

Project Evaluation Series

Evaluation of the Global Strategy to Improve Agricultural and Rural Statistics (GSARS)

Project symbol: MTF/GLO/372/MUL

Follow-up report

Accepted evaluation recommendations	Action Agreed in the Management Response	Description of actions actually taken, or reasons for actions not taken	MAR score	Impact of, or changes resulted from taken actions
<p>Recommendation 1. <i>Accepted</i></p> <p>Global Strategy should be supported for a longer period to sustain and build on the improvements done in agricultural and rural statistics.</p> <p>Detailed recommendations: Global Strategy has made significant strides, within a short period, improving the situation with reference to agricultural and rural statistics. The first phase has laid a good foundation in supporting countries have a policy framework for agricultural statistics for the first time, updated/new methodologies and tools and building national capacities on agricultural and rural statistics among others, Building on this to enable the use of data for informed decision-making would require continued support and facilitation.</p> <p>Currently, Global Strategy is only in two regions; it should reach out/expand to other regions to be truly "global." Global Strategy should have a longer horizon at least until 2030, aligned with SDGs' timeframe, split into two phases (one to consolidate and expand and the other to fine-tune and exit). The demand and need for data and statistics are more evident, especially in the SDGs era.</p>	<p>The Global Strategy was designed as a long-term process to be implemented in different phases. The first phase, corresponding to the first Global Action Plan, served to set the ground for the Global Strategy implementation and a solid foundation was laid. The second Global Action Plan will consolidate the efforts started in the first phase and expand not only to other regions but will also cover some domains that remained uncovered during Phase 1 (e.g. use of data for policy purpose).The modular approach proposed in the second Global Action plan will give more flexibility and it will be more appropriate to reach regions that Phase 1 did not cover.</p>	<p>The second action plan has been elaborated and endorsed by the Global steering Committee. Following the recommendations to adopt a modular approach, a first project has been designed for covering 25 countries in Africa with the idea to prepare these 25 countries in joining another initiative: the 50x2030 initiative, aiming at supporting 50 countries by 2030 to implement Integrated Agricultural surveys (following the methodology AGRIS developed in the 1st phase). This approach was requested by the donors (EU and BMGF). Unfortunately , the target is only for african countries, efforts will be made to expand the coverage and attract other donors.</p>	<p>Advancing</p>	<p>The second phase of the Global Strategy implemented in Africa has direct impact on the preparation of the 50x2030 initiative, by reducing the time spent to prepare countries to join the initiative (from 18 months to 12 months of preparation). All methodologies developed in the 1st pahse are used in the framework of the second phase.</p>
<p>Recommendation 2. <i>Accepted</i></p> <p>SPARS (process/development/implementation) should be supported to establish itself as a living planning document guiding the integration of agricultural statistical activities into the national development process.</p> <p>Detailed recommendations: In addition to the endorsement of SPARS by the government, alignment of SPARS cycle to</p>	<p>The second Global Action Plan foresees to support SPARS design, promote peer-review processes and improve alignment of statistical and policy cycles at country level. Indeed, new guidelines will provide recommendations on more sustainable agricultural statistical cycles and practical solutions to enhance the alignment of statistical cycles with policy cycles. Support will be also provided in undertaking or</p>	<p>5 African countries are engaged in the second phase of the Global Strategy for SPARS development.</p>	<p>Good</p>	<p>SPARS is a strategic planning approach that is well recognised at country level: several countries have engaged in an update of their plans and other</p>

