



Report from the Task Team on Defining Implementation Arrangements for the Busan Action Plan for Statistics

This document provides an overview of the progress of the Task Team on the Busan Action Plan for Statistics (BAPS), which was tasked by the Executive Committee to:

1. Identify implementation priorities from donors and partner countries and map them against the five proposed actions of the BAPS
2. Based on the above analysis, highlight eventual gaps that the international community needs to address in order to deliver on BAPS commitments
3. Propose a mechanism/tool to monitor the implementation of BAPS possibly through a logical framework
4. Develop a proposal that outlines how the PARIS21 Secretariat can become the BAPS Secretariat, how it can engage with the other Busan building blocks and what this would entail in terms of adapting the Secretariat's work programme and finances

The Task Team has advanced substantially on all of the above objectives. The main message of this report is the recognition that the establishment of the BAPS Secretariat is the condition *sine qua non* for an effective implementation and monitoring of BAPS. The current resources of the PARIS21 Secretariat as well as the individual efforts of partners are not yet sufficient to do this job properly.

I. Background & Overall Progress

What is the Action Plan?

In collaboration with the World Bank and other partners, PARIS21 proposed a [Busan Action Plan for Statistics \(BAPS\)](#) at the Fourth High Level Forum (HLF-4) on Aid Effectiveness in Busan, Korea in late 2011. Participants endorsed this action plan and included an explicit reference to it in the [Busan Partnership document](#)¹. The intention of the plan was to update and build on the successes of the 2004 Marrakech Action Plan for Statistics and address the realities of a changing world of development.

The plan proposes three principal objectives: (1) fully integrate statistics in decision making, which involves an increased use of data to inform policy and the inclusion of statistical capacity building in development

¹ Paragraph 18 c): "We will partner to implement a global Action Plan to enhance capacity for statistics to monitor progress, evaluate impact, ensure sound, results-focused public sector management, and highlight strategic issues for policy decisions."

programmes; (2) promote open access to statistics; and (3) increase resources for statistical systems. Five actions support those three objectives, as follows:

- **Action 1:** Strengthen and re-focus national and regional statistical strategies (NSDS/RSDS) with particular emphasis on improving statistical systems that address country-level development priorities.
- **Action 2:** Implement standards for data preservation, documentation, and dissemination that permit full public access to statistics.
- **Action 3:** Develop programs to increase the knowledge and skills needed to use statistics effectively for planning, analysis, monitoring, and evaluation.
- **Action 4:** Build and maintain results monitoring instruments to track outcomes of all global summits and high level forums.
- **Action 5:** Ensure financing for statistical information is robust and that funding instruments and approaches reflect the new modalities and actors in development finance.

Progress to Date

Following the HLF-4, the World Bank and PARIS21 Secretariat produced a report to the UN Statistical Commission (UNSC) in February 2012, where participants endorsed the objectives of the Action Plan. To prepare an initial outline of implementation activities, PARIS21 and the World Bank conducted a survey among developing countries and international institutions to identify implementation priorities.

In March 2012 at the PARIS21 Annual Meetings, the World Bank provided an overview of the state of play in setting up BAPS implementation arrangements. The Board was requested to provide guidance on a proposed governance structure for supporting implementation and monitoring the progress of the Action Plan. To avoid creating a new bureaucracy, it was recommended that PARIS21 act as BAPS Secretariat, that a task team be established to help define the implementation plan, and that the PARIS21 Secretariat along with the World Bank report on progress to the post-Busan [Global Partnership for Effective Development Co-operation](#) and the UN Statistical Commission. The Board approved all proposals.

Since the Board meeting, the PARIS21 Secretariat has set up the task team and convened four meetings (September 2012, October 2012, November 2012, and February 2013). Task team members have reviewed the implementation priorities identified by partners, conducted a gap analysis, and identified a number of other issues that could be explored further. The results of the implementation priorities were shared with the Executive Committee at its November meeting. A draft monitoring framework (in the form of a logframe) was debated at the February 2013 meeting.

In parallel, the Global Partnership established at the HLF-4 has been busy setting up its governance structure and monitoring framework. The Partnership has established a Steering Committee and named three co-chairs (Indonesia, Nigeria, and the United Kingdom). The PARIS21 Secretariat and World Bank have provided inputs and progress updates to colleagues in the OECD responsible for supporting the Global Partnership and defining its monitoring framework and indicators. In December 2012 in the margins of the DAC Ministerial Meeting held in London, the Steering Committee convened its first meeting.

