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# PROGRAMME COMMITTEE

**Hundred and Thirty-second Session**

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**Proposal for improved governance of FAO statistical activities**

Queries on the substantive content of this document may be addressed to:

Pietro Gennari  
Chief Statistician  
Tel: +39 06570 53599  
Email: [Chief.Statistician@fao.org](mailto:Chief.Statistician@fao.org)

Documents can be consulted at [www.fao.org](http://www.fao.org)

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## EXECUTIVE SUMMARY

This matter is being referred to the Committee under Rule XXVI/7(a) i of the General Rules of the Organization. The 128th Session of the Programme Committee “welcomed the assurance of Management that the governance of FAO statistical activities would be improved to strengthen the oversight and enhance relevance, coherence and quality standards of all of its statistics, and looked forward to considering a proposal for this at its 130th Session”. In response, the Office of Chief Statistician organized an informal consultation with Members in March 2021 to introduce the *Implementation Plan of the FAO Strategy for the Modernization of Statistics*. The Proposal therein takes into account the recommendations of the 2019 Evaluation of FAO Statistics, as well as three major strategic documents that have recently been released: two external documents (the Chief Executives Board (CEB) System-wide Road Map for Innovating UN Data and Statistics and the Secretary-General’s UN Data Strategy) and one internal (FAO Strategic Framework 2022-31). The Proposal is articulated across four overarching priority action areas, focusing on governance; capacity of Decentralized Offices; resources; and IT infrastructure.

Under the first priority action area, the Proposal recommends to “integrate and improve the governance of FAO data and statistics”, as a way to further improving its governance arrangements and as a means to capture the paradigm shift toward a much closer integration of data and statistics, signalled by the aforementioned internal and external strategic documents. The governance mechanism proposed largely follows the recommendations of the UN Secretary-General’s Data Strategy, whilst reflecting the critical role of data as an accelerator toward the delivery of the Strategic Framework 2022-31’s *four betters*. Under this arrangement, the Chief Economist will act as Executive Data Champion and chair a Data Coordination Group. This Data Coordination Group will oversee and be supported by a renewed overarching Interdepartmental Working Group on Data and Statistics that will convene in plenary to address cross-cutting issues, yet will also convene in thematically-focused working groups addressing statistics, big data and geospatial data.

Under the second priority action area, the Proposal suggests “strengthening the statistical capacity of FAO Decentralized Offices” in two main ways. Firstly, the statistical capacity of Decentralized Offices will be strengthened through numerous initiatives, including by providing regional statisticians with dedicated resources drawn from the regional budgets, and by making available a toolkit and guidance for mainstreaming statistics in country-level strategic and operational activities (e.g. Common Country Assessments – CCA and UN Sustainable Development Cooperation Framework – UNSDCF). Secondly, regional coordination mechanisms and partnerships (including relevant CEB Task Forces and the prospective “regional Committees for the Coordination of Statistical Activities [CCSAs]”) will be leveraged to amplify FAO’s capacity to deliver statistical support to countries.

Under the third priority action area, the Proposal recommends to “optimize resource allocation and intensify resource mobilization”. To this end, efforts to mobilize extra-budgetary resources for statistics will be scaled up, for instance by compartmentalizing large-scale statistical capacity development programmes, leveraging the Flexible Multi-partner Mechanism (FMM) facility and its sub-programmes, as well as leveraging emerging global mechanisms such as the new Clearinghouse for Financing Development Data, to be launched at the next World Data Forum in October-2021. At the same time, in order to set the basis for optimizing current resource allocation, an Organization-wide assessment of statistical resources will be conducted to identify the skills-gaps that exist in the domains of data science and statistics.