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<p>NSDS, sector and national development plan, national agricultural investment plan cycles and development partner cycles is critical for national ownership and sustainability. This linkage should be internalized in the SPARS design to ensure SPARS implementation and the use of data collected through cost-effective methodologies. Handholding to ensure sustained statistical development process and use could be provided by a development partner in the country (as part of national mechanism – not necessarily funded by Global Strategy). For example, FAO decentralized offices (country/sub-regional/regional) can take the lead in providing technical assistance in this regard.</p>	<p>updating a new SPARS cycle to develop a consolidated and harmonized plan, taking into account the various constraints of multipurpose agendas.</p> <p>The modular approach proposed in Phase 2 will allow to select the most suitable partners, including FAO country offices if they have the capacity to do it.</p>			<p>countries are funding its development through TCP's or UTF's (Namibia, Tanzania, Mozambique)</p>
<p>Recommendation 3. <i>Accepted</i></p> <p>Focussed demand-driven technical assistance (TA) on cost-effective (CE) methodologies should continue. Ensure a more inclusive approach to identify research topics for CE methodology development to facilitate uptake and use.</p> <p>A key focus of the Global Strategy in the future should be on providing demand-driven TA to countries on cost-effective/updated methodologies. Timing and need for TA in a country would be crucial of institutionalization (uptake and use). Linkage of the need/demand and SPARS (including IdCA) should be established, as applicable. TA should include a blend of CE methodologies developed in the first phase. Technical assistance should be at country level, not regional. Workshops should not be considered as TA.</p>	<p>Phase 2 foresees to provide technical assistance on selected cost-effective methodologies developed in Phase 1. Technical assistance remains key in assisting countries in adopting the proposed methodologies. TA will be provided on a few targeted methodologies to a selected number of countries, according to specific technical assistance delivery models proven to be effective during the first phase. This more targeted approach to technical assistance delivery will facilitate the management of the technical assistance component by implementing partners, while ensuring greater chances of sustainable adoption at country level.</p>	<p>All TA provided in the context of the second phase of the Global strategy is based on methodologies developed in the first phase.</p>	<p>Good</p>	<p>Guidelines, training material developed in the 1st phase are widely disseminated and used at country level</p>
<p>Recommendation 3. <i>Accepted</i></p> <p>Focussed demand-driven technical assistance (TA) on cost-effective (CE) methodologies should continue. Ensure a more</p>	<p>During the implementation of Phase 2, efforts will need to be put on the alignment of capacities between countries: providing specific support in terms of basic capacities to less developed statistical systems for enabling them to adopt more cost-effective methodologies</p>	<p>Support provided during the second phase is organized for covering countries with different capacities, all programmes of TA are customized according to</p>	<p>Good</p>	<p>Standard methodologies are used by all countries</p>

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<p>inclusive approach to identify research topics for CE methodology development to facilitate uptake and use.</p> <p>Country readiness to implement the CE methodology as immediately as possible should be a key criterion for selecting countries for TA. It will ensure institutionalization and sustainability. Number of countries collecting data using different CE methodologies (e.g., MSF, CAPI, and COP) should be the measure for the success of for TA on each CE methodology.</p>	<p>and providing ad hoc support to more advanced countries for adopting rapidly cost-effective methods developed in the framework of the Global strategy.</p>	<p>country needs. Technical packages (5 to 7) are selected in a menu of 15 packages covering scholarships, basic training, use of cost-effective survey methods, data analysis and data dissemination.</p>		<p>participating in the second phase.</p>
<p>Recommendation 3. <i>Rejected</i></p>				
<p>Recommendation 3. <i>Partially accepted</i></p> <p>Focussed demand-driven technical assistance (TA) on cost-effective (CE) methodologies should continue. Ensure a more inclusive approach to identify research topics for CE methodology development to facilitate uptake and use.</p> <p>Getting inputs on regional needs and gaps (from the regions) to identify research topics will increase the relevance of topics for which CE methodologies/tools are produced and is likely to increase uptake and use. Having examples/case studies from all regions (as relevant) would make the guidelines more relevant to the user, across the globe. Having guidelines in more languages would help wider use.</p>	<p>Research topics to be developed in Phase 2 were identified through preliminary consultations with countries, experts and other stakeholders. Efforts will be made for testing/piloting research development in different countries and regions. Efforts will be also made for guaranteeing that key products will be made available in more languages in Phase 2.</p>	<p>No research activities have been planned in the first investment in Africa , at request of the donors (objective is to provide TA to 25 countries joining the 50x2030 initiative)</p>	<p>None/poor</p>	<p>-</p>
<p>Recommendation 3. <i>Accepted</i></p> <p>Focussed demand-driven technical assistance (TA) on cost-effective (CE) methodologies should continue. Ensure a more inclusive approach to identify research topics for CE methodology development to facilitate uptake and use.</p>	<p>One of the priority research topics to be developed in Phase 2 are related to economic, social and environmental aspects including gender and environmental statistics. The modular approach will give the flexibility to deepen to work already undertaken on youth and gender.</p>	<p>No research activities included in the first investment in Africa, at request of the donors.</p>	<p>None/poor</p>	<p>-</p>

