



Secretariat Programme of Work & Budget (2013–15)

I. Introduction

Following the 2009 PARIS21 Consortium meeting in Dakar, PARIS21 established a *comité des sages* who proposed a new logical framework, governance arrangements, and a funding strategy. Among the recommendations that this committee issued was a revised structure for the Secretariat's work programme called the CANK (Co-ordination, Advocacy, NSDS, and Knowledge for Statistics). The Board approved a four-year CANK work programme (2011–14) in June 2010. However, with the approval of the Busan Action Plan for Statistics (BAPS) at the Fourth High Level Forum on Aid Effectiveness in November 2011 and the PARIS21 Board's 2012 decision to assign to the PARIS21 Secretariat the responsibility of assuring the Secretariat of the BAPS, a reorientation of the work programme's structure is now required.

The new proposed structure outlined below is called the SAMS (Strategy, Access, Monitoring, and Skills/Knowledge Sharing). Co-ordination and advocacy are cross-cutting activities in this structure. The SAMS incorporates all of the elements of the CANK and adds new work streams that have emerged since Busan.

The present document therefore proposes:

- The **general objectives of each component** within the SAMS structure, to be pursued over the period 2013–15. The Secretariat has decided to propose work beyond the programme's original 2014 "end" date in order to provide a medium-term vision of BAPS activities.
- a **work programme of specific activities** for the PARIS21 Secretariat in 2013 drawing on the recommendations of the PARIS21 Board and the PARIS21 Executive Committee, and the orientations proposed by the PARIS21 task team on defining implementation arrangements for the Busan Action Plan for Statistics.
- an **indicative budget** for the period 2013–15 based on the new SAMS structure following the decisions taken by the Executive Committee at its meetings held in 2012 and early 2013. Although the Secretariat's host organisation, the OECD, has a biennial programming cycle, the Secretariat proposes a rolling three-year programme to provide a longer vision and to synchronise more closely with its funders' own cycles.

II. Programme of Work

A re-orientation of the Secretariat work programme into the new SAMS structure requires adjusting priorities and taking on a few new work streams. The following criteria were used to identify the 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 different partners at various levels.

Objectives and activities under the four SAMS components are outlined below, along with a section on general management.

2.1 Strategy

General Objectives over the Period 2013–15:

The “strategy” component of the SAMS model is largely the “N” of the previous CANK structure. The main objective of this component is to support countries in establishing national/regional partnerships on **co-ordinating statistics to promote better-quality and effectively implemented NSDSs** and to provide the necessary support to **design good-quality regional strategies**. The activities to be carried out to achieve this objective include **developing innovative tools for an improved user–producer dialogue** and **integrating sectors into NSDS/RSDS**.

Specific Activities for 2013:

The Secretariat has identified a list of **priority countries** (including fragile states) **and regions** where support (either remotely or through missions) will be provided along the following lines:

1. **for countries embarking on an NSDS process for the first time in 2013**, focus will be placed on the importance of following appropriate mechanisms including political commitment, ownership, links with development policies, importance of co-ordination mechanisms across the NSS and the development partner community, and advocacy. PARIS21 will assist **Myanmar** (in collaboration with a UNESCAP–led inter-agency group) and **Somalia** in the design of their first NSDS.
2. **for countries already engaged in the process**, focus will be placed on:
 - countries where support is still needed in terms of preparation and finalisation of their first strategy. Priority countries are **Anguilla, Belize, Central African Republic, Cook Islands, DRC, Grenada, Guinea-Bissau, Haiti, PNG, Solomon Islands, St. Kitts & Nevis, Tonga, and Vanuatu**.
 - countries where support is needed in terms of designing another strategy (the first one having expired) or adapting their existing plans into a wider strategy, including the integration of sectors: Priority countries are **Benin, Bermuda, Botswana, Burundi, Congo-Brazzaville, Djibouti, Guinea, Lesotho, Liberia, Madagascar, Mozambique, Niger, Palestine, Peru, Rwanda, São Tomé, Senegal, Sierra Leone, Zimbabwe**.

- countries where NSDSs are at their mid-way point and for whom a **peer review** would assist in updating the strategy (primarily in Africa and possibly in Asia).
3. **for regional entities embarked on the design of a regional strategy** or support to NSDSs co-ordinated through a regional body, focus will be placed on the creation of necessary mechanisms of dialogue with technical and financial partners. Priorities in 2013 include: **ASEAN** (Southeast Asia), **CAN** (Andean Community), **CARICOM** (Caribbean), **LAS** (League of Arab States), **SADC** (Southern Africa), and **SICA** (Central America).
 4. **Additional support** will be provided at the request of countries depending on the available capacity and funds within the PARIS21 Secretariat.

