO Institute of Statistics. The World Bank also works with the IMF to implement the General Data Dissemination System<sup>20</sup>.

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<sup>18</sup> 2009 Global Directory of partners in statistical capacity building, PARIS21 & OECS, Paris, France, 2009.

<sup>19</sup> Source: [www.imf.org](http://www.imf.org)

<sup>20</sup> Source: [www.worldbank.org](http://www.worldbank.org)

At the country level, assistance with statistical capacity building is addressed through the World Bank's strategic support for client countries. As well as using regular investment products of the Bank, countries may utilize specially designed programs for statistical work to access investment resources and expertise. The first of these, the Trust Fund for Statistical Capacity Building, is a multi-donor fund that provides grants to developing countries to help improve statistical systems. It is especially useful for countries that wish to develop a National Strategy for the Development of Statistics. The second is the STATCAP lending program, which provides a mechanism to help countries access regular World Bank investment products to support statistical capacity investment, including concessional credits and grants for countries eligible for support from the International Development Association. A requirement for investment through the STATCAP program is that countries have a comprehensive National Strategy for the Development of Statistics (NSDS). Typical activities of a STATCAP project are improvements to the institutional framework; development of human capacity in statistical work; improvement of statistical and physical infrastructure of statistical services; improvement of information and communication technology; and data collection, analysis and dissemination. Additionally, the World Bank helps countries implement specific household survey programs, such as the Living Standards Measurement Study surveys, and the Core Welfare Indicator Questionnaire surveys that provide data to measure and understand poverty in developing countries.

#### *EUROPEAN UNION (EU).*

The Statistical Office of the European Community (EUROSTAT) was given its name in 1959 but its forerunner can be traced back to the creation of the Statistics Division of the Coal and Steel Community in 1953. Eurostat's mission is to provide the European Union with a high-quality statistical information service. Within this overall remit its task is to provide the European Union with statistics at European level that enable comparisons between countries and regions to define, implement and analyze Community policies. It also plays a coordinating role within the wider European Statistical System which is taken to include all of the statistical offices, ministries, agencies and central banks in EU Member States that collect official statistics.

EUROSTAT manages the implementation of the European Statistical System and takes the lead in coordinating common methods and standards. It takes also an active role in building statistical capacity in countries outside the EU and has established a set of cooperation programs that deal with different groups of countries including Latin America. Statistical cooperation with these countries is targeted to the particular needs of the country or region concerned. However, it will usually consist of the co-ordination, design, management and implementation of cooperation programs at both the national and the regional / multi-country level. For sub-Saharan Africa, Caribbean, Latin America and Asia EUROSTAT's intervention focuses on regional statistical programs and it provides support to the European Commission delegations charged with the implementation of these programs.

EUROSTAT has a strong interest in transferring statistical expertise to beneficiaries through training and is well-placed to mobilize statistical expertise within the European Statistical System. It has developed statistical software tools, such as ERETES and EUROTRACE (used respectively for the compilation of national accounts and international trade statistics), which are used in a large number of developing countries. The provision of this software is supported through training and the creation of users' networks. Finally, EUROSTAT plays a coordinating role regarding EU Member States' support for statistics in developing countries and an advisory group with national experts has been established for this purpose<sup>21</sup>.

#### *PARIS21.*

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<sup>21</sup> Source: [ec.europa.eu/eurostat](http://ec.europa.eu/eurostat)

PARIS21 is a unique global partnership of national and international statisticians, development practitioners, policy makers, analysts and other users of statistics who are committed to making a difference to the contribution of statistics to development processes. It was established on African Statistics Day following an international meeting held in November 1999 by the European Commission, the IMF, the Organization for Economic Co-operation and Development (OECD), UN and the WB. PARIS21's goal is to develop a culture of evidence-based policy making and implementation in developing countries which serves to improve governance and government effectiveness in reducing poverty and achieving MDGs.

The consortium is owned by over 300 members who include policy makers and statisticians, international organizations, professional bodies and academic institutions from both donor and developing countries. PARIS21 helps countries through:

- Statistical advocacy: Promotes the recognition of the important role of statistics in development and poverty reduction;
- Documentation: Develops and widely distributes documents and materials, targeting different audiences and purposes, to provide guidance to countries on statistical advocacy; assists in mobilizing resources for regional statistical development programs; and provides assistance to individual countries in the design and implementation of their National Strategy for the Development of Statistics (NSDS)<sup>22</sup>.

### ***The UN family – The case of FAO***

The UN family including its specialized agencies such as FAO, UNESCO , UNFPA, etc. has also played a significant role in providing technical assistance to countries. In this report, we focus on the FAO, the UN lead agency in agricultural statistics which gave TA to countries to build capacity to undertake decennial agricultural censuses and annual agricultural surveys using recommended international standards.

At the time it was created in 1945, the Food and Agriculture Organization of the United Nations (FAO) was mandated to “collect, analyze, interpret and disseminate information relating to nutrition, food and agriculture” (Article 1 of the FAO Constitution). It was also mandated to assist member countries with collection, analysis, interpretation and dissemination of agricultural data and information. This mandate was given further emphasis by subsequent conferences including the 1989 World Conference on Agrarian Reform and Rural Development, and lately, the 1996 World Food Summit. The World Conference on Agrarian Reform and Rural Development recommended that socio-economic indicators for monitoring and evaluation of programs on agrarian reforms and rural development be developed in member countries. The World Food Summit Plan of Action highlights information as one of the priority areas in achieving food security.

The main focal points in the organization for carrying out the above are the Statistics Division in the Economic and Social Department, Fishery Information, Data and Statistics Unit in Fisheries Department, Forestry and Planning Division in the Forestry Department and the global information system of water and agriculture (AQUASTAT) developed by the Land and Water Development Division.

The Statistics Division (ESS), among other things:

- assembles, analyzes and disseminates statistics and related meta data on world food and agriculture and prepares annual food supply assessments in all countries;

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<sup>22</sup> Source: paris21.org

- produces statistical methods and standards in agricultural statistics for use by countries;
- assists in development and improvement of food and agricultural statistics by providing advice and assistance to member countries in: agricultural censuses; systems of agricultural statistics; institutional strengthening; statistical data processing and statistical databases; training and capacity building; and improving food consumption statistics and derived indicators;
- provides technical inputs in the form of short-term expert and consultant services, short-term and practically-oriented training activities to build statistical capacity, and equipment and supplies;
- emphasizes that a National Statistical Development Strategy should have sector components where relationships with line ministries are specified and strategies to develop sector statistics are defined.

The Surveys and Statistical Development Service of FAO's Statistics Division (ESSS) provides technical support to countries through FAO's Field Program. The main areas of support are:

- agricultural censuses;
- on-going systems of agricultural statistics and institutional strengthening;
- Agricultural statistics for food security and early warning information systems;
- statistical data processing and statistical databases; and,
- training and capacity building.

It also coordinates the work program of the statisticians in regional and sub-regional offices and supports FAO regional statistical activities. FAO has a post of Regional Statistician at the FAO regional office in Santiago, Chile (FAORLC).

Current funding for statistical capacity building comes from the FAO regular program of technical cooperation, extra-budgetary sources, and FAO/World Bank initiative for strengthening agricultural statistics for poverty reduction, and from the FAO Investment Center which funds statistical and other services using World Bank funds.

FAO regularly prepares the decennial program for undertaking agricultural censuses (WCA). FAO's Statistics Division has launched the CountrySTAT project to provide countries with methodologies, including software, for compiling, verifying, validating, organizing, analyzing and disseminating their national data related to agriculture and food for the purpose of facilitating data use by national policy-makers and researchers. CountrySTAT enables countries to set up statistical modules for collection, processing, and dissemination. Countries will use tailored thematic modules as required for national policy or research. These modules will select data from various sources and combine them to analyze a particular theme or area. CountrySTAT has now been expanded to include regional institutions (RegionSTAT).

By expanding the traditional scope of the agriculture statistics, the Global Strategy involves new FAO departments and units apart from the historical role of the Statistical Division. In particular, as aquaculture and fisheries integrate the domain of agricultural and rural statistics, the Fishery Data and Statistics Unit has an important stake in providing TA. Same consideration is applicable to the Forestry and Planning Division, the Land and Water Development Division and the Gender, Equity and Rural Employment Division after the incorporation of the environmental and social dimensions to the domain of agricultural and rural statistics.

The FAO Fisheries and Aquaculture Department provides advice and objective information to Members to help promote responsible aquaculture and fisheries. To fulfill this role, the

Department compiles analyses and disseminates fishery data, structured within data collections through the Fishery Data and Statistics Unit.

The FAO Forestry Department maintains databases on Forestry in the world compiling, analyzing and disseminating forestry data.

The FAO Land and Water Division of the Natural Resources Management and Environment Department aims at enhancing the agricultural productivity and advancing the sustainable use of land and water resources through their improved tenure, management, development and conservation. It addresses the challenges member countries face in ensuring productive and efficient use of land and water resources in order to meet present and future demands for agricultural products, while ensuring the long-term sustainability of the land and water quantity and quality. It promotes equitable access to these natural resources with a view to enhancing productivity, livelihoods and ecosystem services. It provides assistance to member nations in developing policies, programs, best practices and tools in the fields of irrigation and drainage, soil conservation, drought mitigation, water rights, access to natural resources, and improvement of land markets.

The FAO Gender, Equity and Rural Employment Division of the Economic and Social Development Department, supports FAO's efforts to promote the economic and social well-being of the rural poor. In addition to coordinating FAO's work on sustainable rural development and population issues, the Division assists FAO and its member governments in addressing gender, equity and rural employment issues. FAO sends experts to countries to deliver TA. Since 1996, it has been using South-South Cooperation to promote solidarity among the developing countries and to allow the recipient countries to benefit from the relevant experience and expertise of more advanced developing countries in the area of food production within the framework of the Special Program for Food Security (SPFS). The initiative is intended to encourage the provision of technical assistance from more advanced developing countries to specific recipient countries participating in the SPFS. It is reported that existing attempts at facilitating cooperation amongst developing countries have been only partially successful. The limited success is primarily attributed to the lack of financial support in funding transportation costs, allowances, research and feasibility studies and general implementation. The South-South Cooperation initiative seeks to address these shortcomings by combining the FAO, bilateral and multi-lateral support to the developing countries participating in the SPFS. FAO also delivers TA through its Technical Cooperation Program (TCP) which was launched in 1976. The TCP is a part of FAO's Regular Program, financed from the assessed contributions of its Members. The Program aims to provide FAO's technical expertise to its member countries through targeted, short term, catalytic projects. These projects address technical problems in the field of agriculture, fisheries, forestry and rural livelihood that prevent Member countries, either individually or collectively, from implementing their development programs. The aim of a TCP is to produce tangible and immediate results in the battle against hunger and to catalyze long-term changes.