Under the fourth and final priority action area, the Proposal suggests “improving the quality of data and IT infrastructure”. The objective will be to put in place an innovative statistical data management system that ensures high-quality data and consistent application of international standards across the entire statistical value chain. To this end, a Capital Expenditure (CapEx) Project has already been launched aiming to revamp FAO’s Statistical Working System (SWS), as well as introduce an integrated data dissemination platform in the form of a “Statistics Data Warehouse” (SDW). This CapEx Project will be fully rolled out in close collaboration with the IT

Services Division and the support of the Interdepartmental Working Group (IDWG) on Data and Statistics that will reinforce coordination between statistics and IT matters to define the overall IT architecture/applications in support of statistics work.

GUIDANCE SOUGHT FROM THE PROGRAMME COMMITTEE

- The Programme Committee is invited to consider the Proposal for an improved governance of FAO statistical activities and, within the context of its mandate, make observations or recommendations on its implementation.

Draft Advice

**The Committee:**

- **welcomed the Proposal for improved governance of FAO statistical activities and appreciated its comprehensive approach to address the key recommendations of the Evaluation of FAO Statistical Work;**
- **reiterated the importance and critical role of the Organization's statistical work and appreciated the measures proposed by Management to further enhance the quality of its outputs;**
- **recommended continued informal briefings and consultation with Members on the statistical work; and**
- **looked forward to receiving updates on the detailed assessment of resources allocated to FAO's statistical work.**

## I. Proposal for improved governance of FAO statistical activities: Overview

1. This matter is being referred to the Committee under Rule XXVI/7(a)i of the General Rules of the Organization. The 128th Session of the Programme Committee “welcomed the assurance of Management that the governance of FAO statistical activities would be improved to strengthen the oversight and enhance relevance, coherence and quality standards of all of its statistics, and looked forward to considering a proposal for this at its 130th Session”. In response, the Office of Chief Statistician (OCS) organized an informal consultation with Members in March 2021 to introduce the Implementation Plan of the FAO Strategy for the Modernization of Statistics. The Proposal therein takes into account the recommendations of the [Evaluation of FAO Statistical Work](#) as well as three major strategic documents that have recently been released.

2. Since the launch of *FAO’s Strategy for the Modernization of Statistics*, three major strategic documents have been released in close connection with the Strategy: two external documents (the *CEB Roadmap for Innovating UN Data and Statistics* and the *Secretary-General’s UN Data Strategy*) and one internal (*Outline of the Strategic Framework 2022-31*). The essential content of the Strategy is fully aligned to all these documents: the CEB Roadmap calls for the UN system to produce more timely and policy-relevant data and points to the need for concerted action to overcome a series of internal (institutional, cultural, technical) and external challenges (country capacity and resources) to achieve this objective. The Secretary-General’s Data Strategy promotes a vision that stresses the power of data assets and encourages UN entities to embrace a more coherent and modern approach to data production and use. Consistent with the Strategy, unlocking the power of data is seen to pass through four fundamental enablers: people and culture, partnerships, governance, and technology. On the other side, the FAO Strategic Framework 2022-31 recognizes the need for strengthening data and statistics as an accelerator for the implementation of the Organization’s work programme and for the production of global public goods, including statistical methods and standards, which are essential for strengthening the statistical systems at international, regional and national levels.

3. This being said, all three documents further signal a paradigm shift towards a much closer integration of data and statistics, which is currently not sufficiently reflected in *the Strategy for the Modernization of FAO Statistics*. This Proposal for an improved governance of statistical activities, therefore, aims to address this paradigm shift, considering its implications for FAO governance, as well as to outline specific measures for translating the Strategy into action. This proposal takes into account the aforementioned three major strategic documents, as well as the recommendations of the [Evaluation of FAO Statistical Work](#), and is articulated across four major priority action areas:

- i. Integrate and improve the governance of FAO data and statistics.
- ii. Strengthen the statistical capacity of Decentralized Offices.
- iii. Optimize resource allocation and intensify resource mobilization.
- iv. Improve the quality of the IT infrastructure supporting data and statistics work.

