PARIS21
ANNUAL MEETINGS 2015
30 MARCH- 1 APRIL

MAKING COUNTRIES FIT FOR THE POST - 2015 DEVELOPMENT AGENDA
Document package for PARIS21 Annual Meetings
30 March - 1 April 2015, Paris, France
OECD Conference Centre
2, rue André Pascal
75775 Paris, 16th arrondissement
OECD Conference Centre: +33 (0)1 45 24 82 00

Partnership in Statistics for Development in the 21st Century (PARIS21)
4, quai du Point du Jour
92100 Boulogne-Billancourt, France

www.paris21.org
contact@paris21.org
1.

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## LIST OF DOCUMENTS

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<tbody>
<tr>
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<td>Making Countries Fit for the Post-2015 Development Agenda</td>
</tr>
<tr>
<td>30 March – Evening 19:30</td>
<td>Dinner (no host)</td>
</tr>
<tr>
<td>31 March – Morning (09:00 – 12:30)</td>
<td>Board Meeting – Session 1</td>
</tr>
<tr>
<td>31 March – Afternoon (14:00 – 18:00)</td>
<td>Board Meeting – Session 2</td>
</tr>
<tr>
<td>31 March – Evening 18:00</td>
<td>Cocktail</td>
</tr>
<tr>
<td>1 April – Morning (09:00 – 12:00)</td>
<td>Measuring Statistical Capacity: Where do we stand and where do we go from here?</td>
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</table>
Making Countries Fit for the Post-2015 Development Agenda

This is a vital year for global development and data will play a key role. As the Millennium Development Goals (MDGs) will come to an end and a new set of goals reflecting new priorities will be endorsed, efforts must be renewed to ensure a more sustainable future for all. The UN Open Working Group has proposed seventeen Sustainable Development Goals (SDGs) with 169 associated targets, and a list of approximately 300 indicators is currently being discussed with an aim to reflect a shared and integrated set of global priorities. The goals will require responsive statistical systems with the capacity to track the development progress of countries across a much broader spectrum of development challenges.

National Statistical Systems (NSS) will continue to play a crucial role in the monitoring and implementation of this new agenda as well as responding to their national development plans. Unfortunately, NSSs, particularly those from developing countries, are still facing considerable challenges in delivering quality statistical information, even today, without the upcoming mandate. They will therefore require substantial support to build and sustain effective capacity to produce more high quality statistics and create effective data dissemination mechanisms to ensure that the right information is provided for better policy-making.

As the SDGs framework is a universal agenda, NSSs are not the only actors who will play a crucial role in monitoring and implementing the new agenda. All countries will be required to report on the goals and targets and a combined effort from a broad spectrum of actors will therefore be required, including traditional and non-traditional data producers and various user communities. All countries and the international community will therefore have a role to play in order to ensure that everyone achieves sustainable development over the coming years. But what still needs to be done, and how can we best prepare for the transition period, based on what we have learned from the MDG exercise?

Based on their respective experiences panellists will attempt to answer the following questions:

- How can we unpack “capacity building”? What works, and where should we put our focus in a data revolution driven era?
- What lessons can we draw from the MDG exercise to ensure better monitoring and reporting this time around? What is realistic in terms of frequency and reporting levels?
- How can we build partnerships between the traditional and non-traditional actors at the country level to produce more and better data?
- What national and international resources will be needed? What new funding mechanisms are available?
- What role can foundations play to help achieve sustainable development?
# Making Countries Fit for the Post-2015 Development Agenda

**OECD Conference Centre, Room CC15**

**30 March 2015**

**Co-chairs: Lisa Bersales and Johannes Jütting**

**14:00 – 18:00**

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<th>Time</th>
<th>Duration</th>
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<tbody>
<tr>
<td>14:00</td>
<td>10</td>
<td>Opening &amp; Welcome</td>
<td>PARIS21 Secretariat Manager and Co-chair</td>
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<tr>
<td>14:10</td>
<td>30</td>
<td>Keynote address: Making Countries Fit in Data Use: What is really needed?</td>
<td>Deb Bhattacharya, Chair, Southern Voice on Post-MDG International Development Goals, Distinguished Fellow, Centre for Policy Dialogue (CPD)</td>
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<tr>
<td>14:40</td>
<td>10</td>
<td>Sustainable Development Goals: Where do we stand?</td>
<td>Matthias Reister, United Nations Statistics Division</td>
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<tr>
<td>14:50</td>
<td>30</td>
<td>Open discussion and questions</td>
<td>All Participants</td>
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<tr>
<td>15:20</td>
<td>20</td>
<td>Coffee Break</td>
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<td>15:40</td>
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<td>Panel discussion</td>
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<tr>
<td></td>
<td></td>
<td>- Capacity Development</td>
<td>Antonio Duarte, Instituto Nacional de Estatística de Cabo Verde</td>
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<td></td>
<td></td>
<td>- International Monitoring and Reporting</td>
<td>Guido Schmidt-Traub, Sustainable Development Solutions Network</td>
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<td></td>
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<td>- Funding</td>
<td>Nicolas de Cordes, Orange</td>
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<td>- Public-Private Partnerships/Foundations</td>
<td>Jessica Brinton, Bill &amp; Melinda Gates Foundation</td>
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<td>Neil Fantom, World Bank</td>
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<td>16:40</td>
<td>45</td>
<td>Open discussion and questions</td>
<td>All Participants/Panellists</td>
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<td>Closing discussion</td>
<td>Co-chairs</td>
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<tr>
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<td>Group Photo</td>
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# Board Meeting: Session 1

31 March 2015 – Morning Session

OECD Conference Centre, Room CC15

Chair: Mohamed Taamouti

09:00 – 12:30

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<td>Welcome Statement</td>
<td>Chair</td>
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<td>09:05</td>
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<td>Adoption of the Agenda</td>
<td>Chair</td>
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<tr>
<td>09:10</td>
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<td>Update on Work in 2014/ Early 2015</td>
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<td>Report on Executive Committee Discussions</td>
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<td>Annual PARIS21 Progress Report – 2014</td>
<td>PARIS21 Secretariat</td>
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<tr>
<td></td>
<td></td>
<td>Methodologies for BAPS Indicators <em>(for decision)</em></td>
<td>Kenneth Bambrick, DfID</td>
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<td>09:50</td>
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<td>Discussion</td>
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<td>Tea/Coffee Break</td>
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<td>Secretariat Programme of Work &amp; Budget – 2015 <em>(for decision)</em></td>
<td>PARIS21 Secretariat</td>
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<td>Discussion</td>
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<td>11:35</td>
<td>30</td>
<td>Update on NSDS Guidelines (Revisions)</td>
<td>NSDS Guidelines Reference Group Chair</td>
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<td>One revision: Data Module</td>
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<td>Opening</td>
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<td>PARIS21 Strategy (2016 – 2020) <em>(for decision)</em></td>
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<td>Discussion</td>
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<td>• Governance and Funding</td>
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<td>• Activities</td>
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<td>Reporting Back from groups</td>
<td>Rapporteurs</td>
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<td>PARIS21’s Informing a Data Revolution Road Map <em>(for decision)</em></td>
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<td>Discussion on Implementation</td>
<td>All Participants</td>
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<tr>
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<td>5</td>
<td>Closing Statement</td>
<td>Chair</td>
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<tr>
<td>18:00</td>
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<td>Cocktail Reception</td>
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PARIS21 seminar
Measuring Statistical Capacity: Where do we stand and where do we go from here?

The recent Sustainable Development Goals (SDGs) discussions call for an expanded coordination/clearing house role of the National Statistical Offices (NSOs) within the National Statistical System (NSS). However, doubts have been expressed with regard to the capacity of NSOs to act as effective data hubs, including collecting, processing, disseminating and providing quality assurance of a wide variety of data covering a wide range of topics. To fully embrace the data revolution, calls have also been made to reach out more to non-traditional data providers and users which has ramifications on the appropriate legal frameworks, human resources and technological access. Against this background, the assessment and monitoring of statistical capacity and data production has become an important issue as witnessed by the considerable interest in a side event at the UNSC 2015 organised by IADB on the topic.

Key questions and objectives:

- What is the main objective of measuring statistical capacity and who will be using the results?
- What is the current state of play, how can it be done and where are the gaps and/or overlaps?
- What needs to be done in the near term to move this agenda forward?

This seminar’s objectives are to provide clarity on the need to measure statistical capacity, indicate elements and processes that should be an integral part of such measurement, and propose next steps for all partners on addressing statistical capacity measurement.

Structure and tentative questions guiding group work:

This interactive seminar will start with an overview presentation that aims to map some of the existing statistical measurement initiatives and frame the discussions in terms of the usefulness of such tools in improving data generation, dissemination and use. Following this, groups will be discussing in breakout sessions focusing on the following areas:

1. **Aim and Target Audience**: What type of statistical capacity should be measured? What would such a measurement be used for? Specific technical programmes targeting gaps? General advocacy for funding for statistics? A shield against ever-increasing demands on NSSSs? Is there a need to track progress of countries in building their statistical capacity or only to track the production and use of statistics? Should the assessment of progress be at country, regional and global level? Who is the targeted audience – international community, country decision makers, donors?

2. **Focal Areas**: what should be the areas of assessment in order to assess human and technical capability relating to data production and use, in particular the impact on decision-making processes? Looking into inputs (survey and administrative data sources), statistical products, adoption of international standards, system-wide indicators vs. agency-related indicators, national priorities vs. international commitments. How can all data producing agencies, not just the NSO, within a country be assessed? Should we focus on NSDS implementation, if yes how?

3. **Process**: should the measurement be a self-assessment? An externally independent one? One done by users or other producers? Other regional peers? A hybrid system? How often should the assessment be undertaken? And how can it be done cost-effectively? What should be the weight given to qualitative indicators in the assessment? Should there be only one assessment tool or a combination of several ones coordinated and potentially sequenced?

4. **Dissemination**: what are the advantages and disadvantages of ranking countries? Is such an assessment cross-country comparable? Is a dashboard or composite index a useful tool?
Measuring Statistical Capacity: Where do we stand and where do we go from here?
1 April 2015
OECD Conference Centre, Room CC15
Discussion Facilitators: José Antonio Mejia, El Iza Mohamedou
9:00-12:00

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<td>Introduction</td>
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<td>Statistical Capacity Measurements: Where do we stand?</td>
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<td>9:30</td>
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<td>Breakout Sessions</td>
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<td>• Group 1: Aim and Target Audience</td>
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<td>• Group 3: Process</td>
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<td>• Group 4: Dissemination</td>
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<td>11:00</td>
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<td>Reporting Back from groups</td>
<td>Rapporteurs</td>
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<td>• Rapporteur from each group shares main conclusions (10 min each)</td>
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<td>PARIS21 Secretariat</td>
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<td>• Lessons learned, main takeaways</td>
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3. BOARD MEMBERSHIP
Composition of the PARIS21 Board

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<th>Member</th>
<th>Alternate</th>
<th>Mandate Expiry Date</th>
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<tbody>
<tr>
<td>1</td>
<td>Co-Chair</td>
<td>Elected Developing Country Member</td>
<td>Mr. Mohamed Taamouti Morocco</td>
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<tr>
<td>2</td>
<td>Developing Countries</td>
<td>Africa – Group A</td>
<td>Dr. Yemi Kale</td>
<td>Mr. Mohamed Gado*</td>
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<td>Nigeria</td>
<td>Benin</td>
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<td>3</td>
<td>Africa – Group B</td>
<td>Mr. Nicolas NDAYISHIMIYE</td>
<td>Dr Gituro Wainaina*</td>
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<td>Burundi</td>
<td>Kenya</td>
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<td>4</td>
<td>Africa – Group C</td>
<td>Mr. Symolin ONDO METO’O*</td>
<td>Mr. Ousmane Abdoulaye Haggar</td>
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<td>Gabon</td>
<td>Chad</td>
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<td>5</td>
<td>Africa – Group D</td>
<td>Mr. Mounir Khaled Berrah</td>
<td>Mr. Sidi Mohamed Ould Zenvour*</td>
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<td>Algeria</td>
<td>Mauritania</td>
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<td>Africa – Group E</td>
<td>Dr. John Steytler</td>
<td>Ms. Chada Koketso*</td>
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<td>Namibia</td>
<td>Botswana</td>
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<td>Africa – Group F</td>
<td>Dr. Antonio Duarte,</td>
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<td>Cabo Verde</td>
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<td>8</td>
<td>Middle East</td>
<td>Ms. Ola Awad</td>
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<td>Palestinian Authority</td>
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<td>East Asia &amp; Pacific</td>
<td>Mr. Sefuiva Reupena Muagutut’i’a</td>
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<td>Samoa</td>
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<td>South East Asia</td>
<td>Ms. Lisa Bersales</td>
<td>Mr. Tun Tun Naing Myanmar</td>
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<td>Philippines</td>
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<td>South Asia</td>
<td>Dr. Chiranjibi Nepal*</td>
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<td>Nepal</td>
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1 Developing countries represented in each seat are defined below.
2 Alternate members representing regions are invited to participate in PARIS21 Board Meetings if the Board member for their region is unavailable.
* Indicates a data user from a developing country.
<table>
<thead>
<tr>
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<th>Member</th>
<th>Alternate²</th>
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<td>Central America &amp; Caribbean</td>
<td>Mr. Miguel Corleto* El Salvador</td>
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<td>13</td>
<td>South America</td>
<td>Ms. Maria Ester Cutimbo Peru</td>
<td>Dr. Emilio Moyano Díaz* Chile</td>
<td>31/12/15</td>
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<td>14</td>
<td>Eastern Europe and CIS</td>
<td>Mr. Gjergji Filipi Albania</td>
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<td>31/12/15</td>
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<td>Regional Banks</td>
<td>African Development Bank</td>
<td>Mr. Charles Lufumpa</td>
<td>Mr. Oliver Chinganya</td>
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<td>Asian Development Bank</td>
<td>Ms. Chellam Palanyandy Bank</td>
<td>Mr. Kaushal Joshi</td>
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<td>Inter-American Development Bank</td>
<td>Mr. Carlos Santiso</td>
<td>Mr. Jose Antonio Mejia-Guerra Ms. Janine Perfit</td>
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<td>Mr. Abdulateef Bello</td>
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<td>Regional Institutions</td>
<td>AFRISTAT</td>
<td>Mr. Cosme Vodounou</td>
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<td>Ms. Philomen Harrison</td>
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<td>Mr. Gerald Haberkorn</td>
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# Developing Countries Represented by Each Board Seat

(127 total countries — All Africa, IDA borrowers, Other LICs and LMICs over 2010-2014)

<table>
<thead>
<tr>
<th>Board Seat</th>
<th>Countries Represented</th>
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<tr>
<td><strong>Africa – Group A</strong></td>
<td>Benin, Burkina Faso, Côte d'Ivoire, Gambia, Ghana, Guinea, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo</td>
</tr>
<tr>
<td><strong>Africa – Group B</strong></td>
<td>Burundi, Comoros, Eritrea, Ethiopia, Kenya, Rwanda, South Sudan, Tanzania, Uganda</td>
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<tr>
<td><strong>Africa – Group C</strong></td>
<td>Cameroon, Central African Republic, Chad, Democratic Republic of the Congo, Gabon, Republic of Congo</td>
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<tr>
<td><strong>Africa – Group D</strong></td>
<td>Algeria, Djibouti, Egypt, Libya, Mauritania, Morocco, Somalia, Sudan, South Sudan, Tunisia</td>
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<tr>
<td><strong>Africa – Group E</strong></td>
<td>Botswana, Lesotho, Madagascar, Malawi, Mauritius, Namibia, Seychelles, South Africa, Swaziland, Zambia, Zimbabwe</td>
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<tr>
<td><strong>Africa – Group F</strong></td>
<td>Angola, Cape Verde, Equatorial Guinea, Guinea Bissau, Mozambique, Sao Tome and Principe</td>
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<tr>
<td><strong>Middle East</strong></td>
<td>Iraq, Jordan, Lebanon, Palestine, Syria, Yemen</td>
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<tr>
<td><strong>South Asia</strong></td>
<td>Afghanistan, Bangladesh, Bhutan, India, Iran, Maldives, Nepal, Pakistan, Sri Lanka</td>
</tr>
<tr>
<td><strong>East Asia &amp; Pacific</strong></td>
<td>China, Fiji, Kiribati, Korea DPR, Marshall Islands, Micronesia FS, Mongolia, Niue, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu</td>
</tr>
<tr>
<td><strong>Southeast Asia</strong></td>
<td>Cambodia, Indonesia, Lao PDR, Myanmar, Philippines, Thailand, Timor-Leste, Vietnam</td>
</tr>
<tr>
<td><strong>Central America &amp; Caribbean</strong></td>
<td>Belize, Costa Rica, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Haiti, Honduras, Nicaragua, Saint Lucia, Saint Vincent and the Grenadines</td>
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4. ANNUAL PARIS21 PROGRESS REPORT 2014
REPORTING PERIOD: 2014

SUMMARY OF ACTIVITIES

This report outlines progress in the Secretariat activities (including those of the International Household Survey Network and Accelerated Data Program) carried out in 2014 following the SAMS (Strategy, Access, Monitoring, Skills) structure which entered into force on 1 January 2013. It should be noted that while this document refers to the activities of the Secretariat, the outputs presented are the fruits of a whole partnership effort. All activities have involved individual partners, first and foremost, National Statistical Offices (NSO) and the National Statistical Systems (NSS) as our main stakeholders, in addition many activities have been done in close collaboration with other members.

In 2014, PARIS21 was engaged directly with 72 countries. The Secretariat led regional activities with several regional organisations which extended the number of countries to 99. Africa remains the main region of intervention of PARIS21 as the figure below indicates. It should be noted that in 2014, 18% of PARIS21’s activities were undertaken in fragile states and 8% in Small Islands Development States (SIDS).

FIGURE 1. REGIONS OF INTERVENTIONS OF THE PARIS21 SECRETARIAT
1. STRATEGY

NSDS – RSDS – CRESS

The PARIS21 Secretariat directly supported through technical expertise **19 countries or regional entities** in National Strategy for the Development of Statistics (NSDS) and Regional Strategy for the Development of Statistics (RSDS) design, midterm or final evaluation and support to establish national or regional partnerships. Some details are provided in **Table 1** below. The coverage of countries in 2014 shows strong involvement in Africa, with 9 supported countries and entities, 3 in Latin America and the Caribbean, and 7 in Asia and the Pacific.

**In the Asia and Pacific region,** PARIS21 provided technical assistance for the NSDS Assessment in Cook Islands, Papua New Guinea, Solomon Islands, Tonga, and Vanuatu. Particularly, Tonga, Vanuatu and Cook Islands received support in the formulation of the NSDS specifically in the preparation of action plans and budgets, and the adoption of the NSDS by the National Statistical Systems (NSS). This allowed Tonga, and Cook Islands to review and update their Statistics Law in 2014. Technical assistance was provided for the elaboration of the Association of Southeast Asian Nations (ASEAN) Strategy for the Development of Statistics and South Asian Association for Regional Cooperation (SAARC) RSDS. The Samoa NSDS review was postponed to 2015 at the National Statistics Office’s request as it coincided with their hosting of the 2014 SIDS event. The Peer Review in Thailand was cancelled due to changes in the priorities of the NSO.

**In Africa,** PARIS21 supported the NSDS design, launch and advocacy for funding of the NSDS in Benin, Burundi, Lesotho, Mali, Niger, and Rwanda. NSDS evaluations (mid-term or final) were carried out in Madagascar, Nigeria, South Africa and Zimbabwe while a Peer Review of the NSS was conducted in Mauritania. These activities were undertaken in collaboration with other regional agencies such as the African Development Bank (AfDB), L’Observatoire économique et statistique d’Afrique subsaharienne (AFRISTAT), African Union Commission (AUC), Economic Community of West African States (ECOWAS), and United Nations Economic Commission for Africa (UNECA). In Benin, the 2014-2016 NSDS was approved by the Council of Ministers. In addition, the Secretariat provided statistics advocacy support to public decision makers in Lesotho and Nigeria. In Lesotho, a donor meeting was organised and chaired by UNFPA following a mission in February 2014. The National Statistics Council membership was modified to allow for stronger and more sustained representation. The Council met for the first time after the mission following a 3-year hiatus. Due to conflicting calendar engagements, the support to Djibouti could not be provided in 2014 but only in January 2015. Support to Togo was postponed to 2015 at the request of the NSO, and support to Guinea for the review of the statistical law was cancelled as the NSO used its own consultant to carry out the work.

**In Latin America and the Caribbean,** PARIS21 supported the launch of the NSDS in Haiti. For the first time, the environment sector was included in the NSDS in the Dominican Republic following an analysis carried out by the Secretariat. This work will contribute to the advocacy on the NSDS roadmap document. Support to Ecuador however was not followed up by the NSO, although requested. Support to advocacy on the Statistical Law in Jamaica was postponed to 2015 at the request of the NSO as the law formulation process was still ongoing in 2014.
In addition, the Secretariat pursued its efforts to further develop the tool **Country Report on Support to Statistics (CRESS)** which aims at providing information on the level and source of financing of statistics at the country level as well as improve coordination with development partners. In 2014, the methodology was reviewed and revised to adapt to the Asia and Pacific context and also to streamline the data collection process. Six countries, Benin, Cameroon, Ethiopia, Ghana, Malawi, and Senegal have as of now undertaken the exercise and although no new CRESS was carried out in 2014, this new methodology will facilitate the process and improve the quality of the CRESS to be undertaken in 2015.

Further on the country resource mobilisation, PARIS21 led in strengthening sustainable funding for statistics by assisting Benin in the development of a National Statistical Development Fund by providing technical expertise to revise the legal framework, organise and finance a high-level advocacy event prior to the Parliament discussion on the proposed Fund, and propose options for financing and operationalising the Fund. A high-level workshop on the financing of statistics gathered 80 persons, of which 3 Ministers, several Parliament members, 10 donors and representatives from administrations, the NSO, civil society, private sector and the media.

**Table 1. Summary of Support to Countries**

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USER-PRODUCER DIALOGUES

As part of its work in strengthening national and regional statistical systems, PARIS21 facilitated thematic user-producer workshops in Côte d’Ivoire (census of NSO’s data users), Djibouti (Support to the African Statistics Day), Ethiopia (Time Use Surveys), Malawi (5-year survey program), Rwanda (effective communication of statistics), Cambodia and Tunisia (on census results), Zambia (sharing the NSDS plans), Papua New Guinea (with NSS stakeholders at the national and subnational levels), and the Philippines (Disaster Risk Management and Statistics). The user-producer dialogue in Lesotho was undertaken through an advocacy mission to high-level policy makers.

At the regional level, the following user – producer dialogues were undertaken:

- With the Caribbean Community (CARICOM), PARIS21 organised a High-level forum on RSDS for the CARICOM region (side event) and made a presentation on the NSDS guidelines and post-2015 challenges.

- In Asia and the Pacific, PARIS21 conducted 4 fora/workshops: statistical capacity building in the SAARC region as a back-to-back activity at the South Asian Association for Regional Cooperation Group on Statistics (SAARCSTAT) meeting; High-Level Seminar and Workshop on the ASEAN Community Statistical System Strategic Plan (RSDS) for 2016-2017; Advancing Statistical Development in SIDS in the Post-2015 Era during the 3rd SIDS Global Conference; and panel discussion on civil registration and vital statistics (CRVS) “Leave No Data Behind: CRVS and the Data Revolution.”

- With AFRISTAT: PARIS21 developed a regional training of trainers in “media and public statistics”, with 2 participants from 6 countries, and one workshop that gathered Poverty Reduction Strategy Paper (PRSP)/national plan coordinators and NSO Heads from 9 countries, including the 5 ECOWAS Anglophone countries. This workshop also allowed AFRISTAT to increase its geographic coverage by reaching out to non-member neighbouring countries. It enabled regional cooperation by providing these countries with access to AFRISTAT regional expertise.
**Data journalists**

Data journalism strengthens the use of statistics in news stories contributing to enhance accountability towards citizens. More and more, mainstream media outlets make frequent use of statistics to justify stories and make predictions.

However, journalists and statisticians in least developed countries still face many challenges accessing and promoting statistics. Thus, PARIS21 continues to advocate for closing this gap between journalists and statisticians through a series of training workshops.

In 2014, PARIS21 partnered with the National Institute of Statistics of Rwanda (NISR) to facilitate a workshop for over fifteen journalists from local radio, television, print and online media and the executive secretary of the Media High Council of Rwanda. Participants got familiarised with statistical activities in the country, including the law governing the operations of the National Institute of Statistics of Rwanda and the National Statistical System. The journalists refreshed their knowledge in basic statistics and were introduced to data journalism. Using the NISR website, demonstrations were made on how to find data, extract information and visualise and communicate statistical findings.

In Mali, PARIS21 co-organised with AFRISTAT a regional workshop for over twenty journalists and statisticians from Benin, Burundi, Cameroon, Cote d’Ivoire, Mali and Senegal, alongside AFRISTAT, Institut National de la Statistique et des Études Économiques du Grand-Duché du Luxembourg (STATEC) and PARIS21 experts. Prior to the workshop, participants received an e-learning module on the main content of the training. During the workshop, they shared their views on each other’s work, and learned the best way to facilitate workshops in their countries. Some attendants proposed specific activities that they could implement at national level. National workshops will be the next step to be implemented to continue the support to National Statistical Offices and journalists.

2. **ACCESS**

The International Household Survey Network (IHSN) and Accelerated Data Program (ADP) underwent an independent evaluation in 2013. The primary recommendations from this evaluation were implemented in 2014. These include:

- Greater integration of ADP activities into the NSDS process for inclusion and budgeting into the NSDS.

- Development of a strategy for implementation of the ADP through regional organisations.

A new program coordinator was hired in July 2014.

Much of the work for the ADP and IHSN focused on implementing the recommendations of the 2013 independent evaluation. The current focus is to integrate the work undertaken by the ADP into the NSDS process. The ADP support work will be coordinated by the newly established *Data Team* and become an integrative part of the NSDS process. To this end, the new PARIS21 strategy will reflect these changes.
INTERNATIONAL HOUSEHOLD SURVEY NETWORK (IHSN)

The IHSN (www.ihsn.org) was set up in September 2004 as part of the Marrakech Action Plan for Statistics (MAPS). The Network brings together survey producers, sponsors and users. The Management Group, comprising representatives of major international survey sponsors, discusses and approves the IHSN work programme and its priority objectives which include:

- **Better coordination** of international household survey programmes
- **Promotion of international standards** and best practice
- **Harmonisation of data collection** instruments
- Fostering **better use of existing survey data**, by establishing a central survey repository and developing tools and guidelines for improving survey documentation, dissemination, and preservation

Since April 2006, part of the IHSN core programme has been implemented by PARIS21 through the support of the World Bank MAPS Development Grant Facility (DGF). In 2014, the IHSN has continued to work on the following activities:

PARIS21 participated in two IHSN Management Group meetings. They were held on 1 March, 2014 in New York and on 9 September, 2014 in Rome. During these meetings, the IHSN pursued its deliberations with regard to the implementation of the recommendations of the independent evaluation. PARIS21 will remain engaged as the new structure emerges.