Some of the “building blocks” established at the HLF-4 have direct relevance to the BAPS, notably those on results/accountability and effective institutions. PARIS21 has been in contact with those in charge of driving those building blocks to ensure that linkages are ensured between the respective work streams. The discussions so far have shown that only a very limited number of building blocks have become operational. Promising discussions are however under way with the “Effective Institutions” and the “Monitoring for Results” platforms. Engaging in a substantive dialogue goes beyond the means of the Task Team and the Secretariat. A more structured dialogue requires hence more resources to take up this additional work.

II. Priorities and Gap Analysis

The World Bank and PARIS21 Secretariat conducted a survey in early 2012 to collate donor and partner priorities in BAPS implementation. The task team then mapped these priorities against the actions agreed in the plan itself, with the intention of identifying gaps.

The mapping of priorities is provided in Table I below.

Table I: Mapping of Donor and Country Priorities against the five BAPS actions

Action 1 <i>Strengthen NSDS and sector statistics</i>	Action 2 <i>Promote Open Data</i>	Action 3 <i>Ensure effective use of data</i>	Action 4 <i>Track outcomes of global summits</i>	Action 5 <i>Increase and coordinate financing</i>
WB Trust Funds for Statistical Capacity Building WB Statistics for Results Facility Eurostat programs to support national and regional strategy planning FAO Global Strategy to Improve Agricultural and Rural Statistics Gender statistics initiative UIS Literacy and Monitoring Programme UIS Education data base Financial soundness indicator 1993/2008 System of National Accounts ADB support to sub-programmes WHO Move-it initiative (vital events) Bilateral donor programmes to NSDS related activities Business registers / admin data	Open Data Initiative International Household Survey Network (IHSN) / Accelerated Data Program (ADP) IMF Enhanced Data Dissemination Initiative UNSD MDG indicator project Geospatial Information System	Eurostat training courses PARIS21 advocacy work Busan Global Partnership IHSN / ADP		WB Trust Funds for Statistical Capacity Building WB Statistics for Results Facility Global Strategy to Improve Agricultural and Rural Statistics WB Umbrella Trust Fund for Gender Equality Conduct PRESS / CRESS exercises

The results of this exercise should be viewed cautiously as it was conducted in early 2012, by which time not all donors and partners has yet reacted to the Busan commitments. Moreover, there are methodological challenges

that would call for a more in depth analysis than what could have been done at that time. This being said, a couple of interesting key trends emerge: The key priorities expressed by donors and partner countries covered (i) statistical capacity development, (ii) improving statistics in the domain of financial and socio-economic data as well as (iii) a focus on sector level statistics such as health, education, environment, and agriculture.

The results of the mapping exercise as laid out in Table 1 clearly show that action 1, 2 and 3 seem to get a lot of attention, while action 4 is not on the radar screen so far. As action 5 underpins the other four it should be treated separately. The huge focus on action 1 does not mean though that there will be enough projects and resources available. First, further analysis would be necessary to find out if these priorities have actually been met with adequate resources and secondly, the needs of action 1 are probably the greatest of the four action items. For further work, it would be important to go more into detail and assess for what specific activities funds were disbursed in order to gain a clearer picture of the remaining gaps for action 1. This again would call for a more comprehensive assessment which goes beyond the scope and capacity of the Task Team.

For action 2 many activities are already underway and it will be important to keep up the momentum. Action 4 has less tangible activities associated with them and more clarity might be needed. Action 5 underpins all the other ones.

In addition to the gaps identified through the mapping exercise, the BAPS makes several references to the current change in the statistical landscape which is characterised among others by an increasing demand for more, better, open, and faster data; the increase of non-official data production; and the emergence of “big data” or the “data deluge”. Many of these and other processes related to data production, analysis, and dissemination are currently changing due to new possibilities from technological innovation. The Task Team felt it important for the Partnership to take up some of those topics and a few ideas are presented in Table II below.

