



PARIS21 GOVERNANCE ARRANGEMENTS (2010–2014)

I. The Structure of the Partnership

1. The PARIS21 Consortium was set up in November 1999 as a global partnership of national, regional and international statisticians, analysts, policy-makers, development professionals and other users of statistics. It was established as a forum and network to promote, influence and facilitate statistical capacity development and the better use of statistics. Following the most recent meeting of the whole Partnership held in Dakar, Senegal in November 2009, the **Partnership** adopted the Dakar Declaration on the Development of Statistics (DDDS) and agreed to meet again before the end of 2014 in order: (i) to review the status of the implementation of the DDDS; (ii) to discuss how the Partnership can best contribute to the development of statistics beyond 2015; and (iii) to consider who should do what — the roles, responsibilities and constraints of the various partners.
2. The Partnership is a network of countries, organisations, agencies and individuals that are interested and involved in the production and use of statistics to support economic and social development and to promote better governance. In particular it brings together users and providers of statistics in developing countries and policy makers and providers of technical and financial assistance in donor countries and the international community. The activities of the Partnership are carried out by the broader network of agencies and organizations as well as by a **Secretariat** hosted in the Development Co-operation Directorate of the Organisation for Economic Cooperation and Development (OECD/DCD) in Paris. The strategic direction of the Partnership as well as the general work program of the Secretariat is guided by the **PARIS21 Board**, which includes representatives from all the main stakeholders, from developing countries from all regions of the world, as well as from bilateral donors and international organizations. The Board meets once a year to discuss issues relating to the development and use of statistics generally and to review work programs. The Board will report back to the next meeting of the Consortium (whole Partnership), which is expected to be held in 2014.
3. Between Board meetings the activities of the Partnership and Secretariat are guided and monitored by an **Executive Committee** with a small number of members selected by the Board. Where required, the Executive Committee may set up **Task Teams** to carry out specific tasks or to generate specific outputs. Also, as agreed by the Executive Committee, the PARIS21 Secretariat may host **Satellite Programs**, with responsibility for delivering a defined program of work and with separate funding.



4. PARIS21 reports annually to the Development Assistance Committee and the UN Statistical Commission; the reports are prepared by the Secretariat. The direct costs of PARIS21 activities, including the costs of the Secretariat and the governance arrangements, are met by voluntary contributions from a number of bilateral donors, international agencies, foundations, and other eligible contributors. A separate meeting of all past, current, and potential donors to PARIS21 is usually held annually at the same time as the Board meeting. The PARIS21 Secretariat is hosted by OECD, is subject to OECD staff rules and salary scales and follows OECD financial rules and audit procedures.
5. The specific responsibilities of these bodies and their relationships to one another are explained below.

II. The PARIS21 Board

6. The PARIS21 Board is responsible for guiding the work of the Partnership in between meetings of the Consortium (whole Partnership), which are usually held once every five years. The Board meets once a year to discuss general issues relating to the development and use of statistics, to review the strategic direction of the partnership and to review the medium term work program of the Secretariat, including the work of Task Teams and Satellite Programs. In particular, the Board is responsible for:
 - (a) Setting the strategic direction for PARIS21 and how the partnership is organised and co-ordinated;
 - (b) Reviewing the work of the Partnership as a whole and advising on priorities for future action;
 - (c) Appointing the members of the Executive Committee;
 - (d) Reviewing and advising on the Secretariat's medium-term work programme, which includes the work of Task Teams and the Satellite Programs;
 - (e) Reviewing and providing inputs into the terms of reference and reports of the periodic evaluations of PARIS21;
 - (f) Providing overall guidance to the Secretariat when appropriate.

A. Chairmanship

7. The Board will have two co-Chairs: the chair of the OECD's Development Assistance Committee (DAC) and a developing country representative¹ nominated by the Executive Committee and approved by the Board. The developing country co-Chair should be chosen from the pool of serving members of the Board. However, in order not to reduce the developing country representation on the Board, the vacated seat should be filled with a new Board member. The Executive Committee will consider the following criteria when nominating the developing country co-chair:

¹ From a non-OECD country on the DAC list of ODA recipients - www.oecd.org/dac/stats/daclist



- Broad international experience and proven leadership ability;
 - Evidence of communication and chairing skills;
 - Substantive experience in and/or knowledge of PARIS21 work as well as development and development co-operation;
 - Fluency in English, with an operational ability in French being a distinct advantage.
8. The Executive Committee will agree on a candidate and propose the name to the Board for endorsement by acclamation at a formal Board meeting. In the event of more than one eligible and willing candidate and in the absence of an agreement by the Board, the Secretariat will announce a majority vote to be conducted anonymously, on the basis of one vote for each official Board member. This co-Chair is appointed for a period of two years and may be re-appointed for one further two-year period.
9. If either of the co-Chairs is unable to attend a Board meeting in person, they will nominate a temporary replacement from the pool of currently serving Board members. Donor meetings will be chaired by the DAC chairman (or his/her appointed replacement) but will also be attended by the developing country representatives.