Development Activities:

- **Microdata Management Toolkit**: A key component of the Toolkit is the NESSTAR editor. A new version of the NESSTAR Editor is being tested with an aim to make the software fully UNICODE compliant.

- **National Data Archive Application** (NADA): A new version was released (NADA 4.3) which has many security enhancements. This version is now used by a few archives (including the IHSN itself for its central survey catalogue). The new features include:
  - Improved search tool, with possible integration with SolR
  - New citation management tool
  - Option to process bulk requests for licensed datasets
  - Added new access policy option (for open data)
  - Translation tool (for translating the whole application) integrated in the administrator section. This allows users to create a version of NADA in any language
  - Citations search included in the Application Programming Interface (API)
• **Addressing gender issues in surveys:** the meta-database resulting from this assessment has been published in the form of an on-line data discovery tool (available on the IHSN website) named “Gender Data Navigator” ([http://datanavigator.ihsn.org/](http://datanavigator.ihsn.org/)). A total of 1,486 surveys are now listed in the Gender Navigator.

• **Microdata anonymisation tools:** the IHSN is supporting the development of the R based sdcMicro toolbox. A first version of the toolbox has been made available to users and best practices are being documented.

• **Bibliography of data-related citations:** A team of citation clerks has been trained to undertake the work of searching and updating the citation catalogue with new citations. This team has been very effective in adding new publications that cite surveys in the survey catalogue. More research than expected is being undertaken. More than 5,000 new publications were cited during the reporting period and the IHSN expects to add yet another 5,000 citations. As of end-2014, the citations catalogue listed 18,072 citations.

• **Central Survey Catalogue:** The IHSN on-line survey catalogue is regularly maintained, and currently lists 4,559 surveys and censuses, including 2,789 with variable-level information. The work of updating is on-going and the IHSN is working with the ADP to reconcile country level documentation with the central survey catalogue. An assessment is expected during the next reporting period.

• **The IHSN Working Paper on Developing Data Dissemination Policies is now available in Arabic and Spanish.**

• **The IHSN Question Bank:** The Question Bank (Q-Bank) software is planned to become another key web based product of the IHSN. The application is currently being used on a limited basis and in a controlled environment. It has been used at the World Bank as part of the development process. During the reporting period, content from the Question Bank has been migrated from the old to the new framework and a large number of survey modules have also been added. The Q-Bank now contains 395 modules and part of these materials (117 modules) is available in the beta version of the Q-Bank; more will be published during the next reporting period. Further refinement will be undertaken and the tool will be released selectively to countries with some assistance from the ADP.
ACCELERATED DATA PROGRAM (ADP)

Since April 2006, the ADP (www.ihsn.org/adp) has been implemented through the support of the World Bank MAPS Development Grant Facility (DGF), with other donors supporting activities at country and regional level. Most ADP activities are country-based, although some specific support was provided at the regional level in 2014. ADP activities can be broken into the following two tasks:

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

Activities included support in the following areas:

- 36 data documentation workshops
- 30 National Data Archives
- 13 Data Dissemination Policy Development
- 10 Data Use and Outreach workshops
- 39 countries participated in regional events

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

The Task 2 implementation focused around 2 tools:

- The New IHSN Question Bank is in the final stages of testing at http://qbank.ihsn.org/. Implementation of the country based Question Bank will be undertaken in 2015.

- The development of an NSDS Data Module. The NSDS Data Module is a clear response to the 2013 evaluation and establishes a link in the planning phases of the NSDS to coordinate and improve the planning and budgeting processes of data collection operations. The tool will be tested in 2015.

In 2014, Sudan and Papua New Guinea joined the ADP. In addition, the IHSN tools have been adopted by Chile and Brazil.

The ADP has continued to strengthen partnerships by working closely with the following agencies:
In 2014, the ADP undertook 87 country specific activities in 59 countries. In addition, 38 countries were involved in 5 regional events organised by the ADP and key partners.

Key regional partnerships were initiated with the NSOs of South Africa, Brazil and Chile and a partnership on data curation techniques was started with the University of Cape Coast in Ghana. The ADP continues to maintain a long standing working relationship with the University of Cape Town.

**Kenya Microdata Outreach Workshop: Leveraging Data**

The Kenya National Bureau of Statistics in collaboration with the Accelerated Data Program hosted a microdata outreach and advocacy workshop for data producers and users in Nairobi in 2014. Over 50 data producers and users, university researchers, international NGOs, national NGOs, research centres, professional associations, line-ministries, private sector, and representatives from consumer-goods and market research companies attended the two-day event. The workshop contributed to:

- Promote users’ awareness of data availability and use of microdata.
- Inform users on the various formats on which data is produced and used.
- Share practices and challenges in disseminating disaggregated data - including survey and administrative data.
- Identify needs of data users in research and academia.
- Discuss new innovations and developments in data collection.
- Present innovations in data capture and dissemination.
- Identify major data gaps and users demand.

**Regional Activities**

The ADP organised four regional workshops to draft data dissemination policies. Regional expertise is being built in the process of developing stand-alone microdata dissemination policies and these have proven successful in promoting open data access. Regional workshops took place in:

- **Francophone Africa**: a workshop was held in Paris, France involving 5 countries
- **Anglophone Africa**: a workshop was held in Kigali, Rwanda involving 8 countries
- **Latin America**: a workshop was held in San Jose, Costa Rica involving 9 countries
• Asia: a workshop was held in Manila, Philippines involving 5 countries

Advocacy and visibility in the area of Microdata Dissemination at the country level has been achieved in accordance with the African Charter on Statistics, Principle 4 which states:

“African statistics shall not be made inaccessible in any way whatsoever. This concomitant right of access for all users without restriction shall be guaranteed by domestic law. Microdata may be made available to users on condition that the pertinent laws and procedures are respected and confidentiality is maintained.”

PARIS21 through the ADP remains committed to this principle and others espoused in the African Charter.

In accordance with these principles, a special regional workshop was held in June in Cape Town, South Africa. This event, hosted by the University of Cape Town, served to lay the foundation for future regional assessment workshops to reflect the key role of data dissemination and user management and define areas for future development. The workshop included 53 participants from country and regional organisations. The following countries were represented: Angola, Botswana, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Mauritius, Namibia, Rwanda, South Africa, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe.

Other global ADP activities included:
• Developing Standard Training Materials and Approaches:
  o Standard Survey Documentation Training package was developed
  o Data Dissemination Policy: In process
  o Conducting an Outreach Workshop: In process

• Monitoring of the microdata dissemination system NADA: This is a key monitoring function of the ADP which requires daily checks. The graphic below shows the monitoring process of the NADA systems.

11 New NADAs were added in 2014. As of 31 December 2014, 76 NADAs are operational. These are linked to the ADP Central catalogue.
### Table 2. ADP outcomes, outputs, and inputs 2014

<table>
<thead>
<tr>
<th>OUTPUTS / OUTCOME</th>
<th>INPUTS</th>
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<tbody>
<tr>
<td>Surveys inventoried and documented</td>
<td>Remote support on microdata management (software, organisation, quality control, guidelines)</td>
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<tr>
<td>Web-based survey catalogues updated and / or created</td>
<td>On-site support (number of TA missions: capacity development, strategic guidance, etc.)</td>
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<tr>
<td></td>
<td>PARIS21 / ADP staff + core consultants</td>
<td>South/ South official cooperation (PARIS21 contracts)</td>
<td>Regional participation in ADP workshops</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Survey harmonisation improved or user outreach</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National capacity on microdata management developed</td>
<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th>Country</th>
<th>Afghanistan</th>
<th>Angola</th>
<th>Argentina</th>
<th>Benin</th>
<th>Bhutan</th>
<th>Bolivia</th>
<th>Botswana</th>
<th>Burundi</th>
<th>Brazil</th>
<th>Cambodia</th>
<th>Cameroon</th>
<th>Chile</th>
<th>Colombia</th>
<th>Costa Rica</th>
<th>Côte d’Ivoire</th>
<th>Dominican Republic</th>
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<th>Fiji</th>
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3. MONITORING

INFORMING THE DATA REVOLUTION (IDR)

With the publication of the High Level Panel Report on the Post 2015 Development Goals in May 2013, the term “data revolution” entered into the debate. The acknowledgement of the panel members of important persisting data gaps risking to undermine any credible measurement and monitoring of the new goals, gave an impetus for a debate on data, statistics, technology and capacity which has not happened before. For the first time, actors like NGOs (ONE, Development Initiatives), Foundations and the private sector started to engage in a dialogue with the official statistical community.

PARIS21 helped to facilitate a dialogue between the different parties and helped to shape an emerging new agenda. The so called “London Event” bringing together some 60 representatives of institutions interested in data was co-organised between the Overseas Development Institute and PARIS21. PARIS21 also brought to the international scene the perspective of countries and regional bodies. Lastly, in early 2014 PARIS21 launched the “Informing a Data Revolution” project, with financial support from the Bill and Melinda Gates Foundation.

The project took stock of data systems in developing countries, to find out the needs of data producers and data users and explore innovations in technology and new data sources. The goal of the project was to produce a Road Map Document for a country-based data revolution. Progress in 2014 is as follows:

- A cross-country survey of 27 countries was completed and the findings published on the PARIS21 website. The cross-country survey study aimed to reveal the priorities and needs for statistical development from the NSO perspectives. The analysis focused on exploring converging trends complemented with the in-depth country studies.

- In-depth studies were carried out in 7 countries (Bangladesh, Burundi, Cabo Verde, Colombia, DR Congo, the Philippines, Trinidad and Tobago). These studies added specific examples and insights to the more generic conclusions from the cross-country analysis. The studies involved consultations and discussions with stakeholders in the selected countries, a more in-depth review of existing documentation and a more detailed analysis of demand for statistics, both at present and any changes that are anticipated over the next five years. Particular focus was given to the assessment of the supply and demand for data, taking into account improvements in data quality, the needs for reporting data internationally and pressures for strengthening accountability.

- An inventory of innovative projects was compiled and made available via the PARIS21 website and included a total of 150 innovations as of 31 December 2014. The innovations covered uses of new technologies and organisational approaches in categories such as uses of big data, data collection, data dissemination, visualisation, open data, standard and technical infrastructure.
Innovations Inventory

Innovations are essential to making the Data Revolution happen. As a key tool of the Informing a Data Revolution Project, PARIS21 developed an online inventory of innovative uses of new technologies and organisational approaches in development data and official statistics.

The Innovations Inventory gives a structured overview of the rapidly evolving data innovation landscape. The innovations presented are complemented with descriptions, explanatory videos, and relevant implementation information as the reusability and the development stage of the innovations.

Crowdsourced, open and free - 150 innovations from over 100 innovators across the globe have been registered and over 50 related case studies in the inventory illustrate good practices at country level.

Accessible in multiple ways - A search function enables individual queries. Innovations can be browsed by type, countries and areas of the Generic Statistical Business Process Model.

Quality and transparency - To guarantee the quality of information provided and to avoid any misuse, the PARIS21 Innovations Inventory team reviews regularly new innovations submissions. Contact details of the innovators are displayed to facilitate communication for interested users.

- A ‘metabase’ tool providing information on statistical capacity was compiled and made available via the PARIS21 web site. The metabase originated as an information gathering exercise to inform the country selection process for the IDR country studies. 63 indicators for 136 countries covering the dimensions: ‘Access and Dissemination’, Soundness of Methods’, ‘Timeliness’, ‘Use and Demand’, ‘Institutional Environment’ and ‘Innovations’ were collected. The metabase tool was presented at a number of country events and regional workshops.

- The first draft of the IDR Road Map Document was made available for comment in December 2014 and presented at the Royal Statistical Society in London and at a PARIS21 workshop for countries which participated in the in-depth studies.

- As a recognition of the valuable contributions of the work PARIS21 towards the Data Revolution, the UN Secretary General (UN-SG) appointed in August 2014 the PARIS21 Secretariat Manager as one of the 25 experts of the Independent Expert Advisory Group on the Data Revolution for Sustainable Development (IEAG). The culmination of this work was a report entitled “A World that Counts: Mobilising the Data Revolution for Sustainable Development” which offers the UN-SG key recommendations on the opportunities presented by the data revolution and formed a call for action as part of the Sustainable Development Goals (SDGs) discussions.

The discussion and engagement of PARIS21 through the Secretariat and co-ordinated with its partners helped to shape an important debate with tangible results. First, there is now a large consensus that capacity building in particular in developing countries is key – focussing on the nuts and bolts of data and statistical production as an essential element. Secondly, the critical role of the NSOs in a wider National Statistical System has been confirmed. Third, the importance of using the new technology and institutional opportunities through an active engagement with non-traditional data providers and users will be the cornerstone of the data revolution in practice. Last but not least, PARIS21 has managed to position itself as an important player in the game and will be part of any possible emerging “Global Partnership on Development Data”.

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PRESS

Since 2008, PARIS21 has conducted an annual exercise — the Partner Report on Support to Statistics (PRESS) — that gathers information from financial and technical partners on their support to statistical development. The previous figures from 2013 are based on voluntary reporting to a PRESS questionnaire and do not take into account data from the Organisation for Economic Co-operation and Development (OECD)'s CRS (Creditor Reporting System) for 2013 that is only available since January 2015. Updated figures combining the two data sources will be published in the PRESS 2014. This report will be released once the CRS 2013 data has been validated by the donors who also reported to the PRESS questionnaire to avoid possible duplications of projects.

NSDS STATUS

Reports on NSDS progress were produced in March 2014 and January 2015, covering International Development Association (IDA) borrower countries, lower income countries, and all African countries. The latest report showcases the following:

- Of the 77 IDA borrowers, 46 are currently implementing their strategies.
- A total of 94% are currently engaged in an NSDS process. In Africa, 34 of the 41 IDA countries on the continent are designing or implementing a statistical strategy.
- Of the 27 lower middle income countries and remaining African nations, 17 are designing or implementing strategies.
- Of the 109 countries covered by the report, only 1, Korea (People's Republic of) (=1%) is without a strategy and is not currently planning one.

LOGFRAME: PARTNERSHIP PROGRESS

This section presents current progress on the PARIS21 key logical framework indicators over 2014. To measure progress towards the Partnership’s goals, PARIS21 established a Task Team to define PARIS21 logical framework indicators (logframe). Their work was broken down into two subsections: Part I measures the progress of the Partnership and Part II that of the Secretariat. Throughout 2010, the task team agreed baselines, milestones, and targets. Since 2011, the Secretariat has been collecting data to measure baselines and milestones on a yearly basis.

The designation of PARIS21 as the Secretariat for the Busan Action Plan for Statistics (BAPS) led to the development of a new logical framework to monitor progress against the BAPS objectives and actions. The Task Team for Defining Implementation Arrangements for the BAPS completed its work on the logical framework in spring 2014. It maintains the light, low response-burden process requested and mirrors the BAPS with three outcome indicators, one for each of the BAPS objectives and 10 additional indicators for the five BAPS actions. 8 of 13 of these indicators are the same or
similar to indicators in the PARIS21 logframe, including 4 of the 5 key indicators. Given the overlap between the two logframes, and the request to transition towards a light, low-response burden process, the PARIS21 Secretariat will only report on the BAPS logframe as of 2015. In the 2014 transitional year, performance on both is reported. The PARIS21 logframe results can be found in the Annex.

For the BAPS logframe, the following ten are considered as the key indicators.

Outcome indicators:

- **0a**: Fully integrate statistics in decision making (Average score on the use of statistics in policy making process)
- **0b**: Promote open access to statistics (Number of target countries signed up to Open Government Partnership)
- **0c**: Increase resources for statistical systems (Global estimated commitments to statistical development in target countries over rolling, 3-yo period)

Output indicators:

- **1a**: Share of countries whose government has adopted an NSDS which is currently being implemented
- **2a**: Number of on-line survey catalogues published by ADP countries or others, using the IHSN cataloguing tool
- **2b**: Number of countries that have an Open Data Readiness Assessment (ODRA) with Bank support
- **3a**: Share of MDG indicator series for which the majority of data are "country data"
- **5a**: Share of annual aid to statistics (as reported in the PRESS) relative to total Official Development Assistance (ODA)
- **5b**: Share of aid to statistics (as reported in the PRESS) that is aligned with NSDS
- **5c**: Annual commitments to (in millions) to statistical development

As illustrated in Table 3 and Table 4 below, 6 of the 10 key indicators for the BAPS logframe were achieved.

**Table 3. Progress in BAPS Logframe Outcome Indicators**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Trend: Increasing or Decreasing?</th>
<th>Milestone: Achieved or Not?</th>
<th>% points under Milestone (2014)</th>
<th>% points under Milestone (2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0a: Fully integrate statistics in decision making (Average score on the use of statistics in policy making process)</td>
<td>Increasing</td>
<td>Achieved</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>0b: Promote open access to statistics (Number of target countries signed up to Open Government Partnership)</td>
<td>Stagnating</td>
<td>Not achieved</td>
<td>32%</td>
<td>15%</td>
</tr>
<tr>
<td>Indicator</td>
<td>Trend: Increasing or Decreasing?</td>
<td>Milestone: Achieved or Not?</td>
<td>% points under Milestone (2014)</td>
<td>% points under Milestone (2013)</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>----------------------------------</td>
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<td>-------------------------------</td>
</tr>
<tr>
<td>0c: Increase resources for statistical systems (Global estimated commitments to statistical development in target countries over rolling, 3-yr period)</td>
<td>Increasing</td>
<td>Not achieved</td>
<td>1.8%</td>
<td>8%</td>
</tr>
<tr>
<td>1a: Share of countries whose government has adopted an NSDS which is currently being implemented</td>
<td>Increasing</td>
<td>Not achieved</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>2a: Number of on-line survey catalogues published by ADP countries or others, using the IHSN cataloguing tool</td>
<td>Increasing</td>
<td>Achieved</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>2b: Number of countries that have an Open Data Readiness Assessment (ODRA) with Bank support</td>
<td>Increasing</td>
<td>Achieved</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>3a: Share of MDG indicator series for which the majority of data are &quot;country data&quot;</td>
<td>Increasing</td>
<td>Achieved</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>5a: Share of annual aid to statistics (as reported in the PRESS) relative to total ODA</td>
<td>Increasing</td>
<td>Achieved</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>5b: Share of aid to statistics (as reported in the PRESS) that is aligned with NSDS</td>
<td>Decreasing</td>
<td>Not achieved</td>
<td>32%</td>
<td>0%</td>
</tr>
<tr>
<td>5c: Annual commitments to (in millions) to statistical development</td>
<td>Increasing</td>
<td>Achieved</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
The main conclusion to be drawn from this monitoring exercise is that the trend in all indicators -- with the exception of two -- is increasing. Turning to the four milestones for indicators 0b, 0c, 1a and 5b that were not met, it should be noted that considerable progress has been made towards increasing the resources for statistical systems (indicator 0c). The measured level for this indicator is now only 1.8% short of target, down from 8% in the previous year. The remaining three indicators deserve a more detailed discussion.

- **5b**: The share of aid to statistics (as reported in the PRESS) that is aligned with NSDS was 23.8% in 2012. The failure to meet the milestone of 35% is due to a drop in PRESS reporters responses to this question. That is, if non-responses are not considered, the reported share of statistics aligned with NSDS shows a constant increase from 66% in 2011 to 72% in 2012 and 76% in 2013. For future rounds of monitoring, it is therefore recommended to report only based on those projects where responses are available.

- **1a**: 56.1% of IDA countries are currently implementing an NSDS. This is 14% short of the target of 65% and indicates that advocacy efforts of the PARSI21 secretariat often meet barriers of NSDS implementation such as financial, institutional, government ownership and political instability in the target countries. Consequently, we recommend that targets are adjusted downwards to 60% for the 2015 and 2016 reporting periods.

- **0b**: The number of countries signed up to the Open Government Partnership, as reported on their website, has been constant at 17 for the last three years.

In conclusion, the level of ambition implied by the targets, though high, remains within reach for most of the targets and reporting could be slightly adjusted to better reflect realities as suggested for indicator 1a and 5b.

The Secretariat also developed concept notes for three new indicators which will be used in evaluation and reporting exercises and as indicators in monitoring progress on the BAPS. These indicators will be piloted in 2015.

1. **BAPS indicator 1b**: a framework for the evaluation of the quality of National Strategies for the Development of Statistics.
2. **BAPS indicator 3b**: Knowledge and skills (Statistical literacy).
3. **BAPS indicator 4a**: References to statistical development and/or data gaps in global summits.

The third indicator is in response to a commitment made in the 2014 progress report to “develop a concept note and [...] build an online portal to track the outcomes of global summits.” In line with this commitment, the indicator tracks references to statistics in global summit documents. Given the recently established portals on data in the post 2015 debate (e.g. post2015.org and opendatawatch.com/Pages/Data-Revolution-What’s-Being-Said) and PARIS21’s active involvement on these portals, there appears to be no immediate need to establish another online portal. Therefore, PARIS21 will report on this indicator in 2015 but it will not duplicate existing efforts by developing another online portal.
4. SKILLS AND KNOWLEDGE

STUDIES AND GUIDELINES

The PARIS21 NSDS guidelines 2.0 were launched in April 2014 and are available online (http://nsdsguidelines.paris21.org/) in English, French and Spanish, and the Portuguese translation is underway. The Secretariat established the NSDS Guidelines Expert Reference Group, with countries and organisations from all regions, which will discuss and approve the annual updates to the guidelines.

In 2014, a training module was developed by the Secretariat and a 4-day training course was piloted in Burundi in July, then in Asia in December, in collaboration with Statistical Institute for Asia and the Pacific. Eleven (11) countries participated in the pilot training course - Afghanistan, Bhutan Cambodia, Indonesia, Lao PDR, Myanmar, Mongolia, Nepal, Sri Lanka, Thailand, and Vietnam - represented by middle-level and senior level managers of NSOs. The NSDS training course was an opportunity to discuss specific country concerns for consideration in the NSDS design and a venue for south-south learning through sharing of country practices and experiences in NSDS design and implementation. It was also the first regional training to launch the pilot NSDS Data Module – a module to help in planning data collection operations and estimate field operation costs. The output provides indispensable information and supports documentation on the estimated budget needed to implement statistical operations that would generate indicators identified in the national development plan. The NSDS regional training course is planned to be replicated in other regions, and in some individual countries as needed, in 2015.

PARIS21 also organised in September a presentation on the new NSDS Guidelines to the NSO Director Generals of the 22 AFRISTAT member countries, as well at the meeting of the Statistical Commission for Africa in Tunis.

ADVOCATING FOR THE DEVELOPMENT OF STATISTICS

Among its 2014 advocacy activities, PARIS21 supported five countries (Cambodia, Côte d’Ivoire, Mali, Papua New Guinea and the Philippines) and 2 regional entities (the African Union, and the Secretariat of the Pacific Community) in producing advocacy materials to promote their statistical system and strategic planning processes and in organising fora, seminars and/or donor roundtables. Likewise, a documentary video on Civil Registration and Vital Statistics entitled “Everyone Counts, Count Everyone” was launched during the Asia-Pacific CRVS Ministerial Conference.

The advocacy to Ministers of Finance planned in collaboration with AFRISTAT on the margins of the Zone Franc Ministerial Meeting was postponed to 2015 as the meeting did not take place in the fall 2014.

In September 2014, PARIS21 organised a seminar in Ottawa, Canada on “Post-2015, SDGs and the Data Revolution: Do we risk missing the perspective of developing countries” in collaboration with
Statistics Canada. The seminar brought together representatives from DFATD, Statistics Canada, the University of Ottawa, North-South Institute and International Development Research Center (IDRC). Similarly, PARIS21, in collaboration with Statistics Norway, organised a seminar in Oslo in November on “The Data Revolution: from talk to action - What’s at stake for developing countries?”. This advocacy event was attended by representatives from Statistics Norway, Norwegian Agency for Development Cooperation (NORAD), the Ministry of Foreign Affairs, FAFO Research Foundation and WHO – EURO. Furthermore, PARIS21 participated in the April 2014 High-Level Meeting of the Global Partnership for Effective Development Cooperation where it took part in a focus session on “Delivering development results through good governance, transparency and effective institutions: Open Government, civic engagement, and open data as enablers of development goals” which was co-organised by PARIS21 and at a dinner on “Data Revolution: Time for Usable Data” organised by the Office of the Mexican President and Development Initiatives.

The support planned for the establishment of a donor coordination group with SICA (Sistema de la Integración Centroamericana) was cancelled at the request of this regional organisation in 2014.

Promotion of new technologies in national statistical systems was undertaken, notably through a regional workshop on the use of mobile devices for data collection, held in Cabo Verde, in cooperation with UNECA, AfDB and the government of Cabo Verde.

In 2014, the Secretariat funded 27 NSOs and participants in the following regional and global events organised by partners to expose these participants to international processes and foster networking. The aim is also to enrich these regional and international events with a national perspective and provide countries with the opportunity to share their challenges and successes.

**Table 5. Regional and Global Events Funded by the PARIS21 Secretariat**

<table>
<thead>
<tr>
<th>Event</th>
<th>Location</th>
<th>Date</th>
<th>Nb of funded participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>45th session of the UN Statistical Commission (UNSC)</td>
<td>New York</td>
<td>February</td>
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<tr>
<td>3rd Small Island Developing States (SIDS) Conference</td>
<td>Samoa</td>
<td>August</td>
<td>1</td>
</tr>
<tr>
<td>First International Identity Management Conference</td>
<td>Korea</td>
<td>September</td>
<td>1</td>
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<tr>
<td>Conference of the International Association for Official Statistics (IAOS)</td>
<td>Vietnam</td>
<td>October</td>
<td>1</td>
</tr>
<tr>
<td>Ministerial Conference on Civil Registration and Vital Statistics in Asia &amp; the Pacific</td>
<td>Thailand</td>
<td>November</td>
<td>1</td>
</tr>
<tr>
<td>6th Meeting of the Forum on African Statistical Development (FASDev VI), 1st Joint Session of the</td>
<td>Tunisia</td>
<td>December</td>
<td>14</td>
</tr>
</tbody>
</table>
PARIS21 delivered advocacy messages at relevant **regional/international events** as illustrated in **Table 6** below. At the events below, PARIS21’s participation ranged from convening and organising side events, sharing expertise on specific topics, advising organisers on the content development of the event and facilitating the participation of specific countries or country experts, to strengthening a network for dialogue among practitioners.

