

Secretariat Programme of Work & Budget

1. Introduction

This document presents:

- a **revised budget** for the period 2011–2014 following the decisions taken by the Executive Committee at its meeting held in January 2011 and a statement of funding gaps for the same period;
- a **proposed work programme** for the PARIS21 Secretariat in 2011, drawing on the recommendations of the PARIS21 evaluation; the Dakar Declaration on the Development of Statistics (DDDS); the Future Strategy for the Partnership; the report from the PARIS21 Special Committee on Logical Framework, Governance, and Funding Issues; and the recommendations of the PARIS21 Executive Committee; and
- a **financial situation** of the Secretariat as of the end of March 2011.

2. Revised Budget (2011–2014)

The table below presents a summary of the Secretariat's revised Programme of Work and Budget for the period 2011–2014, including the satellite programmes ADP (K1) and IHSN (K2).

This proposal is based on a note approved by the Executive Committee in early January 2011. This note reflected the need to better align Secretariat activities with the structure of the new PARIS21 work programme (Co-ordination, Advocacy, NSDS, Knowledge for Statistics), and to reduce the overall envelope of the planned budget approved at the June 2010 Board meeting, in order to account for the remaining financial gaps. The budget and programme of activities have been reduced by approximately one third in all components except ADP/IHSN, and three Secretariat staff positions have been suppressed. Additional changes have also been incorporated in order to adapt relevant parts of the work programme to specific conditions required by some grants.

PARIS21 2011-2014 Work Program Budget (in Euros)

		2011 reviewed	2012 reviewed	2013 reviewed	2014 reviewed
C	COORDINATION	876 406	850 172	927 968	1 801 296
	<i>Facilitate the coordination of stakeholders to better address an evolving agenda</i>				
C1	PRESS, CRESS, NSDS and DDDS Monitoring and Reporting	40 000	45 000	45 000	45 000
C2	Studies and Guidelines	90 000	80 000	60 000	35 000
C3	PARIS21 Board, Executive Committee, Consortium, Evaluation	85 000	85 000	165 000	1 000 000
C4	Participation of statisticians to partners events	35 000	35 000	35 000	30 000
C5	Website, contacts data base	10 000	12 000	12 000	12 000
C6	Overall operational expenditures	103 600	106 708	109 909	113 206
CZ	P21-STAFF	512 806	486 464	501 058	566 090
A	ADVOCACY	310 150	310 032	320 133	235 387
	<i>Advocate for increased involvement of national stakeholders in statistical development</i>				
	<i>Enhance the status of statistics in major international initiatives</i>				
A1	Support to countries advocacy	40 000	40 000	45 000	35 000
A2	Advocacy workshops at regional level	65 000	80 000	80 000	-
A3	Advocating the development of statistics	20 000	20 000	20 000	20 000
AZ	P21-STAFF	185 150	170 032	175 133	180 387
N	NSDS	1 362 106	1 295 681	1 312 351	1 279 522
	<i>Promote better-quality and effectively implemented NSDSs</i>				
N1	Africa	270 000	270 000	270 000	270 000
N2	Latin America & Caribbean	120 000	120 000	120 000	120 000
N3	Arab States	85 000	60 000	60 000	60 000
N4	Asia & Pacific	200 000	200 000	200 000	160 000
N5	Europe & Caucasus	-	10 000	10 000	10 000
N6	Small islands & fragile states	35 000	35 000	35 000	25 000
N7	Mainstreaming sectors	40 000	45 000	45 000	45 000
NZ	P21-STAFF	612 106	555 681	572 351	589 522
K	KNOWLEDGE FOR STATISTICS	2 234 853	2 489 919	2 606 998	2 743 191
	<i>Stimulate increased demand for and better use of data</i>				
K1	ADP	1 298 303	1 540 539	1 645 622	1 762 682
K11	<i>Task 1: Inventory, documentation, dissemination of existing microdata</i>	778 982	645 030	638 940	642 832
K12	<i>Task 2: Assessment-Analysis of existing data, Improvement of national survey programs</i>	324 576	702 000	815 000	927 000
K13	<i>Task 3: Support to data collection</i>	64 915	64 503	63 894	64 283
K14	<i>Advocacy</i>	129 830	129 006	127 788	128 566
K2	IHSN	409 316	406 629	402 642	405 314
K21	<i>Development of tools</i>	163 726	162 651	161 057	162 126
K22	<i>Development of studies and guidelines</i>	163 726	162 651	161 057	162 126
K23	<i>Other, survey harmonization/coordination</i>	61 397	60 994	60 396	60 797
K24	<i>Advocacy</i>	20 466	20 331	20 132	20 266
K3	Task Teams	10 000	10 000	10 000	10 000
KZ	P21-STAFF	517 234	532 751	548 734	565 196
	GRAND TOTAL	4 783 515	4 945 804	5 167 449	6 059 396