B. Composition of the Board

10. The Board is made up of *members* and their designated *alternates*. The Secretariat Manager is an ex-officio member of the Board.
11. As far as possible, the intention is to have equal representation from the developed countries – bilateral donors and international development agencies – and developing countries, including regional development banks and regional organisations. The aim is also to ensure that interests and concerns of both the producers and users of statistics are properly represented and to encourage an adequate gender balance.
12. The initial members of the Board are appointed by the outgoing Steering Committee. All those developing country members serving on the Steering Committee as of June 2010 are invited to retain their seats for the next period. These members of the Board will serve for two years and may be re-appointed by the Board for one further period of two years where appropriate. The upcoming biennium will end December 2012.
13. Developing country representatives and the member of the Board representing individual members of the Partnership (and their alternates) are appointed by the Board on the recommendation of the Secretariat.
14. Board membership is open to all interested bilateral donors who either finance the Secretariat or participate in PARIS21 activities.



15. The European Commission, IMF, OECD, United Nations Development Group, United Nations Statistics Division, and World Bank hold permanent seats on the Board as founding institutions. Board members and alternates representing donor countries and agencies will be nominated by the agency or organization concerned and will serve until the co-Chairs and the Secretariat are informed otherwise.
16. Board members are expected to inform the co-Chairs and the Secretariat of any potential conflict of interest on any matter and cannot be considered for any post with the Secretariat or Satellite Programs; this includes consulting contracts.
17. Any situation regarding Board composition that is not covered by these governance arrangements will be resolved by the Board itself.

C. Roles and Responsibilities of Board members

18. Board members and alternates have a responsibility to the wider Partnership and their constituencies within it to oversee the design and implementation of PARIS21 work. They will be expected to be '**champions**' of the aims of PARIS21 and advocate for and publicise PARIS21 activities within their constituencies. They will consult and report back to their constituencies about Board discussions and the work of the Partnership more broadly. They may also participate in task teams on particular issues when appropriate. In particular, they are expected to use their influence to advocate for the allocation of adequate resources both for the better availability and use of statistics in development generally and for PARIS21 activities in particular.

D. Observers

19. The co-Chairs and Secretariat Manager may on occasion request *observers* to attend Board meetings, to speak on a specific topic or provide their insight on important issues. Former chairs of the Steering Committee and Board as well as Managers of the Secretariat may for instance be invited to attend meetings as honorary members in order to provide continuity and access to their knowledge and experience. While these special invitees are welcome to participate fully in all discussions, their participation in no way implies a formal, lasting relationship with the Board and they are not entitled to vote if such a procedure is required.

E. Conduct of the Board's Work

20. The Board meets in full session once per year (usually in April). The Secretariat draws up the agenda and prepares other papers for meetings, which are then approved by the Executive Committee.
21. In general, the Board takes decisions and makes recommendations by consensus. If a vote is required, then only full, official members of the Board or their designated alternate are



entitled to vote. Each member has one vote, decisions are made by a simple majority and the co-Chairs have a casting vote if required.

22. The annual meeting of the Board can include seminars or other in-depth discussion of current important issues relating to the development or use of statistics.

F. Cost of participation in Board meetings

23. The costs of participation in Board meetings, including travel costs and per diems, of developing country *members, the representative of individual members and observers* in Board meetings will be borne by the Secretariat's budget subject to OECD regular conditions. It is expected that the cost of participation by bilateral, multilateral, regional institution, and regional development bank representatives in all PARIS21-related meetings will be borne by their respective institutions.

III. Executive Committee

24. The role of the Executive Committee is to provide an accountability mechanism and guidance to the ongoing work of the Secretariat. In particular it provides a policy direction to activities and is a decision making body when required. Preference is generally given to decision-making by consensus, but if a vote is required, each member has one vote, decisions being made by a simple majority. The specific roles of the Executive Committee are to:

- monitor progress of the regular work program of the Secretariat and review the progress of Satellite Programs from time to time, subject to the special arrangements put in place for each such program;
- review and approve annual work programs and budgets;
- review and approve annual reports and other important documents as required;
- review and approve the agenda and papers for the annual Board meetings;
- review and approve the program for meetings of the whole Partnership;
- review and approve financial reports, subject to the rules and regulations of OECD, and review the budget situation on a regular basis;
- put in place appropriate arrangements for the appointment of the Manager of the PARIS21 Secretariat when required and in line with OECD arrangements;
- review nominations for new Board members and submit them to the Board for approval;
- communicate reports and decisions to the Board;
- nominate the developing country co-Chair of the Board as and when required;
- contribute to fundraising efforts for the Secretariat.