**Table 6. PARIS21 Secretariat participation in partner events**

<table>
<thead>
<tr>
<th>Event</th>
<th>Location</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>First strategy meeting of the Human Data &amp; Development (HDD) network</td>
<td>London</td>
<td>January</td>
</tr>
<tr>
<td>45th session of the UN Statistical Commission (UNSC)</td>
<td>New York</td>
<td>February</td>
</tr>
<tr>
<td>9th Africa Symposium on Statistical Development (ASSD)</td>
<td>Gaborone</td>
<td>February</td>
</tr>
<tr>
<td>European Statistical System (ESS) Big Data Event</td>
<td>Rome</td>
<td>March</td>
</tr>
<tr>
<td>1st High-Level Meeting of the Global Partnership for Effective Development Cooperation</td>
<td>Mexico</td>
<td>April</td>
</tr>
<tr>
<td>Workshop on The Post-2015 Data Test Unpacking the Data Revolution at the Country Level - Midterm Stock Taking</td>
<td>Nairobi</td>
<td>April</td>
</tr>
<tr>
<td>Global meeting on civil registration and vital statistics (CRVS)</td>
<td>Addis Ababa</td>
<td>April</td>
</tr>
<tr>
<td>Pacific Statistics Steering Committee Meeting</td>
<td>Fiji</td>
<td>May</td>
</tr>
<tr>
<td>Second High Level Advocacy Forum on Statistics</td>
<td>Grenada</td>
<td>May</td>
</tr>
<tr>
<td>UNITAR briefing on “Accountability, Monitoring and Data”</td>
<td>Geneva</td>
<td>June</td>
</tr>
<tr>
<td>Expert workshop on SDG indicators and data collection</td>
<td>New York</td>
<td>June</td>
</tr>
<tr>
<td>Data Revolution Expert workshop: “Data Revolution – from talk to action”</td>
<td>London</td>
<td>June</td>
</tr>
<tr>
<td>European Conference on Quality in Official Statistics</td>
<td>Vienna</td>
<td>June</td>
</tr>
<tr>
<td>Statistics Symposium “Towards Strengthening the National Statistics System”</td>
<td>Pretoria</td>
<td>July</td>
</tr>
<tr>
<td>Expert Meeting on Alternative Poverty Measures</td>
<td>Berlin</td>
<td>July</td>
</tr>
<tr>
<td>UN Conference on Small Island Developing States</td>
<td>Samoa</td>
<td>August</td>
</tr>
<tr>
<td>Independent Expert Advisory Group on the Data Revolution meeting</td>
<td>New York</td>
<td>September</td>
</tr>
<tr>
<td>9th Meeting of the Global Steering Committee of the Global Strategy to Improve Agricultural and Rural</td>
<td>Rome</td>
<td>September</td>
</tr>
<tr>
<td>Statistics</td>
<td>Date</td>
<td>Location</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>24th session of the Committee for the Coordination of Statistical Activities Committee (CCSA)</td>
<td>Rome</td>
<td>September</td>
</tr>
<tr>
<td>First International Identity Management Conference</td>
<td>Seoul</td>
<td>September</td>
</tr>
<tr>
<td>Conference of the International Association for Official Statistics (IAOS)</td>
<td>Vietnam</td>
<td>October</td>
</tr>
<tr>
<td>Independent Expert Advisory Group on the Data Revolution meeting</td>
<td>New York</td>
<td>November</td>
</tr>
<tr>
<td>High-Level Group on the Modernisation of Statistical Production &amp; Services (HLG) workshop</td>
<td>Geneva</td>
<td>November</td>
</tr>
<tr>
<td>Ministerial Conference on Civil Registration and Vital Statistics (CRVS) in Asia and the Pacific</td>
<td>Bangkok</td>
<td>November</td>
</tr>
<tr>
<td>Fourth session of the ESCAP Committee on Statistics: Preparatory Expert Group Meeting</td>
<td>Thailand</td>
<td>December</td>
</tr>
</tbody>
</table>

5. PARTNERSHIPS

In its country work, PARIS21 has pursued its collaboration with several entities including:

- African Development Bank
- Association of Southeast Asian Nations
- Observatoire Économique et Statistique d’Afrique Subsaharienne
- African Union Commission
- Caribbean Community
- Economic Community of West African States
- European Union
- Gulf Cooperation Council (GCC-stat)
- International Labour Office (ILO)
- Secretariat of the Pacific Community (SPC)
• Sistema de la Integración Centroamericana SICA/INEC (Instituto Nacional de Estadísticas y Censos)
• South Asian Association for Regional Cooperation
• Statistical Institute for Asia and the Pacific (SIA)
• United Nations Statistics Division (UNSD)
• United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)
• Western Africa Monetary and Economic Union (WAEMU)
• World Bank

6. OVERALL MANAGEMENT

In 2015 the Secretariat organised the Board meeting from 30 March – 1 April 2014 and three Executive Committee meetings in March, June and December.

2016-2020 STRATEGY

A Strategy Task Team was established in May 2014 to assist in the designing of a new PARIS21 strategy for 2016 – 2020. The Strategy Task Team was chaired by Eurostat, with members from: World Bank, Department for International Development (DfID), Qatar, South Africa, Cabo Verde, Philippines, Canada, Organisation for Economic Cooperation and Development, United Nations Population Fund (UNFPA), Palestinian Authority, IDB, and SPC. From May 2014 until February 2015, the members carried out the following tasks:
• Taking stock of existing knowledge that would serve to evaluate PARIS21’s impact and effectiveness, including previous evaluations, logframe indicators, the stocktaking exercise done in the context of the Informing a Data Revolution project and the results of the IHSN/ADP evaluation. This work was guided by the task team and carried out by an external consultant who conducted a review of the key documents, in-depth interviews with over 20 stakeholders, and a questionnaire that was made available online for a period of three weeks. The questionnaire was completed by 350 stakeholders.
• The results of the stock-taking exercise were compiled into a light-touch evaluation document that are made available for the Annual Meetings.
• Drafted a new Strategy for 2016-2020 which is presented at the 2015 Board meeting and which takes into account the road-map developed by the Informing a Data Revolution project.

In addition to the Task Team, a High-Level Advisory Group (HLAG) was established to provide feedback on PARIS21’s impact and effectiveness as part of the consultation process that was carried out and assess and comment on the new PARIS21 Strategy for 2016-2020. The HLAG was made up of high-level representatives from the following organisations: Brookings Institution, the Philippines National Economic and Development Authority, Eurostat, the Ministry of Planning and Finance of Cabo Verde, UNECA, the Bill and Melinda Gates Foundation, University of Rome, World Bank, OECD and DfID.

To increasingly and effectively reach out to its partners, the Secretariat strengthened its communications strategy as follows:

**WEBSITE AND SOCIAL MEDIA**

Levels of engagement with the PARIS21 website showed significant improvement in 2014:

• Total visits for the year rose by 2.75% (30,854 in 2013 up to 31,673 in 2014)
• Total number of users increased by 7.39% (17,933 2013 up to 19,323 in 2014)
• Number of new visits increased by 3.64% (56.9% of the total visits in 2013 up to 58. 9% in 2014)

Aside from the homepage and contact details, the most popular page on the website in 2014 was NSDS, as was also the case in 2013. The visits to the NSDS page increased by 9.7% (from 3,571 in 2013 up to 3,917 in 2014).

The majority of website visits (19%) originate in France, which for the second year in a row is part of the same top four countries to visit the website (France, US, UK, and India). In fifth place, Germany replaced Canada which in 2014 occupied the sixth place.

Throughout 2014, traffic was largely driven to the website via Google searches (51% of all visits). Social media played a significant role in driving website traffic in 2014, with 2% of total visits originating mostly from Twitter as well as from Facebook.

Social media has continued to play a significant role in PARIS21’s online communications. The number of followers on Twitter has grown consistently doubling 2013 figures (220 in 2013 up to 523
in 2014) many of those followers are of high quality, and engagement is high; peak stories in 2014 were: the consultation and release of the IEAG report ‘A world that counts: Mobilising the data revolution for sustainable development’, African Statistics day and PARIS21 15th anniversary. These stories were shared and commented upon by organisations and staff from, among others, UN, OECD, Overseas Development Institute (ODI), and Center for Global Development (CGD).

PUBLICATIONS AND PRINTED MATERIALS

PARIS21 also continued to provide communications support to countries, through the design, layout, and printing of advocacy materials. In 2014 these included, among many others:

- Informing a Data Revolution brochure
- The importance of Statistical Development in Cambodia
- Second National Strategy for the Development of Statistics (Benin)
- Sound Statistics for Sustainable Development through Collaboration and Coordination National Statistical System for Anguilla
- The Post-2015 Development agenda and the Pacific Island region
- Newsletter for L’institut national de la statistique (Côte d’Ivoire)

A research programme, under the Informing a Data Revolution project, was completed and published on the PARIS21 website. The following discussion papers were released in 2014:

- Knowing in time: How technology innovations in statistical data collection can make a difference in development (Espen Beer Prydz, Economist, Development Research Group, World Bank)
- Assessing the demand and supply of statistics in the developing world: some critical factors (Jeffery I. Round, Reader, Department of Economics, University of Warwick)
- The Political Economy of Official Statistics. Implications for the Data Revolution in Sub-Saharan Africa (Florian Krätke and Bruce Byiers, Researchers at the European Centre for Development)

(http://paris21.org/library/discussion-papers)
In addition to these discussion papers, PARIS21 also produced a background paper for the SIDS Conference entitled “Advancing Statistical Development in Small Islands Developing States in the Post-2015 Era: the NSDS Approach”.

PARIS21 also contributed to the joint Data-Pop Alliance and PARIS21 paper on Official Statistics, Big Data and Human Development: Towards a New Conceptual and Operational Approach. (Emmanuel Letouzé, Co-Founder and Director, Data-Pop Alliance and Johannes Jütting, Manager, PARIS21)

PARIS21 had originally planned to develop a knowledge platform to enable partners to exchange ideas on relevant issues (e.g., post-2015 development goals, big/open data). Several other organisations such as: Open Data Watch: http://www.opendatawatch.com/Pages/KP/Landscape-KP.aspx and the Overseas Development Institute: http://post2015.org/ have taken on this initiative by providing a platform for partners to engage on topics such as post-2015 and the data revolution. It was therefore agreed that it was no longer necessary for PARIS21 to develop such a platform.

**NEWSLETTER AND NEWS FLASHES**

The PARIS21 Newsletter continued to be an important point of contact between the Secretariat and partners. Three newsletters (including one special edition dedicated to the Informing a Data Revolution project) were sent out in 2014 to approximately 3,800 individuals, generating significant website traffic and feedback. The most recent newsletter, sent on November 2014, generated 15% of total website traffic for the month in a single day.

News Flashes are still a central part of PARIS21 communications outreach as they are effective ways to communicate a particular news item or event of interest to our audience.
ANNEX: PARIS21 LOGICAL FRAMEWORK RESULTS

For the PARIS21 logframe, the following five (all measuring the Partnership’s progress in Part I) are considered as the key indicators:

- **G2**, which looks at the “average score on the use of statistics in the policy making process”
- **GP1**, measuring the “percentage of IDA borrowers (with a population of one million or more) whose World Bank Statistical Capacity Indicator scores have increased”
- **GP1, sub target 1**, analysing the “percentage of IDA-eligible countries having conducted at least one population census in the current round”
- **GP1bis**, indicating the “percentage of 108 target countries having at least three non-modelled data points for at least 20 of 28 selected MDG Indicators”
- **GPO1**, which states the “percentage of target countries that have adopted an NSDS that covers the logframe reporting period”.

The target countries for the PARIS21 logframe have been updated. The set of countries is composed of all countries on the following lists: IDA borrowers, ¹ Least Developed Countries, Other Low Income Countries, Lower Middle Income Countries & Territories ² and all African countries. According to the latest revisions, 104 countries and territories are included in these lists for 2014. This is a decrease from 109 countries in the list used for the 2013 milestones. A total of 5 countries were removed from the list because they moved from lower-middle income to upper-middle income status and IDA to IBRD status respectively: Belize, Bosnia and Herzegovina, Fiji, Iraq and Turkmenistan. This shift may impact overall performance on a number of indicators as it is generally countries with more resources and robust statistical systems that have been removed from the list.

**Table 7. Shifting profile of PARIS21 target countries**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of countries</td>
<td>109</td>
<td>104</td>
<td>-5%</td>
</tr>
<tr>
<td>Average SCI 201</td>
<td>61</td>
<td>65</td>
<td>+4%</td>
</tr>
<tr>
<td>Number of Fragile States</td>
<td>36</td>
<td>21</td>
<td>-41%</td>
</tr>
<tr>
<td>Population</td>
<td>3.42bn</td>
<td>2.27bn</td>
<td>-33%</td>
</tr>
</tbody>
</table>

**Breakdown of Income Levels**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Least Developed Countries</td>
<td>45%</td>
<td>43%</td>
<td></td>
</tr>
<tr>
<td>Other Low Income Countries</td>
<td>5%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Lower Middle Income Countries &amp; Territories</td>
<td>37%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Upper Middle Income Countries &amp; Territories</td>
<td>14%</td>
<td>31%</td>
<td></td>
</tr>
</tbody>
</table>

As illustrated in Table 8 below, 2 of the 5 key indicators for the PARIS21 Logframe were achieved.

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¹ As defined by the World Bank; see http://www.worldbank.org/ida/borrowing-countries.html
² As defined by the OECD; see http://www.oecd.org/dac/stats/dclistofodarecipients.htm
**Table 8. Progress in Key PARIS21 Logframe Indicators**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Trend: Increasing or Decreasing?</th>
<th>Milestone: Achieved or Not?</th>
<th>% points under Milestone (2014)</th>
<th>% points under Milestone (2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>G2:</strong> average score on the use of statistics in the policy making process</td>
<td>Increasing</td>
<td>Achieved</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>GP1:</strong> % of IDA borrowers (with a population of one million or more) whose World Bank Statistical Capacity Indicator scores have increased</td>
<td>Decreasing</td>
<td>Not achieved</td>
<td>26%</td>
<td>16%</td>
</tr>
<tr>
<td><strong>GP1, sub target 1:</strong> % of IDA-eligible countries having conducted at least one population census in the current round</td>
<td>Decreasing</td>
<td>Not achieved</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td><strong>GP1bis:</strong> % of target countries having at least three non-modelled data points for at least 20 of 28 selected MDG Indicators</td>
<td>Increasing</td>
<td>Achieved</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>GPO1:</strong> % of target countries that have adopted an NSDS that covers the logframe reporting period</td>
<td>Decreasing</td>
<td>Not achieved</td>
<td>14%</td>
<td>11%</td>
</tr>
</tbody>
</table>

We can draw three conclusions from this monitoring exercise. First, the set of PARIS21 target countries is shifting, with several countries moving out of the target categories and into upper-middle income status and, overall, the number of countries is decreasing. Second, moderate progress has been made towards two of the logframe targets (use of statistics and number of non-modelled data points in MDG database). For the others, the gap between performance and objective has further widened (i.e. target not achieved). Third, the level of ambition implied by the targets, though high, remains within reach.
5.
SECRETARIAT PROGRAMME OF WORK & BUDGET 2015
I. INTRODUCTION

The present document presents:

1. A detailed work programme of specific activities for the PARIS21 Secretariat in 2015;
2. An indicative budget for the year 2015 based on the Strategy, Access, Monitoring and Skills/Knowledge Sharing (SAMS) structure that was adopted in 2013.

II. PROGRAMME OF WORK

Within the priorities of the Secretariat based on the guidance of its members and requests from beneficiary countries, the work programme aims at:

- continuing to facilitate NSDS design and implementation in countries where there is a clearly expressed demand that other partners cannot accommodate, particularly disseminating the NSDS new guidelines and ensuring they are updated regularly based on country implementation feedback as well as assisting countries with very weak institutional capacity to undertake their first NSDS process;
- continuing to promote advocacy and engagement in co-ordination as cross-cutting activities;
- serving as a knowledge hub for sharing information on new developments in statistical capacity development e.g., through the production of advocacy material and the creation of innovations as part of the data revolution activities as well as remaining active in discussions around the post–2015 development framework, taking active part in the FOC group, CCSA, UNSC, etc.;
- acting as an incubator: the Secretariat will continue to develop, innovate, and test new approaches to statistical capacity development (e.g., new forms of user–producer dialogue and engagement, focusing on developing statistical literacy particularly towards journalists and other users, as well as developing data visualisation tools; expanding data use and promoting regional centres of excellence; sector statistics; and CRVS), once these are successfully tested they can be rolled out by partners, focusing on a regional approach through regional organisations;
- acting as an independent and neutral organisation: this is a key feature of PARIS21 and makes it unique. This is to be preserved and strengthened;
- acting as a focal point and convenor/facilitator for discussions between different partners at various levels.
- Implement some of the IHSN/ADP 2013 Evaluation recommendations, in particular the integration of relevant ADP activities into the NSDS process and reinforce regional capacity to implement independently.

Objectives and activities under the four SAMS components are outlined below, along with a section on general management. However it must be noted that activities are, in many cases, dependent on the level of advancement of the political process underpinning their launching and implementation at country or regional level and might suffer considerable delays or are cancelled based on the shifting priorities of the countries. Therefore the Programme of Work needs to remain flexible to adapt to these changing realities.
2.1 THE PARTNERSHIP: ROLE OF PARTNERS AND SECRETARIAT

The suggested PWB is ambitious and responds to the multiple demands of our clients in the area of capacity building in a rapidly changing and more demanding context. The implementation of the program is mandated to the PARIS21 secretariat which is accountable to its partners and funders for its execution. It is very important to note that the majority of the activities will be done in close collaboration with the partners – hence, a true partnership effort. For some activities in particular if they are related to a product of which the Secretariat has built strong competencies, such as the NSDS, the Secretariat takes the lead; for others, such as the work of the IHSN program, the World Bank is taking the lead. For emerging and new topics such as the data revolution, the Secretariat teams up with new partners from the private sector, NGOs and foundations. At the country level, the key implementation partners will remain the actors from the national statistical system, often the National Statistical Office.

Further selected examples of joint implementation work:

- The regional workshop planned in Eastern Europe in Albania will be undertaken in close cooperation with EUROSTAT;
- Activities in the Pacific are implemented with Secretariat of the Pacific Community;
- In Africa, several activities are co-organised with Afristat, the AfDB, UNECA and the AUC;
- Subject to funding availability, a regional training will be organised with SIAP in Asia and AITRS for generic training for Arab states;
- Regional strategies are also being developed with SAARC, ASEAN and CARICOM/OECS;
- DataFirst (University of Cape Town) supports ADP implementation in the southern African region, and the EASTC (Eastern Africa Statistical Training Center) in the East African region;

Moreover, the 2016-2020 PARIS21 Strategy Task Team is chaired by EUROSTAT, Statistics Canada chairs the NSDS Guidelines Reference Group, and DfID will chair the BAPS Indicators Task Team.

2.2 STRATEGY

General Objectives over the period 2014–16:

The “strategy” component of the SAMS model is based on the support to countries in establishing national/regional partnerships on co-ordinating statistics to promoting better-quality and effectively implemented NSDSs and to providing the necessary support to design good-quality regional strategies. The activities to be carried out to achieve this objective include strengthening user-producer dialogues as well as strengthening advocacy ahead of the Post 2015 SDG agenda. During this Programme of Work, PARIS21 will also be adopting a new strategy that will guide its interventions for years to come, building on its track record and established expertise but also reaping the benefits of new opportunities arising from the “data momentum”.

Specific Activities for 2015:

The Secretariat will be providing the following support:

1. For countries embarking on an NSDS process for the first time in 2015, focus will be placed on fundamental aspects including management, political commitment, budgeting and financing,
consultation to ensure ownership, links with development policies, importance of co-ordination mechanisms across the NSS and the development partner community, and advocacy, as well as implementing, monitoring & evaluation (and feeding back into) the new NSDS guidelines. PARIS21 will assist Afghanistan, Bahamas, Cambodia, Egypt, Fiji, and Trinidad and Tobago. National NSDS trainings will be organized in Tunisia, which will prepare its first NSDS after the 2011 revolution and Togo, who requested specific support from the PARIS21 Secretariat for the elaboration of its new NSDS.

2. For countries already engaged in the NSDS process, focus will be placed on countries where support is needed in terms of reviewing and/or designing another strategy (the first one having expired) or validating it. PARIS21 will assist Anguilla, Burundi, Cote d'Ivoire, Equatorial Guinea, Ethiopia, Madagascar, Mozambique, Niger, Sao Tome & Principe, Togo, Tokelau, Tunisia, Vietnam, and Zimbabwe.

3. Improving the NSDS implementation process by introducing a data module that provides a data collection and costing plan.

4. Further engaging in the review and/or development of Regional Statistical Development Plans (RSDS) with one planned in South Asia with the South Asian Association for Regional Cooperation (SAARC). Support will also be provided to the development of an RSDS in CARICOM and OECS thereby strengthening support to Small Island Developing States (SIDS). Best practices and lessons learned on RSDS across regions will be documented and will feed into the NSDS Guidelines.

5. Strengthening the national statistical system, through NSS Coordination Skills training potentially in the Horn of Africa as well as NSS peer reviews planned in Cameroon, Kenya and Cambodia. These peer reviews will be strengthened through the development of Guidelines on Peer Reviews of NSS to ensure uniform application. The dissemination of the revised law in Jamaica is planned, provided it is finalised on time. A guideline on statistical laws will likewise be developed.

6. Additional support will be provided at the request of countries and depending on the available capacity and funds within the PARIS21 Secretariat.

2.3 ACCESS

General Objectives over the period 2014–16:

This section of the work programme covers the activities of the Accelerated Data Program (ADP) and the International Household Survey Network (IHSN), which are co-implemented with the World Bank.

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. 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 ADP and IHSN enter their final year of funding under the World Bank Development Grant Facility (DGF). Funding for the program has been steadily decreasing since 2010 from a funding peak of $3.2 million in 2010 to $1.25 million in 2015. The current work program represents this reduced level of activity.

2.2.1. 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 the 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.
Specific Activities for 2015:

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 such as education and health and will be implemented with specialised international agencies.

2. Upgrading and maintaining the central survey catalogue. The updates will also cover the citations catalogue – which is crucial to measuring the effective use of microdata in the research domain.

3. Developing/upgrading tools and guidelines for improving microdata documentation, dissemination and preservation. This includes:
   a. Maintenance and further improvement of the DDI Metadata Editor (Nesstar Publisher), in particular upgrade for Unicode compliance.
   b. Continuing to develop tools and guidelines for assessing and reducing statistical disclosure risk associated with microdata dissemination.
   c. Further development of the National Data Archive (NADA).
   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. Participating in specialised international conferences and meetings to learn from specialised agencies about new technologies and practices related to IHSN objectives.

5. Organising technical workshops to promote the adoption of good practices and standards in and by international partner agencies and/or national agencies in ADP priority countries.

6. Implementing some of the 2013 Independent Evaluation recommendations and revising the governing structure of the IHSN, in particular the integration of relevant ADP activities into the NSDS process and reinforce regional capacity to implement independently.

7. Updating the IHSN website.

2.3.2. Accelerated Data Program (ADP)

General Objectives over the period 2014–16:

The ADP — implemented in close collaboration with the World Bank— established under action 5 of the MAPS and reiterated under action 2 of the BAPS to implement standards for data preservation, documentation and dissemination that permit broader public access to statistics.

Specific Activities for 2015:

The ADP will pursue its priority objectives through:
Making survey microdata more accessible

1. Carrying out inventory, documentation, dissemination and preservation of microdata; 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 cataloguing systems (NADA) in priority countries. In 2015, the ADP will continue to reinforce 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 microdata dissemination policies. Assist data producers 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 microdata users (universities, research centres, independent think tanks, NGOs, development partners, and others) to increase awareness on microdata availability and use.

Improving the quality of future surveys

Harmonising and improving survey methods and practices: introduction of the Question Bank application developed by the IHSN. The ADP will undertake regional program assessments in the 3rd and 4th quarter of 2015. These regional assessments are considered instrumental for defining future data activities. The intended result of these assessments will not only evaluate the level of attainment of data documentation and dissemination but more importantly identify a way forward to address new data issues and innovations in data dissemination that look beyond survey microdata and include relevant topics such as: innovations in survey processing and analysis; use of administrative data; highlighting big data developments etc.

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

Assistance in developing microdata access policy is planned in Malawi, Cambodia, Ghana and Botswana.

DDI Production Workshops are planned in Honduras, Nicaragua, Nepal and Papua New Guinea.

NADA support will be provided to all countries during the assessment effort. NADAs will be reviewed and upgraded to the latest version.

A special “Horn of Africa” Data Documentation initiative will bring data producers from various countries and introduce the IHSN. In addition, a special session on data issues for Transitioning States will be undertaken and form the basis for a data strategy in the region.

Microdata Outreach Workshops (MOW) are planned in Laos, Tanzania and Nigeria.

Sensitisation and installation of the Question Bank is planned in Ethiopia and the Philippines.
Regional Assessments will be undertaken in: Latin America, Francophone Africa, Anglophone Africa, Asia and the Pacific and South Asia.

A special workshop on data dissemination policy at the regional level, specifically for Pacific, is planned in support of the implementation of the Ten Year Pacific Statistics Strategy Phase 2.

2.4 MONITORING

General Objectives over the period 2014–16:

The main objective of this component is to monitor the implementation of the BAPS and facilitate coordinated action at the country level.

Specific Activities for 2015:

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. The Secretariat will improve the methodology for assessing the use of statistics by proposing three new frameworks. These frameworks will be on ‘references to statistics at global summits’, ‘NSDS quality’ and ‘statistical literacy’. For the development of this framework, the Secretariat proposes to set up a task team.