3. 2011 Programme of Work

The PARIS21 Secretariat programme of work is organised along four main axes: Co-ordination, Advocacy, NSDS, and Knowledge for Statistics. Activities under these four components are outlined below, along with a section on general management.

3.1 Co-ordination

To “*facilitate the co-ordination of stakeholders to better address an evolving agenda*” the Secretariat will undertake a number of activities in 2011:

Global Activities

- Conduct and disseminate the main findings and recommendations of the **Partner Report on Support to Statistics (PRESS) 2011 round**. This process is to be launched in April 2011 and results made available during the fourth quarter of 2011.
- Report on progress in the DDDS primarily through the **PARIS21 logical framework** and appropriate further collection of relevant information. Results will be reported to the Board in 2012.
- Report twice a year on **NSDS status** in developing countries and review country classifications in regional or significant groupings to align with PRESS breakdown.
- **Update the NSDS guidelines** — a priority for the Secretariat. It will draw on the experiences gathered and lessons learned over the past several years by both the Secretariat and the wider Partnership, the process being overseen by a panel of experts in the form of a task team. The Secretariat will also conduct a **study on the costing of NSDSs**. The new guidelines and the results of the costing study will be presented to the Board in 2012.
- Continue to foster the work of the **AGROST initiative** aiming at improving the co-ordination of statistical training **in Africa**.
- Organise **PARIS21 governance** meetings (Board, Executive Committees), and facilitate the participation of developing country statisticians in selected relevant events (2011: UNSC, ISI in particular).
- Implement improvements in **information exchange and communication, particularly on activities carried out at country level**. The Secretariat will continue to pay keen attention to the importance of organising joint missions in recipient countries, and the updated PARIS21 website will include information on upcoming Secretariat missions.

Country-Level Activities

- Support a selected number of countries in establishing **national partnerships** between government and other national stakeholders and donors, to define priorities for and co-ordinate support to statistical development. This activity is also included in section 3.3 below.
- Support a selected number of countries in establishing a **Country Report on Support to Statistics (CRESS)**. Four countries have accepted to take part in the pilot phase: **Cameroon, Ethiopia, Malawi, and Senegal**. Results should be available by the end of the third quarter of 2011.

3.2 Advocacy

Since its creation, PARIS21 has played a key role in **advocating for increased involvement of national stakeholders in statistical development** and **enhancing the status of statistics in major international initiatives**. This objective will continue to be crucial to PARIS21's work, and the Secretariat proposes to undertake the following:

Global Activities

- Develop and deliver **advocacy messages, materials, interviews, and events** adapted to audiences with a focus on the use of statistics and NSDSs. International meetings at which such messages will be delivered include: the *UN Statistical Commission* (New York: February); the *Committee for the Coordination of Statistical Activities* (New York: February, Luxembourg: September); the *Organization of the Islamic Conference Statistical Commission* (Istanbul: April); the *Latin American Conference on Measuring Well-Being and Fostering the Progress of Societies* (Mexico City, May); the *International Statistical Institute* (Krakow & Dublin: August); and the *Fourth High Level Forum on Aid Effectiveness* (Busan: November).
- Roll out the **“Advocating for the NSDS: Country-Level Toolkit”** to help countries develop **advocacy strategies** and better communicate on statistics. It is proposed to support the organisation in 2011 of specific **regional workshops** (Arab Forum, Southern Africa, Central America and South-East Asia) where statisticians, policy-makers and other data users can discuss good practices on how to better use and disseminate statistics and better contribute to development outcomes.