#### **iv) Sustainability<sup>23</sup>**

It is essential that the activities taken under the Action Plan continue to be sustainable when the Plan ends. The following factors have been taken into account in the design of the Action Plan in order to ensure sustainability: stakeholders' ownership and participation, mainstreaming agricultural statistics; building statistical capacity.

In implementing the GS, Latin American and Caribbean countries should ensure that regional and international organizations as well as participating countries own the Strategy and fully participate in its implementation. To the extent possible existing structures and processes will

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<sup>23</sup> This and next sections are adapted from the Action Plan for Africa.



be used instead of creating parallel ones. New structures will be created only when necessary and weak structures should be strengthened in order to provide continuity in support to countries.

At regional level, the Statistical Conference of the Americas (SCA-ECLAC), the CARICOM, the OECS, the Communitarian Statistical Service the CAN and other regional and sub regional organizations should be leveraged.

At national level despite the existence of coordination structures for agricultural statistics, the above summarized weaknesses show a lack of coordination that can jeopardize the sustainability of the plan. Therefore, national structures established through the implementation plan should be maintained in order to guarantee the maintenance of the improvement in agricultural and rural statistics derived from the application of the Action Plan.

As far as the mainstreaming of agricultural statistics the success of the present plan rests in the engagement of Governments in mainstreaming statistical activities into national policy, planning and budgetary processes or sector developments. It is necessary to break past trend of looking statistical activities as meeting urgent short-term data needs especially to inform the donor supported projects and programs rather than to meet national needs and longer-term development of sustainable capacity for statistics.

LAC countries will be encouraged to mainstream statistics as a crosscutting sector to be prioritized and targeted for development. This will entail the application of specific methodologies, with strategies, planning, performance indicators and a separate budget. For the agricultural sector, advocacy will be undertaken among high-level policy and decision-makers to provide for a separate budgetary line for statistics in the budgets of Ministries of Agriculture. In the design of NSDS as well as SSPARS the need for a separate budgetary line for statistics should be emphasized.

There is a pressing need to ensure that technical assistance is directed primarily at statistical capacity building. A recent thematic study, commissioned as part of the evaluation of Paris Declaration on Aid Effectiveness and undertaken by Oxford Policy Management, found that while technical assistance generally meets short-term data needs, it has limited or even negative impact on long-term statistical capacity; moreover, it has done little to build competencies for results management in the countries<sup>24</sup>.

The proposal on technical assistance in this report provides for the delivery and management of the assistance in a manner consistent with the UN Guiding Principles on technical cooperation and the Paris Declaration on aid effectiveness, so that it can have a lasting impact on statistical systems in Latin American and Caribbean countries.

#### **v) Risk management**

Important risks that could jeopardize the realization of the AP outcomes had been identified. The related mitigation measures to minimize the impact of such risks on the success of the Plan have also been identified. Both risks and mitigation measures are depicted in Table 1.

**Table 1: Action Plan risks and mitigation measures**

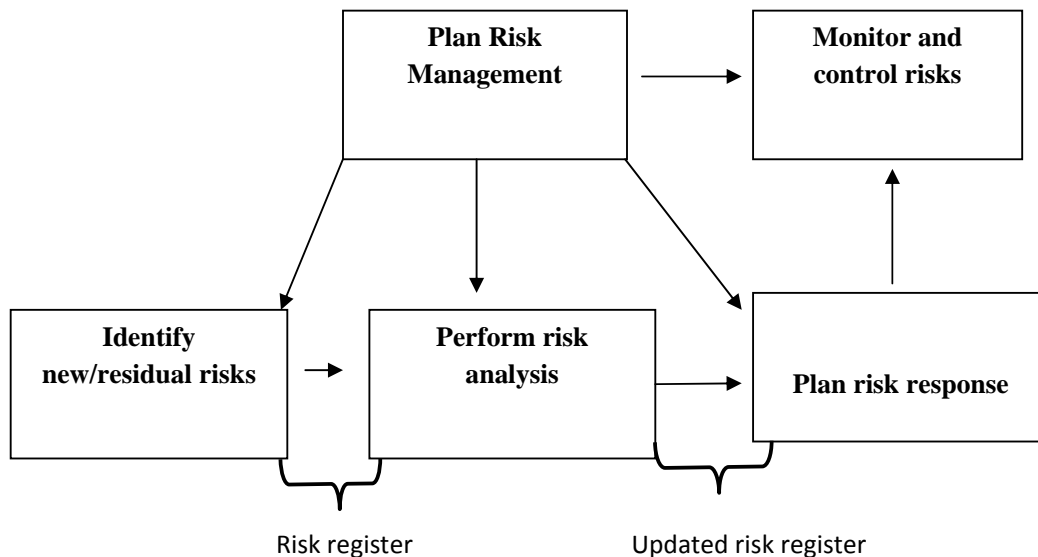
Risk drivers	Description/Discussion	Mitigation Measures
<b>(a) DONOR COALITION RISKS</b>		
1. Unsustainable donors	The donor commitment to fund parts of the AP may not be sustainable	To organize and implement the Strategy by phases and by

<sup>24</sup> Oxford Policy Management (2008), "Evaluation Framework for Statistical Capacity Building". UK.DFID

commitments	along the whole life-cycle of the Plan	groups of countries
2. Mobilization and securing of all funds required to cover AP costs	It may not be easy to mobilize in a timely manner the total funds required to complete de AP.	Strong advocacy among all potential donors
3. Large scale of the AP	The AP covers 3 important technical components and cross-cutting activities	To organize and implement the AP in phases and by groups of countries
<b>(b) MANAGEMENT RISKS</b>		
1. Problems coordinating the AP	Some tasks will be executed in parallel or in succession by different structures (FAO-ECLAC-SCA, etc) this require transparent and coherent coordination and managements arrangements	To appoint a regional Strategy Coordinator assisted by a Technical Coordinator and support staff.
2. Weak M&E system at country level	At country level Monitoring and Evaluation systems does not always exist or operate efficiently	To assist countries to develop and implement an M&E system.
3. Weak risk management system	If all possible risks are not regularly monitored, evaluated and controlled and mitigated they may endanger the success of the AP.	a) To put into place operational Risk Management Plan. b) To ensure that related regular reports on the progress made are issued and discussed with the senior management and mitigation measures executed.
4. Inadequate allocation of resources or delay in resource disbursement	The planning may have underestimated some required resources or the disbursement of some resources may be delayed.	To revise regularly budget, work plans, financial disbursements and take the necessary correction measures.
5. Possible weakness of Regional or Sub regional organizations	Some leading organizations may not have the capacity to support the AP activities as planned.	To identify the capacity of each of them and assist them accordingly. The establishment of regional and National organizations profiles will help.
6. The AP schedule or the AP costs overrun	The volume of activities to be implemented may be too ambitious and/or requisite funds and other resources are not made available on time.	a) To monitor closely the adherence to the AP schedule and ensure that required funds are made available in a timely manner b) To include appropriate management reserve tasks on the schedule of technical components.

In addition, a risk management framework is proposed, to ensure that risks are monitored and controlled. The framework entails the identification of new risks, registering them, analyzing them and coming up with a suitable response. The risk management will be kept dynamic throughout the whole AP life-cycle. A Risk Log of all the unresolved problems and risks associated with the problems which may arise during implementation will be maintained in order to keep track of them and maintain control over them. Residual risks and/or their changes in term of probability of occurrence and magnitude of impact will be kept updated, while new risks will be continuously identified, analyzed and recorded into the risk register as shown in Figure 1.

Figure 1: Monitoring and controlling risks in the context of Risk Management



The assumptions, however, are basically the conditions needed to achieve results after the risks have been managed.

**vi) Implementation, monitoring, evaluation and reporting.**

**a) Implementation strategy.**

The situation of agricultural statistics in the LAC region is diverse. The need of a phased implementation of the AP should take into consideration such diversity. It is suggested to implement the AP focusing in 4 countries per year completing the 20 countries to be according to the Global Action Plan in a 5-year period. The phasing will allow for lesson learning as implementation progresses. Some activities that require concentration of staff in a particular venue (like some training activities) could be implemented during the first year in all countries.

How to select the countries for each implementation phase? As explained in Section 4 below, a two-phased process of country assessment is an integral part of the plan. The evaluation coming from the put in practice of the first stage of the assessment will serve to select the target countries each year. The second assessment face, the in-depth country assessment, will be performed only in the selected countries. The in-depth country assessment will serve as the starting point of the whole process.

The implementation will follow a twin-track approach:

- i) On one track, activities will cover capacity building and developing sustainable statistical infrastructure (e.g. developing an integrated NASS and mainstreaming agricultures into NSDS), country assessments and the research activities;
- ii) On the second track, other activities such as training in areas where updated training materials are already available, technical assistance where country assessment has been performed and implementation of the results of research activities.

A detailed work plan has been prepared for the first two years of implementation. It is presented in Annex 3. The work plan depicts for each component: the governance mechanism, key activities to be undertaken for each identified output and it also presents when, by whom and how those activities will be performed. Capacity building is a condition for ensuring the sustainability of activities started under the Plan. A detailed two-year budget is also presented in Annex...

#### **b) Monitoring and evaluation.**

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

The Global Logical Framework included in the Global Action Plan (GAP) must serve as the basis for robust monitoring and evaluation the Regional Implementation of the strategy. The individual logical framework for the LAC region is presented in Annex... It will enable the implementation of the Strategy at regional level to be monitored as a whole as progress can be compared with the one in other regions.