25. The Executive Committee is appointed by the Board. It consists of nine appointed members and the PARIS21 Secretariat Manager ex-officio as the tenth member (without voting rights). The members are appointed based on the following criteria:
- Two developing country representatives;
 - Two representatives from bilateral donors;
 - Board members representing UNSD, EC/EUROSTAT, OECD, IMF and the World Bank, as the founding institutions.
26. Members of the Executive Committee will be appointed from the pool of existing Board members. The Secretariat will consult with developing country and bilateral donor Board members to make nominations. Members will serve for two years in the first instance and can be re-appointed for one further two-year term if appropriate. The founding institutions will hold permanent seats. If any member of the Executive Committee resigns from the Board they will be replaced as soon as possible with the agreement of the Board's co-Chairs, and the appointment will be ratified at the next possible Board meeting.
27. The Executive Committee elects a chair among its members (excluding the PARIS21 Secretariat Manager) who will hold office for one year.
28. The Executive Committee will meet at least four times a year, where possible in the margins of suitable international meetings. Other business will be conducted through consultation by telephone and e-mail.

IV. The PARIS21 Secretariat

29. The Secretariat is responsible for coordinating the Partnership activities and managing and implementing the day-to-day work programme of PARIS21 as approved by the Board and the Executive Committee. The activities include:
- (a) Implementing the work programme;
 - (b) Servicing the Board and the Executive Committee, including making proposals for future work;
 - (c) Reporting to the DAC and UNSC on behalf of the Board;
 - (d) Acting as central contact and reference point for the Partnership;
 - (e) Developing advocacy materials and orchestrating their effective deployment;
 - (f) Advising countries on access to trust funds and other donor support;
 - (g) Facilitating information exchange and co-ordination among relevant partners, including maintaining the PARIS21 website and knowledge base;
 - (h) Providing support to the work of Task Teams;
 - (i) Raising funds for the Secretariat work programme;
 - (j) Accounting for all funds received in line with OECD rules and procedures.



30. The PARIS21 Secretariat will carry out its functions in accordance with the rules and practices of the OECD, in particular those with regard to staff and financial administration.
31. The Secretariat is headed by a Manager (OECD A5 level) who is supported by a Deputy Manager (A4). The satellite programme officers (see section VII below) report directly to the Secretariat Manager.

V. Task Teams

32. Task Teams will be formed by the Secretariat subject to approval by the Executive Committee, to support work on a particular technical topic or more general themes. The nature of activities will be either (a) to develop ideas and conceptual frameworks (such as the Task Team on Sequenced Information Strategies which led to the development of the framework for National Strategies for the Development of Statistics; and the Task Team on indicators of statistical capacity which developed the Statistical Capacity Building Indicators); or (b) to enable the Partnership to work together to improve collaboration and information exchange (such as on the Task Team on the Partner Report on the Support to Statistics - PRESS). The Task Teams contribute to the work programme of PARIS21 by involving those Partnership members with a strong interest in the particular area of work more intensively than can be provided by their participation in the Board or Executive Committee.
33. Task Teams will be set up with clear terms of reference, expected life span, membership and budget. Membership of Task Teams will be voluntary and, while Board members will be expected to play a full part, can include other organisations and individuals. Task Teams will be convened and chaired by the Secretariat or by the most relevant institution represented on the Task Team. Partner institutions will generally meet the costs of their staff participating in Task Teams, but funding of additional activities can be charged to the Secretariat's budget. This funding might be supplemented by the conveners or any of the members of the Task Team (as was the case for the Task Team on Monitoring Development Goals).

VI. Relationship to the OECD

34. The PARIS21 Secretariat's relationship with OECD is set out in a document approved by the OECD Council. The Secretariat is part of the OECD's Development Co-operation Directorate, and the PARIS21 Secretariat Manager is a member of the DCD Management Team. The PARIS21 Secretariat work program is part of the DCD Program of Work and Budget (PWB), which is discussed by the DAC and approved by the OECD Council.

VII. Satellite programmes

35. The PARIS21 Secretariat may from time to time take on additional functions which help to achieve the aims of the Partnership, subject to approval by the Steering Committee and OECD's Council. This will be guided by agreed criteria such as:



- Work supports the goal of PARIS21
- Synergy with other PARIS21 work
- Clear comparative advantage in work being hosted by the PARIS21 Secretariat
- Additional funding and staffing over and above PARIS21 core programme
- No negative impact on the Secretariat's work

36. The satellite programmes have separate funding and staff who report to the PARIS21 Secretariat Manager (or his/her Deputy) and separate governance arrangements. These are reflected in the documents setting up the Program that are then approved by the OECD Council.