2. Conduct and disseminate the main findings of the 2014 release of the Partner Report on Support to Statistics (PRESS). The online questionnaire that facilitates data collection was opened in July 2014 and results made available during the first quarter of the year. PARIS21 partners play a key role in providing the source data for this report, with the largest five providers of support to Statistics on the PARIS21 Board: World Bank, United Kingdom, European Commission (Eurostat), African Development Bank and UNFPA. In addition, the PRESS this year will feed into a larger report which will combine the NSDS update status, the BAPS indicators as well as provide some additional analytical sections.

3. Roll out the simplified Country Report on Support to Statistics – CRESS questionnaire in one Francophone African country, Malawi and Uganda. The CRESS will also be rolled out for the first time in Asia with the Philippines and Vietnam in 2015.

4. Report once a year on NSDS status in developing countries.

5. Organise the annual Board meeting and regular Executive Committee meetings and produce relevant reports to the UNSC, OECD, and other partners.

6. Together with the PARIS21 Strategy Task Team, develop and finalise the new strategy for PARIS21 and ensure its adoption.

7. Finalise the implementation of the "Informing a Data Revolution" (IDR) project which was officially launched in February 2014. The IDR Roadmap will be launched in April 2015 at the Cartagena Data Festival, where PARIS21 is an organising partner. PARIS21 will also support the High Level Conference on the Data Revolution in collaboration with UNECA, AU and AfDB and selected pilot exercises will be undertaken within the IDR, in particular looking at the link with the NSDS process as well as the usage of the innovation inventory and the metabase.
8. The PARIS21 Executive Committee will continue to guide the Secretariat’s work on the Post-2015 Development Agenda.

2.5 SKILLS/KNOWLEDGE SHARING

**General Objectives over the Period 2014–16:**

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 2015:**

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

1. With regard to the new NSDS Guidelines, regional dissemination workshops of the guidelines are planned in Africa, Asia and the Pacific, and the Caribbean, as well as in African Statistical Schools to acquaint future statisticians to this national planning process. In addition, training on NSDS guidelines will also be undertaken at the regional level for countries in Francophone Africa, Asia, and Pacific. The guidelines, already available in English and French have been further translated into Spanish and Portuguese. PARIS21 has set up an NSDS Guidelines Reference Group to ensure that the yearly update of the guidelines reflect implementation feedback from the countries and regional organisations. Currently, the Reference Group is comprised of the following countries and regional organisations: Albania, Burundi, Ecuador, Grenada, Palestine, Philippines, Samoa, AfDB, AFRISTAT, CARICOM, SPC, UNESCAP and UNESCWA. The Secretariat will report annually to the PARIS21 Board the revisions approved by the Reference Group.

2. Update the NSDS guidelines (document and website); collate/disseminate good practices from countries; organise the review of the guidelines by the Guidelines Reference Group and update the guidelines accordingly, translate, and roll them out in countries/regions.

3. Pilot the NSDS evaluation framework developed by PARIS21 in selected countries, which will be used in the evaluation and reporting of the NSDS quality, relevance, and impact and as an indicator in monitoring progress on the BAPS.

4. Within the Post 2015-SDGs discussions, replace the MAPS 2006 survey costing methodology with a new methodology that better captures real survey costs across 30 countries as part of the Sustainable Development Solutions Network (SDNS) “Financial Needs Assessment for SDG Monitoring” report.

5. User-producer dialogues in Benin, Burundi, Cambodia, Cameroon, Mali, Senegal, Rwanda, Seychelles, and Vietnam; Regional dialogues are also planned, in coordination with regional organisations such as ASEAN and AFRISTAT.

6. Regional workshop to strengthen dialogue between institutions in charge of aid coordination and national statistical offices.

7. Continue to assist countries and regions — based on an expressed demand — to produce advocacy messages, materials, interviews and events to raise the profile of statistics and promote a better coordination of the NSS and a strengthened dialogue with technical and financial partners. Particularly, strengthen advocacy for statistical development and funding through a joint workshop with AFRISTAT on the margins of the Zone Franc Ministerial Meeting in April 2015.

8. Initiate and produce discussion papers on sub-national statistics, civil registration and vital statistics, best practices on statistical laws, and an Action Plan for SIDS following the International Conference on SIDS held in September 2014 in Samoa.
9. Engage in the Data for Climate Challenge in cooperation with UN Global Pulse and Orange and potentially present its results at the UN Climate Change Conference and 21st Session of the Conference of the Parties to the UNFCCC in Paris in December 2015

10. Facilitate the participation of developing country statisticians in relevant events (e.g. UNSC, ISI, Regional Statistical Committees), including those relating to the Post–2015 Development Agenda at the regional and international levels.

11. Participate in the launching and development of the work programme of the Praia City Group on Governance, Peace and Security Statistics and facilitate the participation of countries to this agenda.

12. Continue its support to regional organisations through collaborations with AFRISTAT, ASEAN, SPC, SAARC, UNESCAP, UNECA, the AfDB, CARICOM, OECS, and IGAD.

13. Pursue the identification of future statisticians’ focal areas by developing a survey for students of statistical schools in Africa.

14. Assist countries in the use of new technologies, notably through the implementation of selected IDR innovation inventories and a geomapping pilot project.

15. Develop a PARIS21 Country Prioritisation Tool to improve the assessment of the country needs in order to better allocate the Secretariat resources and enhance its knowledge base through the development of an NSO Database.

16. The PARIS21 vision will be leveraged, as appropriate, in relevant processes with Partner organisations.

### 2.6 COMMUNICATIONS

Communications in 2015 will be focused on:

- Strengthening the PARIS21 website as an advocacy tool to engage visitors with PARIS21 activities, events and publications. Ask for regular contributions from stakeholders to the PARIS21 newsletter, news and events section to encourage their engagement.
- Updating the PARIS21 website and navigation panel to better reflect the new strategy and work programme.
- Rolling-out the PARIS21 website in French, to further reach out to French speaking audiences.
- Increasing engagement using social media platforms.
- Support PARIS21 events and workshops ensuring PARIS21 brand is present in posters, agendas, presentations and leaflets to make the brand recognisable for new audiences and stakeholders.
- Developing the PARIS21 brand and implement the toolbox to incorporate new initiatives, and better reflect activities by the satellite programs.
- Producing content in sectors where the work of PARIS21 is increasing particularly in fragile states, SIDS and new technologies and innovations (big data, data visualisation, etc.)
- Using compelling stories to create personal narratives that will be incorporated in PARIS21 advocacy materials.
- Promoting and disseminating the IDR Road Map.
- Making better use of staff mission reports to share success stories and achievements.
2.7 MANAGEMENT

Among the tasks involved in managing the day-to-day operations of the Secretariat, *fundraising* will continue to play a key role. There has already been a drastic reduction (by half compared to 2014) of the ADP/IHSN grants which come to an end in 2015. The Secretariat will work to bridge these gaps, in particular trying to diversify the group of supporters and seeking multi-annual support.

The Secretariat will continue to implement a systematic fundraising campaign to mobilise the financial resources necessary to carry out the directives given to it by the Board and Executive Committee.

III. BUDGET (2015)

This budget proposed on page 59 is based on the detailed list of activities described in the previous chapters of this booklet.

The budget presented this year is different from the one that was announced at the 2014 Board meeting as it has been adjusted not only to account for the updated needs of the programme of work but also to the reduced level of funding available for the ADP/IHSN activities.

The 2015 programme of work has been estimated at € 5.08 Million representing a decrease of 11% in comparison with the budget figure that was announced in 2014.

Non-staff costs represent roughly 63% of the estimated programme costs and staff costs amount to roughly 37%.

FUNDING GAP ANALYSIS 2015

Provided that the potential funding that has been identified for 2015 (see list on page 60) is materialising and in a timely manner, there will be sufficient funding available this year to carry out all the planned activities.

In addition to the funding that is needed to implement the programme of work 2015, the Secretariat will also have to ensure that, by the last quarter of 2015, it has sufficient additional funds at its disposal to do all necessary budget commitments to ensure programme continuity for 2016 (and in particular extending the staff contracts until at least end of March 2016).
## PARIS21 - Work Program Budget 2015 (in Euros)

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRATEGY</strong></td>
<td>1,314,270</td>
</tr>
<tr>
<td>NSDS - Africa &amp; Arab States</td>
<td>293,500</td>
</tr>
<tr>
<td>NSDS - Latin America &amp; Caribbean</td>
<td>95,520</td>
</tr>
<tr>
<td>NSDS - Asia &amp; Pacific</td>
<td>224,500</td>
</tr>
<tr>
<td>NSDS - Europe &amp; Caucasus</td>
<td>20,200</td>
</tr>
<tr>
<td>Peer-reviews</td>
<td>97,800</td>
</tr>
<tr>
<td>Overall operational expenditures</td>
<td>24,750</td>
</tr>
<tr>
<td><strong>P21-STAFF</strong></td>
<td>558,000</td>
</tr>
<tr>
<td><strong>ACCESS</strong></td>
<td>1,013,310</td>
</tr>
<tr>
<td>Accelerated Data Programme (ADP)</td>
<td>350,700</td>
</tr>
<tr>
<td>International Household Survey Network (IHSN)</td>
<td>321,930</td>
</tr>
<tr>
<td>Overall operational expenditures</td>
<td>22,680</td>
</tr>
<tr>
<td><strong>P21-STAFF</strong></td>
<td>318,000</td>
</tr>
<tr>
<td><strong>MONITORING</strong></td>
<td>1,248,805</td>
</tr>
<tr>
<td>Monitoring &amp; Reporting: PRESS, CRESS, NSDS, online portal</td>
<td>79,100</td>
</tr>
<tr>
<td>PARIS21 Board, Executive Committee, Evaluation</td>
<td>103,390</td>
</tr>
<tr>
<td>Informing a Data Revolution</td>
<td>424,800</td>
</tr>
<tr>
<td>Overall operational expenditures</td>
<td>20,515</td>
</tr>
<tr>
<td><strong>P21-STAFF</strong></td>
<td>621,000</td>
</tr>
<tr>
<td><strong>SKILLS &amp; KNOWLEDGE SHARING</strong></td>
<td>1,504,475</td>
</tr>
<tr>
<td>Studies and Guidelines / NSDS guidelines</td>
<td>364,000</td>
</tr>
<tr>
<td>Task Teams</td>
<td>9,460</td>
</tr>
<tr>
<td>Participation of statisticians to partners events</td>
<td>39,810</td>
</tr>
<tr>
<td>Support to countries advocacy</td>
<td>45,910</td>
</tr>
<tr>
<td>Advocacy / user-producer workshops at regional &amp; national level</td>
<td>428,260</td>
</tr>
<tr>
<td>Advocating the development of statistics / big data initiatives</td>
<td>152,660</td>
</tr>
<tr>
<td>Website, contact database, other communication tools</td>
<td>30,220</td>
</tr>
<tr>
<td>Overall operational expenditures</td>
<td>36,155</td>
</tr>
<tr>
<td><strong>P21-STAFF</strong></td>
<td>398,000</td>
</tr>
<tr>
<td><strong>GRAND TOTAL PWB 2015</strong></td>
<td>5,080,860</td>
</tr>
</tbody>
</table>
# PARIS21 Programme
## Funding Gap Analysis 2015

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong></td>
<td><strong>Budgeted expenditure</strong></td>
</tr>
<tr>
<td></td>
<td><strong>5,080,860</strong></td>
</tr>
<tr>
<td><strong>B</strong></td>
<td><strong>Income:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>4,787,462</strong></td>
</tr>
<tr>
<td></td>
<td><em>Voluntary Contributions available at 01.01.2015</em> 1)</td>
</tr>
<tr>
<td></td>
<td><strong>4,578,230</strong></td>
</tr>
</tbody>
</table>
|          | *Voluntary Contributions accepted in 2015:*  
|          |  
|          | *Australia*                               |
|          | **209,232**                               |
| **C = (A-B)** | **Initial funding gap**                     |
|          | **-293,398**                              |

**D**  
**Potential funding** 2)

- **D1** VCs accepted - subject to Parliamentary approval or funding needs  
  - None

- **D2** Discussions in progress  
  - *Canada* - 200,000 CAD - period: 01/01/2015 - 31/03/2016  
    - **148,124**
  - *Korea* - annual grant in 2015  
    - **40,000**
  - *Switzerland* - 2-year grant 2015-2016 (220,000 CHF per year)  
    - **206,845**

- **D3** Other possible contributions  
  - *Eurostat* - on-hold, pending conclusion of new Framework Agreement EU-OECD  
  - *Australia*  
  - *Belgium*  
  - *FAO*

| **E = (C+D)** | **Current funding surplus - PER YEAR** |
|              | **101,571**                             |

| **F** | **Estimated financial commitments for 2016** 3) |
|       | **615,355**                                   |
| **G = (E-F)** | **Estimated end/year funding gap**             |
|         | **-513,784**                                  |

1) This includes 2015 staff & non-staff committed funds for € 1,385,980 as at 01.01.2015 (see expenditure report)

2) All information as of 17 March 2015

3) This corresponds essentially to estimated staff contract commitments: This corresponds to contract extensions that are made in the last quarter of 2015 to ensure programme continuity (staff contracts extended until end of March 2016).
6.
REPORT ON
PROPOSED
METHODOLOGIES
ON BAPS
INDICATORS
METHODOLOGIES FOR BAPS INDICATORS

The purpose of this concept note is fourfold.

First, it outlines the current methodology and implemented changes to the measurement of the “use of statistics in the policy making process” (BAPS logical framework indicator 0a) in developing countries which PARIS21 is tasked to report on as part of its role as the Secretariat of the Busan Action Plan for Statistics (BAPS). The indicator arises from the BAPS declaration adopted in November 2011 and which states that statistics should be fully integrated in decision making by ensuring that “policy makers and program managers [...] understand how to use statistics effectively”.

Second, the note proposes a new indicator for “references in global summits” (BAPS log frame indicator 4a) to statistical development and/or data gaps. The proposed measure uses data from annual reports of UN specialised agencies and is based on the revised methodology for the “use of statistics” indicator.

Third, the concept note outlines concrete steps for the development of an indicator for “statistical literacy” (BAPS logical framework indicator 3b) based on three levels. The proposed indicator covers the full range from (1.) primary and secondary school knowledge, to (2.) tertiary-level knowledge and (3.) occupational skills. It is proposed that a task team be set up to develop this indicator.

Fourth, and lastly, the note proposes a new indicator to “evaluate the quality of National Strategies for the Development of Statistics (NSDS)” (BAPS logical framework indicator 1b) at the design stage of the NSDS and assess the relevance and impact at the final stage.

1. PROPOSAL FOR CHANGES TO INDICATOR 0A: “USE OF STATISTICS”

The current methodology is a scoring approach based on text and content analysis in country’s Poverty Reduction Strategy Papers (PRSPs), medium-term strategies and National Development Programs (NDPs) to ensure an adequate coverage of public policy documents. This version of the indicator has been used in previous years to report on the BAPS and PARIS21 logical frameworks.

The proposed changes to the current methodology will reduce the work load of manually compiling the scores and make the results more robust by using automation/ text mining techniques. It also proposes a more comprehensive methodology that goes beyond counting “references to statistics in PRSPs” and towards capturing the actual “use of statistics in policy making”. This measure would:

1. Be applicable more frequently and to a larger number of PARIS21 target countries (IDA, LIC, LMIC and all African countries). The scope of the PRSP-based methodology is currently limited to 45 countries and relies on infrequent publication intervals of PRSPS.
2. Go beyond government strategy and also capture the use of statistics by other user groups, particularly (1) at the sectoral level, i.e. national policy makers in line ministries and (2) at the international level, i.e. international policy makers.
1. KEYWORD SEARCH OF BASIC FACTS IN PRSPS (WEIGHT: 50%)

- Current Statistics (weight: 25%)
- Historical Trends (weight: 12.5%)
- Forecasts (weight: 12.5%)

Examples of keywords used for category “Poverty”: Growth in poverty; Headcount poverty; ...

Implemented changes

1. Keyword search is fully automated using a custom text mining package in the R open software
2. Part-of-speech (POS) tagging is used to identify and distinguish past, present and future tense.
3. Word stemming applied to both keywords and the PRSPS to make them comparable.
4. Frequency counts of keywords are weighted inversely proportional to the number of sentences in a document. All scores are pre-multiplied with \( s/\bar{s} \) where \( \bar{s} \) is the average number of sentences per document in the sample and \( s \) is the word length of the document analysed. This is to rule out that the positive development is attributable to an increase in document size rather than more references to statistics.

2. DISAGGREGATED DATA IN PRSPS (WEIGHT: 15%)

a. Keywords from previous section, disaggregated by tense, topics (Poverty; Economic Growth, etc.) and divisions (Geography; Rural/Urban; Income inequality; Gender; Age).

Implemented changes

1. Fully automated by counting the unique interactions of keywords from the list of topics and divisions within the same sentence, by past, present and future tense.
2. Word stemming applied to both keywords and the PRSPS to make them comparable.
3. Frequency counts of keywords are weighted proportional to the number of sentences in a document.

3. FURTHER ANALYSIS (WEIGHT: 5%)

- Score based on how much further analysis is undertaken in the report. The categories range from
  - “No analysis present” up to
  - “Data correlations; growth models developed; advanced graphs, tables, regressions and/or categorical analyses included”.

Implemented changes

1. Facilitate the identification of further analysis in the documents by restricting attention to figures and tables comprising data and analysis.

4. MONITORING AND EVALUATION (WEIGHT: 15%)

- Comprises four equally weighted, individual scores:
  1. M&E framework in place (yes/no)
  2. Indicator tables available in document and scope of indicators
  3. Percentage of indicators missing baseline
  4. Percentage of indicators missing targets
5. INSTITUTIONAL ARRANGEMENTS (WEIGHT: 5%)

- Assessment of Reporting arrangements for M&E framework
  - Responsibilities delegated to reporting parties
  - Details of reporting processes
  - Timing and periodicity of reports

6. DATA PRODUCTION AND USE (WEIGHT: 5%)

1. Scores given if the report addresses
   a. weaknesses in data collection
   b. initiatives to improve data

**Implemented changes**

1. Keyword search is fully automated
2. Word stemming applied to both keywords and the PRSPS to make them comparable.
3. Frequency counts of keywords are weighted proportional to the number of sentences in a document

7. STATISTICAL CAPACITY DEVELOPMENT PROGRAMS (WEIGHT: 5%)

1. Scores given if the report contains
   a. references to statistical capacity building programs
   b. a section on the NSO and its successes and challenges

**Implemented changes**

1. Keyword search is fully automated
2. Word stemming applied to both keywords and the PRSPS to make them comparable.
3. Frequency counts of keywords are weighted proportional to the number of sentences in a document

A comparison of the new and old methodology for countries with both baseline and milestone results is given in Figures 1 and 2. In both cases, the milestone scores are consistently above or at the same level as the baseline scores (with the exception of Senegal in the new methodology). The difference between baseline and milestone scores with the new method is 9 points. This is down from 15 under the old method but still significant at the 5% level. The cross validation (1) demonstrates that the results are robust to quite substantive changes in the methodology and (2) reinforces the validity of both the manual counting done in the past and the automation to be done in future rounds.
The current methodology essentially counts “references to statistics in PRSPs”. To go beyond this and aim for a more comprehensive indicator for the “use of statistics in policy making”, it is suggested to move to documents that cover a wider range of countries and users of statistics – i.e. (1) international policy makers and (2) national policy makers in line ministries – at a higher frequency.

To this end, the following documents could be added to the PRSP analysis.

1. **Annual PRSP progress reports** which are a more frequent source of information, though limited to policy making and to the same population of countries as PRSPs.
2. **Sector-level documents from line ministries** that cover the use of statistics by different sectors. For the agricultural sector, this would be
   - National agricultural strategies
   - National rural development strategy
   - National investment plan for the agricultural and rural sector

It is proposed to start the analysis with a pilot on the agricultural sector with a focus on FAO annual reports and national-level documents listed above. The analysis of documents can be based on an extension of the **document analysis** in the previous section. This indicator would also be used by the FAO in its reporting as part of its Global Strategy.
2. PROPOSAL FOR NEW INDICATOR 4A: “REFERENCE TO STATISTICS IN GLOBAL SUMMITS”

PARIS21 has further been tasked to develop a results monitoring instrument to track outcomes of all global summits and high level forums. To this end, this note puts forward an indicator to measure the extent to which global summits include reference to statistical development and/or data gaps.

For brevity, it is suggested to apply the revised methodology for the “use of statistics” indicator to outcome documents of global summits. A standardised and frequent source of outcome documents are from annual reports of UN Specialised Agencies: FAO, IFAD, ILO, IMF, IMO, ITU, UNDP, UNESCO, UNIDO, WHO, World Bank, WMO, WTO. These documents are particularly suitable because they cover the most relevant sectors and are published in a comparable format on an annual basis.

3. PROPOSALS FOR NEW INDICATOR 3B: “KNOWLEDGE & SKILLS (STATISTICAL LITERACY)”

The third indicator proposed is designed to measure knowledge and skill sets needed to use statistics effectively. The purpose of this part of the note is to analyse possible data sources and outline their potential and limitations. The indicators explored here cover the full range from primary and secondary school knowledge (Indicator 1), to tertiary-level knowledge (Indicator 2) and occupational skills (Indicator 3).

It is proposed that a task team be set up to develop this indicator using the analysis below as a starting point.

INDICATOR 1: GLOBAL DATASET ON EDUCATIONAL ACHIEVEMENT

**Indicator:** Improvement in primary and secondary school mathematics test scores.

**Exploratory analysis conducted:** An exploratory analysis was undertaken using the Global Achievement Data.\(^1\) The dataset is a panel for 128 countries in 5-year intervals. It links the international achievement tests PISA and TIMSS with regional ones such as SACMEQ, PASEC and LLECE to make student achievement globally comparable.

**Findings:** The dataset only covers 22 of the 77 IDA/Blend countries. In addition, for 2010, there is only one data point available: all IDA/Blend countries except for the Kyrgyz Republic are missing.

**Conclusion:**

- The data availability in 5-year intervals, lack of IDA country coverage and data for the 2010 round, make this indicator insufficient for use as logframe indicator.
- Furthermore, the dataset was assembled as a one-off exercise and it is not clear whether data for 2015 will be available from the same source.

INDICATOR 2: KEYWORD SEARCH BASED ON GOOGLE TRENDS

Indicator: Standardised within-year range of keyword search popularity for the concept ‘statistics’.

Exploratory analysis conducted: Explored the availability and possible transformation of Google Trends data on keyword searches on “statistics”, “probability” and “data” for Anglophone and Francophone countries.

Findings: Figure 1 plots the Google Trends index for keyword search ‘statistics’ for the Philippines and the United States over the time period from 2004 to date. There are two noteworthy observations.

1. The search term popularity is at a higher level in the Philippines than in the United States.
2. The search term popularity is monotonously decreasing over time in both countries.

Both observations can be explained by two time trends.

• The first time trend is that most developing countries have low but fast growing internet penetration rates. The first adopters of this technology are knowledge driven institutions and well-educated people with a stronger affiliation for statistics. With increasing internet penetration, the user pool extends to less educated populations and this change in the population explains the drop in relative importance of the search term ‘statistics’. In the Philippines, for example, internet coverage rose by 640% (from 5% to 37%), whereas in the United States coverage increased at the much lower rate of 20% over the 10 years window.

• The drop in relative search term popularity for the United States is therefore more likely explained by a second time trend: the relative popularity of ‘statistics’ diminishes because the internet grows richer in content.

Figure 3. Relative search frequency of keyword ‘statistics’ for the Philippines and the United States

De-trending the series will remove the time trends and leave us with the salient, seasonal peaks (labelled with the month of observation in Figure 1). In the Philippines, for instance, college semesters start in June and November. In the United States, semesters end in early December and early May and search traffic is highest in the preceding months of November and April. The difference between the peaks and bases can be a useful instrument to measure the search and learning activity related to statistics relative to term breaks.

Conclusion:

• Google Trends data is appealing because it is available without time lag and in high frequency. It also covers over 80% of IDA countries and has data points available for the past two years. Also, the fact

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2 The average low income country had 6.7 internet users per 100 people in 2014, which is up 2/3 from 4.0 in 2010. Source: World Bank, accessed at http://data.worldbank.org/indicator/IT.NET.USER.P2
that the Google search engine is not used in China and not popular in Russia would not have a bearing on the reporting.

- The restriction of the analysis to the population of internet users in a country can be justified by the availability of internet facilities in higher education institutions and statistical schools.
- Finally, concept validity would need to be established. A suitable candidate instrument to correlate against the keyword search behaviour would be the TIMSS (Trends in International Mathematics and Science Study) which is taken by 8th graders in several American States and OECD countries and contains a section on “data and chance”.

**INDICATOR 3: OCCUPATIONAL CLASSIFICATION BASED ON DHS PROGRAMME**

**Indicator:** Increase in percentage of population working as Mathematicians, Actuaries or Statisticians.

**Exploratory analysis conducted:** 118 DHS (Demographic and Health Surveys) from IDA countries were analysed. The International Labour Organization’s (ILO) International Standard Classification of Occupations (ISCO-08) was used to determine the percentage of each country’s population employed in

- category 21: Science and engineering professionals
- category 212: Mathematicians, Actuaries and Statisticians (subcategory of category 21)

**Findings:** While a breakdown of occupational categories to subcategory 212 (Mathematicians, Actuaries and Statisticians) is only available for 6 of the 118 DHS analysed, category 21 is contained in 93 surveys. Across countries, the average percentage of employees in category 21 is about 1%. This statistic doubles from 0.54% for surveys conducted before the median year of 2003 to 1.17% from 2003 onwards.

**Conclusion:**

- DHS are conducted every five years and the indicator can be calculated annually on a rolling basis.
- Data from the DHS program is publicly available, dates back to the 1990’s and covers approximately 90% of IDA countries.
- An immediate concern is that in most surveys occupations can only be categorised at the two-digit category 21. A possible way forward would be to impute values for the subcategory 212 (Mathematicians, actuaries and statisticians) based on the values for category 21 and the share of subcategory 212 in category 21 for OECD countries.