2.2 Access

General Objectives over the Period 2013–15:

This section of the work programme covers the activities of the Accelerated Data Program (ADP) and the International Household Survey Network (IHSN), formerly the “K” in the CANK structure.

Launched as recommendations of the Marrakech Action Plan for Statistics (MAPS) in 2004, the ADP and IHSN have been very successful in improving data dissemination and harmonising survey programmes. The tools and methodologies that these two programmes offer to the Partnership have been instrumental in **stimulating increased demand for and better use of data**.

The IHSN and the ADP are currently being evaluated. The evaluation will take place over the first half of 2013, and its results and recommendations should be made available in August 2013. The present activities and associated budgets are based on a continuation of the current work programme and arrangements. They do not reflect the possible changes which will be implemented after the evaluation, nor the new directions for the work programme suggested at the February IHSN Management Group.

International Household Survey Network (IHSN)

The IHSN supports action 4 of the MAPS to improve the availability, accessibility, and quality of survey data; to avoid duplication of data **collection** activities; to improve cost effectiveness of surveys; and to reduce the burden of international survey programmes on national statistical systems. The IHSN programme of activities is discussed and approved by the IHSN Management Group, which is chaired by the World Bank. The Group met on 23 February 2013 in the margins of the 44th session of the UN Statistical Commission.

Specific Activities for 2013:

The IHSN will pursue its priority objectives through:

1. Conducting assessments of survey methodologies and developing guidelines for methodological improvements. These activities will cover specific sectors (household consumption and expenditure, gender, energy) and will be implemented with specialised international agencies. The on-going assessments on food security and national accounts will be finalised, and an assessment on gender will be launched.
2. Upgrading and maintaining the central survey and census catalog. The updates will also cover the citations catalog – which is crucial to promote greater access to microdata.
3. Developing/upgrading tools and guidelines for improving survey data documentation, dissemination and preservation. This includes:

- a. Maintenance and further improvement of the Metadata Editor, in particular upgrade for Unicode compliance.
 - b. Continuing the development of tools and guidelines for assessing and reducing statistical disclosure risk associated with micro-data dissemination.
 - c. Further development and implementation of the IHSN “Survey Management Toolkit” (SMT).
 - d. Continue to develop the content of the IHSN Question Bank, which is a central repository of technical guidelines on survey design. This activity is a “continuous” activity of IHSN.
 - e. Finalisation of the new version of the IHSN Question Bank application, allowing decentralisation of content management.
 - f. Producing specific technical guidelines and working papers, as requested by the IHSN Management Group.
4. Facilitating the independent evaluation.
 5. Participating in specialised international conferences and meetings to learn from specialised agencies about new technologies and practices related to IHSN objectives.
 6. Organising technical workshops to promote the adoption of good practices and standards in and by international partner agencies and/or national agencies in ADP countries.
 7. Organising a meeting of the IHSN Management Group – as requested by the IHSN Chair.
 8. Organising a meeting of the IHSN constituencies to review the outcome of the independent evaluation and discuss future directions.
 9. Updating the IHSN website.

Accelerated Data Program (ADP)

General Objectives over the Period 2013–15:

The ADP — implemented in close collaboration with the World Bank— supports action 5 of the MAPS to provide policy makers and other stakeholders with **better data and analysis for policy design, monitoring, and evaluation**.

Specific Activities for 2013:

The ADP will pursue its priority objectives through:

Making survey microdata more accessible

1. Carrying out inventory, documentation, dissemination and preservation of micro-datasets; establishment of national and regional survey data repositories with a view to make existing survey microdata more accessible to users. Building capacity and implementing international good practices for survey data management.
2. Launching / upgrading on-line national data cataloging systems in ADP countries. In FY13, the ADP will keep reinforcing quality controls of these cataloguing systems, including through client support testing.
3. Building capacity in survey microdata anonymisation and implementing international good practices of statistical disclosure control. Carrying out technical assistance to unlock datasets which are currently not disseminated due to legal and ethical constraints related to privacy protection, relying on guidelines produced by various partners including the IHSN.
4. Establishing national micro data dissemination policies. Provision of support to assist the data providers in designing and implementing formal microdata dissemination policy in countries where such policy is not available.