Country-Level Activities

- Facilitate the design and implementation of **country advocacy programmes or strategies** including the production of booklets, NSDS summaries, specific booklets on sectoral approaches when appropriate, and the organisation of national events. Specific advocacy programmes in selected countries will continue in close collaboration with the NSDS support programme. This activity is also included in section 3.3 below.

3.3 National Strategies for the Development of Statistics – NSDS Regional Strategies for the Development of Statistics – RSDS

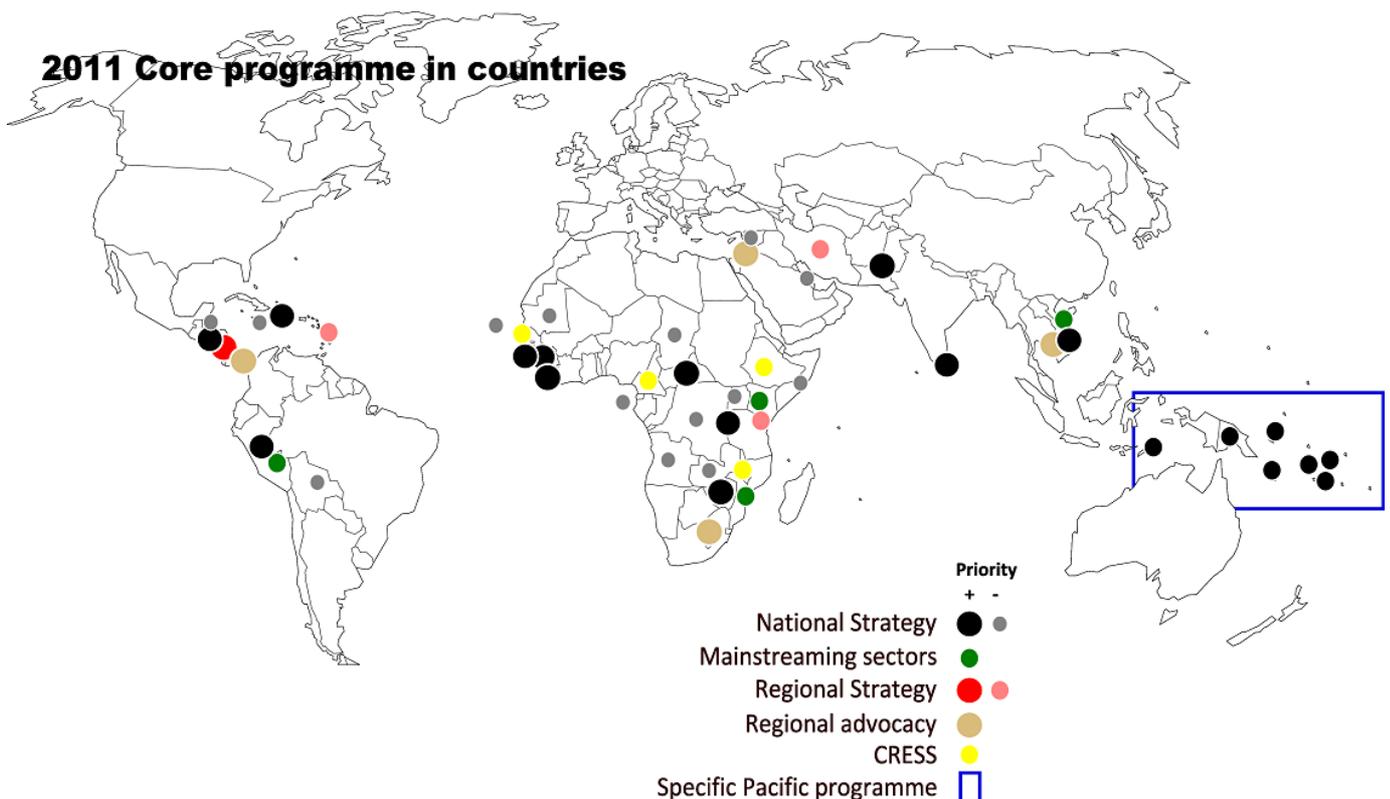
The main objective of the NSDS programme is to support countries in **establishing national/regional partnerships on statistics** (as mentioned above under 3.1), to **promote better-quality and effectively implemented NSDSs** and to provide the necessary support to **design good-quality regional strategies**.