**Table 1. Summary of proposed data sources**

<table>
<thead>
<tr>
<th></th>
<th>Literacy surveys</th>
<th>DHS program</th>
<th>Google Trends</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IDA countries covered</strong></td>
<td>32%</td>
<td>90%</td>
<td>86%</td>
</tr>
<tr>
<td><strong>Frequency</strong></td>
<td>Every 5 years</td>
<td>Annually, rolling basis</td>
<td>Annually</td>
</tr>
<tr>
<td><strong>Population</strong></td>
<td>Secondary and primary school pupils</td>
<td>Adult population in employment</td>
<td>Internet users</td>
</tr>
</tbody>
</table>
4. PROPOSAL FOR NEW INDICATOR 1B: “EVALUATION OF NSDS QUALITY”

The fourth, and final part of the note summarizes the findings and suggestions which emerge from an assignment to advise on an approach to monitoring and tracking the performance of National Strategies for the Development of Statistics (NSDSs). The objective of the assignment was to advise on the development of a systematic process which would facilitate monitoring the implementation of National Statistical Development Strategies by staff and consultants working on behalf of PARIS21. In particular, this note identifies measurable indicators that characterise the quality of a NSDS, focusing on identification of the major themes and subthemes that should be assessed on a regular basis as well as to provide suggestions on how to score and weigh responses to the resulting list of indicators. A set of indicators has been proposed – many of them based on the initial list of ‘NSDS quality indicators’ and are being piloted in a number of countries where PARIS21 is undertaking missions. The draft Framework - an Excel spreadsheet, is attached to this concept note.

MONITORING FRAMEWORK

Building on a generic “Theory of Change”, indicators were re-organized and revised into six major themes. The resulting framework motivates the development of indicators describing current implementation status for each of six key areas of interest. Comments on the scope and coverage of each of these areas are as follows:

1. Information and Status of the NSO. This section provides information about the NSO regarding contact details, status, staffing and the legal framework under which statistical operations are based. The National Statistical Office is the focal institution responsible for preparing and guiding the implementation of the NSDS;

2. Resources and Expenditure, which includes items to clarify the level and sources of funding for the NSDS implementation. In developing this section, it has become clear that there is currently no single framework or template which would enable systematic comparison of resource availability and use across NSDSs. However, it is now possible to gather and compare simple data on budget availability and in particular the relative proportion of annual data collection efforts financed through domestic expenditure and that financed through external assistance. While this is an initial ‘cut’ on the many issues surrounding resource availability and adequacy for NSDS implementation, it is strongly recommended to develop a more robust template for documenting and organizing information on the sources and uses of funds for statistical capacity development. This would enable more robust analyses of the tensions and dynamics faced by NSOs as they seek to balance responsiveness to external financiers and domestic users. Further work on the definition and tracking of the uses of financial resources, in particular, explicit tracking of expenditures on data analysis, data dissemination and activities designed to encourage the use of information among key user groups should be a priority for further refining this part of the monitoring framework. This Theme also seeks to assess coordination arrangements of development partners in supporting the NSDS and whether this support is aligned to the NSDS.

3. Demand Responsive. By including a section which explicitly attempts to assess performance on being responsive to demand (in two dimensions: i) supply of information necessary to track achievement of national planning/poverty reduction goals, ii) meeting statistical needs of specific user groups) the framework attempts to signal the salience of developing specific ‘demand responsive’ policies in the preparation and implementation of NSDSs. Key steps in this process include identification of priority user groups (preferably in highly specific terms) and of the data requirements for each. In the absence of deliberate work to define and systematically reach out to user groups, NSOs may miss opportunities to enhance and broaden ownership of national statistical
development. Doing so will also help NSOs balance the demands of external agencies and financiers, with those of domestic audiences and users. At the very least, encouraging NSOs to monitor their efforts to be responsive to demand could help them become more proactive in encouraging the use of data in decision making.

4. **Dissemination and Use.** To overcome the natural tendency to focus exclusively on the many challenges of collecting data, the framework also includes a section to capture specific efforts to encourage dissemination and use of data. By monitoring these activities, the framework may help NSOs identify opportunities to strengthen dissemination activities, with relevant work ranging from efforts to improve connectivity among and between the NSO and user groups to work to stimulate (e.g. through grants management activities) particular dissemination and analytic tasks. Although not currently a major focus of NSDSs, developing proactive dissemination strategies could help NSOs as they work to become leaders of improved use of data in decision making.

5. **Data Quality.** NSOs and NSDSs are typically the primary body with responsibility for monitoring the quality of administrative and survey data collection activities and for the establishment and monitoring compliance with international and domestic data quality standards. This section of the framework attempts to capture the major elements of NSDS contributions to improving data quality.

6. **Results and Performance.** This section of the framework asks for information to help in assessing the degree to which the NSO (and perhaps eventually user groups) are regularly monitoring NSDS implementation and responsiveness. Key issues to be reviewed include routine preparation of Annual Work Programs and making these open and accessible to various user groups, monitoring changes in the organizational structure and policies and reviewing the adequacy of and preparing plans for improving basic communication and ‘connectivity’ among and between NSOs, user groups and various levels of administration. The Theme also assesses whether the implementation of the NSDS has brought about new innovations in data collection, management and dissemination.
7. UPDATE ON NSDS GUIDELINES
UPDATE OF THE NSDS GUIDELINES

The NSDS Guidelines 2.0 were launched at the last PARIS21 Annual Meetings on 2 April 2014, and are available at http://nsdsguidelines.paris21.org/, now in four languages: English, French, Portuguese and Spanish. The Guidelines are also available on CDs to facilitate their use in poor Internet connectivity conditions, and specific training material on the new Guidelines has been developed by the PARIS21 Secretariat. Since April 2014, the Secretariat has organised training and awareness-raising sessions at the regional level (11 countries in Far-East Asia and 5 countries in East Africa, at the AFRISTAT Directors Meeting in September and at the Statistical Commission for Africa (StatCom-Africa) Meeting in Tunis in December), at the country level (Burundi and Tunisia), and also for future statisticians (at ENSEA Abidjan).

The Guidelines are however still constantly evolving, based on experience and feedback from users in all continents, changes in the international agenda, and new approaches and innovations developed by practitioners. To answer this evolving context, and in order to monitor the evolution of the NSDS Guidelines in an efficient and structured manner, the PARIS21 Secretariat has established an NSDS Guidelines Reference Group with experts from countries and organisations from all regions, and co-chaired by Statistics Canada and PARIS21. The Reference Group meets once a year approximately 2 months before the PARIS21 Annual Meetings and on an ad hoc basis as needed. The PARIS21 Secretariat collects comments on the Guidelines, includes minor changes and the Expert Reference Group discusses and approves the major changes to the NSDS Guidelines, and proposes modifications, additions, and further research on the Guidelines as needed. The updates approved by the Reference Group are then presented for information to the PARIS21 Board. Terms of References and membership of the Reference Group are enclosed.

At its first meeting on 18 February 2015, the Expert Reference Group discussed and approved updates related to four issues: the Small Islands Developing States (SIDS); the Regional Strategies for the Development of Statistics (RSDSs); the post-2015 development agenda; and the introduction of a data planning module. The sections on SIDS and on RSDSs have been updated, and two new sections have been introduced, on the Post-2015 Agenda and on the NSDS Data Module.

1. **Small Islands Developing States (SIDS):** the text on SIDS in the Chapter *Fragile States and SIDS* has been rewritten. The new text complements the previous one and includes recent information and analysis originating from a paper prepared by PARIS21 for the Forum “Advancing statistical development in SIDS in the post-2015 era” at the Third International Conference on SIDS (Apia, Samoa, 1-4 September, 2014).

2. **Regional Strategies for the Development of Statistics (RSDSs):** The previous text has been slightly amended in order to show (see chart) that the RSDS is influenced by two dimensions: it reflects the needs emerging from the gaps observed in the NSSs; and it includes actions linked to the specific mandates of the regional body (e.g. economic integration) and to regional priorities and frameworks. Changes are in track mode for information to the Board.

3. **Post-2015 Agenda:** this added section relates to the post-2015 agenda process, which includes important initiatives regarding data (“data revolution for the SDGs”) and will strongly impact the NSSs. The new section shows the main initiatives recently taken regarding SDGs and statistics by
various players at the international level. It pictures the dimension of the changes that will take place in the statistical systems that will have to be reflected in the post-2015 NSDSs.

4. **NSDS Data Module**: PARIS21 is preparing a tool to help in the preparation of one the key dimensions of NSDSs: the planning and costing of the strategy. This instrument will show on the basis of estimations in each country of unitary costs of data collection (surveys, censuses, etc.) the resources to be mobilised. It will provide a more specific monitoring logframe and form a more robust basis for the decision makers. The new section introduces this new tool, which will be finalised in the next months.

In addition to these updates and additions, new examples of more recent NSDSs/RSDs finalised documents and roadmaps will be added to the Guidelines.

In terms of further development of the Guidelines, the Expert Reference Group recommended to the Secretariat the following:

- Improve the text on fragile states/countries in transition in the Chapter Fragile States and SIDS;
- Develop further the chapter on RSDS, in particular to cover countries that never had an NSDS;
- Develop further the Post 2015 Agenda chapter to reflect the discussions in the next months;
- Continue developing the NSDS Data Module section;
- Add a chapter on the financing of NSDSs (good practices and challenges to finance NSDSs and NSSs, good practices in mobilising national and external funding, etc.); and
- Add a chapter on the better use of administrative data (i.e. CRVS) in NSDSs.

Moreover, the Expert Reference Group agreed that, further to a proposal from UNESCWA, Palestine be added as a member of the Group to represent the Middle-East region.

AFRISTAT and UNESCAP requested specifically that PARIS21 takes the lead to inform/train countries on the implications of the Post 2015 for NSDSs.
8. PARIS21 STRATEGY 2016-2020
PARIS21 STRATEGY: 2016-2020

1. CONTEXT

1.1 THE EMERGING POST-2015 WORLD

A new challenge: Moving from more data to a truly transformative agenda.

The global statistical landscape in 2015 is very different from that of 1999 when PARIS21 was created. Sixteen years ago, there was a critical and urgent need to help developing countries produce more and better data to underpin the Millennium Development Goals (MDGs), build a culture of evidence-based decision-making, and strengthen accountability and good governance. Today, the challenge is not just producing more and better data to respond to an ever growing demand, but also supporting its effective use to lead to better policies and ultimately better lives.

With the expected adoption of the Sustainable Development Goals (SDGs) in September 2015, the international community will have agreed on a comprehensive and long-term policy framework that is universal and transformative. Making progress towards the SDGs will require not only better coordination of policy agendas, but also of statistical programs to support monitoring and decision making at all levels – national, regional, and global.

Innovations are driving new opportunities…

What is driving the increased importance of data in everyday life? First, technological and institutional innovations have unlocked unprecedented new opportunities in data production, dissemination, and analysis. The volume of data in the world is increasing rapidly both from traditional and new sources, as technology makes possible new, more immediate, and often more detailed ways of collecting it – for example through mobile phones. This has led to experimentation, innovation, and adaptation – a true data “revolution.” Second, increased demand for data has spread to new stakeholders and new agendas. Data has democratised, in that it is being produced and used by a greater range of actors, from governments to private companies, researchers, and civil society more broadly – leading to rising expectations for how data can be used to enhance decision-making and transform lives.

…but also new risks.

At the same time, the data revolution poses new risks and challenges related to how data are accessed and used, including issues of privacy, reliability, and other concerns, particularly with non-official and “big” data. It has become clear that the ability to access, analyse, and use data imparts power – the power to know what is happening on any particular issue, what could and should be done, and the impact of actions and policies – which may not always be wielded for the public good.
Statistical systems are improving generally, but inequalities between countries are growing.

While significant inroads have been made in developing countries to plan for and build better statistical systems for data production and management, capacity weaknesses persist in many countries even for simple statistical analysis and the presentation of statistical information in a user-friendly and policy-relevant format. Moreover, countries continue to experience severe financial constraints, preventing National Statistics Offices (NSO) from undertaking their core statistical collections on a regular basis without ongoing support from development partners. Indeed, there are huge and growing inequalities in countries’ abilities to produce, analyse, disseminate, and use quality data. Some countries have seen an exponential growth in available data from a wealth of new sources, and know how to and have the resources to take advantage of it. Others have remained behind, lacking the capacity and specialised skills to deal with non-official data, and the needed institutional culture and knowledge for managing the risks and reaping the potential rewards of a rich new data ecosystem.

The task ahead – Bold action is needed.

There is a clear need to become bolder, pursue a wider vision of statistical capacity building, and sustain this vision over time. The value of statistics for evidence-based policy making, monitoring and evaluation of national development programs, and accountability has become widely accepted and increasingly relied on by all parts of government and civil society. The data revolution provides the potential for a sweeping approach to strengthen this demand even further, and improve data production and access to meet it.

As the new development and data environment is defined over the next few years – through the post-2015 and SDG discussions in particular – there is a greater need than ever for cooperation and coordination in the international community to ensure that the new data ecosystem serves the public good. All countries – particularly developing countries – will also need strong strategies that lay out their statistical priorities, needs, and interests in the immediate period ahead.

The strategy proposed in this document is placed within this new context. PARIS21 must play its part, in collaboration with others, in delivering on the expectations and demands of the international community – including the statistical development community but also reaching far beyond.

1.2 PARIS21’S AGENDA REVISITED

While PARIS21 has a strong track record...

A recent evaluation of PARIS21’s work concluded that the partnership has been very successful at meeting its original mandate and objectives, including putting statistics at the heart of policy making and development, through targeted advocacy at the country and regional level; helping NSOs better coordinate and strengthen National Statistical Systems (NSSs), through National Strategies for the Development of Statistics (NSDSs); and supporting countries to improve data management through its Accelerated Data Program (ADP) and International Household Survey Network (IHSN) work.

Moreover, PARIS21 has become a genuine voice of support for developing countries, by highlighting and championing their statistical needs within the evolving discussions and agendas of the Busan Action Plan for Statistics (BAPS), post-2015 discussions and the data revolution. It has also responded resourcefully to their urgent and varied statistical needs, taking advantage of the partnership’s flexibility and of its ability to take risks more easily than other organisations.
Nevertheless, important challenges remain to match data production to user needs and demand, strengthen coordination around and monitoring of support for national capacity building strategies, ensure sufficient funding for data production needs in general and with regard to the response of National Statistical Offices to the SDGs in particular, and help countries adapt to the data revolution.

…… there is now a need for PARIS21 to expand and evolve.

In 2013, the High Level Panel on the Post-2015 Development Agenda called for a data revolution and the establishment of a global partnership on development data. The Independent Expert Advisory Group on the Data Revolution (IEAG), in its November 2014 report, provided a clearer idea of what “data revolution” means, while PARIS21’s Informing a Data Revolution (IDR) Road Map Document discusses how it can happen at the country level. Parallel progress has not yet been made in the institutional implications and design of a global statistical system to respond to the new challenges. While some actors are calling for the establishment of new global institutions, programmes and mandates, others would prefer to strengthen existing structures.

The present document argues that PARIS21 can provide a middle ground, combining institutional innovation with a reality check from a truly bottom-up country perspective – ensuring that new approaches are aimed ultimately at delivering on core country needs. Indeed, the evaluation revealed a clear and strong demand for PARIS21 to respond proactively and flexibly to the new and emerging demands of the evolving data ecosystem – particularly through its ongoing work on the IDR project – while continuing and building on its core work of helping countries develop national statistical systems that provide the foundation to improve peoples’ lives. PARIS21 stands ready to respond to the various calls for a more inclusive partnership, bringing together a wider variety of data producers and users, with the aim to better serve the development community and respond to the needs of the SDG Development Framework, and the post 2015 development agenda, as well as hasten in the new data ecosystem and reap the opportunities of the data revolution.

Building on the evaluation’s broad recommendations, this document sets out a specific strategy for PARIS21 for the period 2016 to 2020. This will be a key period for seeking strengthened and sufficient investment in statistical systems to support the consensus that emerges from this year’s discussions on the SDGs and post-2015 agenda, and for laying out a road map to harness the data revolution for the benefit of development.

The proposed strategy implies a game-changing shift in the contributions of PARIS21’s partners, with regard to their relation to the Secretariat and to the overall statistical and development governance framework. Notably, their support and guidance will be needed in integrating and championing PARIS21’s unique role within the wider development and statistical community.

2. VISION

THE ROLE OF THE PARIS21 PARTNERSHIP IN THE OVERALL DATA AND DEVELOPMENT LANDSCAPE

The governance of the global statistical landscape stands at a crossroads. There is wide consensus that reforms are needed to find a better balance between the need for global monitoring on the one hand, and strengthening capacities at the local level to produce the data needed to improve people’s lives on the other hand. Several proposals are on the table: The UN Secretary-General’s synthesis report has called for the establishment of a new global partnership on development data, and the UN Statistical Commission’s Friends of the Chair Group called for a High Level Group for Partnership Coordination and Capacity Building for post-
2015 monitoring. There also exist several suggestions for the creation of other groups and institutions such as a Global User Network.

The discussions so far have not led to any emerging consensus on which arrangement will be pursued; and the negotiations might continue for some time. Hence, it is an appropriate time to think strategically about how PARIS21 will fit into the new emerging data ecosystem.

Towards a broader and more inclusive partnership

The data revolution discussions that have taken place over the last year and a half have brought together different groups involved in data that previously did not interact: think-tanks like the Center for Global Development, foundations such as Gates and Hewlett, NGOs such as ONE and Oxfam, and businesses such as telephone companies. Academics have started to exchange ideas with existing partners including representatives of NSOs and UN agencies. These exchanges have proved very useful and led to the organisation of multiple events such as the “London workshop” in July 2014 and the upcoming Data Festival in Cartagena, Colombia. Through its partners or secretariat, PARIS21 has been involved in many events, either as an organiser or contributor. It has positioned itself as a facilitator of informed dialogue between different communities and has been able to link those discussions back to the “traditional” statistical community.

It has become clear also that more “outreach” to and possible alliances with other data communities of relevance to the evolving development and data revolution agendas – e.g. to environmental groups - will be necessary to help fill the identified gaps in the data landscape approaching post-2015. A mapping exercise of the various other development data groups and an exploration of the possibilities to associate them with the PARIS21 partnership is required. A first, promising step has been already undertaken with the Data-Driven Development Initiative at the World Economic Forum, which should be pursued.

Overall, this strategy proposes a role for PARIS21 that continues to be focused on and responsive to the core needs of developing countries for statistical capacity building, but that also expands enough to help position countries effectively to take advantage of new opportunities. To this end, PARIS21 aims to focus its activities around four key roles: knowledge-sharing and innovation incubator; advocacy; coordination and monitoring; and technical support.

KNOWLEDGE-SHARING AND INNOVATION INCUBATOR

Understanding the new data environment is key to “harnessing” it. There are high expectations on the contribution that data and statistics can make to governance and development goals. A complex and rapidly evolving data ecosystem, as well as the new SDGs, present both opportunities and risks which countries need to understand better. Having earned the trust of developing countries, PARIS21 is well-placed to provide a bridge between them and the multiplicity of data interests and agencies currently working on data and involved in monitoring the SDGs, and facilitate a knowledge and innovation exchange that brings together and shares the experience of individual partners and clients. Through its wide partnership, it can advise on the suitability and sustainability of innovations, and share other countries’ experience. It also has the flexibility to implement pilot projects for statistical capacity building, and identify specific needs for which innovations would be tested - from improved data collection and use of technology to new methods in analysis, user promotion and data dissemination in a cost-effective manner.
ADVOCACY

The interests in data and statistics needs of developing countries must be championed in the context of intensifying post-2015 discussions. PARIS21 already has a strong track record of being a voice of support for developing countries’ interests in the Marrakech Action Plan for Statistics (MAPS), BAPS, post-2015, and data revolution discussions. It will need to remain as engaged as possible in initiating dialogue on new and emerging statistical issues relevant to any ongoing and new discussions to ensure that the interest in the data and statistics needs of developing countries remains in the forefront. At the local level, there is a continuing need to raise demand for data and statistics in decision-making, and strengthen the related support and funding for its provision at the highest and broad levels of government.

COORDINATION AND MONITORING

With more actors and a more complex data landscape, there is a need to strengthen existing institutional frameworks and partnerships to make them fit for that purpose, ensuring that joint efforts ultimately benefit developing countries. The ever-increasing demand from the international community and national actors for more and better data provides a unique opportunity for PARIS21 partners to increase their involvement in statistical capacity development, funding, and coordination. Given its diverse membership and its ability to adapt itself in flexible configurations, PARIS21 has demonstrated that its strongest comparative advantage is in rallying, facilitating, and coordinating its partners. Its work so far (on NSDSs, Partner Report on Support to Statistics (PRESS), Data Management, etc.) gives it an advantage at the country and regional level in particular, but there is a need to play a stronger role at the international level too and strengthen the coherence and synergies of the interventions of its individual partners, in particular with regard to their commitments to international initiatives. PARIS21 has built a reputation for expertise in facilitating discussions and seeking agreements on key issues and strategies to strengthen data and statistics among all relevant partners and it must build on this role, especially where it can do so through a country-level prism. Moreover, PARIS21’s already established role as a monitor of funding commitments from both donors and developing countries (through its PRESS and Country Report on Support to Statistics (CRESS) reports, respectively), of the NSDS processes worldwide, as well as the BAPS indicators on the use of statistics will need to be reinforced with the monitoring of countries’ measurement capabilities.

TECHNICAL SUPPORT

Significant inroads have been made on PARIS21’s core objective of strengthening NSSs, but there is a continued and evolving agenda. There is still a way to go to implement strategies [NSDSs 2.0], update these strategies to help countries seize the opportunities of the data revolution, and meet the new demands for development data, including from the SDGs. PARIS21’s neutrality has earned it the trust of developing countries, and a strong relationship with NSOs, giving it a strong advantage in continuing to provide guidance and develop frameworks, with a focus on improving national statistical systems, strengthening regional cooperation and improving access and use of statistics.

3. OBJECTIVES

3.1 KEY OBJECTIVES

In 2015, the international community will establish a new post-2015 framework with the SDGs at the core of the agenda. Additionally, decisions related to the global governance structure of the international statistical system will be aligned with the data revolution discussions and outcomes. PARIS21 will closely monitor these
discussions and, when appropriate, adapt its objectives to the emerging global landscape. PARIS21 will continue to strengthen and develop alliances with other actors on specific issues that go beyond its expertise and reach out to the non-traditional actors, in particular user groups and other partnerships on thematic topics.

The following four broad objectives are in line with the BAPS implementation strategy and continue to deliver on PARIS21’s core activities while also allowing room for new ones.

**KNOWLEDGE SHARING AND INNOVATION**

- Produce and share knowledge on and, where appropriate, spearhead innovations in data and statistical capacity development.
  - Take part in, and consider organising, global dialogue and fora on data and development bringing together a wide range of data users and producers. As relevant and needed, and in cooperation with other key stakeholders, produce materials (reports, flagship publications) to inform discussions at events – e.g. an analysis of countries’ performance in improving their capacities on measurement, statistics and data production, and dissemination.
  - Become a resource and knowledge hub where partners and countries can identify, assess, and draw upon the latest innovations, best practices and other relevant tools
  - Conduct regular peer reviews of partners and countries to monitor progress.
  - Develop and regularly update an inventory of selected technological, institutional, and organisational innovations based on their cost-effectiveness and suitability to the needs of national statistical actors.
  - Produce lessons-learned on specific issues based on PARIS21’s cross-regional and cross-sectoral engagement.

**ADVOCACY**

- Continue to enhance the status of statistics in major international initiatives to ensure that consequent data requirements are well-funded.
  - Develop multimedia advocacy material, facilitate developing partners’ involvement in international debates and initiatives, and provide expertise at international fora.

- Enhance the status of statistics and statistical systems at the national level and ensure the government’s priority and support.
  - Highlight and advocate for the importance of statistics to policy-makers from various areas to secure their support (financial and otherwise) in national statistical development, in particular through the identification of champions for specific issues.
  - Advocate for proper funding for data and statistics initiatives, from both domestic and external resources.

- Continue to incentivise increased use of statistics by policy-makers, businesses, and civil society in policy-making.
  - Promote local research by academics and policy think tanks through an increased access to official statistics.
- Emphasise the public good of these statistics as fundamental to creating an environment of evidence-based decision making.
- Empower citizens and increase statistical literacy through informed user-producer exchanges, training of journalists and other infomediaries, and the development of multimedia material adapted to the relevant country and regional contexts.
- Bolster governance and country specific development directives by improving the relevant data legislation and policies.

COORDINATION AND MONITORING

- Facilitate discussion on key issues affecting data and statistics, and seek agreements on needed action where appropriate, among all relevant partners, at the national, regional and international levels.
  - Take part actively in the design and implementation of any possible global discussions on development data, and other relevant international initiatives.
  - Explore the feasibility of a data and statistical capacity “compact,” to be signed by partners and countries. If approved, this compact would set out a commonly agreed “global” framework of data capacity building priorities, translated into individualised commitments anchored in countries’ NSDS or in Regional Strategies for the Development of Statistics (RSDS). A light touch peer review process would provide the tool for holding partners accountable and would serve as a coordination tool among PARIS21 partners.

- Strengthen the capacity of countries to monitor and measure their development progress.
  - Build on PARIS21’s already established tracking and monitoring role of financing contributions through the PRESS and CRESS, NSDS, and BAPS indicators, to include a more comprehensive statistical capacity assessment of countries (in collaboration with the World Bank, among others).
  - Continue to develop and improve tools for improving coordination at the country level in particular with regard to strategic planning, data management and costing, and inter-governmental agencies processes.

TECHNICAL SUPPORT

- Continue to strengthen capacity in National Statistical Systems and its linkages to decision making processes.
  - Assist traditional partners to engage in dialogue with non-official data producers and users.
  - Improve regularly the NSDS process through its design, implementation and evaluation.
  - Improve the statistical legislative landscape to facilitate data production and dissemination.
  - Pilot innovations and extract lessons learned for scaling-up by partners where adequate.
  - Strengthen the coordinating role of NSOs within the governmental architecture and non-official data producers.

- Foster and improve the production and dissemination of quality data for development.
  - Improve access to traditional and non-traditional data.
  - Foster collaboration among official data producers for production and dissemination of survey and administrative data including civil registration and vital statistics.
Undertake country expert and peer reviews.
Collaborate with regional support centres to ensure economies of scale and the development of context-specific approaches and solutions.

4. MEANS OF IMPLEMENTATION

4.1. INCLUSIVE, ENGAGED, AND RESPONSIVE PARTNERSHIP

PARIS21 will continue to create an inclusive environment for all stakeholders. When appropriate and to offer new perspectives, PARIS21 will seek to bring in new partners from outside organisations, alliances, or networks (whether in the private sector, foundations, civil society organisations, and infomediaries) that can contribute to delivering on the key objectives outlined in section 3. PARIS21 has already started to reach out to other communities (including specialised agencies as well as other stakeholder groups, such as in the environmental community) with a few pilots within the Data 4 Development and Data 4 Climate Change initiatives. It will continue to seek the advice of its Executive Board and advisory groups – such as the High Level Advisory Group that has been informing and advising on this strategy – on when and which potential new partners or groups to invite in, to help address what issues, and under what conditions.