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

Each of the implementation structures at every level will be required to ensure that activities undertaken are well monitored and evaluated. The implementation partners of the strategy at the regional level will also contribute to the execution of the overall M&E plan, by overseeing the specific technical components for which they are responsible. The overall M&E system will be coordinated by the Regional Office through the governance mechanism. The project as well as any activity falling under it will be subject to evaluation in accordance with established rules and procedures set out by the FAO Evaluation Service.

Provision has been made for the Regional Office to regularly monitor and supervise the utilization of allocated resources through field missions and a review of regular progress reports, annual audit and financial statements submitted by the beneficiaries. The Regional Office should submit the consolidated annual regional financial and narrative reports to the Global Office and will closely monitor the contribution of the regional outputs against the global ones.<sup>25</sup>

Monitoring the implementation of Plan activities at Regional and Country levels will also be

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<sup>25</sup> “Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics, for Food Security, Sustainable Agriculture and Rural Development”, FAO, WB, UNSC, Rome 2012.

undertaken through the Regional Office regular participation in the national and regional coordination meetings and other regional and sub regional meetings. The capacity building events such as workshops will also be used for the same purpose. In the same way, the Regional and Sub regional organizations will take advantage of their regular activities in their respective member states to monitor field activities relating to the whole action Plan.

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

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

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

### **c) Reporting system, communication and visibility**

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

Standard formats for reporting at regional level are already prepared and will serve as monitoring tool as they allow for the contribution of each component towards the achievement of the Global Logical Framework. The guidance on the reporting procedures, timelessness and requirement (and disbursement of funds) is provided in the “Manual of Procedures to Participating Partners”, prepared by the Global Office:<sup>26</sup>

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

A dedicated website for the Strategy has been established and it will be the main mode for disseminating information related to progress in the implementation of the Strategy.

The mechanism for a transparent and timely flow of data and information, in particular best practices and lessons learned, will be established. This type of communication network will be reinforced along the whole AP life-cycle, so that the visibility of the strategy is kept enhanced at national, sub regional and regional levels.

## **3. GOVERNANCE**

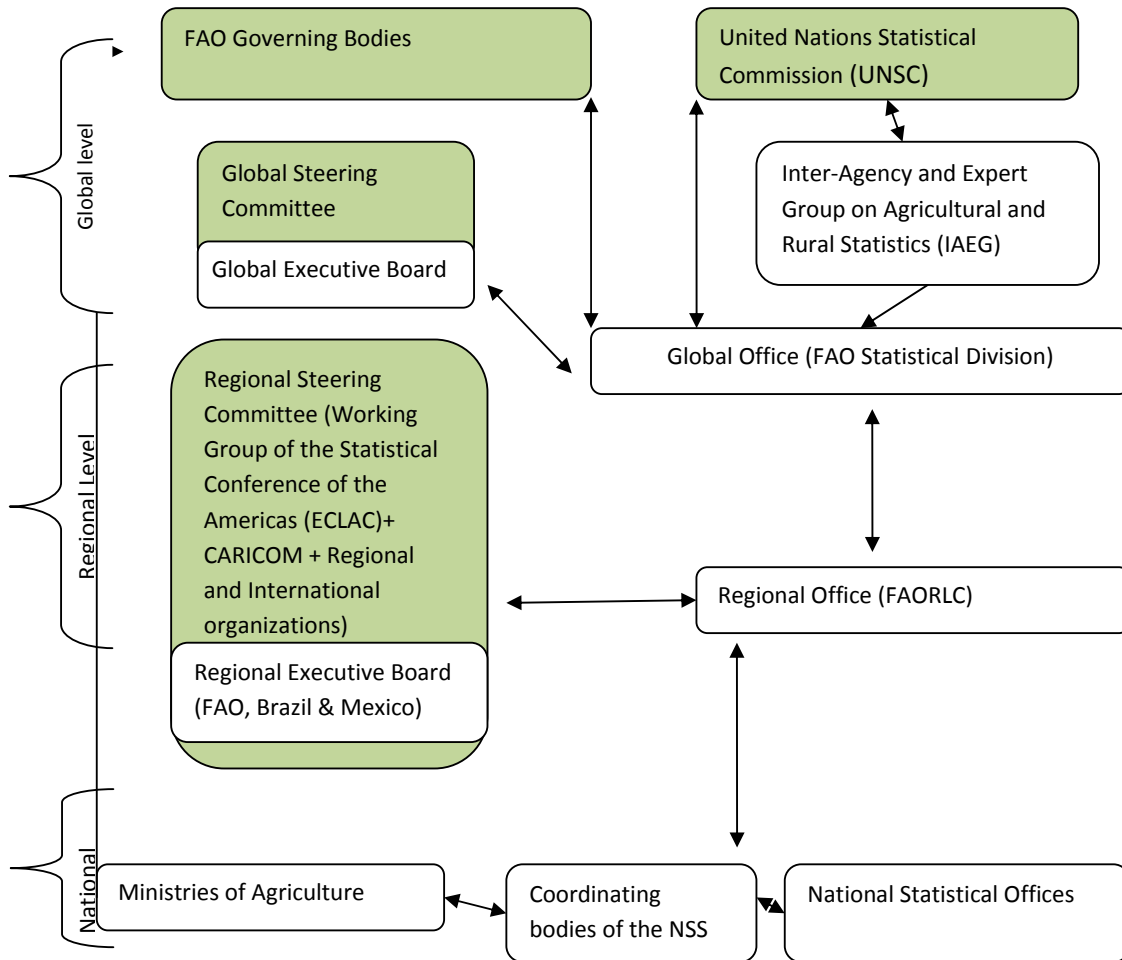
The Global AP describes the general framework for a governance structure to guide the implementation of the GS. The regional and national governance structure is also presented in

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<sup>26</sup> Ibidem.

the Global AP. Figure 2 shows the suggested Global, LAC regional and national governance structure suggested following the Global Action Plan and the decisions adopted by the Working Group on Agricultural Statistics in its first meeting in September 2012.

**Fig 2: Global, regional (LAC region) and national governance**



According to the Global Action Plan<sup>27</sup> the Global Governance Framework comprises:

1. **The Global Steering Committee (GSC)** charged to provide strategic guidance and oversight for the execution of the Global Action Plan. It is the ultimate decision-making body for the use of Global Trust Fund for implementing the GS in compliance with the conditions stipulated in the agreements between FAO as Fund Administrator and individual Resource Partners. The GSC will meet once a year to monitor progress in the implementation of the GS, evaluate its impact and make decisions on the strategic allocation of resources. The GSC will be composed by the chair of the UNSC, country representatives of the Regional Steering Committees (two pre region), representatives

<sup>27</sup> Ibidem Chapter 2

of international and regional organizations, the Resource Partners, farmer associations and other key users as well as the key technical partners and FAO.

2. **The Global Executive Board (GEB)** that acts as executive committee of the GSC. Between GSC meetings, GEB will represent the membership of the GSC, facilitates coordination among GSC members and facilitates the decision making process of the GSC. The GEB will exercise the functions delegated to it by the GSC. It must be supported by the Global Office. The GEB will have seven members appointed by the GSC from GSC members including two beneficiary countries representatives, two representatives of regional partners, two representatives of Resource Partners of the Global Trust Fund and a representative of FAO (ex officio).
3. **The Global Office (GO).** The GO is hosted by the Statistical Division of FAO and led by the Global Coordinator assigned by FAO. The GO will ensure overall technical coordination of implementation of the GS at the global level and with regions. It acts as secretariat of the GSC and the GEB. The Statistical Division of FAO is the Participating Partner given the task of undertaking the normative and technical coordination work, establishing standards and providing centralized technical and practical guidance on cross-regional issues.
4. **The Inter-Agency and Expert Group on Agricultural and Rural Statistics (IAEG).** The IAEG brings together countries and agencies to develop and document good practices and guidelines on concepts, methods and statistical standards for food security, sustainable agriculture and rural development. The IAEG will report back to the Commission every two years and will replace the Friends of the Chair Group on Agricultural Statistics and Wye group. The secretariat of the IAEG will be hosted by FAO.

The Regional Governance Framework comprises:

1. **The Regional Steering Committee (RSC)** which is the equivalent at regional level of the GSC. It will meet at least once a year to monitor progress in the implementation of the regional plan and evaluate its impact. For the LAC region the Working Group in Agricultural Statistics of the Americas Statistical Conference of ECLAC, in its first meeting (Mexico Sept. 6/7, 2012) decided that the RSC will be integrated by all countries members of the Working Group with two persons per country (one from the NSO and one from the Ministry of Agriculture). The present document also suggests integrating international and regional organizations such as: ECLAC, IDB, CARICOM, OECS, IICA, MERCOSUR, CAN.
2. **The Regional Executive Board (REB)** equivalent to the GEB at regional level and acts as executive committee of the RSC. In the case of LAC region the above mentioned Working Group also decided that Mexico, Brazil and the FAO constitute the REB.
3. **The Regional Office (RO).** FAORLC will host the Regional Office with the same duties and responsibilities defined for the GO but a regional level.

The National Governance will build as much as possible on existing mechanisms and structures. It entails the establishment, where it does not exist, of a sectoral coordination mechanism that brings together the NSO and Ministries responsible for agriculture, forestry and fisheries and any other institutions that collect agricultural-related data. This sectoral coordination mechanism should be part of the national statistical coordination mechanism such as the national statistical council which provides governance to the NSS.

#### 4. COUNTRY ASSESSMENTS.

The starting point in the implementation is to carry out country assessments which will involve two stages.

This first stage will establish baseline information on a country statistical capacity. It will involve all countries of the LAC region and it will be undertaken through a questionnaire (Country Assessment Questionnaire (CAQ)) prepared by the Global Office (Annexed). The information generated will be used for selecting a group of countries to apply the second, more in-depth stage of the country assessment which will be the basis for preparation of a country proposal for technical assistance and training based on the choice of the appropriate methodologies.

**First stage.**

The CAQ will collect information from the national statistical offices and statistical offices in the ministries of agriculture and other institutions producing agricultural and rural statistics using the well-established channels of the Regional Office, the Regional Executive Board or other bodies.