Table II: Emerging Gaps

Action 1 <i>Strengthen NSDS & Innovative Approaches to Data Production</i>	Action 2 <i>Promote Open Data</i>	Action 3 <i>Ensure effective use of data</i>	Action 4 <i>Track outcomes of global summits</i>	Action 5 <i>Increase and coordinate financing</i>
Finalise, disseminate, and roll out new NSDS guidelines Pilot / support innovations to collect data supporting policy decisions more cheaply, faster, and more often. Deepen guidance to improve multiple uses of household surveys	Produce guidance on adopting open data policies in developing countries and fund actions to improve data accessibility Improve tools and guidance on anonymizing household survey data	Organise user–producer consultations Organise consultations on improving the use of innovative data collection techniques (big data) Ensure linkages with Busan building blocks Promote new data visualisation tools	Bring statisticians into post-2015 discussions Develop online inventory of global summits, descriptions of their indicators Conduct analysis on the implications of donor data requirements on NSS work programs in select countries.	

Based on the gap analysis and the identified new emerging needs, the Task Team suggests a series of activities for PARIS21 partners to take on board (see Table III).

Table III: Possible activities to fill the gaps

Action 1 <i>Strengthen NSDS</i>	Action 2 <i>Promote Open Data</i>	Action 3 <i>Ensure effective use of data</i>	Action 4 <i>Track outcomes of global summits</i>	Action 5 <i>Increase and coordinate financing</i>
<p>Support the implementation of regional and international statistical programs</p> <p>Align support with NSDSs through bilateral programs as well as regional / international channels (e.g., TFSCB)</p> <p>Strengthen institutional and organisational capacities via NSDS</p> <p>Finalise, disseminate, and roll out new NSDS guidelines</p> <p>Pilot / support innovations to collect data supporting policy decisions more cheaply, faster, and more often.</p> <p>Deepen guidance to improve multiple uses of household surveys</p> <p>Peer reviews</p> <p>Address weakness in vital registration systems and data</p>	<p>Support Open Data Initiative</p> <p>Implement IHSN/ADP</p> <p>Produce guidance on adopting open data policies in developing countries and fund actions to improve data accessibility</p> <p>Improve tools and guidance on anonymizing household survey data</p>	<p>Produce advocacy materials including a flagship report on statistical capacity development</p> <p>Organise innovative user–producer consultations</p> <p>Organise consultations on improving the use of innovative data collection techniques (big data)</p> <p>Ensure linkages with Busan building blocks</p> <p>Promote new data visualisation tools</p>	<p>Bring statisticians into post-2015 deliberations</p> <p>Develop online inventory of global summits, descriptions of indicators</p> <p>Conduct analysis on the implications of donor data requirements on NSS work programs in select countries.</p>	<p>Support the implementation of regional and international statistical programs (e.g., environment & climate change stats)</p> <p>Align support with NSDSs through bilateral programs as well as regional / international channels (e.g., TFSCB)</p> <p>Conduct PRESS / CRESS exercises</p>

In conclusion, the gap analysis and the new emerging needs point to the need for a more structured approach to monitor and implement BAPS. As it has been agreed at the last PARIS21 Board meeting, its Secretariat should fulfil this function. The following section discusses what it would take to facilitate BAPS implementation.

III. PARIS21 as the Secretariat of the BAPS

In March 2012, the PARIS21 Board agreed to mandate PARIS21 to act as Secretariat to the BAPS. This decision was based on PARIS21’s recognised neutrality, its connection to other HLF-4 building blocks and established relationship with their stewards, and its long-standing experience in reporting on progress of partners via a logical framework and at the UN Statistical Commission. Furthermore, PARIS21 is already active in many of the BAPS action items and is well positioned to take on some of the new areas.