Building on its achievements in bringing in new partners as needed (e.g. the Gates Foundation on the data revolution), PARIS21 will generally seek to maintain a flexible approach to gathering relevant actors for particular issues, possibly in adaptable and time-bound configurations, as needed and most appropriate to the theme at hand. This flexible approach allows PARIS21 to balance the trade-offs between the desirability of being a more inclusive – but also bigger and more unwieldy – partnership, and the need to remain participatory, nimble, and productive by remaining smaller.

PARIS21’s ability to demonstrate results and value-added in tackling – in collaboration with the right group of interlocutors and partners – an expanded range of important and complex issues is critical to galvanising and maintaining high level attention and support beyond PARIS21’s “traditional” NSO audience. PARIS21 will seek to strengthen the engagement and ownership of partners by providing means of independent coordination, i.e. regular peer reviews of partners to monitor progress.

Given the ongoing nature of the discussions on data and development objectives, there will be a need for the implementation of this strategy to evolve, even as the broad strategy itself remains steadfast. Yearly revisions of the workplan will provide an opportunity to consider adaptations to respond to evolving needs and new requests, to review feasibility relative to available funding, and to focus partners on the tasks ahead. A planned mid-term evaluation of the strategy – in 2018 – will also provide an opportunity for deeper reflection on the strategy’s continued adequacy relative to the evolving environment, and the consequent adequacy of funding expectations.

In the short-term, PARIS21’s focus is expected to continue to be on developing countries and regions, in particular IDA-eligible, least developed, and post-conflict and fragile countries. It may be useful to review the target countries at the time of the mid-term evaluation.
4.2. RESOURCES

In order to carry out the mandate and objectives presented in this strategy, a significant scaling up of funds for the Secretariat will be required, based on the average level of expenditure from 2011 to 2015. Commitments from donors must be sought in a targeted manner, adapted to an ever-changing environment, but will need to be reliably secured through multi-year, untied funds that cover the full duration of the strategy (2016–2020). These financial needs will be periodically reassessed in collaboration with donors, and as expected activities change.

PARIS21 will continue to look to broaden the financing base beyond the donors that have been involved so far, in particular looking to increase the involvement and participation of private foundations (as with the IDR project). In addition to additional funding, PARIS21 partners will need to scale up their inkind engagement through:

- A stronger advocacy role, acting as champions of statistical development as relevant through chairing, speaking and mission-team leader roles.
- The provision of remote expertise, as well as the dispatching of technical experts to the Secretariat on a temporary basis, and/or a longer term basis through secondment processes.
- The engagement in task teams as set up by the governing bodies of PARIS21.

4.3. SECRETARIAT

The implementation of this strategy, as drafted, will require a competent secretariat with a diversity of skills and experience relevant to the mandate. As supported by and recommended by the recent evaluation, a solid – and enlarged – core of long-term staff will be essential, complemented by bringing in additional experts for specific tasks or projects as needed.

To involve partners more closely in the processes of PARIS21, key partners will be invited to second staff to the Secretariat on a regular basis but for specific, limited periods.

The secretariat will need to maintain flexible engagement processes to allow it to adapt quickly to a changing environment and take on board new activities when necessary – and when financing can be secured – reacting quickly to the new demands from the international community and its partners.

The secretariat will continue to strengthen the communication strategy, so as to trumpet successes more, advertise best practices, and generally make policy-makers and a broader public aware of PARIS21’s work through its website, newsletters, and other means.

5. CONCLUSION

With the strategy outlined above, PARIS21 aims to continue its core role in providing support to developing countries to build statistical capacity, while also acknowledging and encompassing the need to help countries adapt to the current data realities and context and to the expected objectives of the post-2015 agenda, and respond to calls for greater coordination among the various actors in the statistical and development landscape and for a more inclusive and engaged partnership.

By providing up-to-date and innovative expertise to help developing countries strengthen their national statistical systems, and foster greater use of statistics by all, PARIS21 will seek to make data and statistics a
high-quality, well-managed, and easily accessible public good that allows and underpins strong evidence-based decision-making; empowers citizens and bolsters governance; and contributes to making and monitoring progress towards key national, regional, and international development objectives, including poverty reduction and sustainable development goals.

The Programme of Work and Budget (PWB) presented in Attachment I outlines the specific activities that are planned to underpin this strategy, and the expected financing for the period of 2016 – 2020 that will be available to support it.
INFORMING THE DATA REVOLUTION ROADMAP
A Road Map

for a

Country-led Data Revolution
Published with the approval of the PARIS21 Board

Disclaimer

(for translated versions only)

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FOREWORD

The *Roadmap for a Country-led Data Revolution* was produced by the Informing a Data Revolution (IDR) project, which was launched by the Partnership in Statistics for Development in the 21st Century (PARIS21) in 2014 and financed by a grant from the Bill and Melinda Gates Foundation. The project aims to help ensure the data revolution serves the post-2015 development agenda. Its focus is on National Statistical Systems (NSS) in developing countries. These are crucial to generating the data needed to promote development and reduce poverty and to monitor international development goals.

As well as this report, the IDR project has a number of other components, including the following:

- **Country Studies**: A study of statistical systems in 27 countries and in-depth studies of 7 countries.
- **Innovations Inventory**: Inventories of innovative solutions that can help fill data gaps, reduce costs and improve efficiency.
- **IDR Metabase**: A database on the organisation, management and performance of national statistical systems to provide a baseline and a means for monitoring progress over time.

For more on the methodology used to create this report, see Annex II.

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The report was produced by the Informing a Data Revolution (IDR) project team managed by Trevor Fletcher under the guidance of Johannes Jütting (PARIS21). Drafting was carried out under the leadership of Graham Eele (PARIS21 consultant) with the assistance of Geoffrey Greenwell, Thilo Klein and Till Zbiranski (PARIS21) and Brian Keeley (OECD).

Drafting of the associated background papers was carried out by Shuang Chen (PARIS21), Enrico Giovannini (LUISS Guido Carli University, Rome), Matjaž Jug (PARIS21 consultant); Florian Krätke, Jan Vanheukelom and Bruce Byiers (European Centre for Development Policy Management) and Jeffery I Round (University of Warwick).

Officials from national statistics offices provided invaluable insights by completing the cross-country survey and during meetings and country workshops organised in Bangladesh, Burundi, Cabo Verde, Colombia, the Democratic Republic of Congo, the Philippines and Trinidad and Tobago.

The IDR Technical Review Group coordinated and managed the quality control process of the different outputs produced by the IDR project. This group consisted of Jose Albert (Philippines Statistics Authority), Ricardo Fuentes-Nieva (Oxfam), Dorota Pancsyk (Eurostat), Amanda Glassman (Centre for Global Development), Neil Jackson (Department for International Development, UK), Stephan Klasen (University of Göttingen), Emmanuel Letouzé (Data-Pop), Claire Melamed and Emma Samman (Overseas Development Institute, UK) and Pronab Sen (University of North Carolina).

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Publication and production of the report was coordinated by Sala Patterson (PARIS21 consultant) and Guadalupe De Las Casas and Yvonne Ozoux (PARIS21). The report was designed by Nicholas Dehaney of Spicegrove Creative.
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EXECUTIVE SUMMARY

1. The opportunities and challenges

At the heart of the data revolution is an explosion in the volume of data matched by a widespread and growing demand for data. But the data revolution is about more than supply and demand. If it is to be meaningful, it must bridge global data inequalities. It must also enable countries and citizens to monitor development progress, hold leaders accountable and promote sustainable development.

How can this be achieved? It is essential to use existing resources and institutions. For this reason, National Statistical Offices (NSOs) will be at the core of the data revolution in developing countries. However, it is clear that many are not currently ready to assume this role. Understanding the problems and constraints affecting national statistical systems and identifying what is needed to make them work more effectively will be at the heart of the data revolution.

2. The four pillars of the Road Map

Drawing on information collected and analysed as part of the Informing a Data Revolution project, this Road Map sets out a broad programme of actions to help developing countries meet these statistical challenges. Key to much of the discussion in this report are three “big ideas”:

- **Increased funding:** This report calls for Official Development Assistance (ODA) for statistics to rise from around 0.5% of ODA at present to around 1%.
- **Data compact:** This report recommends creating a system where countries sign up to a limited set of basic principles and receive, in return for progress, enhanced and flexible financial and technical assistance.
- **Progress report:** This report calls for the establishment of an annual Data for Sustainable Development Report, prepared by PARIS21, to measure countries progress in developing their statistical capacity and to report on funding for statistics.

In making its recommendations, this report offers detailed recommendations for the four action areas identified by the UN Secretary-General’s Independent Expert Advisory Group (IEAG) on the Data Revolution: Capacity and Resources; Principles and Standards; Governance and Leadership; and Technology, Innovation and Analysis.

**Capacity building:** Statistical agencies and what they do are too often undervalued and under-appreciated. The data revolution will need to turn a vicious cycle of underperformance and inadequate resources into a virtuous one where increased demand leads to improved performance and an increase in resources and capacity. If the data revolution is to serve the needs of the poor themselves, investment in the needs of users will also be essential.

In all this, countries are key. Top-down initiatives rarely work. Instead, success comes when countries set their own priorities, goals and strategies. The well-established system of
National Strategies for the Development of Statistics (NSDSs) is thus fundamental to an effective and sustained data revolution in developing countries.

**Principles and standards:** One of the main reasons for placing national statistical systems at the heart of a country-led data revolution is that they already have a set of core principles for managing data and a process to establish and promote standards for different aspects of data work. If the data revolution is to be effective, these principles and standards must be applied as widely as possible.

Overall, there are three main areas of action: Countries should adopt and use key principles, a process that could be promoted through the data compact; the right of users to access data should be promoted; and key technical standards should be promoted and their adoption actively monitored.

**Technology, innovation and analysis:** New technologies and other innovations will play a crucial role in the data revolution. The Innovations Inventory developed as part of the IDR project demonstrates what can be done to help overcome widespread and often acute issues with technology and infrastructure in developing countries.

A major concern for the data revolution will be identifying the innovations that work best for developing countries. Given the lack of resources in many of these countries, much of the necessary research and development will happen at the regional or international level. But it will need to take better account of countries’ needs and concerns than has happened in the past.

**Governance and leadership:** Evidence compiled in the course of the IDR project indicates that improvements will be needed at two levels. First, within countries, to strengthen coordination between agencies and to enhance the leadership role of national statistical agencies. Second, at the regional and international levels, where the voice of developing countries needs to be heard and where countries should be encouraged and supported to play a more prominent role in international coordination.

3. **Implementation**

Turning the data revolution into a reality will require action across many fronts. In addition to strengthening existing partnerships, greater collaboration will be needed, both internationally and at the regional and country levels. Partnerships will also have to spread their net far beyond the traditional statistical community.

Increased funding will be needed from domestic and commercial sources and from the international community. For the short-term, funding for statistics needs to be increased from current commitments of between US$300 million and 500 million to between US$1 billion and 1.25 billion by 2020. This funding should be seen not as a cost but as an investment that will yield both cost savings and better data over the long run. New forms of funding will also be needed, such as trust funds and challenge funds.

Proper monitoring, drawing on the IDR project’s Metabase and the proposed annual Data for Sustainable Development Report, will be essential to identify where progress is being made and where countries are falling behind.
A statistical office in a developing country was carrying out a nationwide survey to set a new national poverty line. Its computer “system” consisted of just a single machine, where all the data had to be edited. Files had to be saved on USB keys and transferred to this computer. Back-ups were made on a USB and taken offsite whenever anyone remembered.

Two months in to the project, the electricity was cut off. The statistics office couldn’t pay its bill. To keep the work going, a deal was struck with a neighbour to string an extension cord from his home to the office. That provided power for the computer and a desk light. There was no air-conditioning. When it rained, water dripped on to the piles of questionnaires stacked around the dark office.

Two months later, the neighbour unplugged the cable and threw it over the fence. No one had paid him for his power. The statistics office scraped together enough to buy diesel for an old generator. To everyone’s surprise, it wheezed into life. Three days later, it rattled to a halt. The data editing was finally finished on a consultant’s computer. Three national staff looked on as their country’s poverty line was finalized on the bed of a consultant in a hotel room...

This is a true story.

Strapped for cash, reliant on ancient technology, short of qualified staff and housed in cramped offices – the state of national statistical offices in some (although certainly not all) developing countries. If the data revolution is to mean anything it must mean changing that reality. For development priorities to be identified and for progress to be measured, national statistical systems must have the resources to deliver the data that users need.

To make that happen by 2030 ...

**Capacity building** must support national statistical agencies to become centres of excellence and support users with the resources they need to make use of statistical material.

A set of core principles for managing data and a process to establish and promote standards for different aspects of data work must be applied as widely as possible.

Countries must be supported, both at the regional and international levels, to identify promising technologies and innovations and make best use of them.

Change must come in governance and leadership to enhance the leadership role of national statistical agencies and to ensure countries play a greater role in international coordination.

At the end of this report, a vision is laid out for what a strengthened, effective national statistical system could look like by 2030. To get from here to there, this report first sets out a Road Map for a Country-led Data Revolution.
A ROAD MAP FOR A COUNTRY-LED DATA REVOLUTION

1. THE OPPORTUNITIES AND THE CHALLENGES

For the 1.25 billion people who live in the rich countries of the world, the data revolution is already happening. IBM estimates that every day the world generates about 1.25 quintillion bytes of data and about 50% of the data ever generated has been produced in the last two years. In these countries, people are concerned not about generating more data but rather coping with a deluge of it.

For many of the remaining 82% of the world’s people who do not live in wealthy countries, there is a different concern – being counted in the first place. As Dr. Lee Jong Wook, then-Director General of the World Health Organization, remarked as early as 2003, “To make people count, we first need to be able to count people.” In 2013, UNICEF estimated that worldwide about 35% of all live births were not officially registered, a proportion rising to 62% in the least developed countries. A child that is not registered cannot always access health care and education nor play a full role in society as she or he grows up. Governments that do not know how many children are born each year, or where they live, cannot effectively plan and deliver basic services.

This gap underlines the challenge of the data revolution. If it is to help drive sustainable development, the data revolution must reach those places where most of the poor live and then use these numbers to provide the means to measure effective and sustained policies, programmes and services that lift them out of poverty forever.

1.1. DEFINING THE DATA REVOLUTION

What is the data revolution? There are numerous definitions, but perhaps the most useful comes from the report by the UN Secretary General’s Independent Expert Advisory Group. It speaks of an “explosion” in the volume and production of data matched by a “growing demand for data from all parts of society”. But it goes further than discussing supply and demand. It says the data revolution must address global inequalities in access to and use of data and should aim to “monitor development progress, hold governments accountable and foster sustainable development”.

So, a data revolution that works for developing countries is not just about generating more data. It is about providing the right data to the right people at the right time and in the right format. Data in this context provide the evidence to identify problems and concerns, to identify who the poor are and to determine why they are disadvantaged. When we describe economies, societies and people’s lives in numerical form, we unleash the power of statistical analysis. This allows us to identify trends, to compare and contrast what is happening in different locations and to understand better the environment in which the poor live and from which they derive their livelihoods.
It is in this way that data becomes information, that information becomes knowledge, and that knowledge can drive the actions needed to eliminate extreme poverty.

Building on the IEAG report, this report proposes a data revolution for sustainable development with three main elements, all equally important. First, a major and sustained increase in the generation and use of data to help countries and the world eliminate extreme poverty, ensure no one is left behind and better manage natural resources. Second, real institutional change and much more effective use of technology to improve the performance of everyone involved in the production and use of data. And third, major improvements in data accessibility to ensure governments and decisions makers can be held to account.

1.2. ONE HUNDRED AND THIRTY-NINE DATA REVOLUTIONS

How can this be achieved? If we are to be realistic about ensuring the data revolution reaches developing countries, we must use existing resources and institutions. And that means existing national statistical systems. Yes, the private sector – both commercial and civil society – must also be involved, and probably increasingly so over time. But national statistical offices will be at the core of the data revolution in developing countries, a reality already widely recognised.

There are four main reasons why national statistical systems must play this role:

1. **Natural starting point**: National systems are where the often limited statistical expertise is available in most developing countries. A data revolution for development needs to strengthen this capacity.

2. **Quality assurance role**: In the emerging Post-2015 world, data from non-traditional sources, such as the private for-profit and non-profit-sectors, will increasingly be used, but they will need to be checked for quality and to determine the possibilities for merging them with data from traditional sources. National statistical offices will have to be put into the position to act as a “quality assurer” or “gatekeeper”.

3. **Managing the downsides of the data revolution**: There are many risks and concerns associated with the data revolution regarding privacy and confidentiality. National statistical systems have established legal frameworks, standards and ethical principles to protect the confidentiality of data about individuals. These rules may need both deepening and widening, but building on what is already in place should help to increase trust in the data processes.

4. **Data and statistics are national public goods**: To extract maximum value from it, the data used to understand, design and monitor the development process should be as up-to-date as possible and made widely available. National statistical systems already do this. National statistics and data are public goods that are disseminated in line with established procedures and protocols. Once again these may need strengthening, but working with and through established statistical agencies and systems builds on what is already in place.
As this report, and the work of PARIS21 over the past 15 years, makes clear, national statistical systems in many developing countries are not currently ready to assume this role. Understanding the problems and constraints affecting them and identifying what is needed to make them work more effectively will be at the heart of the data revolution. Drawing on extensive consultations with countries, this Road Map sets out what needs to be done to build better data institutions – the rules, procedures, people and organisations – that can provide the data needed to drive sustained development.

Recognising each country’s unique state of national statistical capacity, what is needed is not a single data revolution but 139 data revolutions. Together, these revolutions should generate the data needed to monitor progress towards the Sustainable Development Goals (SDGs). Individually, they should support national policy-making, monitor outcomes and empower poor people and poor communities.
2. THE FOUR PILLARS OF THE ROAD MAP

This Road Map sets out a broad programme of actions to help developing countries meet the challenges of the post-2015 development agenda and the data needs related to the Sustainable Development Goals. It is based on information collected and analysed as part of the Informing a Data Revolution project (see Annex II) and is designed to help countries deal with and overcome the problems they face in improving the availability and use of data for their development.

A number of challenges common to many, although not all, developing countries identified in the cross-country survey and in-depth country studies carried out as part of the IDR project:

- National statistical offices have only limited powers and status within national statistical systems.
- There is too little investment in people and skills.
- Data are not adequately disseminated and used.
- The potential of Information Technology is not fully harnessed.
- The design and management of statistical processes is not satisfactory.
- Technical and financial aid is not well-aligned with national priorities.
- Countries face significant costs in managing aid projects.
- The overall coordination of national statistical systems is a concern.

The setting of new goals for the post-2015 development agenda is a political process, and so beyond the scope of this report. But it is clear that the indicator and data requirements of any new framework risk being a burden for some developing countries. A concerted effort from the international community over the next 15 years will be needed to ensure that SDG monitoring does not impose inordinate costs on developing countries or divert resources from achieving national statistical development strategies.

This will require a substantial increase in the proportion of official development assistance currently devoted to statistics (see Section 3). At the moment, this accounts for only around 0.5% of ODA. If developing countries are to build the necessary capacity to meet the data challenges of the next 15 years, that proportion will need to double. And this increased investment will need to start soon – if countries wait until 2030 to start developing their statistical capacity, it will be too late.

As well as increased funding, this report makes a case for two other “big ideas” to drive the data revolution. The first is the creation of a data compact (see Section 2.2), where countries would sign up to a limited set of basic principles and receive, in return for progress, enhanced and flexible financial and technical assistance. The second is the creation of an annual Data for Sustainable Development Report (see Sections 2.4 and 4.4) by PARIS21, which would examine the ability of countries to measure the SDGs, the progress they have made towards producing good statistics and report on levels of domestic and international resources to fund statistics.
In making its recommendations, this report follows the same four action areas identified in the IEAG report (see Figure 1):

- Capacity and Resources;
- Principles and Standards;
- Governance and Leadership; and
- Technology, Innovation and Analysis.

The focus is on two main time periods. First, what needs to be done immediately to develop a baseline from which future progress can be measured. During this phase, quick wins that can be implemented immediately and at low cost will be sought. Second, what needs to be achieved in the medium to long term from 2016 to 2020 and beyond.

This report also discusses the longer term, from 2020 to 2030. Here there are many unknowns. No one can predict how technology will develop, what new challenges countries will have to face or what data needs will actually be. For this time frame the Road Map will need to set out a vision and a framework rather than providing a detailed plan.

Figure 1: The four pillars of the Road Map (based on IEAG report, 2014)
2.1. CAPACITY BUILDING

The past 15 years have brought major improvements in the capacity of statistical systems in developing countries but, clearly, problems remain (see Country Challenges box). Overall, in too many countries, statistical agencies and what they do are undervalued and underappreciated. The data revolution will need to turn a vicious cycle of underperformance and inadequate resources into a virtuous one where increased demand leads to improved performance and an increase in resources and capacity. The good news is that the IDR project has found enough examples of how this can be done to demonstrate what can be achieved. What needs to be done now is to make sure it can be put into effect everywhere.

The data revolution will require national statistical agencies to work with many different partners, both nationally and regionally (see Section 2.4: Governance and Leadership). But as well as posing challenges, these interactions promise benefits. At the regional level, there is scope for economies of scale in developing and sharing common approaches and to create regional centres of excellence. It will be essential, therefore, to ensure that there is capacity for coordination and leadership right from the beginning and that capacity strengthening takes place across all agencies both within the national statistical system and the region.

Capacity development is not just for data producers. If the data revolution is to serve the needs of the poor themselves, investment in the needs of users will also be essential. Intermediaries, including the media will be important in helping to fill the gap between data and knowledge.

In all this, countries are key. One of the main lessons of the past 20 years has been that top-down initiatives do not lead to a sustained increase in capacity. Instead, success comes when countries get the support they need to set out their own priorities, goals and strategies for the development of their statistical systems. By 2014, almost all developing countries had developed and implemented such plans, collectively known as National Strategies for the Development of Statistics. There have been some concerns about the way that strategies have been developed and these will need to be addressed. Some, for example, have focused only on national statistical agencies. Others have set unrealistic goals and have not always been well integrated with other national planning processes. Nevertheless, with appropriate guidance and some modifications, the national strategy process can provide the basis for an effective and sustained data revolution in developing countries.
THE CHALLENGES FOR COUNTRIES

Capacity building is a struggle for each of the countries participating in the IDR project’s in-depth studies, although to varying degrees. The most common obstacle is a shortage of financial resources, which makes it hard to recruit and retain qualified staff and to develop adequate infrastructure.

Bangladesh, Burundi, the Democratic Republic of Congo (DRC), the Philippines, and Trinidad and Tobago all report shortages of qualified staff. In the Philippines, trained staff in the Philippine Statistical Authority (PSA) often transfer to international institutions and the NSOs of other countries or resign to consult in the private sector.

Budgetary and infrastructure constraints are also prominent. In DRC, limited financial resources jeopardise the ability of the National Statistics Institute to carry out statistical activities. In the Philippines, in addition to an overall decrease in budget, funding set aside for statistical developmental activities is not consistently provided.

Trinidad and Tobago’s Central Statistical Office (CSO) is in crisis because of a lack of office space. In 2013, following industrial action, the CSO urgently vacated its offices, as they were not compliant with occupational health and safety regulations. The CSO currently occupies a temporary office too small to accommodate all staff, forcing some to work from home without effective communication with the office.

Both the CSO and PSA report difficulties in managing their own human resources. In Trinidad and Tobago, there is insufficient control over staff recruitment. While in the Philippines, the problem is two-fold. First, PSA has limitations on using budget to hire personnel. Second, government hiring procedures take time, making it difficult for agencies to hire qualified statisticians who cannot wait through the protracted hiring process.

LESSONS LEARNED

Increased investment is needed to attract, recruit, train and retain the most qualified staff. Given budget constraints in many countries, however, it is more realistic to explore innovative and cost-effective solutions for building a pool of well-prepared statisticians who regard national service as a viable and attractive career choice. As far as limited infrastructure is concerned, IT solutions should be leveraged that make it possible, for example, for non-essential staff to work remotely, if necessary.

2.1.1. ACTIONS TO ESTABLISH THE BASE-LINE AND HARNESS QUICK-WINS

- Countries should update their strategic statistical plans to meet the data needs of the post-2015 development agenda. These plans should …
  - Be an integral component of national development plans and poverty reduction strategies;
  - Identify immediate opportunities for introducing innovations and improvements;
  - Align with the NSDS process as recommended in the PARIS21 NSDS Guidelines;
  - Explore possibilities for public-private partnerships for data production.
Within the framework of the SDGs, a national statistical capacity indicator should be developed and regularly monitored, drawing on the PARIS21 Metabase (metabase.paris21.org).

Countries should regularly hold user-producer dialogues to discuss statistical issues and to seek the buy-in and support of senior figures in government.

2.1.2. ACTIONS FOR THE MEDIUM AND LONG TERM

Each country should develop a programme to strengthen statistical literacy, beginning with professional statisticians, data scientists and data managers. These programmes should then use the existing education system to embrace the wider population by improving teacher training in numeracy, adapting syllabi and creating educational materials.

Governments should raise the status of statisticians by establishing statistics as a separate profession in the civil service cadre with salaries scaled up to attract and retain the right candidates.

With the support of regional institutions and PARIS21, regional training exercises in capacity development should be organized. These could become the basis for the establishment of peer review exercises in the longer term. Regional centres of excellence should be established to share new approaches and know-how.

By 2020, all IDA countries – classed by the World Bank as the world’s poorest countries – should have increased their domestic share of funding for national statistical systems.

2.2. PRINCIPLES AND STANDARDS

A key reason for placing national statistical systems at the heart of a country-led data revolution is that they already have a set of core principles for managing data and a process to establish and promote standards for different aspects of data work. If the data revolution is to be effective, these principles and standards must be applied as widely as possible.

The observance of principles and the use of common standards are important for several reasons. They reassure users that they can trust the data; they allow data from different sources to be compared and contrasted; and they reassure citizens that their personal details will remain confidential. Given the threat that new technologies and data sources pose to privacy, this last point is of growing importance. Citizens have a right to expect that the protection they currently enjoy under existing statistical legislation and practice is extended to data from other sources, especially so-called big data derived as a by-product of large scale business operations.