The CAQ is structured in four sections designed to assess the situation of the agricultural statistics in the country referred to its institutional framework, the extent to which each country is producing the minimum set of core data, the main statistical activities of the country and critical constraints:

**Section 1:** Institutional environment:

- Administrative structure of the country;
- Legal and administrative framework for the collection of statistics;
- Structure of the National Statistical System;
- Strategic framework;
- Dialogue with data users.

**Section 2:** Core data availability;

**Section 3:** Main statistical activities:

- Population census;
- National Accounts Statistics;
- Adoption of classifications;
- Price Indices;
- Food and Agricultural Surveys Conducted;
- Household Budget Survey;
- Availability of derived statistics and indicators in the country;
- Quality consciousness in statistics;
- Information technology;
- Transport Infrastructure;
- Financial resources;
- Human resources and training for statistical activities;
- International cooperation in agricultural statistics.

**Section 4:** Critical constraints in the Agricultural Statistical System.



The assessment at this stage will give the opportunity to learn from those countries whose stage of statistical development includes many of the principles described in the GS. For example countries with SSPARS integrated to the NSDs or countries with sound methodologies for estimating main agricultural parameters or countries that have included questions related to agriculture in their population census. Those countries could provide inputs for the components of the implementation plan by assisting other countries.

The assessments will identify the weakest or least developed systems of agricultural statistics in order to define where and when technical assistance and training could be needed.

The first stage of the country assessment will also provide information on what other statistical development activities are under way at country level.

The first stage of the country assessment should provide the global and regional coordinators with the information they need to finalize development of statistical standards and guidelines for the technical assistance and training programs. It will also identify countries in which technical assistance will require developing a basic infrastructure that include the preparation of statistical laws and regulations. The findings of the first stage should be provided to donors who have interest in specific countries or types of countries on their statistical capacity<sup>28</sup>.

### **Second stage.**

The second stage of the assessment is the “in-depth country assessment”. The in-depth country assessments are designed to provide the national statistical systems and the implementing partners with the information they need to design and deliver technical assistance, training, and research support.

Information provided by the first stage of the CA will be used to prepare country profiles in terms of level of statistical development as stated in Chapter 8 of the Action Plan. From country profiles, priority countries are selected for in-depth assessments according to criteria developed in the Action Plan. The in-depth country assessment will be applied to selected countries from the first stage.

Why an in-depth country assessment? The in-depth country assessment is needed mainly for two reasons:

- Priority countries need to prepare funding proposals based on main assistance needs and these needs must be identified with all relevant stakeholders. The in-depth country assessments will serve to help countries prepare such proposals for improving their statistical capacities. In particular: technical assistance programmes, capacity building and data collection programmes. Those country proposals are aimed to mobilize funds from donors, cooperation agencies and governments for the execution of the Implementation Plan of the GS.
- CAQ are sometimes incomplete, not always the more suitable respondents/focal points were identified or questions were misunderstood. The in-depth country assessment is designed to overcome such weaknesses.

As a byproduct, experience gained in the process of the in-depth country assessment will serve to improve the assessments in subsequent applications.

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<sup>28</sup> Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics, for Food Security, Sustainable Agriculture and Rural Development”, FAO, WB, UNSC, Rome 2012. Chapter 4.

The country assessments should explore the level reached by the country with respect to the “Quality Dimensions” detailed in the “Framework for Assessing the Quality of Agriculture and Rural Development Statistics”<sup>29</sup>.

The in-depth country assessment starts from the basis of what has been assessed in the preliminary country assessment (first stage). In that sense it is assumed that prior to the in-depth country assessment the country capacity indicators have been compiled and scored as explained in the document: “Guidelines on Compiling Country Capacity Indicators to Produce Agricultural Statistics”<sup>30</sup>

After the in-depth assessment the scores assigned in the first stage of the CA could be corrected and all derived statistics and rankings re-elaborated. Final report after the in-depth assessment will follow the same scheme as the CA report with the new values assigned and calculated.

Profiles of countries selected for the in-depth assessment, were already prepared in base of the responses to the CAQ. Selected countries expressed their willingness to participate.

The proposal for conducting the in-depth country assessment is the following: a team of one international consultant (IC) and one national consultant (NC) per country will be appointed. The IC will perform two country missions. In the period between missions the NC will continue with the planned work. Completion of the in-depth country assessment is estimated in around two months.

At the beginning of the country missions, FAO staff should obtain information about the following items:

- General context of the country: geography, population, economy, special issues;
- Agricultural Sector context: participation in the GDP, participation in the national labor force, existence of development plans, sector trends, special issues affecting the sector;
- General framework of the National Statistical System (NSS);
- Framework of the Sector Statistical System (SSS) if any,
- Local staff involved in answering the CAQ;
- Country score in the first stage of the assessment;
- All other relevant documentation.

The FAORep in the country should be informed of the mission and required to facilitate contacts and identification of main stakeholders.

A preliminary list of persons to interview will be prepared adding to the respondents to the CAQ, those persons identified by Program Officers (PO) of FAORep, by the NC and with the aid of local staff. Prior to starting the work in the field, main stakeholders should be contacted and with the aid of the FAO local office a detailed agenda prepared to avoid downtime. The focus in the in-depth assessments is put in main users of information. For that reason, special care should be put in identifying them.

National ownership will be guarantee by a strong participation of stakeholders in the assessment and its conclusions (included users-producers workshops).

Once the in-depth assessment is finalized two reports are prepared:

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<sup>29</sup> Ibidem

<sup>30</sup> Global Strategy-Improving AG-Statistics. Guidelines on compiling country capacity indicators to produce agricultural statistics.- Working Draft April 2012.

1. The new version of the Country Profile elaborated in the first stage of the country assessment. This version will follow the same scheme as the country profile incorporating the new scores assigned at the light of the in-depth CA;
2. A non-quantitative report containing main conclusions and recommendations derived from both assessments.

## 5. SUMMARY OF THE TECHNICAL ASSISTANCE PLAN.

Technical assistance (TA) is the main support of the implementation of the Action Plan at the global, regional and national level because it will enable countries to improve agricultural and rural statistics.

Technical assistance for statistics comprises the exchange and development of know-how and technical expertise in order to build capacities to produce and use statistics. The scope of activities is wide, ranging from informal contacts in international working groups and meetings to in-depth programs to improve statistics. To be successful, it needs to be undertaken as a partnership between the various involved organizations, who should share common goals<sup>31</sup>.

Over the last score of years, Latin American and Caribbean countries have received an important amount of assistance for statistics. The TA has come from regional organizations, bilateral and multilateral donors and international organizations. Undoubtedly TA made a strong contribution to capacity building and the improvement of statistical systems in general and agricultural statistical activities, in particular. However, one of the main problems detected has been its effectiveness and particularly the sustainability of many interventions.

In many cases, TA has been directed at meeting urgent short-term data needs especially to inform the donor supported projects and programs rather than to meet national needs and longer-term development of sustainable capacity for statistics. In many ways, the TA was donor conceived, funded and driven and was not based on assessments of user requirements and relative priorities, including national, regional and international data needs. Also it was not part of an overall strategic framework and work program for national statistical development. The consequences of this were that:

- (a) TA did not confer ownership to national governments of activities started by donor conceived and funded projects. Indeed, many such projects ceased when donor funding ended;
- (b) TA failed to enhance effective demand for data at political level and to enlist adequate funding and other forms of commitment from national governments under-resourcing the production and development of statistics;
- (c) There are also cases where TA distorted national priorities such as when parallel structures were established to collect needed data instead of strengthening and using existing structures;
- (d) In some of these cases, the authority/institutions were undermined because of new accountability systems established to meet the specific needs of a donor vis-à-vis accountability to national authorities. In addition some special remuneration regimes for project staff vis-à-vis the rest of the staff in the organizations where the projects were based did not create the right environment for harmony.

On the other hand, many recipients of TA lacked a framework for setting agreed goals and for coordinating and prioritizing TA from different donors. Thus different donors involved in TA

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<sup>31</sup> UN Principles on Technical Cooperation for Statistics, UN Statistical Commission, N.Y. 1999

had their own goals, targets and different criteria for judging the success of technical cooperation. As a result, there was no coordination between donors and between different players in the National Statistical Systems (NSS) in a proactive way to avoid duplication of efforts and encourage complementarities and synergy. This led to a heavy reporting burden on recipients of TA as different donors had their own reporting formats and parallel reporting systems to external partners. This was particularly clear in Latin America and the Caribbean and the implementation of initiatives promoted by PARIS21 for the establishment of coordination boards of donors and Governments has, in some way, allowed to advance in a more effective delivering of TA. In fact, whilst the 2011 Survey for Monitoring the Paris Declaration<sup>32</sup> concludes that 51% of the surveyed countries at global level, reached the goal that at least 50% of all technical cooperation is co-ordinated, in LAC countries the situation for the nine countries included in the 2011 survey is much better: in average, 72% of technical cooperation is co-ordinated and aligned with capacity development programs.

### ***Skills development***

In some countries, TA did not meet one of its important objective of transferring know-how and technical expertise on counterparts. Due to staff shortages, some countries let advisors work without counterpart staff. Sometimes inappropriate counterpart staff was assigned to the advisors.

Studies show that while technical assistance achieved immediate objectives of meeting short-term data needs, it has had limited or even negative impact on long run statistical capacity and has done little to build competencies for results management in the countries. It also found that donor-driven agenda for giving support is more pertinent for donors' needs for data than for recipient country policy-makers' data needs, and that little support has been given for improving data use or results management in countries<sup>33</sup>.

In the LAC region an important issue is the emigration of trained personnel. Skills are developed through the TA received but, once the professional upgraded their capacities they quit for the public service to the private sector or to international organizations looking for better growth opportunities.

### ***The need for further TA.***

TA received by LAC countries from different sources upgraded the state of statistics both at national and regional level. Statistical production in general and agricultural and rural statistics in particular has improved in several of the countries under research. More statistical information is available and much of this has been supported by external partners. Areas such as censuses undertaking, survey design and management, data archive and dissemination have benefited of TA.