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<p>Continue research work on youth and women (empowerment /employment /statistics) in agricultural and rural contexts. Furthermore, Global Strategy should put more focused effort to mainstream gender and youth aspects because these aspects have important linkages to agricultural sector growth and rural development.</p>				
<p>Recommendation 4. <i>Accepted</i></p> <p>Shifting/expanding focus to data use. Develop the capacity of the policy-makers to use data for decision-making.</p> <p>Detailed recommendations: Utilization of data to direct programme and policy development will be the ultimate success of Global Strategy. The focus of the first phase was primarily on the producers of data (statisticians). Future capacity development should also target the decision makers, in particular those who use data to formulate policies and those who makes investment decision on data generation. Building the capacity on the utilization of data for development planning and on the cost of data generation and maintenance will help countries to make realistic investment decision on national statistics in the areas that are most critical to their development needs.</p>	<p>The fifth arena (output 5) of the second Global Action Plan will seek to increase the capacity of statisticians and policy-makers to analyse and use agricultural data for national policy formulation and monitoring. It will also aim at assisting national statistical services in determining and harmonizing the country's statistical priorities to meet changing country- and global-level data requirements.</p>	<p>Data use dimension has not been included in the first investment in Africa at donor's request. As mentioned above, the objective is to prepare countries to implement integrated agricultural surveys. In the context of 50x2030 initiative, all activities are under the responsibility of IFAD: we did not expand proposed packages on data use for avoiding possible overlaps with existing activities in 50x2030 with IFAD:</p>	<p>None/poor</p>	<p>-</p>
<p>Recommendation 5. <i>Accepted</i></p> <p>Develop and implement a strategic advocacy, communication and dissemination plan to improve awareness about Global Strategy activities, benefits and success in countries.</p> <p>Sending a tailored message to a wider audience highlighting the benefit of Global Strategy activities is important. Agricultural and rural statistics is relevant and essential beyond the ministries of agriculture and NSOs. At country level, in addition to the government, there are development</p>	<p>Activity 4.3 of the second Global Action Plan foresees the development of practical guidelines and tools to share best practices in implementing cost-effective methodologies, and to guarantee large-scale dissemination of and access to cost-effective methodologies already developed. Brochures and leaflets will be developed and dissemination workshops will be organized.</p>	<p>A communication plan is in preparation in the context of the second phase and a specific website (through FAO) is under finalisation</p>	<p>Advancing</p>	<p>-</p>