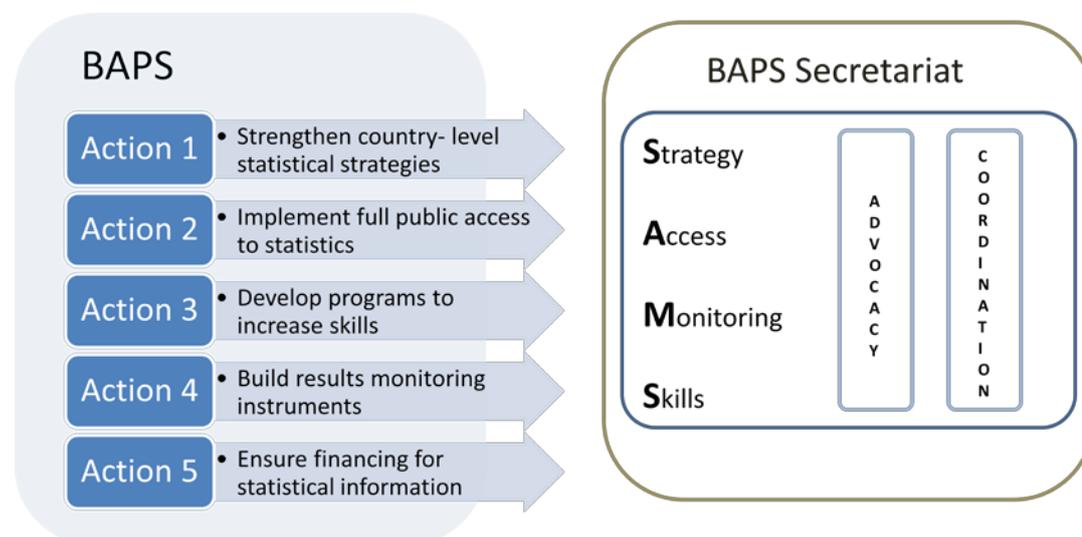
To respond to this mandate from the Board, the PARIS21 Secretariat has reflected on what such a transformation could look like. The current programme of work of the Secretariat is organised along four main axes known as the

CANK: co-ordination, advocacy, NSDS and knowledge. The Secretariat proposes to adapt this model in order to capture all the elements and activities that are laid out in the BAPS. A re-orientation of the Secretariat would mean adjusting priorities and preparing itself to take on a few new work streams. It might also mean dropping some of the current activities or focusing more tightly in some areas e.g., in terms of the country activities. The following criteria have been used to identify a possible new structure reflecting the needs of the BAPS:

- *continuing to facilitate NSDS design and implementation* in countries where there is a clearly expressed demand that other partners cannot accommodate
- *continuing to promote advocacy and engage in co-ordination as transversal activities*
- *becoming a knowledge hub* for sharing information on new developments in statistical capacity development e.g., through the creation of a knowledge portal on issues pertaining to post-2015 development framework, big and interlinked data etc.
- *acting as an incubator*: the role of the Secretariat should be to continue to develop, innovate, and test new approaches to statistical capacity development (e.g., new forms of user-producer dialogue, identifying/sharing new ideas from the field); once these are successfully tested they should be rolled out by partners.
- *acting as an independent and neutral organisation*: this is a key feature of PARIS21 and makes it unique. This should be preserved and strengthened.
- *acting as a focal point and convenor/facilitator* for discussions between the different partners at various levels.

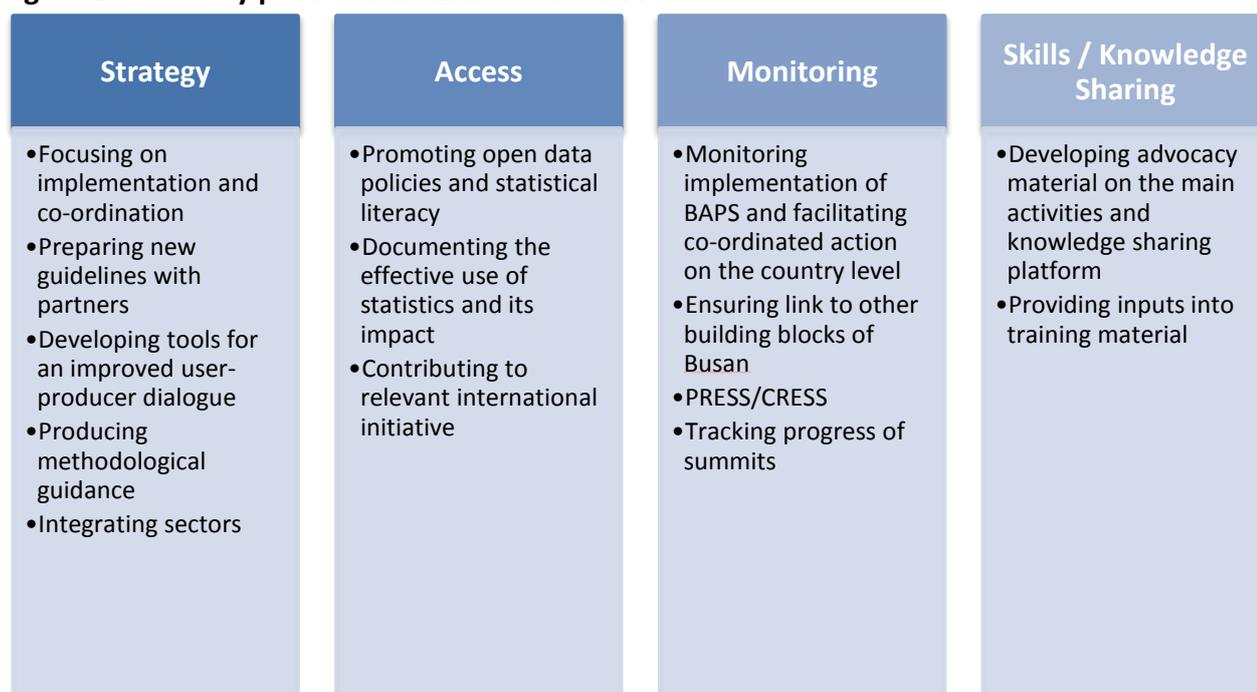
Figure 1 illustrates linkages between BAPS actions and four key features which could constitute the pillars of a BAPS Secretariat: strategy – access – monitoring – skills / knowledge sharing. Advocacy and co-ordination run through all four key items.