## II. Integrate and improve the governance of FAO data and statistics (Evaluation Recommendation 1)

4. Over the last few years, a number of essential corporate statistical governance mechanisms have been established at FAO, and several additional steps have been taken during 2020 to further strengthen corporate statistical governance arrangements:

- a) The Office of Chief Statistician (OCS) has been consolidated by the transfer of two previously seconded Professional posts to its own purview. This process is expected to be continued with the gradual transfer of the other remaining Regular Programme seconded staff to OCS.
- b) OCS has been elevated to report directly to the Chief Economist, who has been given oversight over data and statistics at FAO.
- c) Regular information has been provided to Members on latest developments in statistics, through informal briefings and the Programme Committee.

5. Despite these advances, FAO still has significant scope for improving its governance arrangements in order to keep abreast with contemporary challenges and maintain its leadership position with regard to food and agriculture statistics. There are further efforts needed to strengthen the governance arrangement such as to connect statistics governance and data governance.

#### A. *Data and statistics*

6. Data and statistics are inextricably connected. Data are basic elements or single pieces of information, whereas statistics are numerical data that have been organized using conceptual frameworks through mathematical operations. In other words, data is the raw information that is the direct result of a study or survey, and can be used to create new information and knowledge. Statistics hence summarize the information content of data, allowing to measure a specific aspect/characteristics of the real world. Statistics are, therefore, the results of data transformations, using statistical procedures aiming to answer “why” or “how” questions.

7. The relationship between data and statistics has become even closer with the proliferation of new or alternative data sources alongside traditional censuses and surveys, such as big data, Earth observation data and administrative data, for the production of statistics. Integrated governance mechanisms can thus ensure data access, confidentiality, protection, and the adoption of harmonized quality assurance frameworks. In this context, the UN Secretary-General’s Data Strategy emphasizes the need to nurture two key new capabilities: *data analytics* (using data to better understand “what happened”, “why it happened”, “what may happen next”, “how to respond”) and *data access* (ensuring everyone, everywhere can discover, access, integrate and share the data they need). To this end, the Data Strategy specifically advises UN entities to designate an *Executive Data Champion* whose principal function will be to extract the maximum value from data assets, by joining up all innovative data initiatives, enhancing data analysis capabilities and data literacy among users, and strengthening data architecture and governance.

8. Meanwhile, FAO’s Strategic Framework 2022-31 recognizes statistics as a core function of the Organization, while also identifying “data” as one of four cross-cutting “accelerators” that can catalyse FAO’s delivery of all Priority Programme Areas (PPAs) under the *four betters*. A closer integration of data and statistics in FAO’s governance can therefore effectively guide the implementation of the Strategic Framework 2022-31’s vision of statistics as a core function and data as an accelerator to programme delivery.

#### B. *Implications on FAO governance*

9. These shifts both in FAO’s Strategic Framework 2022-31 and surrounding international context highlight the urgency to strengthen and integrate FAO governance on data and statistics so as to ensure greater coherence and enhanced managerial support to data innovations, as well as to accelerate the data-driven transformations needed to achieve the 2030 Agenda. Currently there is no equivalent governance mechanism for data, similar to what exists for statistics..

10. This Proposal foresees endowing the Chief Economist with the responsibilities of an *Executive Data Champion*, and creating an integrated governance structure for data and statistics aligned with the recommendations of the Secretary-General’s Data Strategy (see Annex 1 for a Graphical Representation).

11. Under this arrangement, the Chief Economist/Executive Data Champion would chair a *Data Coordination Group* comprising the five Assistant Directors-General/Regional Representatives; the Chief Scientist; the Chief Statistician; the Director of Statistics Division (ESS), the Director of Digitalization and Informatics Division (CSI) and two Directors selected on a rotational basis. As such, the Group will represent both the users and producers of data and statistics within FAO. The Group will thus be in charge of internal policies, processes and standards for data and statistics; priority data use case curation; decisions on allocation of resources (including on the strategy for the acquisition of data-related skills); issues resolution; FAO representation in the UN Data Governance Group; and promotion of FAO data-related work at global level.