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<p>partners, civil society, producer organizations, and private sector funding and/or managing programmes/projects in the food system. Agriculture and rural statistics also extends into health, environment and gender aspects/domains. Many of them are users of data. A detailed plan is required to create awareness at various levels about the activities and how it could help them specifically.</p>	<p>A detailed advocacy and communication plan will be developed at central level for guaranteeing a smooth and efficient dissemination.</p>			
<p>Recommendation 5. <i>Accepted</i></p> <p>Develop and implement a strategic advocacy, communication and dissemination which would have ensured the visibility, access and therefore the use of methodologies developed in Phase 1. Plan to improve awareness about Global Strategy activities, benefits and success in countries.</p> <p>Globally advocating and highlighting success stories (of data produced and used using cost-effective methodologies) at various high-level forums/committees (beyond statistical forums) on a regular basis could help attract funding. Furthermore, the Plan should address the issue of creating awareness in the country offices of partners (implementing, technical and resource partners).</p>	<p>For Phase 2, the main objective of the Advocacy and Communications Strategy is to build greater awareness of the activities and impact of the Global Strategy using a more innovative and engaging approach, including outreach, dissemination, visibility and partnership efforts.</p>	<p>A communication plan is in preparation, several specific outreach activities are planned, for example the participation to Info points organised by the European Commission.</p>	<p>Advancing</p>	<p>-</p>
<p>Recommendation 5. <i>Accepted</i></p> <p>Develop and implement a strategic advocacy, communication and dissemination plan to improve awareness about Global Strategy activities, benefits and success in countries.</p> <p>Global Strategy could also act as a more effective knowledge sharing hub/portal (with discussion forum). Global Strategy should also monitor activities on its website including views, downloads among others to assess the effectiveness of its website. Having partners provide a link to Global Strategy</p>	<p>In Phase 2 the overall website will need to become a stronger tool for communications and advocacy including a social media strategy.</p>	<p>Communication plan is in preparation in the framework of the second phase.</p>	<p>Advancing</p>	<p>-</p>

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website would enhance traffic in addition to social media presence.				
<p>Recommendation 5. <i>Accepted</i></p> <p>Develop and implement a strategic advocacy, communication and dissemination plan to improve awareness about Global Strategy activities, benefits and success in countries.</p> <p>Better linkage of methodologies to official statistics modernization initiatives could enhance visibility and use of data.</p>	<p>Attention will be paid on qualitative impact related to the use and adoption of cost-effective methodologies at country level: the 1st phase of the Global strategy has invested on the use of modern technologies, efforts should be pursued during the 2nd phase.</p>	<p>We pay a lot of attention on the quality of transfer of know-how in the 25 countries we are covering in the second phase in Africa. In general we always plan for a full restitution workshop at the end of the implementation of each package and measure the progress country make in acquiring new knowledges.</p>	<p>Good</p>	<p>One of the best success is the adoption of AGRIS methodology and approach in all the countries covered in the second phase.</p>
<p>Recommendation 6. <i>Accepted</i></p> <p>Efficient models of training in Global Strategy should be scaled up (e.g., scholarships).Capacitating statistical institutes and selected universities in various regions will help deliver training more efficiently with better adaption to the regional context. This will also facilitate training being offered in more number of languages.</p>	<p>The second Global Action Plan will build on the results of the first phase. Indeed, it will provide support to existing training institutions in implementing their training programme, adapting the curricula and in building the necessary subject-matter knowledge of their trainers. Attention will be paid in expanding the support to other networks, in other regions for guaranteeing larger access to capacity development.</p>	<p>50 scholarships have again been included for the 25 countries of the second phase of implementation.</p>	<p>Excellent</p>	<p>We expect to have a high proportion of these students trained at masters level in three African schools (Abidjan, Dakar, Dar-es-salaam) to be integrated in the national statistical systems</p>
<p>Recommendation 6. <i>Accepted</i></p> <p>Efficient models of training in Global Strategy should be scaled up (e.g., scholarships).Scholarship initiative should be scaled-up in Africa and replicated in other regions, as appropriate.</p>	<p>The scholarship programme was a huge success in the first phase of implementation. In Phase 2, the scholarship programme will be scaled-up and will be used to facilitate access to relevant training programmes together with distance training and e-learning programmes. The second Action Plan will then assist agricultural statistical services by providing scholarships for long-term training to a number of recruits or</p>	<p>Scaling-up is happening in Africa (50 at master's level), unfortunately not in regions due to lack of investments/funding.</p>	<p>Advancing</p>	<p>-</p>