Figure 1: From BAPS action to Secretariat Pillars



The BAPS Secretariat function can be easily integrated into the current model of the PARIS21 Secretariat and functioning. Figure 2 suggests some key activities the PARIS21 Secretariat could undertake in order to ensure an appropriate and continuous implementation.

Figure 2: The 4 key pillars of the BAPS Secretariat



The proposed changes would not require a significant restructuring of the on-going and planned activities; it would instead require a different priority setting and the addition of new elements. It would however entail increasing the available funding to the Secretariat to be able to meet these new requirements.

The following table provides a rough estimate of the required resources. The baseline is the business-as-usual model, i.e. that PARIS21 would stick to its agreed activities as laid out in the current programme of work (CANK model). The right-hand column provides a budget estimate for the programme of work along the lines of the SAMS model. It should be noted that these figures do not include the IHSN/ADP activities, only the “core” PARIS21 business.

Programme of Work - PARIS21 Core²

All figures in K€	CAN(k) programme 2013-14	S(a)MS programme 2013-15
Budgeted expenditure	5,897	9,794
Available resources & income under discussion	5,789	6,912
Funding gap in K€	(108)	(2,882)
Funding gap (%)	-2%	-29%

² One must use caution when reviewing and comparing these figures, since (i) the CANK model covers only two years and the SAMS model three years and (ii) the SAMS model is more ambitious. In addition, the CANK model includes the significant costs of a Consortium meeting, proposed to take place in 2014, whereas the SAMS model excludes this activity, at the recommendation of the PARIS21 Executive Committee. The cost calculation for the SAMS model is based on an extrapolation of previous expenditures under the CANK model. The estimation of the “additional” amount is based on a costing exercise for the SAMS activities. It should be emphasised that neither of these sets of figures includes IHSN/ADP activities. More detailed information available upon request.

The table shows that the current (CANK) programme of work for 2013–14 (excluding the ADP/IHSN component) has a funding gap of roughly 2%. Absorbing the additional BAPS activities (over 2013–15) as laid out in this document (again excluding ADP/IHSN) would increase the funding gap to roughly 29%.

In conclusion: the partnership needs to mobilise around 2.8M Euros up to 2015 if the BAPS implementation and monitoring is to be undertaken as suggested in this document.

IV. Monitoring Tool

The task team has reflected on the form a monitoring of BAPS progress could take. Task team members considered a logical framework (logframe), which they agreed should remain a light, low response-burden process. The revised, draft logframe is proposed in Annex I.

Annex I: Draft Logical Framework to Monitor Implementation of the Busan Action Plan for Statistics