The development and adoption of principles and standards is an area where the international and national statistical systems need to work closely together and where developing countries must be actively supported. Overall, there are three areas of action:

Adopting and using key principles: One possible way to encourage this among countries is by developing and promoting a data compact (see Box 1). This would see countries sign up to
a limited set of basic principles and receiving, in return for progress, enhanced and flexible financial and technical assistance.

**Promoting the right of access to data for all users:** Some countries already have specific legislation in place; elsewhere this is provided for in statistical legislation and in policies and practices. The principle of equal and open access to data should be a key principle of the data revolution. Where concerns over privacy can be met, the adoption of so-called open data should encourage intermediaries to deliver data to users in appropriate formats.

**Promoting technical standards:** While there are various processes to develop and agree standards for different aspects of the statistical process, in many cases the rate of adoption is relatively slow. Under the data revolution, resources will be needed to support and accelerate the rate of adoption of key standards and to actively monitor this process.

## THE CHALLENGES FOR COUNTRIES

Most of the countries participating in the IDR project country studies report that their national statistical offices have legal and regulatory frameworks in place. However a number of these now require updating.

The Philippines has tried to abide by the Fundamental Principles of Official Statistics (FPOS) but, in practice, data providers are not fully compliant with the law, which affects the timeliness, reliability and accuracy of statistics. In both the Democratic Republic of Congo and Burundi, legal and regulatory frameworks need to be updated, while in Trinidad and Tobago a statistics law is in place but there is no national strategy for statistics.

Colombia’s National Administrative Department of Statistics relies on non-mandatory or completely voluntary regulations, such as the National Code of Good Practices. As a result, many aspects of statistical activity, including those of the national statistical service itself, are not sufficiently or systematically regulated.

On the question of open data, the studies make clear that the seven countries still have much to do, with some reporting problems in making even basic data available to users. By contrast, both Colombia and Cabo Verde have good dissemination records and have taken steps towards open data policies. The Philippines has embarked on an open data initiative, although this has still to lead to substantive results.

Efforts to adopt standards are hampered by a lack of coordination throughout entire national statistical services in all cases. A key to implementing adoption of technical standards is through a quality framework mechanism. Only Bangladesh, Colombia and the Philippines currently have such a framework in place.

## LESSONS LEARNED

Governments should take steps to enact the legislation required to coordinate the national statistical system making it easier to implement the standards needed to improve data quality. Open data policies should be adopted. In parallel, inventories of all data available
throughout the national statistical system should be carried out and this data should be accessible in a standard format.

**2.2.1. ACTIONS TO ESTABLISH THE BASE-LINE AND HARNESS QUICK-WINS**

- **As a pilot project, a limited number of countries and donors should sign a data compact.**
- **Common technical platforms and data standards should be agreed to ensure the rapid and comprehensive dissemination of data, indicators and other statistics.**
- **Countries should receive immediate technical support to improve the coordination between civil registration and vital statistics to make more effective use of data derived from administrative processes, such as civil registration and vital statistics (CRVS).**

**BOX 1. A DATA COMPACT FOR THE DATA REVOLUTION**

For the data revolution to work, the right incentives must be in place for all stakeholders. This report proposes that governments in developing countries, external funders, citizen groups, media and technical agencies sign data compacts that establish a performance agreement based on the individual country’s own NSDS. In return, these would be underpinned by financial agreements. A portion of the agreed support – whether from the country’s own budget or from an external funder – would be contingent on progress towards “good data,” or data that is accurate, timely, available and usable, and meets established standards.

On the side of countries, the compact could require governments, to:

- Commit to and develop an NSDS action plan that, as far as possible, explores the integration of non-traditional data providers and users.
- Ensure that statistical legislation is up to date and in line with the Fundamental Principles of Official Statistics.
- Promote the effective coordination of data-related activities.
- Promote access to and the use of data and statistics based on open data principles.
- Ensure that data-related activities are adequately funded.

In return, external funders, including bilateral donors, multilateral agencies, development banks and others, could be required to:

- Improve support for data-related activities, including providing funding contingent on progress towards “good data”.
- Fund or provide technical assistance to strengthen the capacity of data providers and users.
- Ensure activities are aligned with the NSDS, the national development plan, and coordinated with other donors.
- Provide support in ways that minimise the burden on countries and make use of local processes and data.
Undertake research and development to promote and support the use of innovations. Other features of the data compact could include a challenge fund that encourages countries to bid for resources (see section 3.3).

2.2.2. ACTIONS FOR THE MEDIUM AND LONG TERM

- **Statistical legislation should be reviewed and revised, where necessary, to ensure it remains relevant and responsive to emerging data needs, for example in areas like the protection of confidentiality, use of big data, open data and statistical standards and frameworks.**
- **International statistical standards should be in place to make use of complementary sources of statistics, such as administrative data and big data.**
  By 2020, 60% of IDA countries should have documented and archived their data sets and should be providing online access to microdata where confidentiality is assured.

2.3. TECHNOLOGY, INNOVATION AND ANALYSIS

New technologies and other innovations will not provide all the answers for the data revolution, but they will certainly play a crucial role. The Innovations Inventory (http://innovation.paris21.org/) constructed as part of the IDR project demonstrates what can be done. It identifies innovations across three domains – new technologies, such as mobile data-collection devices and remote sensing; new forms of organisation, such as crowdsourcing and private partnerships; and institutional innovations, such as open data and digital activism.

The rate at which such innovations are identified will only accelerate in the years to come. A major concern for the data revolution will thus be identifying the innovations that work best for developing countries. Given the lack of resources in many developing countries, much of the research and development will happen at the regional or international level. But it will need to take better account of countries’ needs and concerns. This has not always happened in the past. Where innovations, for example new software tools, have been developed and disseminated by international agencies, countries have found it difficult to evaluate and assess their suitability. Often the tools are promoted as part of an aid or technical assistance package and countries may feel obliged to take them if they want the other parts of the package.
THE CHALLENGES FOR COUNTRIES

Technology and infrastructure issues are widespread – and often “acute” – in the statistical systems of developing countries, greatly limiting their capacity to disseminate data and serve users.

Several of the seven countries that took part in the IDR project’s country studies reported that staff rely on outdated computers and systems. For example, in Trinidad and Tobago’s Central Statistical Office, there is only limited networking of computers. Staff also lack access to specialised statistical software and many have to use personal, rather than professional, e-mail addresses. The picture was more positive in Colombia and Cabo Verde. In the latter, recent investment means statistical staff can now access modern ICT technologies, including telephones, Internet and e-mail.

Dissemination of data and metadata was widely cited as a major problem. The Bangladesh Bureau of Statistics (BBS) hopes to establish a data warehouse but has yet to acquire the necessary equipment. Users who require certain types of data must physically visit the BBS’s offices and no system is in place to provide them with metadata. The bureau’s website is only partly functional. Dissemination is also an issue for the Burundi Institute of Statistics and Economic Studies. Its lack of a partnership with the media means statistical releases receive relatively little attention.

The situation was more encouraging in Cabo Verde, where all National Statistical Institute publications are available free online. Similarly, interviewees for the Colombia study said the National Administrative Department of Statistics (DANE) had made significant improvements in data dissemination. DANE now has an official publication policy and shares metadata in a standard format.

A final area of concern is access to microdata and the absence of adequate archiving systems for data and metadata. The BBS provides only limited access to microdata, for example, while in the Democratic Republic of Congo data from the 1984 census have still not been digitally stored.

LESSONS LEARNED

Implementing an effective data and metadata dissemination platform is clearly key to resolving some of the problems identified in the country studies. In addition, access to microdata should be facilitated, although in some countries this would require changes in legislation.

2.3.1. ACTIONS TO ESTABLISH THE BASE-LINE AND HARNESS QUICK-WINS

- The Innovations Inventory developed by PARSIS21 should be regularly updated and extended to help disseminate information about innovations more widely.
- Pilot projects testing innovations in the field should be developed.
- Countries should upgrade their national statistical web sites, establish data portals and use existing tools to improve access to statistics. Access to data derived from administrative processes could also be improved through automated data capture and
transmission. By 2020, databases and information systems across national statistical systems should be harmonized to facilitate seamless data sharing.

- **Campaigns and data challenges**, such as the Orange Data for Development challenge and the Big Data Climate Challenge, should be used to encourage data-driven innovations to address country-specific problems.

### 2.3.2. ACTIONS FOR THE MEDIUM TO LONG TERM

- Priorities identified by developing countries for statistical research and development should feed into the work programmes of regional and international agencies.
- Countries should have access to independent advice on new technologies and tools and their relative strengths and drawbacks. They should further be able to use harmonized software, technologies and tools that would allow them to share data.
- A core set of innovations should be identified and adopted by at least 50% of relevant countries within a period of five years.
- By 2020, 40% of IDA countries should be making use of remote-data capture for surveys like Living Standard Measurement Studies.

### 2.4. GOVERNANCE AND LEADERSHIP

Improving the governance and leadership of statistical systems will be a central requirement for the data revolution. Evidence compiled in the course of the project indicates that improvements will be needed at two levels. First, within countries, to strengthen coordination between agencies and to enhance the leadership role of national statistical agencies. Second, at the regional and international levels, where the voice of developing countries needs to be heard and where countries should be encouraged and supported to play a more prominent role in international coordination.

Evidence from the country studies suggests that while many national statistical agencies are able to adopt international standards and follow good practice, they have limited ability to promote the use of these standards by other agencies and to coordinate statistical activities across the national statistical system. Even where provision is made in legislation for coordination, this has often proved difficult to achieve in practice. One issue is the status of the national statistical agency and its ability to provide leadership and promote coordination to other parts of government. Where resources are constrained, national statistical agencies find it difficult to manage their own work programmes, let alone provide coordination and leadership to others. The problems seem to be particularly severe in statistical units located in ministries and government agencies, including areas such as health, education and agriculture, all key areas for sustainable development.

Internationally, there are concerns over channels of communication and the ability of small statistical agencies in less developed countries to get their voices heard and their views expressed in different forums.
THE CHALLENGES FOR COUNTRIES

Overall, the seven countries where the IDR project carried out in-depth studies have spotty records on governance and leadership (see also Section 2.2: Principles and Standards), although there are some bright spots. While each displays a willingness to better coordinate activities across its national statistical system, most struggle to deliver. Data sharing, both from NSOs to users as well as between various government agencies, is also inconsistent. There are, however, examples of successful tactics employed to improve dialogue with users.

Most of the seven countries have passed legislation that regulates the coordination of the national statistical system; some of it is very specific and robust. For example, the Philippine Statistical System is recognized worldwide for the relative strength of coordination of its national statistical system.

The picture is less encouraging elsewhere. In Trinidad and Tobago, there is no formal coordinating committee to bring together the main statistics producers. In Democratic Republic of Congo, coordination is poor due to the absence of a collaboration protocol between the National Statistics Institute and industry units.

Success communicating with users also varies. In Bangladesh, the NSDS was prepared using a participatory approach, while DRC has begun a national dialogue between producers and users of statistics in the form of Statistical Focus Groups. In Colombia, the NSO has official procedures for consulting users and says that it holds a public accountability campaign at least once a year so data users can voice their opinion about the statistics they produce.

However, overall, much remains to be done to strengthen relations with users. In Trinidad and Tobago, many users interviewed were highly critical of how the Central Statistical Office dealt with them, with some saying they now looked exclusively to other data sources, national and international. Questions also linger among stakeholders in some countries about the independence of NSOs, calling into question users’ faith in the accuracy of official data.

LESSONS LEARNED

Regular consultations with users clearly benefit both the data producer and user experience in NSSs and should be encouraged. This will also go a long way to improving perceptions of transparency and collaboration, which are the foundations of trust-building. Strong examples of inter-agency coordination do exist and leaders in this area within every region should share experiences on establishing and maintaining coordinated systems.

2.4.1. ACTIONS TO ESTABLISH THE BASE LINE AND HARNES QUICK WINS

- As part of the proposed data compact, national governments should be encouraged and supported to enhance the status and coordinating role of national statistical agencies.
- Mechanisms should be established to monitor the use of national standards and good practice throughout the national statistical system.
- Countries should be encouraged to establish national partnerships for the data revolution. These should build on existing structures and institutions and involve as many stakeholders as possible.
- An annual Data for Sustainable Development Report should be developed, to be prepared by PARIS21 for discussion at the UN Statistical Commission. It should examine the ability of countries to measure the SDGs and the progress they have made towards producing good statistics and report on levels of domestic and international resources to fund statistics.

2.4.2. ACTIONS FOR THE MEDIUM TO LONG TERM

- Within countries, mechanisms and processes for communicating with data users need to be strengthened and enhanced. By 2020, a majority of developing countries should have a formal process in place to do this and to regularly gather user feedback.
- Data sharing between the various national statistical agencies and international organisations should be strengthened, subject to the management of privacy concerns.
- By 2020, 30% of IDA countries should have mechanisms in place to provide for automatic data sharing between agencies for statistical purposes.
3. IMPLEMENTATION

Turning the data revolution into a reality will require action across many fronts. In addition to strengthening existing partnerships, greater collaboration will be needed, both internationally and at the regional and country levels. Partnerships will also have to spread their net far beyond the traditional statistical community. Increased funding will be needed from domestic and commercial sources and from the international community. This funding should be seen not as a cost but as an investment that will yield both cost savings and better data over the long run. New forms of funding will also be needed, such as trust funds and challenge funds. And proper monitoring, drawing on the work of PARIS21 and the IDR project’s Metabase developed by PARIS21, among other sources, will be essential to identify where progress is being made and where countries are slipping behind.

3.1. BUILDING PARTNERSHIPS

If the data revolution is to become a reality, many actors will need to be involved, including some that are not currently engaged in the data or statistical process. For a country-led data revolution, a large number of stakeholders in countries will also need to be engaged, including:

- Political leaders and decision makers;
- Government officials;
- Statistical offices and other public and private data producers;
- Civil society organisations and other lobby groups;
- Scientists, teachers and researchers;
- The media;
- Business leaders and investors;
- Private and public donors, including the philanthropic sector; and
- Citizens as individuals and as members of different communities.

At the global and regional level, various international and regional organisations will also have an important role to play, even if at present better data may not necessarily be at the top of their agendas. Better data have a crucial role to play in supporting and strengthening accountability, but not all agencies will be comfortable with this concept or appreciate its importance.

The data needs of developing countries must be championed, and all actors will need to remain as engaged as possible to ensure that these remain in the forefront. Agencies with a proven track record in advocacy, such as PARIS21, will have an important role to play. The proposed World Forum on Sustainable Development Data will also be a valuable addition to international advocacy efforts.

3.2. FINANCING THE DATA REVOLUTION

Mobilising and delivering additional finance for statistics, as well as technical assistance, will be crucial. The nature of development data as a national and global public good means that most statistical and data-related activities will continue to be financed by governments from
tax revenue. In some of the least developed countries, financial and technical aid will continue to be a crucial source of funding, both for day-to-day activities and capacity development. In many countries, the past 15 years has seen some increase in resources for statistics, both from national budgets and aid. But analysis by the IDR project indicates that the current levels are unlikely to be sufficient to achieve a real and lasting data revolution.

Funding will need to come from two main sources – national budgets and aid – and both will need to be increased substantially. But how much will be needed? A number of attempts have already been made to develop a typology to quantify the amounts needed, but perhaps the more important point is this: money invested now is likely to bring substantial savings over the long term. The Health Metrics Network’s assessment of commonly used data collection approaches, for example, provides an indication of the extent of cost savings with improved CRVS systems. Box 2 below lays out the cost savings potential of data collection with mobile devices.

**BOX 2. COST SAVINGS POTENTIAL OF THE DATA REVOLUTION**

Mobile devices offer substantial opportunities to collect data more cheaply. For example, a survey programme of 6 surveys in a given 10-year period and about 13,000 households per survey (using an East-African country), using traditional paper questionnaires and processing is estimated to cost about US$1.8 million per 10-year cycle. Such surveys require multiple steps, including reproducing the questionnaire, providing and supervising data entry personnel and machines at a central location, transporting the questionnaire and running regular data edits. The same survey using Android mobile technology and free data processing software could cut data processing costs by about US$1.2 million, a saving of over 60% in data processing.

The survey costing estimates prepared for the UN SDSN Needs Assessment to monitor the Sustainable Development Goals (SDG) indicate that the data processing component to undertake a 15-year survey programme for reporting on development indicators in all International Development Association (IDA) countries would be US$74 million. Applying new technology for only one component of the survey programme, namely data processing, could save about US$44 million. Applying new technologies in other areas could also add to the savings. Sharing these cost-saving techniques across regions and countries through the Innovation Inventory or other online resources will ultimately pay for itself.

For the short-term, funding for statistics needs to be increased from current commitments of between US$300 million and 500 million to between US$1 billion and 1.25 billion by 2020. (This would be combined with an increase of up to US$1 billion by 2020 in budget allocations for data and statistics from domestic resources.) The level of aid proposed would then represent about 1% of ODA as reported by OECD in 2012.

This increase should provide for most of the recommendations outlined above to be implemented. In particular, countries would be supported to put in place a minimum statistical programme by 2020 to monitor the SDGs and to provide the data needed to guide national development. This would include a regular programme of household surveys,
participation in the 2020 round of population censuses and major improvements in data accessibility and use.

Financing for such regular survey programmes, aligned with national needs, is well placed to incentivise countries to make sustained investments in statistical capacity, particularly staff resources. Such country-driven investment in human resources will, in the medium term, strengthen countries’ absorptive capacity for the increased monitoring demands of the SDGs. In the short term, several of the immediate investments proposed in this report’s recommendations will free up staff resources rather than constrain them. For example, investments in IT infrastructure will immediately boost staff productivity and educational programmes will build staff capacity in the medium to long term.

3.3. NEW WAYS OF FUNDING THE DATA REVOLUTION

Feedback from the country survey as well as the in-depth studies indicates that many countries have found the management of aid projects to be difficult and time consuming. While aid commitments have increased to some extent, there is evidence that disbursement on the ground is constrained by complex requirements for procurement and financial management and the need to deal with many different donors. So, if the data revolution is to succeed, attention will need to be given how finance is provided.

Both new financing mechanisms and new ways of delivering aid will be needed. This report recommends that financing mechanisms should include the following:

- Global and, possibly, regional trust funds supporting the implementation of the data revolution. This fund should be tailored to the low income countries and promote capacity building, data production, data use and innovation.
- A data compact challenge fund, where countries bid for resources, based on their statistical plans and progress towards implementation.

In relation to making aid easier to access and use, aid for statistics should be allocated and disbursed in line with the following principles:

- It should be in line with national priorities and programmes as set out in national statistical plans and strategies. In effect, aid for statistics should move from a project to a programme approach.
- To reduce the transaction costs facing countries dealing with several donors, aid should be managed on a system-wide basis, in line with PARIS21 recommendations.
- Experience of other financing mechanisms including payment by results and budget support in line with an agreed programme of reform should be reviewed and evaluated. For the period after 2020, it is anticipated that an increasing proportion of aid will be provided through these kinds of approaches.
- Support and guidance should be provided to countries participating in the data revolution to develop financing proposals and programmes. This may include the identification of lead donors in countries and the provision of technical support. In some cases such support may be provided on a regional or sub-regional basis.
3.4. MONITORING PROGRESS

At the country level, monitoring the progress of the data revolution should be an integral part of the process of implementing the national statistical strategy or plan. Countries will be encouraged and supported to set targets and to identify indicators to regularly measure progress. It is expected, for example, that regular reporting on progress would be part of the data compact and would be compiled in the annual Data for Sustainable Development Report.

At the regional and global level, the aim should be to make reporting and monitoring of progress as automatic as possible. It is anticipated, for example, that the PARIS21 Metabase (http://metabase.paris21.org/) will be the main means for monitoring what is happening in countries.

An equally important aspect of global monitoring is to ensure that financing for statistical information is robust and that funding instruments and approaches reflect the new modalities and actors in development finance. In this regard, the Partner Report on Support to Statistics (PRESS) exercise has proven useful in providing information from ODA providers on their support for statistical development. Based on the PRESS experience conducted at the international level, PARIS21 launched a pilot exercise named Country Report on Support to Statistics (CRESS) at the country level. The CRESS is a country-led initiative to gather all data relating to the funding of the national statistical system, whether deriving from domestic resources or external aid. It is intended that these exercises will be developed and expanded over the period to 2020 to monitor financial commitments to the data revolution.
Monday October 21, 2030

As the director of the national statistics office pulls into her parking space this Monday morning, a thought strikes her. It’s 15 years, plus one day, since she joined her country’s national statistical office. The date is easy to remember – October 20th, World Statistics Day.

A lot has changed, and almost all for the better. As she makes her way through the open-plan office, a young colleague waves to her. “Excuse me director, would you like to take a look at the latest data visualisations?” On screen is a new tool that lets users map immunisation rates across the country and break them down by district and even village. “Great work,” the director tells her colleague. “Let’s get that on the website as soon as possible.”

The website – a never-ending battle, but at least it’s one the NSO is beginning to win. Fifteen years ago, only basic statistics were released on the website and they weren’t always up to date. Now the website hosts a constant flow of new and disaggregated data from the NSO as well as from ministries and the central bank. It’s all regularly updated, ready to be downloaded and fully searchable. And because the NSO has signed up to international standards, agencies like the UN and World Bank can automatically upload statistics as and when they need them.

By the time she gets to her own desk and turns on her computer, her brain is buzzing with things to do. Her inbox is full – of course – but at least now her e-mails all come to her official address. When she joined the NSO, staff had to use their own e-mail addresses.

So, what’s on today’s agenda? First up is a budget meeting – never much fun, but less frustrating than they used to be. Back in 2015, every major spending request had to be sent up to the planning ministry. Even regular expenditures for survey work, for example, had to
be repeatedly justified. That meant staff spending hours in endless meetings, explaining – yet again – why better data meant better decisions.

These days, however, the NSO is an independent government agency with control over its own expenditure. Over the past 15 years, it has secured a small but solid slice of government spending. Changing donor attitudes have helped too. They’ve come increasingly to recognise that they need to fit into the data priorities of the government and the NSO, not the other way round.

The NSO’s increasing independence and prestige has also helped it to offer more competitive salaries and to bring in young and talented data professionals. That’s another big change. Fifteen years ago, qualified statisticians were often lured away to work in the private sector or in international aid agencies. The director herself had plenty of offers, and she was tempted to quit more than once.

What made her stay? She thinks the turning point was about 10 years ago, when the then-newly appointed prime minister appeared on TV and described herself as “driven by data”. Suddenly, every minister around the cabinet table was also “driven by data,” and the office faced ever more requests from ministries. The office nearly sank under the demands. It was saved by the prime minister, who – true to her word – made good data a government priority.

Her government passed an open data law guaranteeing the right of access to data and set a challenge for the NSO: meet the needs of the people. The director and her colleagues launched a major effort to find out what users wanted. The results were depressing. Many people had almost no knowledge of how data could be used; those that did found it easier to get the numbers they wanted from Wikipedia rather than the NSO.

So as well as improving its supply of data, the NSO has also been working to educate users, launching public outreach and education programmes. The director can see the results on the front page of that morning’s e-paper – a visualisation of government spending by

The chief of staff...

An all-too-familiar face appeared on the chief of staff’s phone – his minister. She was in her home district and, as this was a Sunday night, probably on the warpath. “What’s happening to the price of rice?” she demanded. “I want answers – now!”

That’s why, on an evening when he should have been planning his retirement, he’s scrolling through government websites. “Didn’t somebody say something about a national data portal?” he asks himself. A few more clicks and he finds the site. On the screen, a question floats above a search box: “What do you need to know?” The chief of staff hesitates and then enters a question: “Are rice prices rising?” The screen responds: “Rice and food prices remain broadly stable but with some local variations.” Below is a list of relevant data – the consumer price index, inflation rates, wages and salaries and more, and all updated to the most recent quarter.

“Amazing,” the chief of staff murmurs to himself. “These figures used always to be so out of date. But what about those ‘local variations’?” He clicks on the words and is taken to a map of the country coloured to show trends in food prices. The map warns that it’s still a trial project, but, sure enough, in the minister’s district it’s indicating a blip in rice prices. On an instinct, he clicks on a weather symbol, which takes him to a map of rainfall patterns across the country. There again, in the minister’s district, are signs of heavy rain and localised flooding. “That explains it,” he murmurs to himself, “but how do they know all this?” Never mind, he can call back the minister right away and find out more from the statisticians tomorrow.
legislative district created by a journalist (a self-styled ‘infomediary’) who has attended several NSO workshops.

Just as she’s getting ready to head off to her first meeting, a colleague sticks his head around the door. “Excuse me, one of the chiefs of staff want to know if we can explain some data from his minister’s district.” She can already guess what it is: “Rice prices?” Her colleague laughs: “Sometimes I think you’re psychic.”

It’s not magic. She has been following one of the CSO’s big data projects, part-funded by a consortium of banks, that is tracking food prices through social media and from ‘crowd-source’ photos of price stickers in markets. The project is designed to provide early warning of shifts in prices. Big data are playing a role in other areas of the NSO’s work: Anonymised phone logs from telecoms companies are being used to regularly update population and income figures. And, speaking of phones, the NSO is now increasingly using smartphones to collect data in remote areas, which is producing better quality data faster.

“Excuse me.” The director’s assistant appears at her door. “Don’t forget you need to get to the airport for 5pm.” The director sighs … after a long day at the office, she has to fly off to attend a regional data forum. She’s impressed by how her colleagues across the region have worked to develop and spread the use of solutions that work best for them. She’s also impressed that many of their ideas are going international, too, feeding into the growing global discussion on how to improve data quality still further as the Sustainable Development Goals come up for renewal.

“Wow,” she thinks, “it’s amazing how much we’ve achieved in just 15 years.”
The recommendations in this report build on a programme of extensive background research in the form of reports and studies. These include a series of discussion papers, a study of statistical systems in 27 countries and a series of in-depth studies in seven countries.

The **discussion paper series** features expert authors ranging from statisticians to academics who seek to lend their voices to the discourse on statistical capacity development.

**In-depth studies** were conducted in seven countries: Bangladesh; Burundi; Cabo Verde; Colombia; Democratic Republic of Congo; Philippines; Trinidad and Tobago.