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	<p>existing staff in agricultural statistical services where access to training is most problematic.</p> <p>The flexibility of the modular approach will allow to have targeted investments per region and area. The scholarship programme could be then implemented in regions other than Africa.</p>			
<p>Recommendation 7. <i>Partially accepted</i></p> <p>Ensure continued but enhanced involvement and contribution from FAO as a technical partner at various levels (especially at regional, sub-regional and country levels) for short-term and long-term sustainability of improvements made in agricultural and rural statistics.</p> <p>FAO as a technical partner can play a key role in all the regions. The involvement of FAO regional and country offices have demonstrated added value in Global Strategy implementation in the Asia-Pacific region. The country project proposal model could be replicated in other regions, as appropriate.</p>	<p>FAO was designated as the leading agency for the overall implementation of the Global Strategy (UNSC 2010) and will remain the hosting agency of the Global Office for the second phase. The new model of governance and management proposed in the Phase 2 will representations in finding solutions for implementing activities at country level.</p>	<p>FAO is coordinating the implementation of the second phase and has outposted two statisticians in Accra and Addis for facilitating the implementation in Africa.</p>	<p>Good</p>	<p>-</p>
<p>Recommendation 7. <i>Partially accepted</i></p> <p>Ensure continued but enhanced involvement and contribution from FAO as a technical partner at various levels (especially at regional, sub-regional and country levels) for short-term and long-term sustainability of improvements made in agricultural and rural statistics.</p> <p>FAO country offices have been providing technical assistance in agriculture and rural development in the countries, as part of its historical mandate. Good agricultural statistics is important for the development of agricultural and rural development policies and programmes. This could include facilitation of SPARS implementation and development of</p>	<p>FAO Regional Offices will be associated with the implementation of the 2nd phase of the Global strategy in close coordination with other implementing partners.</p>	<p>In Africa, the regional office (Accra) and sub-regional office of Addis are associated in the implementation.</p>	<p>Good</p>	<p>-</p>

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<p>SPARS II, where relevant. FAO Regional/sub-regional Offices should support (as part of its policy work) the development and implementation of SPARS in each country through its country representation (offices) as an ongoing task (even without Global Strategy).</p>				
<p>Recommendation 7. <i>Accepted</i></p> <p>Ensure continued but enhanced involvement and contribution from FAO as a technical partner at various levels (especially at regional, sub-regional and country levels) for short-term and long-term sustainability of improvements made in agricultural and rural statistics.</p> <p>FAO decentralized offices (country, sub-regional and regional) could play a key role in supporting the continued use of the updated methodologies and tools to collect and use data. FAO Headquarters should internalise Global Strategy methodologies into the normative work for the sustained utilization of the benefit of Global Strategy.</p>	<p>Ways for strengthening capacities of FAO decentralised offices need to be studied, particularly at regional level.</p>	<p>Implementation of the second phase in Africa is facilitated by the outposting of two statisticians in Accra and Addis. All 25 FAO representations are associated to the implementation at country level.</p>	<p>Good</p>	<p>-</p>
<p>Recommendation 7. <i>Accepted</i></p> <p>Ensure continued but enhanced involvement and contribution from FAO as a technical partner at various levels (especially at regional, sub-regional and country levels) for short-term and long-term sustainability of improvements made in agricultural and rural statistics.</p> <p>In the medium to long-term FAO should become the custodian of Global Strategy documents (new/updated methodologies and guidelines) and continue to promote the use of guidelines and methodologies in all countries/regions as applicable. FAO should also ensure that methodologies and guidelines are updated and adapted, as required.</p>	<p>After endorsement of all the methodologies, FAO has proposed to transfer all the material developed by the Global Office (guidelines, technical reports, training, booklets) into the official FAO repository, this guaranteeing the long-term availability and accessibility of all methods developed. All the material will be archived using the FAO logo.</p>	<p>All methodologies have been endorsed by FAO and are available through the official FAO repository.</p>	<p>Excellent</p>	<p>Long-term access to methodologies developed during the 1st phase is guaranteed.</p>