Increasing microdata use and strengthening the demand

5. Developing and implementing an outreach and advocacy programme targeting micro data users (universities, research centres, independent think tanks, NGOs, development partners, and others) to increase awareness on micro data availability and use.

Improving the quality of future surveys

6. Harmonising and improving survey methods and practices: expansion of on-going pilot programme with the participation of international and regional partners.

The ADP will also continue its collaboration at the regional level, in particular with the **Secretariat of the Pacific Community** (SPC) and **Afristat**.

The ADP will also be evaluated over the first half of 2013.

2.3 Monitoring

General Objectives over the Period 2013–15:

The main objective of this component is to **monitor the implementation of the BAPS and facilitate co-ordinated action at the country level.**

Specific Activities for 2013:

The Secretariat will undertake the following activities under this component:

1. Contribute to the implementation of the **Busan Action Plan for Statistics** and participate in its monitoring including through a dedicated **logical framework**. Ensure appropriate linkages with other work streams of the Global Partnership for Effective Development Co-operation.
2. Conduct and disseminate the main findings of the **2013 round of the Partner Report on Support to Statistics (PRESS)**. The online questionnaire that facilitates data collection was opened in February 2013 and results will be made available during the fourth quarter of the year.
3. Roll out the simplified **Country Report on Support to Statistics – CRESS** questionnaire in interested countries: **Benin, Burundi, Central African Republic, Ghana, Liberia, and Togo**.
4. Report twice a year on **NSDS status** in developing countries.
5. Develop a concept note and, if approved, produce a **global report on statistical development**.
6. Develop a concept note and, if approved, build an **online portal to track the outcomes of global summits**.
7. Organise the annual **Board meeting** and regular **Executive Committee meetings** and initiate preparations for an **evaluation**. Produce relevant **reports** to the UNSC, OECD, and other partners.

2.4 Skills / Knowledge Sharing

General Objectives over the Period 2013–15:

This component aims to facilitate the **development of skills and the sharing of knowledge to adapt to an evolving data and policy landscape.**

Specific Activities for 2013:

To address this objective, the Secretariat proposes to undertake the following:

1. Update the **NSDS methodological guidance** (document and website) and NSDS costing study; collate/disseminate good practices from countries; organise a review of the guidance by a panel of external experts; finalise, translate, and roll out the guidance in countries/regions; and improve ways in which the guidance is communicated.
2. Develop and deliver **advocacy messages, materials, interviews, and events** adapted to audiences with a focus on the use of statistics and NSDSs/RSDSs. Help to better communicate on statistics, better engage regions into regional strategies, better integrate NSDS processes into national development processes. Organise a specific workshop for **Lusophone African countries to present new tools for data collection.**
3. Continue to **help countries and regions** — based on an expressed demand — to develop **advocacy strategies** and produce **advocacy materials** to raise the profile of statistics and promote a better co-ordination of the NSS and a strengthened dialogue with technical and financial partners. Priority countries for 2013 include: **Cambodia, Cape Verde, Chad, Congo–Brazzaville, Lesotho, Myanmar, and Tanzania.**
4. Organise **innovative user–producer workshops** to strengthen the linkages between statisticians, policy makers, and the general public. Such events are planned on the national level in **Madagascar** and the **Philippines** and on the regional level in the **Arab States Region, Southern African Development Community, and South Asia.**
5. Initiate and produce discussion papers on **new technologies for data collection, big data engagement strategies for NSOs, and the impact of the MDGs on national statistical systems.**
6. Develop a **knowledge platform to enable partners to exchange ideas** on burning issues (e.g., post–2015 development goals, big/open data).
7. Facilitate the **participation of developing country statisticians in relevant events** (e.g., UNSC, ISI), including those relating to the **post–2015 development framework.**
8. Continue to implement the **communications plan** developed in 2012 to more effectively reach out to partners through the website, regular newsflashes and newsletters, and social media.

2.5 Management

Among the tasks involved in managing the day-to-day operations of the Secretariat, **fund raising** will continue to play a key role. The Secretariat will continue to implement a systematic fund raising campaign to mobilise the financial resources necessary to carry out the directives given to it by the Board and Executive Committee.

In addition, the PARIS21 Secretariat's resources will be further rationalised where necessary, and the PARIS21 vision will be leveraged in relevant **OECD processes** such as the Organisation's Strategy on Development, task force on post-2015 Development Framework, and project on measuring and fostering the progress of societies.