However, it is observed that the said improvement is uneven among countries and inside the country according to the type of statistical activity. In particular, development has been unequal between, for example, data capture and data analysis. The weakest areas are data analysis and the use of existing data in policy and planning<sup>34</sup>.

The country assessments are crucial for the definition of actions to undertake under the Technical Assistance component of the Implementation Plan. They will permit to identify the weakest areas where TA is needed to improve the systems. Nevertheless, several studies

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<sup>32</sup> <http://www.oecd.org/development/effectiveness/2011surveyonmonitoringtheparisdeclaration.htm>

<sup>33</sup> Oxford Policy Management (OPM) at: <http://www.opml.co.uk/issuescat/aid-policy>

<sup>34</sup> The millennium development goals: strategic implications for the Latin American and Caribbean statistical systems. José Luis Cervera-Ferri - Hubert Escaith Statistics and Economic Projections Division, CEPAL. Santiago, Chile, March 2007.

comprising country assessments<sup>35</sup> in the region allow drawing some general conclusions about the main issues that TA should attack in the region:

- a) Lack of budgetary funds jeopardizes the quality of agricultural statistics in several countries. The inclusion in the public budgets of a permanent provision of funds for statistical activities, especially agricultural statistics are still scarce to nonexistent in Latin American countries. Often, statistical activities are discontinued when external support finishes. Sometimes statistical operations are not properly budgeted and it is common to see unfinished projects after wasting significant resources for their initial activities.
- b) When data are available, timeliness is not always appropriate for their use in the decision making process;
- c) Subjective methods of estimation are still in practice in several countries not allowing appropriate measures of statistical errors in estimates;
- d) There is lack of awareness on the introduction of key issues. Specific surveys, current surveys, agricultural censuses and other mechanisms for agricultural information generation continue to have high economist/short term content. For that reason it is imperative to introduce the framework provided for the Global Strategy in order to deepen the production of data related to sustainable development, living conditions in rural households, rural employment characteristics, gender issues, environmental matters and so on.
- e) National Statistical Systems are still weak in several countries.

***Possible areas for a TA program for Latin America and the Caribbean.***

Technical assistance will be required from FAO and other international agencies to develop specific tools and guidance to help with this process. In this connection, a preliminary list of twelve areas of a TA program for LAC region has been identified. These areas touch on other components of the program summarized below.

The twelve identified areas are:

1. Assessment of the country situation with respect to agricultural statistics
2. Design and implementation of sector strategic plans for agricultural statistics in the framework of the National Strategy for Development of Statistics;
3. Development and strengthening of institutional and organizational capacities;
4. Development and harmonization of data sources;
5. Incorporation of new dimensions in agricultural and rural statistics;
6. Taking Census of Agriculture;
7. Design and elaboration of sampling frames;
8. Design of census on-going statistical systems;
9. Establishment of comparable databases;
10. Incorporation of new data collection technologies;

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<sup>35</sup> See, for example: “Estudio Diagnóstico Relativo a las Estadísticas Agropecuarias de los Países Andinos, Informe final de consultoría, Eduardo Castro, Proyecto ANDESTAT, Agosto 2007”; “The WB Bulletin Board on Statistical Capacity” and NSO’s and Ministries of Agricultural webpages.

11. Use of statistical packages for editing and processing the information
12. Gender oriented studies.

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

The starting point of the Implementation Plan is, as explained in Section 4 above, the assessment of the statistical system producing agriculture statistics to satisfy data users' needs. To provide TA for conducting the assessment is an important ingredient to reach the desired outputs.

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

The "Second Pillar" of the Global Strategy is the integration of agriculture in the National Statistical Systems as a key issue in the process for improving agriculture statistics: *"This integration will be accomplished by the development of a master sample frame for agriculture to ensure relevance and completeness; its use in implementing a coordinated data collection program to produce timely and accurate data that are coherent and comparable; and a strategy for data dissemination to ensure accessibility"*<sup>36</sup>.

The general situation described in the Global Strategy applies also to Latin America and Caribbean countries: *"data are collected by sector, using different sampling frames and surveys. The division of data by sector leaves no opportunity to measure the impact of an action in one sector on another. Surveys are often conducted on an ad-hoc basis with no links to a master sampling frame or the use of georeferenced units for data collection. It is therefore difficult to integrate data from various surveys for in-depth analysis with cross tabulation of variables" ... "More than one governmental organization is often involved in the collection and analysis of agricultural, fishery, and forestry data without coordination"*<sup>37</sup>.

Finally, the Global Strategy advocates for an integrated system: *"Integrated statistical systems can resolve many of these problems by avoiding duplications of effort, preventing the release of conflicting statistics, and ensuring the best use of resources. Concepts, definitions, and classifications become standardized, allowing more systematic data collection across sources. These practical advantages of integrated data systems together with the increasing need for reliable and comparable data in a context of globalization and international concern about environmental issues point to the need for integrated national statistical systems"*<sup>38</sup>.

There is international consensus that the design and implementation of the National Strategy for the Development of Statistics (NSDS) is the best way to build national capacity and strengthen statistics in support of national and international development. The NSDS is the leading action point of the Marrakech Action Plan for Statistics (MAPS). All Latin American and Caribbean countries have some kind of "National Statistical System" (NSS). NSS are designed on a sectoral basis, it means that the National Statistical Office (NSO) coordinates and norms the actions of "Sectoral Statistical Offices" (SSO) (including the Agricultural Sector). The NSDS is the strategic development plan for the NSS. At sectoral level, both a Sectoral Statistical System and a Sectoral Strategy of Statistical Development are advocated. The situation of LAC countries is uneven: several countries are implementing the NSDS, other countries already have a NSDS in place but it has not been updated and in some cases an updated and operative National Strategy is in place. With respect to the Agricultural Sector only a few has a Sectoral Strategy. It is, however, important to mention that the NSDS is both an approach and a

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<sup>36</sup> Global Strategy, Chapter 4 page 19.

<sup>37</sup> Ibidem

<sup>38</sup> Ibidem

product, and the approach is as important as the product. There is also consensus that the bottom-up or sectoral approach to the design of the NSDS is the best way to integrate agricultural statistics into the NSDS. Using this approach, Sector Strategic Plans for Agricultural and Rural Statistics (SSPARS) are prepared and then used as building blocks for the overall NSDS. This approach will help to correct the situation where: (i) statistical capacity building has often focused on the NSOs to the neglect of the other producers of data, mainly sectors, (ii) linkages between sectoral statistics systems and between sectoral statistical systems and NSOs are inconsistent, informal and relatively weak, and (iii) there is little appreciation of the statistical activities of one sector with respect to others. This has made it difficult to develop shared goals and cross-cutting strategies and streamline institutional and coordination arrangements. There is, however, little familiarity in countries with this new approach to NSDS design even after the efforts of PARIS21 in the region since 2004 through several workshops, seminars and direct TA to countries. Therefore, this area needs additional TA activities.

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

Despite the last years efforts for better coordination and institutional strengthening of statistical system in the region, several weaknesses are still present. They refer both to institutional and organizational capacities. A report presented in 2006 to IDB-WB conference<sup>39</sup> allows summarizing those weaknesses in statistical systems in the region as follows.

#### Institutional weaknesses:

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

#### Organizational weaknesses:

- i) Absence of efficient coordination between main data users and statistical offices;
- ii) Absence of systematic analysis of data quality;
- iii) Absence of cost-efficiency analysis about the statistical production;
- iv) There are no clear criteria to prioritize the production of statistics;
- v) In most cases, data are inaccurate, without an appropriate coverage or have other problems referred to relevance, timeliness, coherence, etc.
- vi) Clue stakeholders' needs are not always taking into consideration when designing statistical plans.

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<sup>39</sup> "Las Estrategias Nacionales de Desarrollo Estadístico (ENDES) y los Sistemas de Monitoreo y Evaluación (M&E): Hacia una estrategia integrada de modernización de la gestión pública". José Molinas Vega y Alejandro Medina Giopp. Segunda Conferencia Regional sobre Monitoreo y Evaluación, BID-Banco Mundial. Mayo 10-11, 2006, Washington DC.

TA will be required to address the above weaknesses. In particular, TA will be addressed to:

***(a) Advocacy for statistics and statistical development in sectors***

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

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

TA will come in handy to build skills, develop advocacy tools, materials and messages, and to create opportunities for advocating for statistics.

***(b) Statistical legislation***

It is generally agreed internationally that a strong statistical legislation (Statistics Act, decree or proclamation as it is known in some countries) is a fundamental prerequisite for an effective statistical system<sup>40</sup>.

As pointed out by Dennis Trewin<sup>41</sup> (former head of the Australian Bureau of Statistics), “*sound legislation is crucial to a good statistical system as it:*

- *provides legitimacy and transparency to statistical operations,*
- *is necessary to provide public confidence in the statistical system – however, it is no sufficient; that depends on the actions of Ministers and senior people in the statistical system,*
- *Provides for continuity of arrangements as key personnel change often with different ideals and backgrounds”.*

Present situation in Latin America and Caribbean region shows that: all countries have some type of national statistical legislation. However the instruments used are of different legal rank (laws, decrees, decree-laws, resolutions) with different scopes (some only organize the NSO whilst others have a wider scope covering the whole NSS). Some crucial aspects of statistical legislation like confidentiality of data or establishment of rights and obligations are not always included.

TA should be addressed to provide skills and juridical inputs for enhancing and coordinating National and Sectoral Statistics Systems. Training in good practices taken from actual legislations should be an essential part of TA in this area.

***(c) Mainstreaming agricultural statistics in sector development policies, programs and budgets.***

One of the factors inhibiting statistical development in sectors is that statistics is not mainstreamed in sector development policies, programs and budgets. In many countries, statistical activities are undertaken on ad hoc basis as and when resources are available or when specific data are required. Indeed in many cases, there is no dedicated budget for statistics in Ministry budgets. It is crucial that countries are assisted through advocacy and

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<sup>40</sup> Consultative Seminar on Governance of National Statistical Systems, Singapore, May 28-30, 2003

<sup>41</sup> “Building institutional capacity to maintain the integrity and legitimacy of the National Statistical Service” by Dennis Trewin, ESCAP Committee of Statistics, Bangkok, 27-29 November 2002.



policy dialogue between government and development partners to mainstream agricultural statistics in sector development programs funded by governments as well as development partners.