In 2011, the Secretariat established a list of **priority countries** (including fragile states) **and regions** (see *map below*) where assistance will be provided along the following lines:

- **for countries just starting the strategy design process**, focus will be placed on the importance of co-ordination mechanisms across the NSS and the development partner community. Priority countries are **Haiti, Pakistan, and 7 Pacific countries** (Fiji, PNG, Samoa, Solomon Islands, Timor-Leste, Tonga, and Vanuatu).
- **for countries already engaged in the process**, focus will be placed on:

- countries where support is needed in terms of **improving co-ordination mechanisms** between the government and development partners through better advocacy and the establishment of dialogue mechanisms. This will be conducted in line with the principles of the SRF catalytic fund. Priority countries are: **Burundi, Central African Republic, Guinea, Guinea Bissau, Liberia, Zimbabwe, Peru, El Salvador, Sri Lanka, and Viet Nam.**
- countries where the **integration of sectors could be improved** (moving from NSO corporate plans to NSS-wide NSDs). In 2011, the Secretariat will continue to work closely with the FAO to better mainstream the **agricultural sector** into the NSDs of **Peru, Lao PDR, and Mozambique**, and will start a pilot exercise with UNESCO for a better inclusion of **education statistics** in **Guinea Bissau and Kenya.**
- **for regional entities starting the design of a regional strategy**, focus will be placed on the creation of necessary mechanisms of dialogue with technical and financial partners. One priority region in 2011: **SICA** (Central America).

Additional support will be provided at the request of countries **depending on the available capacity and funds** within the PARIS21 Secretariat. Up to now specific requests have been received from a number of African countries (Angola, Cape Verde, Chad, DRC, Mauritania, Rwanda, São Tomé, Somalia, Uganda, Zambia); LAC countries (Belize, Bolivia, Jamaica); Arab countries (Bahrain, Syria); and regional entities (OECS, ECO, CAN, and EAC). In order to maintain some flexibility, provisions have therefore been made for covering specific requests, particularly in terms of advocacy.



3.4 Knowledge for Statistics

This section of the work programme covers the activities of the Accelerated Data Program (ADP), the International Household Survey Network (IHSN), and a number of task teams.

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.***

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. In 2011, the IHSN will pursue its priority objectives through:

- Co-ordinating international survey programmes by **fostering better timing, sequencing, and frequency** of internationally sponsored surveys. This will consist in particular in promoting **information sharing** on planned surveys and censuses.
- Fostering adoption of **international standards** and best practices by improving and harmonising data collection instruments.
- Developing and maintaining a **central survey and census catalog**. One activity will be to expand the scope and coverage of the IHSN on-line survey catalog by implementing a new functionality to receive user feedback.
- Developing or upgrading tools and guidelines for improving survey data documentation, dissemination, and preservation. This includes:
 - Maintenance and further improvement of the **IHSN Microdata Management Toolkit**.
 - Continued development of tools and guidelines for assessing and controlling statistical disclosure risk associated with microdata dissemination.
 - Further development and implementation of a “**Survey Management Toolkit**” (SMT).
 - Further development of content in the **IHSN Question Bank**, a central repository of technical guidelines on survey design. This activity is a “continuous” activity of IHSN.
 - Further production of technical and working papers. The focus so far has been on issues related to microdata preservation, documentation, and dissemination. In 2011, the focus will be on data collection methodological issues and on survey quality management.
- Collaborating with the **DDI Alliance** on the improvement of the DDI metadata standard.
- Participating in specialised international conferences and meetings to learn from specialised agencies about new technologies and practices related to IHSN objectives.
- Organising technical workshops to promote the adoption of good practices and standards in and by developing countries.
- Commissioning an **independent evaluation** of IHSN.