III. Budget (2013–2015)

The budget proposed below follows the new SAMS structure, which integrates activities that were not present prior to the approval of the BAPS. To deliver on the existing and emerging objectives, it would be necessary to increase the funding available to the Secretariat. In the “Financial Statement of the PARIS21 Secretariat – 2012” potential new funding and an estimated funding gap are provided. The gap (excluding ADP/IHSN activities under the “Access” component) is roughly 29%, requiring the mobilisation of additional funds of 2.8M Euros up to 2015.

PARIS21 2013-2015 Work Programme Budget (in Euros)

| | 2013 | 2014 | 2015 |
|--|------------------|------------------|------------------|
| STRATEGY | 1,656,800 | 1,551,615 | 1,583,395 |
| NSDS - Africa | 290,000 | 290,000 | 290,000 |
| NSDS - Latin America & Caribbean | 120,000 | 120,000 | 120,000 |
| NSDS - Arab States | 60,000 | 60,000 | 60,000 |
| NSDS - Asia & Pacific | 200,000 | 200,000 | 200,000 |
| NSDS - Europe & Caucasus | 10,000 | 10,000 | 10,000 |
| NSDS - Small islands & fragile states | 35,000 | 35,000 | 35,000 |
| Peer-reviews | 100,000 | 100,000 | 100,000 |
| Mainstreaming sectors | 65,000 | 65,000 | 65,000 |
| Overall operational expenditures | 70,000 | 36,000 | 36,000 |
| P21-STAFF | 706,800 | 635,615 | 667,395 |
| ACCESS ¹ | 2,620,615 | 2,694,135 | 2,786,340 |
| ADP | 1,645,650 | 1,762,700 | 1,827,000 |
| Inventory, documentation and dissemination of existing microdata | 830,650 | 835,700 | 877,000 |
| Analysis of existing microdata and improvement of national survey programmes | 815,000 | 927,000 | 950,000 |
| IHSN | 402,750 | 405,400 | 407,000 |
| Development of tools, studies and guidelines | 322,150 | 324,300 | 325,000 |
| Survey harmonisation and coordination | 80,600 | 81,100 | 82,000 |
| Overall operational expenditures | 70,000 | 36,000 | 36,000 |
| P21-STAFF | 502,215 | 526,035 | 552,340 |
| MONITORING | 627,980 | 740,940 | 684,740 |
| Monitoring & Reporting: PRESS, CRESS, NSDS, Online portal | 75,000 | 75,000 | 75,000 |
| Producing & disseminating a Global Report on Statistics (budget TBD) | - | - | - |
| PARIS21 Board, Executive Committee, Evaluation | 95,000 | 175,000 | 95,000 |
| Overall operational expenditures | 20,000 | 15,000 | 15,000 |
| P21-STAFF | 437,980 | 475,940 | 499,740 |
| SKILLS & KNOWLEDGE SHARING | 1,099,940 | 914,130 | 934,685 |
| Studies and Guidelines / NSDS guidelines | 100,000 | 80,000 | 80,000 |
| Task Teams | 10,000 | 10,000 | 10,000 |
| Participation of statisticians to partners events | 60,000 | 60,000 | 60,000 |
| Support to countries advocacy | 45,000 | 45,000 | 45,000 |
| Advocacy / user-producer workshops at regional & national level | 360,000 | 200,000 | 200,000 |
| Advocating the development of statistics / big data initiatives | 50,000 | 50,000 | 50,000 |
| Website, contact database, other communication tools | 25,000 | 25,000 | 25,000 |
| Overall operational expenditures | 40,000 | 23,000 | 23,000 |
| P21-STAFF | 409,940 | 421,130 | 441,685 |
| GRAND TOTAL PWB 2013-2015 | 6,005,335 | 5,900,820 | 5,989,160 |
| <i>Out of which</i> | | | |
| PARIS21 CORE PROGRAMME - S(A)MS | 3,384,720 | 3,206,685 | 3,202,820 |
| ADP/IHSN PROGRAMME - (S)A(MS) | 2,620,615 | 2,694,135 | 2,786,340 |

¹ The figures for the "Access" component are based on a continuation of the current work programme and arrangements. They do not reflect the possible changes which will be implemented after the on-going ADP/IHSN evaluation, nor the new directions for the work programme suggested at the February IHSN Management Group.