#### **(d) Enhancing coordination**

Coordination between data users and producers is essential for advancing "*common understanding of policy issues and related data requirements, setting data priorities, clarifying the objectives for data collection and agreeing on the best methods for collecting data*"<sup>42</sup>

Data users need to routinely specify their data needs, the form in which data are required, the detail the data should take, the time frame for data presentation and to be informed on potential application for existing data. On the other hand, data producers need to indicate what data are available and their quality, how available data can be accessed, what data are expected to be collected, what problems are experienced in data production, etc. Above all, they need to promote use of statistical data and products.

In order to ensure that data users are clearly identified and that their needs are continuously assessed and synthesized, it is important to establish mechanisms for continuous dialogue between them and data producers. One such mechanism is the establishment of a Coordination Committee. In many countries (especially in Central America) there exists a Coordination Committee of the NSS but not for Agricultural Statistics. The common practice is to establish ad-hoc committees for the National Census of Agriculture as well User-Producer workshops. Establishment of permanent Agricultural Statistics Coordination Committees or Agricultural Data User-Producer Committee is very important to provide direction and guidance in the development of agricultural statistics in the country.

TA may be required to establish such Committees in LAC countries.

#### **(e) Capacity building (training)**

See Section 6, below.

#### **Area 4: Development and harmonization of data sources.**

As detailed in the Global Strategy: "*All data collection is to be based on sample units selected from the master sample frame and integrated into the survey framework. The survey framework also takes into account the additional data sources that need to be included in the integrated statistical system, including administrative data, agribusiness and market information systems, community surveys, remote sensing, and consistent input from expert data collections*"<sup>43</sup>. As a result of the above mentioned fragmentation of many agricultural statistical systems and lack of adequate coordination, countries do not take adequate advantage of the existing data sources. Data coming from different sources must be taken in a coordinate way in order to harmonize them for a proper statistical use. In particular, common definitions and concepts should be used. Statistical use of data from administrative records must preserve confidentiality. When data refer to territorial divisions different data sources should use the same administrative divisions, comparable cartography and similar coding for geo-reference. The use of expert data collection which is very common in the region, should respond to several criteria in order to make data reliable and comparable with those coming from other sources. Other common sources of data are: registers of agricultural holders; animal health inspections; trade data, cadastral registers, data about area and production of

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<sup>42</sup> Fundamental principles of Official Statistics, UNSD 1994.

<sup>43</sup> Global Strategy, Executive Summary page XII.

key crops from associations of holders. While administrative data is easy and relatively cheap to compile vis-à-vis surveys, the quality of some of the data collected from this source leaves a lot to be desired. Also there are a number of data gaps which have had to be filled by annual agricultural surveys and decennial censuses.

Administrative data sources have largely been given little attention in national statistical programs and perhaps are the weakest aspect of the Global Strategy. Technical assistance will be required to review methodologies and instruments in use and to periodically audit existing data from different systems. It is important to mention that data consistency will also be achieved by deepening and broadening inter-institutional coordination and linkages; system-wide adoption and application of standardized concepts, definitions and classifications; and collecting data during the same period of the year.

TA will be required to help countries to:

- assemble, review, analyze and document good practices as well as existing agricultural datasets including causes of inconsistencies and discrepancies in agricultural data from different sources and propose how these may be reconciled. This can be done along the lines of the Accelerated Data Program (ADP), a PARIS21 satellite program that aims to assist countries identify weaknesses and making short-term improvements to relevant statistical processes such as household surveys, in order to quickly obtain or improve estimates of key indicators, including those for the MDGs<sup>44</sup>;
- verify the accuracy and reliability of the agricultural production data series using information on agricultural prices, export volume and values, level and distribution of rainfall, household consumption survey data, etc. that could directly or indirectly explain the production levels/trends;
- Statistical support to data analysis, research and development.

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

#### ***Area 5: Incorporation of new dimensions in agricultural and rural statistics.***

The Global Strategy frames the agricultural statistical system with three dimensions: the economic dimension, the environmental dimension and the social dimension. For each dimension key data indicators are detailed. Incorporation of the new dimensions in the NSS in Latin America and the Caribbean requires strong support by means of TA because statisticians at different levels are not aware of the implications of the incorporation of environmental and social dimensions to the traditional economic one. The broader scope of agricultural statistics poses new challenges to statisticians. How integrate aquaculture, fishing, forestry and related activities to agricultural statistics? Which strategy would be more efficient in accordance with particular characteristics of the country to integrate knowledge on bio-fuels and households' food security? What changes are needed in the household surveys to obtain information on production at household level in rural and urban areas? How analyze market risks associated with environmental changes? All issues that require strong research, building of capabilities and training that should be delivered, among other ways through TA.

#### ***Area 6: Taking Census of Agriculture.***

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<sup>44</sup> PARIS21 and OECD, Counting down poverty: The role of statistics in world development, Paris, 2007.

The Global Strategy establishes requirements for the minimum set of core data to be provided annually. The agricultural census is not only an important sampling frame for construction of the master sample (see Area 7) but also the only way (in the majority of LAC countries) to obtain disaggregated data for small administrative areas. FAO recommends undertaking Census of Agriculture at least every ten years. They are framed by the World Census of Agriculture (WCA) decennial programs since 1950. Every decennial round of censuses incorporates new concepts, definitions, methodologies, scope, etc. Traditionally FAO provides technical assistance along with training for implementing each round at regional level. The present round will finish in 2015 and the new one beginning in 2016 will demand additional TA for its implementation.

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

### ***Area 7: Design and elaboration of sampling frame***

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

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

One of the main objectives of a Census of Agriculture is to serve as a sampling frame for the on-going system of agricultural surveys (Objective c) of the WCA 2010). On the other hand, the population census will provide the basis for establishing a Master Sample Frame for censuses and sample surveys conducted in the inter-census periods. Use of such a frame avoids duplicative efforts of different organizations maintaining their own frames as a basis for selecting random samples<sup>45</sup>. FAO along with USDA (US Bureau of the Census before) has extensively provided TA in the construction of sampling frames for agricultural surveys in LAC region. The new approach towards master sampling frames requires additional assistance because of the extended scope of the designs and the need of strong coordination between different sources (Agricultural Census data, Population Census data, administrative registers, satellite images, geo-referenced data, aerial photography, list frames).

### ***Area 8: Design of census on-going statistical systems.***

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

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<sup>45</sup> Global Strategy

The integrated survey framework should describe integration of the entire survey process including sample design, questionnaires and methods of data collection, analysis, and estimation. The Master Sample Frame for Agriculture advocated by the Global Strategy forms the foundation for the integrated survey framework. The final elements in the integrated survey framework are the indicators to be computed and their storage in an integrated database. The value of the integrated data base will increase over time as it grows. It will not only provide more analysis capabilities across time, it can be used to improve data quality by comparing survey information with census data or between surveys over time. The output of the aggregated values will be the input to CountryStat following its methods and principles<sup>46</sup>.

#### ***Area 9: Establishment of sound comparable data bases.***

The data management system is an integral part of the survey framework boosted by the Global Strategy. The data management system fulfills three functions: access to official statistics for dissemination purposes; storage and retrieval of survey results; and access to farm, household and georeferenced data for research<sup>47</sup>. The system should be able to support the dissemination of data both within and across countries. Single/coordinated databases are paramount to avoid duplications.” *These data should become part of FAOSTAT, the FAO statistical data base, which becomes a public good for data access*”. For its part, at national and subnational levels the “mirror” of FAOSTAT is CountryStat.

CountrySTAT is a web-based information technology system for food and agricultural statistics at the national and sub-national levels. It provides decision-makers access to statistics across thematic areas such as production, prices, trade and consumption. Despite some isolated efforts, so far LAC countries have not been incorporated to the system. In the next years Country Stat should be expanded to cover Latin America and the Caribbean.

As a FAO based system, the incorporation at country, regional and continental level will require specific TA. More generally TA will be needed to generate sound internationally comparable databases.

ECLAC has developed REDATAM software specifically designed for processing and analysis of census and surveys. Despite it was originally created for population census and demographic surveys several countries in the region introduced REDATAM for crossing variables, generate tabulations and analysis of agricultural databases. According with country characteristics and staff, the present implementation plan should consider also the provision of TA in the use of new versions of REDATAM.

#### ***Area 10: Incorporation of new data collection technologies.***

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

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<sup>46</sup> Global Strategy, page 26.

<sup>47</sup> Ibidem

### **Area 11: Use of statistical packages for editing and processing the information.**

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

### **Area 12: Gender oriented studies.**

Gender disaggregated data are a key issue in the development of Agricultural Statistics. By extending the scope of agricultural and rural statistics, the Global Strategy stresses in the need to cover issues related to gender in the social dimension: : *“In many developing countries and in rural societies in particular, household roles, responsibilities, and rights are highly gendered. Income commanded by women has a disproportionately positive effect on the health, nutrition, and education of other members of their households. Women have also proven to be highly receptive adopters of technologies that raise yields and improve environmental management, such as agroforestry techniques—once their property rights have been secured. The Third Millennium Development Goal, to “promote gender equality and empower women,” therefore, carries particular weight in the rural and agricultural development agenda, and the need to disaggregate pertinent data by gender is generally acknowledged.”*<sup>48</sup> The WCA 2010 Programme emphasizes the role of the Census of Agriculture in measuring the role of women in agriculture<sup>49</sup>. FAO issued in 1999 a specific document about this matter<sup>50</sup>. In recent Censuses of Agriculture in LAC FAO has been providing technical assistance for special studies on gender issues and both FAO at global level and ECLAC at Latin America and Caribbean level have special divisions on gender<sup>51</sup>. The WCA 2010 Programme also introduces the concepts of sub-holding and sub-holder trying to fill the gap on information about the role of women in agriculture from previous censuses. To adequately measure the contribution of women in the agriculture, in rural development and in assuring home food security it is paramount to deepen the studies on gender in agricultural statistics. The provision of adequate information and the pertinent analysis will enrich by means of a specific provision of Technical Assistance in this area.