Accelerated Data Program (ADP)

The ADP — implemented in close collaboration with the IHSN — supports action 5 of the MAPS to provide policy makers and other stakeholders with **better data and analysis for policy design, monitoring, and evaluation**. In 2011, the ADP will pursue its priority objectives through:

ADP Task 1: Inventory, documentation, and dissemination of existing microdata

- **Building capacity** and implementing international good practices for survey data archiving. This involves inventory, documentation, dissemination, and preservation of micro-datasets. Under this component, support is provided to training and to the establishment of national survey data repositories to make **existing survey microdata more accessible to users**. In FY2011, particular efforts will be made to increase the visibility of the results achieved under the programme and to further promote standards and good practices of microdata management in participating countries.
- Launching or upgrading **on-line data cataloguing systems** in ADP countries. All catalogs (existing and new ones) will be upgraded to the latest version of the cataloguing application developed by the IHSN. To ensure quality of these catalogs, ADP will also reinforce the on-going “metadata clinics” (a system of peer-reviewing of the quality and completeness of data documentation).
- Establishing **national microdata dissemination policies**. In countries where no formal microdata dissemination policy is available, ADP will assist the data providers in designing and implementing such a policy. ADP will also support an outreach campaign to maximise the use of available data. This outreach will target in particular the research community.
- Continuing the **documentation of population and housing censuses** with the objective to develop a central metadata repository of censuses in 2011.
- Continuing the documentation of **agricultural censuses** (in collaboration with FAO).

Task 2: Assessment and analysis of existing data, and improvement of national survey programmes

- **Harmonisation and improvement of survey methods** and practices: Complete the on-going pilot work undertaken in Cameroon and Ethiopia to develop national question banks (using IHSN software and guidelines), and develop and implement a strategy for scaling up the activity with the participation of new international and regional partners.

Other

- Commissioning an **independent evaluation** of ADP.

For agencies / countries just embarking on the ADP (Afghanistan, Algeria, Guinea Bissau and India), special attention will be paid to:

- Conducting system-wide survey inventories
- Building capacity in microdata management (documentation, archiving, and dissemination)
- Identifying and responding to urgent users’ needs

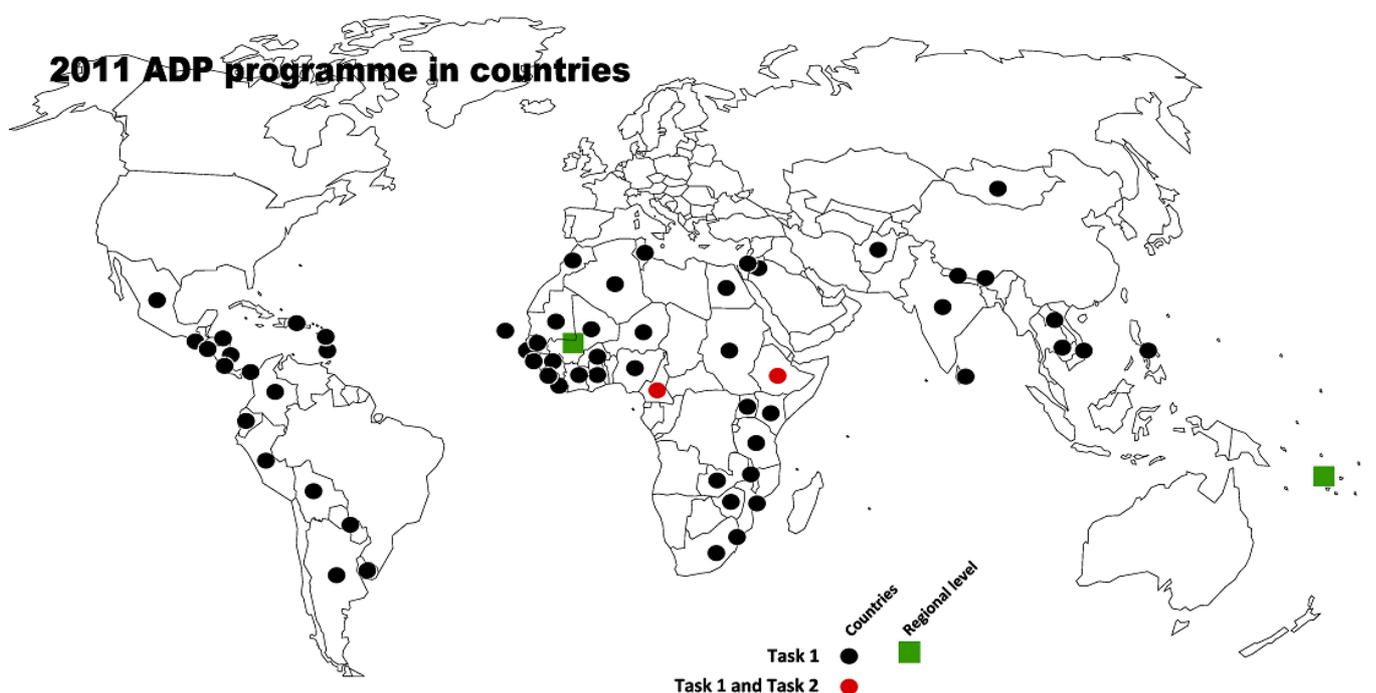
For agencies / countries already engaged in the process (Argentina, Bhutan, Bolivia, Burkina Faso, Cambodia, Cameroon, Cape Verde, Colombia, Costa Rica, Côte d’Ivoire, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Ethiopia, Gambia, Ghana, Guatemala, Guinea, Honduras, Jordan, Kenya, Lao PDR, Lesotho, Liberia, Malawi, Mali, Mauritania, Mexico, Mongolia, Morocco, Mozambique, Nepal,