12. Under the same arrangement, the FAO Data Coordination Group will oversee and be supported by an *Interdepartmental Working Group on Data and Statistics* (IDWG-Data), consisting of FAO senior technical staff with the responsibility to prepare the supporting documents for the Data Coordination Group pertaining to data protection and privacy,<sup>1</sup> ethics and security, data access and partnerships, data quality and overall data IT architecture, and to implement priority data use cases. The IDWG-Data and Statistics will convene in plenary when addressing such cross-cutting issues, and it will also form specific task forces for more in-depth technical work on particular domains. These will include, but will not necessarily be limited to, the Task Force (TF) on Statistics, TF on Big Data, and TF on Geospatial Data. Under this arrangement, the TF on Statistics would continue to focus on statistical standards and more ad-hoc statistical issues (e.g. SDG indicators, statistics communication, IT architecture/applications supporting statistical work, etc.). By contrast, the TFs on Big Data and Geospatial Data would address the issue of the integration and use of these alternative data sources with traditional data sources. In order to ensure consistency and coherence between these TFs, as well as clear reporting lines to the Data Coordination Group, the Chief Statistician will act as Chair for both the overarching IDWG-Data and Statistics and the TF on Statistics.

13. FAO will further encourage the use of alternative data sources and innovative methods to process unstructured data in order to fill data gaps and improve the quality of its statistics. To this end, an internal quality framework for data will be developed, by adapting and building on the existing corporate Statistics Quality Assurance Framework (SQAF). This effort will be further supported by a corporate data validation process, as well as an open data strategy, developed in consultation with the FAO Legal Office that will ensure open data compliance of legal and IT aspects. Both the corporate data validation process and the open data strategy will provide for appropriate levels of transparency, robust safeguards and credible assurances, while strengthening incentives for sharing data, tackling wider bureaucratic burdens and risk aversion. To this end, a technical working group will be established to ensure a consistent interpretation of the legal regime around open data that complies with the latest standards on data openness and data protection and privacy.

### **III. Strengthen the statistical capacity of FAO Decentralized Offices (Evaluation Recommendation 2)**

14. In the current environment, where both the repositioning of the UN development system and resources partners' priorities have shifted their focus to country and regional level projects, the existing requests of support from FAO country offices and regional and sub-regional statisticians have significantly increased. During the past few years, FAO has already taken steps to strengthen the statistical capacities in Decentralized Offices, by, for instance, transferring three statistical positions from headquarters to sub-regional offices.

15. Starting from the premise that significant additional financial resources for further strengthening statistics in field offices are not readily available, this proposal foresees a two-pronged strategy for strengthening the statistical capacity of FAO Decentralized Offices. On the one hand, the statistical capacity of Decentralized Offices will be enhanced through numerous initiatives, which include: providing regional statisticians with dedicated resources from the regional budget; providing a toolkit and guidance for supporting the implementation of country-level strategic and operational activities (e.g. Common Country Assessments – CCA and UN Sustainable Development Cooperation Framework - UNSDCF); and providing dedicated training on SDG monitoring to Data Officers hired in each UN country office and to Monitoring and Evaluation (M&E) Officers present in FAO country offices. On the other hand, decentralized statistical capacity will be increased by leveraging the emerging network of coordination mechanisms and partnerships among UN agencies at regional level for supporting country-level activities.

#### *C. Increasing the statistical capacity of Decentralized Offices*

16. FAO Representatives (FAORs) and Decentralized offices have a key role to scale up support to countries to ensure that high quality and comparable data for food and agriculture are produced and

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<sup>1</sup> With due regard to FAO policies on Protection of Data and Intellectual Property Rights

used. In particular, they play an essential role in identifying capacity development needs in countries, as well as in raising awareness and advocacy for capacity development initiatives, opportunities for resource mobilization and partnership for supporting statistics and/or SDG indicators. Hence, to support countries in this task, this Proposal foresees the following actions, some of which are already underway:

- a) FAO Regional Offices will provide regional statisticians with dedicated resources to allow them to contribute to strategic and operational objectives related to statistics. Specifically, regional and sub-regional statisticians shall receive a dedicated budget (currently none is foreseen) for statistical activities at the beginning of each biennium so that consultants can be hired to support their escalating workload and expanding priorities.
- b) OCS has recently developed a comprehensive toolkit for accelerating FAO support on SDG monitoring at country level and organized a series of videoconferences for FAORs in each FAO region to illustrate in detail its content. The toolkit contains a list of recommended actions for FAO representatives and Decentralized Offices, as well as an inventory of all available FAO methodological and technical resources, with a view to scaling up support to SDG monitoring. Among the numerous new individual resources, the toolkit includes:
  - i. Guidelines for Mainstreaming Statistics and SDG indicators in the UNSDCF: this document provides guidance to Decentralized Offices on identifying statistical capacity gaps during the UN CCA and UNSDCF processes, and by extension also to FAO Country Programming Frameworks (CPF).
  - ii. Guidance on mobilizing additional extra-budgetary resources: OCS, in coordination with the Resource Mobilization and Private Sector Partnerships Division (PSR), will further increase its technical assistance to Decentralized Offices on project formulation, particularly Technical Cooperation Programmes (TCPs) supporting the implementation of data collection and capacity development activities. A portfolio of generic project templates designed to support project formulation and resources mobilization on key SDG indicators at national level is also available through the toolkit.
  - iii. Country Profiles: offering an instant and intuitive snapshot of SDG performance in each country, country profiles also highlight the current availability of SDG indicators and, therefore, the still unmet capacity development needs. As such, they are a key tool in the hands of FAORs in their interaction with government officials and other national counterparts.
- c) FAO data collections and validation procedures will be monitored also at decentralized level through digitalized tools. This means that, henceforth, certain FAO country offices with sufficient capacity will be responsible for monitoring the response rate of their host country through digitalized questionnaires that are fully interoperable with FAO's revamped Statistical Working System (SWS), while quality control will remain the preserve of thematic experts at headquarters.
- d) The mobility of statistical personnel between FAO headquarters (HQ) and sub-regional/regional offices will be facilitated in both directions to create a more dynamic flow in the transfer of expertise. In addition, the Associate Professional Officers (APO) programme and the Young Professionals Programme (YPP) as well as South-South and Triangular Cooperation programmes will be leveraged to increase FAO's ranks in regional/sub-regional offices, drawing on statistical expertise readily available in the regions.
- e) Large global capacity development programmes funded through extra-budgetary resources will be encouraged to decentralize portions of their capacity development activities to regional offices. For example, the "50x2030" Initiative has already created a number of statistical positions in the FAO Regional Offices in Accra and Bangkok. This will help build regional statistical capacities, facilitate the integration of these programmes in regional and country-level frameworks, create synergies with other resource partners at regional level and reduce the workload of HQ experts already involved in the data production/normative work.

- f) For greater coherence and synergies in programme implementation across FAO's decentralized system, the regional statisticians' duties, responsibilities and reporting lines will be reassessed and standardized to ensure they fulfil the roles needed to tackle all contemporary challenges.
- g) Regular training and information sessions targeting regional/sub-regional statisticians and personnel in Decentralized Offices will be organized through the Technical Network on Statistics. Priority areas of intervention in statistics (i.e. what FAO has to offer) will be further clarified so that Decentralized Offices can focus and receive support on high impact interventions. The Technical Network on Statistics SharePoint, which already compiles a wealth of relevant information, tools, resources and initiatives for Decentralized Offices, will be further expanded, as will FAO's inventory of statistical capacity development programmes, which provides useful information on the ways to request assistance and funding.

#### *D. Leveraging regional coordination mechanisms and partnerships*

17. While the aforementioned actions are essential, they are not sufficient alone for ensuring comprehensive support to strengthening the statistical capacity of FAO Decentralized Offices. The breadth of the challenge dictates that FAO cannot pursue a solo path. Thus, FAO will also aim to leverage the emerging network of regional coordination mechanisms and partnerships for supporting country-level activities, particularly geared towards making a meaningful contribution to CCAs and UNSDCF's.