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<p>Recommendation 8. <i>Revisit and fine-tune the existing business model.</i></p> <p>Ensure simple governance and programme management mechanism. This may include the following:</p> <ul style="list-style-type: none"> i. Only one decision-making and oversight body globally for the Global Strategy – Global Steering Committee with not more than 15 to 20 members. There can be observers invited, as required. If the GSC meets less than two times a year, and more frequent decisions are required a GEB can be created from the GSC membership (not more than 5 members) to meet 3-4 times a year (as required) and authority to make decisions on behalf of GSC which will be subsequently ratified by GSC. ii. A Global Office should manage the programme –be accountable and have authority to monitor implementation. The regions could have multiple implementing partners; however, all of them should report to the Global Office with respective plans and budgets. iii. Advisory committees/groups could be established for each region, in the model of Scientific Advisory Committee, but with stakeholders/experts from the respective region. iv. All resource partners funding for Global Strategy should be through a Multilateral Trust Fund mechanism. v. A results framework with clear indicators to measure results at different levels - output, immediate outcome, intermediate outcome, and impact. Monitoring of implementing partners should be more frequent. Closer monitoring (with authority) is 	<p>Even if governance worked quite well during Phase 1, it had a complex structure. Phase 2 foresees to have a simplified governance in line with recommendations. The following structure is proposed: - Only one decision-making body: a Global Steering Committee that will provide strategic guidance and oversight for the execution of the Second Global Action Plan. It will be the ultimate decision-making body on the use of the resources for implementing the Global Strategy.- A Global Office (GO), hosted by the Statistics division of FAO, will ensure overall technical coordination of the implementation. The Global Office will report to the GSC. The GO will be responsible for the selection of implementing partners.- Regional Technical Advisory Boards the technical advisory groups will be responsible for providing consultative advice to the GSC on the implementation of all activities relevant for their region. Each region (Africa, Asia and the Pacific, Latin America and the Caribbean, MENA and CIS) will establish an RTAB, which will coordinate the activities and interventions planned in the Second Global Action Plan.- The option of a unique Multi Trust Fund has been endorsed.</p> <p>The second phase foresees a comprehensive and global logical framework that will help monitor the programme implementation. The proposed modality to select implementing partners as well as the modular approach implies that partners are closely and regularly monitored. This approach also gives the</p>	<p>For the second phase of the Global strategy in Africa is far more simplified: the Global office is managing the entire funds and has established partnerships with PARIS21 and UNECA for specific packages. The Global office is operational with a new coordinator, the GSC is in place and decision was taken no avoid adding other structures of governance (NO RTAB needed, providing that only TA was considered in the first investment in Africa).</p>	<p>Good</p>	<p>-</p>

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<p>critical to ensure delivery by implementing partners. Monitoring and feedback mechanism should be strengthened and should be outcome-oriented. however, all of them should report to the Global Office with respective plans and budgets.</p> <p>vi. Advisory committees/groups could be established for each region, in the model of Scientific Advisory Committee, but with stakeholders/experts from the respective region.</p> <p>vii. All resource partners funding for Global Strategy should be through a Multilateral Trust Fund mechanism.</p> <p>viii. A results framework with clear indicators to measure results at different levels - output, immediate outcome, intermediate outcome, and impact. Monitoring of implementing partners should be more frequent. Closer monitoring (with authority) is critical to ensure delivery by implementing partners. Monitoring and feedback mechanism should be strengthened and should be outcome-oriented.</p>	<p>flexibility to discard partners that do not perform ensuring delivery.</p>			
<p>Recommendation 8. <i>Revisit and fine-tune the existing business model.</i></p> <p>The three components of Global Strategy – Technical assistance, research, and training should continue. The key focus should be on regional and national capacity building (technical assistance and training) to produce and use data. Research could have a reduced focus but it should continue to develop methodologies on emerging topics and topics that have not been updated yet. Increasing the number of e-training modules will help reach and train more people cost-effectively. Advocacy and communication could be the fourth component.</p>	<p>The second Global Action Plan is built around the three main components of the Global Strategy. Focus will be given to technical assistance and training but also some research will be undertaken in the second phase of implementation. A specific component on Use of Data has also been added.</p>	<p>Due to funding constraints and specific objective of the investment in Africa, only TA and training have been considered.</p>	<p>Advancing</p>	<p>-</p>