Nicaragua, Niger, Nigeria, Palestine, Panama, Paraguay, Peru, Philippines, Senegal, Sierra Leone, Sri Lanka, Sudan, St. Lucia, Swaziland, Tanzania, Tunisia, Uganda, Uruguay, Vietnam, Zambia, Zimbabwe), special attention will be paid to:

- Sustaining quality data users service
- Adopting formal (micro)data dissemination policy
- Building advanced statistical and IT capacity on survey management
- Improving survey harmonisation and creating National Question Banks

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

The map below shows the countries and regions in which ADP will be active in 2011.



Task Teams

PARIS21 will form a task team to oversee the updating of the NSDS guidelines (as mentioned in section 3.1 above) and, if deemed necessary, teams to (i) develop a programme of research and development to modernise statistical tools and technologies and promote their use, especially in developing countries; and (ii) develop a programme to increase the supply of trained statisticians.

3.5 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 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 resources will be further rationalized, and a particular emphasis will be placed on the smooth implementation of the new **OECD Human Resources reform**.

4. Financial Situation

The financial tables below are offered for information purposes only and should not be considered an official report validated by the OECD's financial services. The objective of these tables is to provide an overview of PARIS21's estimated financial situation. This is not intended to replace the official financial reporting required of PARIS21's host organisation, the OECD.

Tables 1a and 1b (Income and expenditure balances) show the gaps for the two biennia 2011-2012 and 2013-2014, taking into account only those grants already approved by the OECD as of 30 March 2011. The resulting gap shown in the table is therefore an estimate based on the information available as of this date.

Table 1.a

Financial gap Budgets 2011-2014 -PARIS21 Core programme (in Euros)					
		2011 ⁽¹⁾	2012	2013	2014
A	Balance Previous year ⁽²⁾	771,433			
B	Income	965,205	679,205	401,487	123,768
A+B	Income Total	1,736,638	679,205	401,487	123,768
C	Expenditure	2,569,954 ⁽³⁾	2,465,885	2,570,452	3,326,205
C-(A+B)	Gap	833,316	1,786,680	2,168,965	3,202,436
	Gap %	32	72	84	96

Table 1.b

Financial gap Budgets 2011-2014 -PARIS21 ADP-IHSN (in Euros)					
		2011 ⁽¹⁾	2012	2013	2014
A	Balance Previous year ⁽²⁾	850,948			
B	Income	0	0	0	0
A+B	Income Total	850,948	0	0	0
C	Expenditure	2,431,712 ⁽³⁾	2,479,919	2,596,998	2,733,191
C-(A+B)	Gap	1,580,765	2,479,919	2,596,998	2,733,191
	Gap %	65	100	100	100

⁽¹⁾ Income does not include on-going negotiations as of 30 March 2011 (e.g., DGF grants from the World Bank)

⁽²⁾ Excluding commitments carried forward from 2010 to 2011

⁽³⁾ Corresponds to: commitments carried forward from 2010 + planned expenditures according to the programme of work 2011

Tables 2a and 2b show the voluntary contributions and grants in hand, sorted by country and institution for the CAN and K (IHSN-ADP) components.