Narrative Summary	Objectively Verifiable Indicators													
	Indicators		Sources											
Plan Purpose:														
Adopting a flexible, adaptive, and responsive approach, pursue the following objectives:														
<i>Improve statistics in key areas to support informed decision making</i>	Indicator 0a: Average score on the use of statistics in policy making process <table border="1"> <thead> <tr> <th></th> <th><i>Proposed</i></th> <th><i>Measured</i></th> </tr> </thead> <tbody> <tr> <td>Baseline 2012:</td> <td></td> <td>70.3</td> </tr> <tr> <td>Milestone 2014:</td> <td>75</td> <td></td> </tr> <tr> <td>Target 2016:</td> <td>80</td> <td></td> </tr> </tbody> </table>		<i>Proposed</i>	<i>Measured</i>	Baseline 2012:		70.3	Milestone 2014:	75		Target 2016:	80		PARIS21 Study
	<i>Proposed</i>	<i>Measured</i>												
Baseline 2012:		70.3												
Milestone 2014:	75													
Target 2016:	80													
<i>Promote open access to statistics</i>	Indicator 0b: Number of countries signed up to Open Government Partnership <table border="1"> <thead> <tr> <th></th> <th><i>Proposed</i></th> <th><i>Measured</i></th> </tr> </thead> <tbody> <tr> <td>Baseline 2012:</td> <td></td> <td>58</td> </tr> <tr> <td>Milestone 2014:</td> <td>65</td> <td></td> </tr> <tr> <td>Target 2016:</td> <td>75</td> <td></td> </tr> </tbody> </table>		<i>Proposed</i>	<i>Measured</i>	Baseline 2012:		58	Milestone 2014:	65		Target 2016:	75		OGP
	<i>Proposed</i>	<i>Measured</i>												
Baseline 2012:		58												
Milestone 2014:	65													
Target 2016:	75													
<i>Increase resources for statistical systems</i>	Indicator 0c: Global estimated commitments to statistical development over rolling, 3-yr period <table border="1"> <thead> <tr> <th></th> <th><i>Proposed</i></th> <th><i>Measured</i></th> </tr> </thead> <tbody> <tr> <td>Baseline 2012:</td> <td></td> <td>2.3bn</td> </tr> <tr> <td>Milestone 2014:</td> <td>2.5bn</td> <td></td> </tr> <tr> <td>Target 2016:</td> <td>3.0bn</td> <td></td> </tr> </tbody> </table>		<i>Proposed</i>	<i>Measured</i>	Baseline 2012:		2.3bn	Milestone 2014:	2.5bn		Target 2016:	3.0bn		PRESS
	<i>Proposed</i>	<i>Measured</i>												
Baseline 2012:		2.3bn												
Milestone 2014:	2.5bn													
Target 2016:	3.0bn													
Plan Outputs:														
1. Strengthen and re-focus national and regional statistical strategies with particular emphasis on improving statistical systems that address country-level development priorities.	Indicator 1a: average % of NSO annual budgets whose funding sources are national rather than external <table border="1"> <thead> <tr> <th></th> <th><i>Proposed</i></th> <th><i>Measured</i></th> </tr> </thead> <tbody> <tr> <td>Baseline 2012:</td> <td></td> <td></td> </tr> <tr> <td>Milestone 2014:</td> <td></td> <td></td> </tr> <tr> <td>Target 2016:</td> <td></td> <td></td> </tr> </tbody> </table>		<i>Proposed</i>	<i>Measured</i>	Baseline 2012:			Milestone 2014:			Target 2016:			CRESS
	<i>Proposed</i>	<i>Measured</i>												
Baseline 2012:														
Milestone 2014:														
Target 2016:														