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<p>Recommendation 8. <i>Revisit and fine-tune the existing business model.</i></p> <p>Find alignment with other development partners' strategic focus by expanding the area of the Global Strategy's activities beyond the narrowly-defined agriculture mandate. Focusing on the agriculture-rural-sustainable development nexus would enhance the alignment with other development activities and facilitate resource mobilization</p>	<p>In Phase 2, complementarity with other initiatives should be ensured mainly through the governance structure put in place for the Global Strategy: the GSC. One of the main tasks of the GSC, as was already the case during Phase 1, will be to ensure the coordination of and promote integration between the activities of the Global Strategy and other related statistical capacity development initiatives.</p>	<p>As mentioned above the implementation of the second phase is directly linked to the 50x2030 initiative that BMGF and EU are also funding. The GSARS is participating to the mechanisms of coordination of BMGF investments on data and is embedded into the Pan African Statistical programme (PAS II) of the EC.</p>	<p>Good</p>	<p>-</p>
<p>Recommendation 8. <i>Revisit and fine-tune the existing business model.</i></p> <p>"Modular" approach or clustering of countries (either by need/demand or by sub-region) could prove to be easier/efficient and/or more effective way to develop initiatives and find resource partners. Aligning to regional/sub-regional economic plans could be explored while clustering.</p>	<p>The second Global Action Plan is built around a modular approach that will "distribute" the whole implementation of the Global Strategy into a set of distinct "modules or investments" that can be developed independently, matched in a variety of configurations and implemented by various partners. However, modularity implies that all modules still function as an integrated whole and therefore requires strengthened approaches in terms of governance, fundraising, coordination, monitoring and reporting.</p>	<p>Investment in Africa is completely demonstrating the usefulness of the modular approach in terms of geographies and topics covered (TA and training)</p>	<p>Good</p>	<p>-</p>
<p>Recommendation 8. <i>Revisit and fine-tune the existing business model.</i></p> <p>Using champion states (preferably from the region) for peer support and South-South Cooperation, where appropriate</p>	<p>The modular approach will encourage implementation through a variety of partners and this constitutes a good opportunity for south-south cooperation.</p>	<p>Partnerships with UNECA (for scholarships and basic training) and PARIS21 (Communication and Leadership, HR policies of statistical services) are reflecting this effort to establish partnerships with a variety of partners that are bringing a real value-added to</p>	<p>Good</p>	<p>-</p>

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		the Global strategy implementation.		
<p>Recommendation 8. <i>Revisit and fine-tune the existing business model.</i> Involvement of regional economic bodies and institutions should be considered for broader influence (including political) including a presence in regional initiatives such as CAADP and SHaSA.</p>	<p>The second Global Action Plan is built on the principle of having better complementarity with other initiatives. One of the main tasks of the GSC will be to ensure the coordination of and promote integration between the activities of the Global Strategy and other related statistical capacity development initiatives. Use of regional economic communities or regional institutions as relays for an efficient and smooth implementation of the 2nd Global Action plan is also a priority,</p>	<p>Activities are coordinated with AUC and Statafric at continental level. Concerning CAADP a specific module related to CAADP indicators development has been included and plans for involving REC's such as SADC, ECOWAS and COMESA are in preparation.</p>	<p>Good</p>	<p>-</p>

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