## **6. SUMMARY OF THE TRAINING PLAN.**

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

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

This component will specifically involve:

- (a) Integrating training needs in agricultural statistics with other elements of national statistical systems;

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<sup>48</sup> Global Strategy page 8

<sup>49</sup> WCA 2010 Programme, page 13, §2.27 to §2.31.

<sup>50</sup> Agricultural Censuses and Gender Considerations: Concepts and Methodology. FAO 1999

<sup>51</sup> FAO: Gender and Population Division (SDW) and ECLAC: Gender Division

- (b) Providing training and support to the managers of human resources in agricultural statistics agencies;
- (c) Helping countries to conduct detailed training needs analyses;
- (d) Strengthening the skills and knowledge of the staff responsible for the development and presentation of both academic and in-service training courses;
- (e) Strengthening the capacity of training centers through twinning arrangements;
- (f) Reviewing, designing and producing syllabuses and relevant teaching materials;
- (g) Financing the preparation and delivery of seminars, workshops and short courses in priority areas, including the promotion of distance learning and e-learning;
- (h) Upgrading training facilities and improving access to relevant books and journals;
- (i) Harmonizing and synchronizing curricula and qualifications between training centers and countries;
- (k) Financing participation in approved short courses and other training opportunities;
- (l) Establishing a process for accrediting courses and qualifications where relevant

Training will focus not only on the production of statistics, but also for their use by different stakeholders. The guiding principle for training is that every country should have a strategy to improve the skills and competencies of its technical staff and sustain the skills over time. Training programs are not only directed to improving the capabilities of the technical staff for all aspects of the national system producing agricultural and rural statistics, but also to managers directing the national efforts and also other stakeholders and data users. A long term goal of every national statistical system should be to have a training strategy to improve and then sustain the core competencies required to produce agricultural statistics. The Regional Action Plan provides the framework for a training program that builds off the technical assistance program.

The training program will be provided using e-learning tools, in-country workshops, and within region sessions at regional venues.

The training activities will be delivered in two phases. The first phase is to address short term needs for urgent/basic requirements training capabilities already available. The training program to follow will address the training gap identified in the training needs assessment.

There is not a systematic training neither to raise statistical culture in the society nor to training users of information in the analysis and interpretation of statistical data.

The Hammamet Conference identified the following as priority areas for TA to training in agricultural statistics:

- training at different levels such as primary and intermediate level,
- training trainers in new areas such as remote sensing, Geographical Information System (GIS) and Global Positioning System (GPS);
- training tools, e-learning, distance learning;
- decentralizing training to the different countries;
- developing and harmonizing curricula, as well as the actual training programs, make them more sustainable in local Universities and do this in conjunction with users.
- training both for existing staff and those being recruited into service;

- better targeting for in-service training programs; and
- advocating for agricultural programs to include some statistical training components.

All such points are applicable to LAC countries and it is important that capacity building goes well beyond training and includes also building survey infrastructure, IT infrastructure, etc. TA will be required in these other areas of capacity as well.

According to the Global Action Plan, at regional level, activities will include the following<sup>52</sup>:

- Assessing training needs during the second stage of the country assessment. This information will be used to group countries according to the levels of core skills and competencies of their statistical staffs. Depending on the training needs, training programs will be developed for the regional centers based on materials created at the global level.
- Adapting the standards for training developed by the Global Office to meet regional requirements;
- Ensuring that countries are aware of and know how to use the e-learning materials;
- Promoting through networks established between the national statistical offices and sectoral agencies the sharing of training programs and knowledge transfer for statistical skills that cut across sectors;
- Supporting technically and financially on-the-job (in-service) training in the countries;
- Selecting regional training centers and strengthening them by identifying gaps in their training programs and upgrading the skills and capacities of their staffs;
- Upgrading the training infrastructure of regional centers, including providing computer hardware and software, audiovisual equipment, and associated items as well as material for libraries, and organizing short courses to be conducted by training centers;
- Supporting scholarships and participation of staff from statistical agencies in the approved short-term courses.

At National level, activities will mostly entail training needs; contributing examples of good practices in the design and delivering of training programs, selecting the staff to attend regional training centers, as well as for scholarships and short-term courses; organizing in-service training, and guaranteeing access to e-learning materials.

Finally it is important to highlight that in Latin America and the Caribbean, statistical capacity has increased in the last decades. All countries in Latin America have statistical careers at tertiary educational level (usually a 4-year career in Statistics). In the Caribbean region the situation is different. A sub-regional training center in statistics is needed for the Caribbean. In the case of South and Central America, after the disappearance of the Inter-American Center for Statistical Training (CIENES) in 1997 no regional institution took their functions. Therefore, training in Statistical Methods and in organization of statistical activities is restricted to national level and knowledge sharing has lost.

## **7. SUMMARY OF THE RESEARCH PLAN.**

The research plan is aimed to contribute to a significant improvement in the quality, reliability and cost-effectiveness of agricultural statistics. This goal will be achieved by providing a framework for the coordinated efforts of experts in various regions to address the most

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<sup>52</sup> Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics, for Food Security, Sustainable Agriculture and Rural Development”, FAO, WB, UNSC, Rome 2012. Chapter 6.

important methodological issues and gaps surrounding the effective collection, processing and dissemination of data<sup>53</sup>.

Research programs will directly support the implementation at the national level. The research will be conducted in collaboration with the national statistical systems, research institutions and academy in adopting cost-effective and reliable methods. The research will be directed to improving basic methodology as well as the adoption of technology such as remote sensing, geo-positioning, the use of internet data collection, etc. The research effort will be coordinated with the technical assistance and training components.

The Global Action Plan provides a list of research topics that the implementation plan should support:

- Creation of an appropriate reference framework;
- Identification of the most appropriate master frame for the integrated survey;
- Improvement of data collection methods;
- Improvement of the methodology for food security data and indicators;
- Improvement of the methodology for market statistics;
- Improvement of the methodology for data analysis;
- Improvement of the methodology for using administrative data;
- Identification of appropriate indicators and collection methods for gender-related data and indicators
- Identification of appropriate indicators and collection methods for small-scale fisheries including subsistence fisheries;
- Better integration of geographic information and statistics;
- Improvement of the methodology for using remote sensing;
- Identification of appropriate indicators and collection methods for agri-environmental data;

The regional research effort will complement and supplement that effort by:

- Directly adopting the results;
- Adapting the results to be consistent with regional needs; and
- Providing research in areas not included in the global effort. For example, the collection of data from expert opinion, which is widely used in the region, will be evaluated and examined to determine its proper use in the improved statistical system as a complement of estimates from probabilistic surveys.
- Providing research on issues specific to the region, strengthening countries in the region to conduct research on issues specific to them.

## **8. REVIEW OF TA, TRAINING AND RESEARCH COMPONENTS**

Table 2 provides a review of the technical assistance, training, and research components as they relate to expected results and outcomes of the implementation of the Regional Action Plan<sup>54</sup>.

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<sup>53</sup> Ibidem Chapter 7.

<sup>54</sup> Adapted from The Asia-Pacific Regional Action Plan



**Table 2 Technical Assistance, Training, and Research Components of the Regional Action Plan by Output of the Regional Action Plan**

<b>A. Regional governance structure in place</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Regional Steering Committee formed. Staff and resources to work with global office on preparation of technical support materials, support Country assessments, and provide technical assistance	Training assessments conducted as part of the in-depth country assessments— Training development efforts coordinated among regional units.	Regional research program planned in collaboration with global research effort
<b>B. Country assessments and determining set of core data</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Assist countries with in-depth assessment.	Provide training on the Country Assessment Questionnaire to analysts conducting the in-depth assessment	Provide examples of best practices in country assessments.
Prepare guidelines on determining the content, scope, and coverage of items important to the country.	Training on basics of agricultural production and the economic, social, and environmental impacts	Provide guidelines on indicators needed for the economic, social, and environmental domains
<b>C. Integration of Agriculture into the National Statistical System.</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Develop guidelines for integration of agriculture into NSS. Assist countries in assessing capabilities of each institution involved in the integration. Assist countries with the preparation of country proposals and SSPARS under the scope of the NSDS.	Determine different skill levels needed in the national statistical system—assist countries in identifying gaps in core requirements and qualifications of statistical staffs	Develop guidelines on the development of Sector Strategic Plans to mainstream agriculture into the national statistical system following the principles of the NSDS. Provide examples of best practices of NSDS and SSPARS that have been implemented
<b>D. Improved political support for agricultural statistics.</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Assist countries with workshops with data users including government, research institutions, agricultural organizations, academia, etc	Organize training of medium and top management on uses of statistics by different organizations.	Prepare examples of high level decisions based on use of statistics
Establish lines of communication with data users to ensure their needs are met and that they provide advocacy for the required data	Provide training materials on uses of statistics Hold workshops on increasing statistical literacy	Provide best practices on enhanced uses of statistics
<b>E. Strengthened legal and coordination mechanisms and frameworks</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>