18. To this end, FAO already participates in the interagency task force to "support the design and implementation of a ONE UN National Statistical Capacity Development Programme through Regional Coordination", under the overall umbrella of the *CEB System-wide Road Map for Innovating UN Data and Statistics*. This task force foresees the establishment of "regional CCSAs", i.e. replicating the global CCSA at regional level. Such a mechanism will seek to address the current fragmentation of the initiative of the single UN agencies, and thus ensure that statistics and SDG indicators are properly mainstreamed in CCAs and UNSDCF's.

19. In the same vein, FAO is also engaging with the recently established Global Network of Data Officers and Statisticians. With limited human and financial resources for statistics available at country level, FAO recognizes the potential for newly appointed UN Country Team Data Officers as conduits and facilitators of key statistical interventions. Therefore, to make the most of this resource, FAO, in coordination with other UN agencies, will develop a bespoke training programme for UNCT Data Officers, so that they become familiar with the main FAO statistical activities and are able to effectively assist in implementing these statistical programmes at country level.

### **IV. Optimize Resource Allocation and Intensify Resource Mobilization (Evaluation Recommendation 3)**

20. Statistics is a perennially underfunded activity and still attracts a mere 0.3 percent of total Official Development Assistance. To supplement its modest regular programme resources for statistics, FAO has leveraged other corporate sources and extra-budgetary funds, consistently exercising due diligence in the efficient use of such funds, as corroborated by recent Evaluations of the Global Strategy and the Voices of the Hungry programmes, and Audits of the Multidisciplinary Fund (MDF) for SDG indicators 2016/17. Such sources, however, are generally of an ad-hoc nature, and limited in scope compared to the magnitude of country needs, and therefore not well-suited for addressing uncertainties and limitations in regular programme funding.

21. One instrument that FAO Statistics has recently leveraged is the FMM, which can provide much-needed seed funds for a defined statistical area of work within a multi-year time horizon. Combined with regular programme funds and other extra-budgetary resources, the FMM can provide for more sustainable long-term work-plans, articulated in shorter annual plans for priority actions. Currently, the FMM funds two key statistical programmes, one contributing to the "50x2030" Initiative and another supporting the monitoring of SDG indicators. In 2020, despite the restrictions



resulting from the pandemic, the FMM sub-programme on SDG indicators registered the highest implementation rate among FMM programmes and received the same allotment for the year 2021. OCS has further received complementary corporate funds for SDG indicators, to finance a series of activities not foreseen under the FMM in 2021.

22. Clearly, there is further scope for leveraging extra-budgetary resources at global, regional and national levels. OCS is in regular consultation with PSR for potential additional resource mobilization opportunities. The next step planned is to produce a series of smaller “project templates” on individual SDG indicators at the global level, under the broader umbrella of the “Measuring the SDGs” programme, such that these smaller components can be more easily matched with individual donors’ preferences. In a similar vein, a corresponding series of project templates for mobilizing resources at the national level – particularly targeting complementary TCP funds – have also been prepared.

23. To further optimize the allocation of existing resources, OCS, under the guidance of the Chief Economist, will further conduct a detailed assessment of staffing (number and skill-set) and other resources currently dedicated to FAO’s statistical activities, so as to better understand the Organization’s requirements of statistical resources as well as the most appropriate funding sources. This will be a pre-requisite for a possible increase of existing regular programme resources toward priority statistical activities.