Table 2.a: PARIS21 Core programme (CAN)

Voluntary Contributions/ Grants in hand (1999 to 2014) by country and Institution ^{(1) (2) (3)}

Country/Institution	1999-2007	2008 - 2014							2008 - 2014 Total
		2008	2009	2010	2011	2012	2013	2014	
Austria	200,000								0
Belgium	1,000,000	⁽⁷⁾ 200,000							200,000
Canada	966,370		254,300						254,300
EFTA	80,000								0
European Commission	16,226	121,185	108,732						229,917
Finland	200,000		⁽⁷⁾ 100,000	⁽⁸⁾ 100,000					200,000
France	1,424,000		45,000						45,000
Greece	0	⁽⁷⁾ 200,000							200,000
Ireland	762,499	⁽⁷⁾ 100,000							100,000
Italy	0			200,000					200,000
Japan	68,602								0
Korea	0				36,000				36,000
Netherlands	1,050,000								0
Norway	579,262		198,879	⁽⁹⁾ 123,768	123,768	123,768	123,768	123,768	817,721
Spain ⁽⁵⁾	0	250,000	250,000	250,000	250,000				1,000,000
Sweden	660,519								0
Switzerland	597,695		99,445						99,445
United Kingdom ⁽⁶⁾	3,904,596			833,155	555,436	555,436	277,718		2,221,746
World Bank	3,956,992	780,470	481,729						1,262,199
Other income ⁽⁴⁾	25,050								0
Total Income	15,491,812	1,651,655	1,538,085	1,506,923	965,205	679,205	401,487	123,768	6,866,328

(1) Dates of income correspond to the dates of grant approval by the OECD.

(2) Amounts in italics indicate that currency exchange rates may change or that they are under approval.

(3) Expected additional incomes for 2011 are excluded from the figures.

(4) Other income: UNESCAP reimbursement for Asia programme travel.

(5) Grant already approved by the OECD in 2008, breakdown by annual payment.

(6) Grant already approved by the OECD in 2008, breakdown by annual payment.

(7) Grants already approved by the OECD in 2008 or 2009 but covering the 2009-2010 biennium.

(8) Grant already approved by the OECD in 2010 but covering the 2011-2012 biennium.

(9) Grant already approved by the OECD in 2010, breakdown by annual payment.

Table 2.b: PARIS21 ADP-IHSN programme (K)

Voluntary Contributions/Grants in hand (2006 to 2010) (in Euros) by Country and Institution ⁽¹⁾

Country/Institution	2006 - 2010					
	2006	2007	2008	2009	2010	TOTAL 2006-10
World Bank	2,235,916	3,443,722	2,446,270	2,202,188	-	10,328,096

(1) Dates of income correspond to the dates of grant approval by the OECD.

Tables 3a and 3b show the planned contributions and grants by country and institution for the CAN and K (IHSN-ADP) components.

Table 3a: PARIS21 Core programme (CAN)
New expected pledges 2011-2014 - in Euros by country and institution ⁽¹⁾

Country/Institution	2011	2012	2013	2014	TOTAL 2011-2014
World Bank	329,947				329,947
Eurostat 2011-2012	93,200	93,200			186,400
Eurostat Regio. 2011-12	69,900	69,900			139,800
Belgium	233,000	233,000	233,000	233,000	932,000
Netherlands	186,400	186,400	186,400	186,400	745,600
Australia	201,001	201,001	201,001		603,004
Korea		37,280	37,280	37,280	111,840
Total Expected Pledges	1,113,448	820,781	657,681	456,680	3,048,591

(1) The figures correspond to the expected grant amounts from the donor institutions after deduction of the OECD administrative costs.

Table 3b: IHSN-ADP programme (K)
New expected pledges 2011-2014 - in Euros by country and institution ⁽¹⁾

Country/Institution	2011	2012	2013	2014	TOTAL 2011-2014
World Bank	1,979,680				1,979,680
Total Expected Pledges	1,979,680	0	0	0	1,979,680

(1) The figures correspond to the expected grant amounts from the donor institutions after deduction of the OECD administrative costs.