Prepare guidelines for statistical laws, confidentiality, and establishment of the structure of the national statistical system—assist countries in assessing current system vs what is needed	Provide training materials on the main principles of the NSDS. Development of training modules relevant to preparing Sector Strategic Plan	Provide strategies and best practices on statistical laws and legislation followed by countries in the region.
<b>F. Advocacy.</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Provide regional set of advocacy materials and assist countries in preparing a national advocacy strategy	Develop training materials to improve communication skills with policy and decision makers, and private sector data users	Provide strategies and best practices followed by other countries in the region
Prepare resource mobilization plan to put national statistical system on a sustainable basis		Provide best practices on building a sustainable statistical system
<b>G. Increased ability of NSS to access and use Information and Communications Technologies (ICT)</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Develop and apply guidelines on the use of statistical software for data collection, dissemination, data archiving, etc	Provide e-learning tools on uses of different types of software and communications technology	Provide standardized data validation and analysis software packages
<b>H. Improved competencies of NSS to produce and disseminate minimum set of agricultural and rural statistics</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Develop and apply guidelines on determining whether census of agriculture is needed If so, how it could be coordinated with population census.	Develop training incensus taking. Translate into training materials	Provide alternatives for structural sample surveys in place of conducting a census. Provide best practices for census methods; especially on using GPS, remote sensing etc
Document and apply statistical standards for developing master sample frame, survey integration, estimation practices, uses of administrative data	Train in statistical methods, sample frames and sample designs. Translate standards into training materials about choice of appropriate method and its implementation	Provide guidance on the choice of the most appropriate master frame given each country's situation. Develop robust methods on uses of administrative data
Develop and apply technical standards and guidelines on sample design, data collection, estimation, and analysis for area, yield, production for crops,	Train in probability and statistics. Develop training in sample and survey designs. Translate standards into training material for country use	Examine best practices on new developments in sampling theory Improve data collection methods Improve methods for data

livestock, poultry, fishery, and forestry production, prices and trade, employment and labor, and land use.		analysis Develop methods for use of GPS, GIS technology Explore uses of remote sensing
Assess strengths and weaknesses of the reporting systems and determine its role in the national statistical system for agriculture	Provide training materials on assessing data quality of different methods being used and their integration	Provide analysis of the quality and reliability of the reporting system results. Examine use of the reporting system for early warning.
<b>I. Strengthened capacity of national and regional training institutions</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Enhance collaboration with other providers of technical assistance for statistics on best practices	Provide training-of-trainers in specialized areas. Develop method to accredit/certify trainers	Establish and maintain network of training and research institutions
Establish network of national agricultural statistics offices that can provide technical assistance to others on a South-South cooperation basis.	Provide tools for more advanced countries to provide training to other countries	
Develop roster of experts—twinning arrangements	Develop and pilot a regional graduate degree program	
<b>J. Improved Capacity of countries to adopt cost effective and reliable methods for producing minimum set of agricultural and rural statistics</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Document and apply guidelines on advanced and cost effective statistical, data collection, and analysis methods	Prepare handbooks and training materials	Develop cost effective methods suitable for national situations
<b>K. Increased capacity of countries in the use of agricultural statistics for policy making</b>		
<b>Technical Assistance</b>	<b>Training</b>	<b>Research</b>
Document and apply analysis methods to incorporate the economic, social, and environmental domains for analysis and policy purposes	Prepare training materials on connecting the economic, social, and environmental aspects of agriculture	Improve methods for determining user's information needs Collaborate with the national statistical system in analyzing available data
Adopt "open data" policy on data dissemination	Provide training on "presentation of statistics"	Provide innovative ways to "present statistics"

## **9. INDICATIVE WORKPLAN AND BUDGET.**

The implementation of the Regional Action Plan will formally begin with the establishment of the Regional Office, the Regional Steering Committee and the Executive Board. It is expected that during the first half of 2013 all the governance body is completed with the final integration of the Regional Steering Committee.

The pilot countries for the in-depth country assessment need to be determined and the assessments begin as soon as possible so they can provide input for the technical assistance, training, and research components of the implementation strategy. A more detailed work plan covering the first two years of implementation is shown in Annex 3

The indicative budget shown in **Annex ...** will be subject for revision after initial activities, including the first country assessments, have been completed.

**ANNEX 1**

**Year of census undertaking for Latin American and Caribbean countries by World Census of Agricultural rounds**

Countries by Region	WCA ROUND							
	2010	2000	1990	1980	1970	1960	1950	1930/40
Antigua and Barbuda	2007			1984	1973-74	1961		
Argentina	2008	2002	1988		1970/74	1960	1952	1930/1937
Bahamas			1994	1977-78			1950	
Barbados			1989	1984	1971	1961	1950	1929-30
Belize				1984-85	1973-74			
Bolivia			1984-88			1964	1950	
Brazil	2007	1996		1980/85	1970/75	1960	1950	
Chile	2007	1996-1997		1975-76		1965	1955	1930
Colombia	2013*	2002	1988		1970-71	1960	1951	
Costa Rica	2014*			1985	1973	1963	1950	
Dominica			1995		1974			
Dominican Republic	2014*			1982	1971	1960	1950	
Ecuador	2013-2015*	2002		1984	1974	1961	1954	
El Salvador					1971	1961	1950	1929
Grenada	2012		1995	1981	1975	1961		
Guatemala	2013*	2003		1979		1964	1950	1930
Guyana					1968-69			
Haiti	2008/2009				1971		1950	
Honduras	2013*		1993		1974	1965	1952	
Jamaica	2007	1996		1978-79	1968-69	1961	1950	
Mexico	2013*		1991	1981	1970	1960	1950	1930/1935
Nicaragua	2011	2001			1971	1963		

Panama	2011	2001	1990	1981	1971	1961	1950	
Paraguay	2008		1991	1981		1961		
Peru	2012		1994		1972	1961		1929
Saint Kitts and Nevis		2000	1987					
Saint Lucia	2007	1996	1986		1973-74			
Saint Vincent		2000	1986		1972			
Suriname	2008			1981	1969	1959		
Trinidad and Tobago		2004		1982		1964		
Uruguay	2011	2000	1990	1980	1966/70	1961	1946/ 1950	1930/1937
Venezuela	2007	1999		1985	1971	1961	1949	1937

\*Planned

## ANNEX 2

### Stakeholder Analysis for agricultural statistical systems

Stakeholders	Interests/needs for reliable data	Likely impact of the strengthened statistical system on their interests
Planning authorities (Ministries of Planning, planning departments in sectoral ministries of agriculture, health, education, labor, environment, water, etc.)	to help to: <ul style="list-style-type: none"> <li>• make sound, evidence-based policies and decisions</li> <li>• justify and illustrate the results of former policies and decisions, so highlighting successes</li> <li>• monitor implementation of poverty reduction strategies and other development programs</li> <li>• track progress in key policy and development areas</li> <li>• build an accurate picture of what is happening at local, regional, and national levels</li> </ul>	<ul style="list-style-type: none"> <li>• better diagnosis of development issues</li> <li>• more informed policies, plans and program</li> <li>• better identification of vulnerable groups, especially the poor, disabled, women and children and better targeting of interventions</li> <li>• better monitoring and tracking of progress in achievement of stated objectives, goals and targets</li> </ul>
Local governments	<ul style="list-style-type: none"> <li>• to influence ministries and central government to accelerate the transfer of resources from the center to local governments</li> <li>• to scale up planning, implementing, and monitoring development at lower levels of government</li> </ul>	<ul style="list-style-type: none"> <li>• Improved planning, implementing, and monitoring development at lower levels of government</li> </ul>

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



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

### ANNEX 3

#### Work-plan for the first two years of implementation

TA Output/Activity	Year 1				Year 2				.....
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Output A.</b> Regional governance structure in place									
A1. Regional Office	■								
A2. Regional Steering Committee	■								
A3. Regional Executive Board	■								
<b>Output B.</b> Country-specific minimum set of agricultural and rural statistics identified by each country using the minimum set of core data contained in the Global Strategy as the basis									
B1. Country assessment (first stage)			■	■					
B1. In-depth country assessments					■	■	■	■	....
B2. Baseline information					■	■	■	■	....
B3. TA programmes					■	■	■	■	....
<b>Output C</b> SSPARS as a component of the NSDS provide the national framework for implementation									
C1. Adapting global guidelines		■	■	■	■	■	■	■	.....
C2. Preparation of SSPARS		■	■	■	■	■	■	■	.....
C3. Country proposals		■	■	■	■	■	■	■	.....
<b>Output D.</b> Improved political support by decision makers for agricultural and rural statistics in terms of provision of budget and resources									
D1. Development of business cases		■	■	■	■	■	■	■	....
D2. Technical meetings to showcase agri-statistics		■	■	■	■	■	■	■	....
<b>Output E</b> Strengthened legal and coordination mechanisms and frameworks for agricultural and rural statistics									
E1. Support legal frameworks		■	■	■	■	■	■	■	.....
E2. Promote coordination		■	■	■	■	■	■	■	.....
E3. Integrate agri-environmental and social issues		■	■	■	■	■	■	■	.....
<b>Output F.</b> Enhanced capacity of NSS to advocate for adequate resources for developing and compiling country-specific minimum set of agricultural and rural statistics									
F1. Promote use of best advocacy practices		■	■	■	■	■	■	■	....
F2. Prepare resource mobilization plans		■	■	■	■	■	■	■	....
<b>Output G.</b> Increased ability of NSS to access and use ICT for production and dissemination of minimum set of agricultural and rural statistics									
G1. Build capacity and			■	■	■	■	■	■	



TRAINING Activity	Year 1				Year 2				....
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
C2- Training: gap analysis			■	■	■	■			
D1- Training: advocacy tools					■	■	■	■	
D2- Training: statistical literacy			■				■		....
E1- Seminars: advocacy			■	■	■	■	■	■	....
F1- Training: advocacy tools				■				■	....
F2- Training: communication				■				■	....
G1- Training: ICT (Production)			■	■	■	■	■	■	....
G2- Training: ICT (Dissemination)					■	■	■	■	....
G3- Training: Documentation					■	■	■	■	....
G4- e-Learning development			■	■	■	■	■	■	....
H1- Multiple programmes			■	■	■	■	■	■	....
I1- Training: Core Skills Framework <sup>55</sup> (CSF)	■	■	■	■	■	■	■	■	....
I2- Pilot standardized training					■	■	■	■	....
I3- Training of trainers			■	■	■	■			....
I4- Pilot graduate programme							■	■	....
I5- Certification system			■	■			■	■	....
I6- Informal network			■	■			■	■	....
J1- Preparation of handbooks					■	■	■	■	
K1- Training: Policy orientation					■				
K2- Training: Innovative presentations						■			

RESEARCH Activity	Year 1				Year 2				....
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
i. Work with selected countries in developing cost effective and reliable methods					■	■	■	■	
ii. Analysis of existing survey data with both NSS and other government agencies	■	■	■	■	■	■	■	■	
iii. Disseminate research results and analytical reports				■					....
iv. Establish an informal network of research and training institutions					■	■	■	■	....
v. Develop and implement a mechanism					■	■	■	■	....

<sup>55</sup> See: [http://www.unsiap.or.jp/about\\_siap/coreskill.php](http://www.unsiap.or.jp/about_siap/coreskill.php)