24. In addition, FAO will need to put greater emphasis on mobilizing extra-budgetary resources for statistics at country and regional level. To a large extent, this hinges on the ability of Decentralized Offices to mobilize such resources, for which OCS will provide tailored training and guidance as elaborated under paragraph 16. The likelihood of mobilizing resources for statistics at country and regional level also increases substantially the more that statistics are integrated in the UNSDCF. Therefore, the work to support countries in mainstreaming statistics in UNSDCFs and CCA should facilitate resource mobilization for supporting statistical activities. In this perspective, statistics should be seen as a key development outcome in and of themselves, providing for accountability and transparency, as well as a catalyst for other development outcomes by underpinning evidence-based policy and decision-making.

25. Furthermore, FAO will aim to use all emerging opportunities for resource mobilization at global level, including the new *Clearinghouse for Financing Development Data* launched in October 2021 at the Third UN World Data Forum. The Clearinghouse will be built as an online platform that will provide information and services to match the supply and demand of financing for data and statistics and thus facilitate coordination among donors and partner countries.

## **V. Improve the quality of IT infrastructure supporting data and statistics work (Evaluation Recommendation 4)**

26. Improving the quality of IT infrastructure supporting data and statistics work is vital if FAO statistics is to remain at the forefront of the information age, and more so if FAO is to move towards a more integrated governance system of its entire data assets, as recommended under the first section of this document. Incompatible standards, the lack of interoperability and the fragmentation of legacy systems used in managing data, must be overcome. FAO will, therefore, put in place and enforce an innovative statistical data management system that ensures high-quality data and consistent application of international standards across the entire statistical value chain.

27. The Strategy for the Modernization of FAO Statistics already identifies the revamp of the Statistical Working System (SWS), as well as the establishment of an Integrated Data Dissemination Platform in the form of a Statistics Data Warehouse (SDW), as the main pillars of this effort. To this end, a project proposal has been developed for establishing the SWS and SDW, which is based on inputs from multiple departments and divisions and will be funded by the Capital Expenditure (CapEx) Fund.

28. The upgraded SWS is expected to have a clear impact on cost-effectiveness, corporate data consistency, quality and institutional knowledge. It will provide an end-to-end solution for collecting

and storing raw data, performing automated statistical processes (e.g. imputation, validation, etc.), managing metadata, assessing quality and producing data that are ready for dissemination.

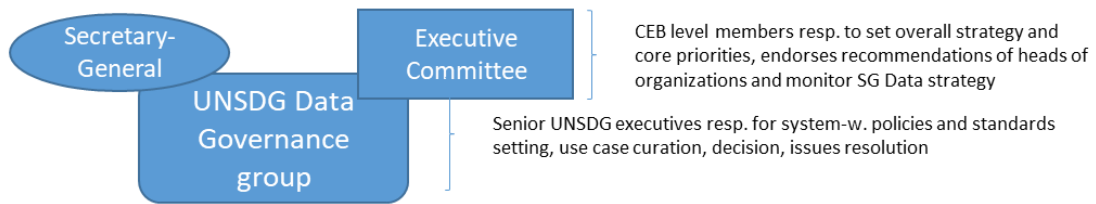
29. In the next SWS development phase, foreseen to start in early 2022, the focus will be on optimizing the SWS architecture and performance, as well as enhancing its user interface and functionalities. Key priorities for the next development phase include migrating the SWS to the cloud, re-engineering some statistical modules, ensuring full interoperability of the SWS with FAO data dissemination systems, and implementing a set of 26 IT requirements and new functionalities previously discarded due to resource and technical constraints.

30. The SWS and SDW CapEx proposals have benefitted from an overall mapping and rationalization exercise of FAO statistical IT infrastructure conducted by CSI.

31. These efforts will dovetail with the Strategic Framework 2022-31's push for greater "digitalization" in order to catalyse innovative solutions for data production and improvements in the quality of its statistics. The combination of these innovative interventions will substantially improve FAO data quality and data user satisfaction and accessibility, while decreasing data management and administrative costs (through improved IT infrastructure in support of statistical work), as well as countries' response burden.

### Annex 1: Graphical representation of proposed FAO Data and Statistics Governance Mechanism in line with the UN Secretary-General’s Data Strategy

#### For the UN family



#### For FAO