Narrative Summary	Objectively Verifiable Indicators													
	Indicators	Sources												
	<p>Indicator 1b: % of IDA-eligible countries with an NSDS that incorporates a specific plan for agricultural and gender statistics</p> <table border="1"> <thead> <tr> <th></th> <th><i>Proposed</i></th> <th><i>Measured</i></th> </tr> </thead> <tbody> <tr> <td>Baseline 2012:</td> <td></td> <td></td> </tr> <tr> <td>Milestone 2014:</td> <td></td> <td></td> </tr> <tr> <td>Target 2016:</td> <td></td> <td></td> </tr> </tbody> </table>		<i>Proposed</i>	<i>Measured</i>	Baseline 2012:			Milestone 2014:			Target 2016:			???
		<i>Proposed</i>	<i>Measured</i>											
	Baseline 2012:													
	Milestone 2014:													
	Target 2016:													
	<p>Indicator 1c: Share of aid to statistics (as reported in PRESS) aligned with NSDS</p> <table border="1"> <thead> <tr> <th></th> <th><i>Proposed</i></th> <th><i>Measured</i></th> </tr> </thead> <tbody> <tr> <td>Baseline 2012:</td> <td></td> <td>40%</td> </tr> <tr> <td>Milestone 2014:</td> <td>45%</td> <td></td> </tr> <tr> <td>Target 2016:</td> <td>55%</td> <td></td> </tr> </tbody> </table>		<i>Proposed</i>	<i>Measured</i>	Baseline 2012:		40%	Milestone 2014:	45%		Target 2016:	55%		PRESS
	<i>Proposed</i>	<i>Measured</i>												
Baseline 2012:		40%												
Milestone 2014:	45%													
Target 2016:	55%													
2. Implement standards for data preservation, documentation, and dissemination that permit full public access to statistics.	<p>Indicator 2a: % of countries that have a national data archiving system with ADP support</p> <table border="1"> <thead> <tr> <th></th> <th><i>Proposed</i></th> <th><i>Measured</i></th> </tr> </thead> <tbody> <tr> <td>Baseline 2012:</td> <td></td> <td>47%</td> </tr> <tr> <td>Milestone 2014:</td> <td>55%</td> <td></td> </tr> <tr> <td>Target 2016:</td> <td>70%</td> <td></td> </tr> </tbody> </table>		<i>Proposed</i>	<i>Measured</i>	Baseline 2012:		47%	Milestone 2014:	55%		Target 2016:	70%		ADP
		<i>Proposed</i>	<i>Measured</i>											
	Baseline 2012:		47%											
	Milestone 2014:	55%												
	Target 2016:	70%												
	<p>Indicator 2b: % of countries giving access to micro-data or metadata through website with ADP support</p> <table border="1"> <thead> <tr> <th></th> <th><i>Proposed</i></th> <th><i>Measured</i></th> </tr> </thead> <tbody> <tr> <td>Baseline 2012:</td> <td></td> <td>32%</td> </tr> <tr> <td>Milestone 2014:</td> <td>50%</td> <td></td> </tr> <tr> <td>Target 2016:</td> <td>70%</td> <td></td> </tr> </tbody> </table>		<i>Proposed</i>	<i>Measured</i>	Baseline 2012:		32%	Milestone 2014:	50%		Target 2016:	70%		ADP
	<i>Proposed</i>	<i>Measured</i>												
Baseline 2012:		32%												
Milestone 2014:	50%													
Target 2016:	70%													
3. Develop programs to increase the knowledge and skills needed to use statistics effectively for planning, analysis, monitoring, and evaluation, thus increasing transparency and accountability and improve accessibility of statistics at the national and international levels.	<p>Indicator 3a: % of 119 target countries participating in either GDSS or SDSS</p> <table border="1"> <thead> <tr> <th></th> <th><i>Proposed</i></th> <th><i>Measured</i></th> </tr> </thead> <tbody> <tr> <td>Baseline 2012:</td> <td></td> <td>87%</td> </tr> </tbody> </table>		<i>Proposed</i>	<i>Measured</i>	Baseline 2012:		87%	IMF						
		<i>Proposed</i>	<i>Measured</i>											
	Baseline 2012:		87%											

Narrative Summary	Objectively Verifiable Indicators			
	Indicators		Sources	
	Milestone 2014:	90%		
	Target 2016:	95%		
	Indicator 3b: Measure of state of implementation of the common standard by co-operation providers		Global Partnership indicator 4	
		<i>Proposed</i>	<i>Measured</i>	
	Baseline 2012:		n/a	
Milestone 2014:				
Target 2016:				
4. Build and maintain results monitoring instruments to track outcomes of all global summits and high level forums. Maintain momentum for current and upcoming global initiatives.	Indicator 4a: % of 117 target countries having at least three non-modelled data points for at least 20 of 28 selected MDG Indicators		UNSD	
		<i>Proposed</i>		<i>Measured</i>
	Baseline 2012:			3.4%
	Milestone 2014:	5.0%		
	Target 2016:	7.5%		
	Indicator 4b: % of global summits that include explicit reference to statistical development and/or data gaps		PARIS21 online portal of global summits	
		<i>Proposed</i>		<i>Measured</i>
Baseline 2012:				
Milestone 2014:				
Target 2016:				
5. Ensure financing for statistical information is robust and that funding instruments and approaches reflect the new modalities and actors in development finance.	Indicator 5a: Share of aid to statistics relative to total ODA over rolling 3-year period		PRESS & DAC ODA figures	
		<i>Proposed</i>		<i>Measured</i>
	Baseline 2007-09:			0.19%
	Milestone 2010-12:	0.30%		
Target 2012-14:	0.50%			