A **cross-country study** was carried out in three stages between May and September 2014. In Stage 1, a comprehensive database was compiled to include information on the structure, activities and outputs of statistical systems in all developing countries. Once this information was compiled, national statistical systems were divided into a small number of distinct groups with similar characteristics. Stage 2 involved a desk-study assessment of a sample of countries from each of the groups, involving 29 countries in total. Stage 3 involves in-depth investigation and analysis in seven countries, selected from each of the groups identified in Stage 1.

The selection of countries for the country studies was based on a stratified sample by countries' statistical capacity index and geographic regions. The statistical capacity index is based on the average capacity score for each of the six dimensions in the PARIS21 Metabase. Within each strata, countries where selected at random and non-respondents were replaced with a random draw from their respective strata.

The research programme was overseen by a **technical review group** of 15 experts from academia, statistical agencies, high profile think tanks and international donors. The role of the group was to coordinate and manage a quality control process of the different outputs and deliverables of the IDR project.

A **comprehensive consultative process** ensured that as many people as possible were involved in discussions about the data revolution, what it should do, who should be involved and how it should be put into action. It was essential to this process that the voice of developing countries was heard in this debate. To this end, PARIS21 organized country workshops in all countries selected for the in-depth studies and invited high-level representatives from the countries’ statistical offices for a two-day workshop in Paris.
REFERENCES


7 For a presentation of the IDR project, see http://datarevolution.paris21.org/the-project

8 Evidence compiled during the IDR project.


11 P21 evaluations http://www.paris21.org/peer-reviews

12 For example, see the 2013 evaluation of the International Household Survey Programme, www.ihsn.org/home/node/627


14 National partnerships have been promoted for countries participating in and benefitting from the Statistics for Results Facility managed by the World Bank, for example see: www.worldbank.org/en/data/statistical-capacity-building/statistics-for-results-facility-catalytic-fund#4


APPENDIX I: FINANCIAL STATEMENT OF THE PARIS21 SECRETARIAT 2014
## Statement of Expenditure 2014

Partnership in Statistics for Development in the 21st Century (PARIS21)

### - PARIS21 Programme -

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### Financial commitments for 2015

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1) VC Administration charge, see C(2009)158
2) Legally binding commitments related to staff contracts.
3) Legally binding commitments related to contracted intellectual services and other goods & services.

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Jan Lomoy  
Director of the Development Co-operation Directorate (DCD)

Françoise Hechinger  
Head of Accounting Division
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**Notes:**
1) The VC accepted by the OECD in 2014 covers the period July 2014-January 2015
2) The VC accepted by the OECD in 2013 covers the period 2013-2015
3) The grant accepted by the OECD in 2013 covers the period November 2013 - October 2015
4) Five grants accepted by the OECD in 2014:
   - ADP/DGF 2015: 482,470 €. Grant covering the period 1 January 2015 - 31 December 2015
   - IHSN/DGF 2015: 327,065 €. Grant covering the period 1 January 2015 - 31 December 2015
   - NSDS/DGF 2015: 243,710 €. Grant covering the period 1 January 2015 - 31 December 2015
11.

APPENDIX II: REVISIONS OF THE NSDS GUIDELINES
FRAGILE STATES AND SMALL ISLAND DEVELOPING STATES

FRAGILE STATES

The special case of fragile states needs to be considered given the complexity and diversity of the various situations. A fragile state can be defined as:

1. A state under acute stress, where reigning institutions face serious contestation and are potentially unable to manage conflict and shocks.
2. A state that is failing, or at risk of failing, with respect to authority, comprehensive service entitlements and legitimacy.
3. A state whose central government is so weak or ineffective that it has little practical control over much of its territory, leading to collapse of the state.
4. A post-conflict state is a state which has emerged out of conflict and is progressively establishing institutions and making resources available to sustain itself completely out of crisis and fragility.

Indicators of state vulnerability permeate the full extent of all national institutions including:

1. **Political Indicators** which cover the criminalisation and/or de-legitimisation of the state, progressive deterioration of the public service, widespread violation of human rights, security apparatus as ‘state within a state’, rise of factionalised elites intervention of other states or external factors
2. **Social Indicators** which cover demographic pressures, massive movement of refugees and internally displaced peoples, legacy of vengeance-seeking group grievance, chronic and sustained human flight.
3. **Economic Indicators** which cover uneven economic development along group lines which is usually associated with sharp and/or severe economic decline.

FROM A CONFLICT TO A NON-CONFLICT SITUATION

During the time of conflict, the NSDS must be constructed considering risk mitigation, protection of physical and statistical assets, data preservation through offsite backup, and preparation for the post-conflict situation returning to “normalcy”.

After a return to “normalcy”, solutions to post-conflict or non-conflict situation aimed at restoring the statistical system would be undertaken. Each country situation is idiosyncratic depending on the nature of the conflict and the extent of damage which the statistical system has suffered during the period of conflict. The NSDS may need to be conceived as a mechanism for the reconstruction of human resources and physical assets where damage to the statistical institutions and data assets of the state has been extensive. In every case, however, building on assets which were “saved” from the conflict will be the first step to the ultimate reconstruction of the statistical system.
SMALL ISLAND DEVELOPING STATES (SIDS)

Small Island Developing States (SIDS) are a group of developing countries and facing unique development challenges which stem from factors such as relative isolation or remoteness, small market size, narrow resource and export base, susceptibility to external economic shocks, vulnerability to environmental threats and effects of climate change, and exposure to intense and frequent disasters brought about by natural events. These SIDS are located in the Caribbean, the Pacific and the Atlantic, Indian Ocean, Mediterranean and South China Sea (AIMS)¹.

The United Nations Department of Economic and Social Affairs (UNDESA) currently recognises 51 small island developing states and territories in the monitoring of SIDS sustainable development.²

CHARACTERISTICS OF SIDS NATIONAL STATISTICAL SYSTEMS

SIDS national statistical systems (NSS) vary considerably in terms of size and budget levels and the profile of national statistical offices (NSO) differs from one island to another. Kiribati, Northern Marianas, Marshall Islands, Nauru, Niue, Tuvalu and Palau in the Pacific have between 1 and 10 staff in their respective NSO while Jamaica in the Caribbean has 327 staff. In 2013, NSO’s annual budget in Jamaica amounts to USD 6.7 million compared with USD 430,000 in Tonga or Vanuatu. Many NSOs are part of larger Ministries and have little autonomy and often lacks the mandate to coordinate the entire statistical system.

SIDS NSS face specific constraints linked to their vulnerability and it is often reflected in their NSOs. It is not surprising that the most vulnerable NSOs are found in the smallest and less affluent countries. Thus, there may be a need to differentiate among SIDS NSS. Taking into account two variables, population under 120,000 and GNI per capita under USD 4,000, 31 countries and territories may be considered as facing strong NSS constraints for their NSS. 24 countries and territories because of its small size (American Samoa, Anguilla, Antigua and Barbuda, Aruba, British Virgin Islands, Cook Islands, Dominica, Federated State of Micronesia, Grenada, Kiribati, Marshall Islands, Montserrat, Nauru, Niue, Commonwealth of Northern Marianas, Palau, Puerto Rico, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and Grenadines, Seychelles, Tonga, Tuvalu, and US Virgin Islands). Nine (9) countries due to low GNI per capita (FSM, Sao Tome and Principe, Vanuatu, Kiribati, Papua New Guinea, Haiti, Comoros, Solomon Islands, Guinea-Bissau), 6 of which are categorised as LDCs or with low intermediary income.

The role of low GNI per capita may be illustrated by Comoros’ NSO. With only 18 NSO staff compared with 30 in Tonga, GNI per capita in Comoros is at USD 1,505 and USD 5,316 for Tonga. Population (2013 data) is significantly higher in Comoros with about 735,000 while only 103,300 for Tonga. Other variables such as political commitment may also play a role to explain the gap between the two NSOs. If extreme smallness in terms of population criterion is taken into account, Marshall Islands, Nauru and Palau are very specific, with NSO staff of only 5 (Marshall Islands and

¹ The so-called AIMS region is less homogeneous than the two other and does not benefit from the support of a specific regional institution.
² SIDS include 38 countries that are recognised members of the United Nations and 13 non-UN members or Associate Members of regional commissions [http://sustainabledevelopment.un.org/index.php?menu=1520](http://sustainabledevelopment.un.org/index.php?menu=1520)
Nauru) and 4 (Palau). These 12 countries (LDCs and smallest NSOs in terms of NSO size) would then qualify for priority action as far as NSSs are concerned.

While many NSS share the same constraints and challenges, a number of distinct characteristics are made much more acute in SIDS:

**Human resources**

Inadequate or often lack of highly competent professionals with relevant experience to undertake statistical tasks. In SIDS, there is limited capability of statistics professionals to perform specialised tasks which results in increased reliance on very few qualified staff members and in overburdening the staff that delays the delivery of important data.

Need for continuous training and re-training to shore up the knowledge base because a relatively small number of people are responsible for dealing with diverse sets of statistical functions (e.g., consumer price indices, sample survey design, and compilation of environmental statistics).

Heavy reliance on external (and externally funded) technical expertise.

High personnel turnover and a large number of temporary personnel. Low pay level is a concern for skilled staff and a major cause of high turnover. Field staff employed for data collection are often first timers with limited statistical skills or experience.

**Geographic and demographic characteristics**

Relatively larger samples required in relation to smaller populations size to obtain valid results in statistical surveys and higher per capita cost of data acquisition.

Large and dispersed territory but relatively small population or with unevenly and sparsely distributed population often give rise to huge non-sampling error.

Lack of anonymity of statistical units in the population requiring specialised treatment of aggregated data and public use samples.

Issues of diversity between populations or sub-populations leading to higher cost of implementation of harmonised standards, classification and coding systems.

In the smallest SIDS, the “respondent fatigue” results in increasing non-response to surveys.

**Information Technology (IT)**

Requires a smaller amount of software customisation due to the relatively narrower level of diversity of data elements.

Easier adoption of standardised coding and classification systems across statistical units, when there is commitment.

Slow response of central IT services to statistical requirements for hardware and software support, which leads to generalised software recommendations not to specialised one.

Lack of statistical data confidentiality from other data-producing agencies of government.

Small and less affluent SIDS have weak information and communication infrastructure along with limited qualified staff and a high turnover. They often lack the resources to update on a regular basis equipment, systems and software. Upgrading often takes place when a survey is financed or co-financed by donors.

**Regional support for statistics**

High level of reliance on strong regional centres for technical and statistical support resulting in high cost of travelling in the region, particularly true in the Pacific Islands and in Caribbean countries.
Fragility
Need for proper backup in situations when national systems fail, political and security conditions deteriorate, data is lost or unavailable, and/or when personnel are unavailable or have been replaced or transferred.

Confidentiality
Strict adherence to confidentiality principles must be observed because of the relative ease with which a specific entity’s records of data may be identified even when aggregation rules are employed to ensure non-disclosure.
Resistance from other government agencies to provide public administrative data to the statistical agency/NSO which results in non-reporting of some critical events.
Inadequacy and/or often lack of strict data dissemination policies.

Other issues
Inadequate, outdated, or absence of statistical legislation that serves as framework for a coordinated and harmonized NSS.
Weak or lack of strong leadership in the NSOs leads to insufficient guidance on how the national system should be managed. It results in poor coordination and coherence of the NSSs.
Non-existent national statistical councils or similar statistical bodies with wide representation that would steer statistical development
Lack of statistical culture and NSO knowledge.

CHALLENGES FACING SIDS STATISTICAL SYSTEMS

SIDS NSS do not have enough financial resources to meet the expenditures required by a standard statistical system. The cost of a standard survey (i.e., household income and expenditure survey or HIES) is often out of reach of the smallest and poorest SIDS NSS budget.
NSOs require highly specialized staff in statistics and demography, which may not be currently available in SIDS. Narrow skills base is a feature that prevails in the smallest islands, and it is reinforced by high rates of outmigration.
International data requirements are often too demanding for SIDS’ statistical capacity. The monitoring of the Millennium Development Goals (MDGs) required a lot of indicators which is often not available in SIDS. Reporting on MDG indicators was poor in many SIDS due to lack of data.
It is expected that with the adoption of the Sustainable Development Goals, difficulties will further arise as more demanding set of goals, targets and indicators are expected to be monitored and reported.
Results-based management is not widely adopted in many SIDS. Evidence-based decision-making and development policy formulation is not a common practice. Decision makers rarely rely on data to make decisions, and because this is traditionally the practice, there is no compelling national need to provide appropriate, timely and reliable data.
Low statistical capacity and poor image of the NSO hinders its leadership and coordinative role in the NSS. This result in lack of coordination and coherence of data within the statistical system and absence of data sharing arrangement among agencies collecting data. For instance, data needed to monitor and measure environmental dimensions of vulnerability may be difficult to collect and analyse. Statistics on natural resources, climate change, contamination, disasters and risks require access to sophisticated information systems and specialists.
Users play a very limited role in SIDS. Demand for data from users is still weak in SIDS. This is apparent in weak political governance that favours the limited use of data and will not stimulate the promotion of a strong statistical system.

ROLE OF REGIONAL BODIES IN THE DEVELOPMENT OF SIDS STATISTICAL SYSTEMS

Building and strengthening SIDS NSS would need considerable support from the international community on a long-term basis, specifically in the areas of human resource capacity building; institution building; technical assistance on frameworks, methodologies, standards, and tools; and investment in information systems and IT-related needs, among others. Regional bodies therefore play an important role in leveraging long-term support for statistical development in SIDS.

A regional approach to statistical development not only ensures effective statistical systems that contributes to national and regional decision-making but also fosters stronger cooperation and integration across the region stimulating economic growth, sustainable development, good governance, and mutual security.

Regional bodies with statistical cooperation as part of their mandates provide much needed support to SIDS statistical systems, such as:

Augment statistical human resource of SIDS. Regional bodies often have a pool of statistical experts and professionals that could be dispatched to temporarily fill the human resource gap in the country or to carry out specific statistical activity on a short-term basis.

Provide training and technical assistance to SIDS. Regional bodies could provide a common training session for several number of SIDS to minimise the training costs. Customised training session specific to country needs can also be facilitated by regional bodies particularly in the adoption of statistical standards, use of new software and statistical tools, and data dissemination, among others.

ICT Infrastructure support. Resources to upgrade much needed ICT infrastructure (e.g., computers, databases, software) to support statistical work in NSS is beyond the means of a number of SIDS. Regional bodies provide support in terms of identification and provision of adapted equipment for use by NSS. In some cases, regional data processing facility is established using pooled resources from country contributions to aid NSS in data processing, analysis and storage of statistical information.

For example, the Secretariat of the Pacific Community and the Secretariat of the Caribbean Community and Common Market or CARICOM have dedicated statistical programme or unit that are actively involved in the development of regional statistics, providing much-needed statistical support to their SIDS members.

RECOMMENDED STRATEGIES FOR SIDS STATISTICAL DEVELOPMENT

Statistics is considered as an important enabling mechanism in achieving sustainable development goals of SIDS. Its role in development planning is clearly mentioned in the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the outcome document of the 3rd International Conference on SIDS, which highlights “data collection and statistical analysis is required to enable SIDS to...”
effectively plan, follow-up on, evaluate implementation of, and track successes in attaining the international agreed development goals.”

Increased demand for data is inevitable and statistical systems in SIDS would need to balance national, regional and international data demands and reporting requirements. There are some recommendations that could fast-track and sustain statistical development in SIDS in support of national development.

**Advocacy and political commitment**

Promoting statistics in support of development processes should be considered high priority in SIDS. The usefulness of statistics as a tool for policy and decision-making must be the central theme of any advocacy effort as this will potentially encourage high level support and help in improving the image of official statistics in SIDS. Advocacy program should target the highest positions in government so that awareness of the role of statistics would lead to political commitment in the reform and funding of the NSS. To effectively build and strengthen SIDS NSS, statistics literacy especially of the private sector, civil society, and media should likewise be improved.

Statistics advocacy is an integral part of the NSDS process – at the beginning, middle, and end stages. At the early stage of the NSDS process, advocacy must be made to high level government officials, ideally at the Prime Minister level with the inclusion of key ministries such as on planning and finance. Mid-stage, advocacy may target other data producing agencies, data users from government, private sector, and non-government organizations and this could be done through data user-producer dialogues and consultations.

**Lower the costs of collecting, processing and disseminating data**

The cost associated to build a “standard” statistical system is out of reach for most SIDS. Efforts should be made to reduce the costs of statistics. There are two ways this may be achieved:

**Use of administrative data as alternative sources.** In most SIDS, administrative data from line ministries such as health, education, vital statistics, and agriculture are poorly used in development planning and policy formulation. When quality of administrative data is assured, these could be good alternative sources of information and could partly substitute for costly survey data. It would also reduce respondent burden in countries with very small population. However, considerable improvement should be made to ensure that administrative data are fit for use. Close relations and coordination between line ministries and NSOs and an integration process of all data producers in the NSS should also be established. Memorandums of understanding should be established with key official data producers so that the NSOs have access on a permanent basis to administrative data bases.

**Adapt instruments used in data collection, processing and dissemination for SIDS purpose.** Methodological researches to define less costly and more convenient approaches for surveys in SIDS are valuable. Multi-purpose surveys and adapted questionnaires following internationally approved standards and classifications for instance, are now adopted by few Pacific SIDS and have resulted in substantial reductions in survey costs. An optimal use of ICT for data collection, processing and dissemination can contribute to reducing costs. Partnerships with universities and research agencies are recommended in order to identify and test appropriate and adapted

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3 The standardised Pacific household income and expenditure survey (HIES) is a multiple-purpose survey that passed the testing phase.
statistical instruments taking into account the constraints linked to small populations and inadequate budgets. As far as training is concerned, an optimal use of ICT would favour the development of remote training to make the process more continuous, with the support of Regional Institutions.

**Adapt international requirements to SIDS context**

Requirements for monitoring international goals must be adapted to the requirements and needs of SIDS taking into consideration their development priorities and reporting capacities. The adaptation process could be driven at the regional level, with regional institutions providing support to SIDS and in close coordination with the NSS. It is recommended that for the Post-2015 sustainable development agenda, a specific monitoring and evaluation process for SIDS be defined, taking into account their development priorities and the capacities of their NSS.

**Development and implementation of SIDS-specific tools to assess and monitor their vulnerability**

SIDS vulnerability has economic, social and environmental dimensions thus specific information system designed for collecting data that would measure impacts of vulnerability must be put in place. For instance, to monitor environmental vulnerability, a statistical system to collect data on environment and natural resources which many SIDS currently do not have, would need to be set-up, including systems to collect data to inform disaster risk management, climate change adaptation, waste management, and sustainable energy use. To measure economic vulnerability would require information on SIDS concerns such as on tourism, exports and imports of goods and services, money and banking, migration, remittances, among others. Statistical frameworks must also be in place to help SIDS monitor poverty, labour, health, education, food security, nutrition, gender, and culture-related concerns.

**Strengthen regional institutions with mandate on statistics cooperation**

A number of SIDS, specifically the most vulnerable and challenged ones would need continuous statistical support to complement the capacities of their NSS. Due to their relative small size and isolation, external support from regional and international institutions is inevitable. The regional statistical cooperation model in both Pacific and CARICOM proved to be effective in facilitating statistical development in SIDS. Pooling of resources (i.e., financial, human, infrastructure) at the regional level will help compensate for the limitations of statistical systems in SIDS.

The role of regional institutions with strong statistical cooperation mandate is important to sustain support to the most vulnerable SIDS. It is thus necessary for these institutions to have adequate funding to continue providing support to SIDS in need. It would entail a strong commitment of both member states and development partners to continue contributions to finance statistical work of the regional institutions. A concrete action plan for regional statistical cooperation and development that is aligned with SIDS development priorities is a good funding instrument where it would reflect the statistical needs of member states with regular monitoring and assessment of outcomes and emerging concerns. Part of strengthening regional institution’s role in statistical cooperation would also involve continuous upgrading of staff skills of technical assistance providers especially on statistical frameworks, methodologies and standards that are useful for SIDS and expansion of pool of regional experts to provide support to SIDS NSS on-demand.
RECOMMENDATIONS FOR PREPARING NSDS IN SIDS

Presently, only a minority of the SIDS have an NSDS in place that serves as framework for their statistical development. The design and effective implementation of an NSDS adapted to SIDS specificities should be one of the priorities of the SIDS development policies.

The Pacific and CARICOM regions have long recognised that NSDS is crucial to ensuring a strategic statistical development in SIDS is achieved. While SIDS statistical systems vary in their characteristics and capacities, the NSDS remains an effective framework for balancing priorities and demands for statistics with due consideration of the size, vulnerabilities, and specific issues they face.

**Strengthen governance of the NSS.** The credibility of a statistical system is linked to the quality of statistical products and services it produces; capacity to provide the data needed by users and confidence of data users’ in the statistics produced. A good statistical system is characterised by independence, transparency and integrity, often reflected in its statistical legislation. To ensure SIDS has a good statistical system, it should have in place a well-functioning governance system for the NSS.

**Adopt a programming approach in statistical planning.** An annual action plan of statistical activities involving all data producers should be prepared and costed for the medium term (3 to 5 years). This is an important component of the NSDS.

**Promote the dissemination of data.** The NSDS advocates for better data dissemination and open access to data and statistics in a regular and timely manner. Programs in the NSDS should include ways of improving availability and accessibility of data to users. The use of ICT enables extensive data dissemination that is easily accessible to users. Dissemination policy should also be in place for NSS.

**Dialogue with data users.** The NSDS process involves consultation with data users and stakeholders to ensure that the NSS would respond to data users’ needs. This consultative process is often overlooked when formulating statistical plans. It is necessary to identify key data users that would contribute meaningfully to discussions on data gaps, data quality, availability, and in setting statistical priorities.

**Promote capacity building.** Many SIDS lack the capacity to produce and disseminate data needed by users. The NSDS approach will provide a diagnostic of the existing capacities, and identify the gaps to be addressed and how this could be done. A capacity building programme could then be defined. In the case of SIDS, the implementation of the programme should be coordinated and supported at the regional level, to ensure specific solutions may be identified such as common tools and pooling of resources. One key issue is the sustainability of the capacity building process.

**Tools:**
- Strengthening statistical services through regional approaches
- A Pacific Island region Plan for the Implementation of initiatives for strengthening statistical services through regional approaches 2010-2020

**Good Practices for Fragile States:**
- Afghanistan_Capacity Development Plan 2011-2014
- Good Practices for SIDS:
- Cook Islands NSDS Roadmap
NSDS DATA MODULE

BACKGROUND

A large share of the cost burden that is dealt with statistics offices is the cost of field operations. Traditionally, data has been collected through surveys and other field operations. As more options become available for undertaking field operations, the funding and cost estimation landscape becomes more complex and variable. The NSDS Data Module provides a solution to statistical agencies interested in systematically approaching the problem of estimating costs of undertaking field operations. As with any software, the current version will be limited in scope and will only cost the operation of fielding a household survey. In the following development phases, the module will be expanded to include, as feasible:

- Adding overhead costs incurred by the NSO by applying a business model such as the Generic Statistical Business Process Model (GSBPM).
- Costing other data activities such as administrative systems.
- Costing other areas of the NSDS process.
- Managing and tracking funding contribution and the sustainability of field operations providing for eventual absorption into country budgets.

PROCESS

The good news is that field operations are largely process driven. Because of this, their costs can be compartmentalised and evaluated and referenced to existing business models such as the GSBPM. The NSDS Data Module is a new product that will be developed over the course of 2015 to improve the costing of NSDSs and seeks to provide an integrated tool to the country national statistical systems to develop a country led framework for looking at monitoring and evaluation frameworks.

One thing the tool is not: it is not a monitoring and evaluation system and it is not a portal for reporting indicator results. It is a tool that is designed to facilitate the process of planning and estimating field operations within the context of a National Development Plan and within the framework of a Statistical System.

Modifications and enhancement of the costing module will be undertaken in future versions. The current scope is limited only to costing the field operations component of the NSDS and not the cost of the entire NSDS. The tool will help identify the basis for applying overhead costs associated with field operations and eventually may be extended to include components of the GSBPM and other relevant tools as they may be related to the field operations. Additional functionality is dependent upon the results of piloting the beta version and ongoing assessment. Additional costing modules could be included for estimating administrative systems and Civil Registration and/or other relevant costing areas.
TOOL DESIGN

1. National Log Frames: The tool will provide a forum for taking inventory of reporting needs between sectors and compile a log frame of indicators based on national priorities.
2. It will identify the field operations attributed to the indicators and allow planners to discuss timing and scheduling of field operations using a dynamic scheduling tool or GANTT chart.
3. It will provide a tool for estimating costs of field operations based on real cost parameters.
4. Provide a series of standard reports for inclusion in the NSDS and facilitate seeking funding commitment.
5. Track the funding commitments and funding gaps for field operations.

EXPECTED OUTCOMES

• Serve as a tool to develop consensus between stakeholders in the NSS and international survey programs.
• Assign priorities to indicators and provide a tool for planning field operations.
• Increase the efficiency of data collection by assigning common indicators in different sectors as per specific sector monitoring goals.
• Provide standard reporting across countries and systematic methods for calculating field operation costs.
• Increase the reliability of the planning data; allow flexibility of planning and increase the standardisation of reporting for financing.
• Provide a planning of data collection operations that should limit the undertaking of unplanned surveys.
• Serve as a tool for advocating targeted funding for statistical operations.
• Evaluate unitary costs (cost per household or cost per indicator)
THE POST-2015 AGENDA AND NSDSS

The Millennium Development Goals (MDGs) framework will come to an end in 2015 when the international community adopts a new development framework covering the 2015-2030 period. The need to define an indicator system to monitor and evaluate the implementation of the MDGs had a strong impact on the statistical systems. National Statistical Systems (NSS) needed to be improved and adapted to fill the gaps and provide the requested data required for the MDGs. In this regard, the NSDSs were key instruments. The adoption of the Sustainable Development Goals (SDG) will constitute a new and demanding challenge for the NSSs and these changes will need to be reflected in the NSDSs. The Guidelines will be duly adapted after the adoption of the SDGs.

The main steps: Important initiatives have been recently taken in order to prepare “a data revolution for the SDGs”

Open Working Group on Sustainable Development: On 15 January 2013, The UN General Assembly established an Open Working Group (OWG) on SDGs; the first session took place in March 2013, and the 13th and final session was held from 14-18 July 2014. In its last session, the OWG defined 17 specific goals and 169 associated targets, including new grounds with goals on inequalities, economic growth (and its measurement), decent jobs, cities and human settlements, industrialisation, energy, climate change, consumption and production, peace, justice and institutions, etc. Moreover, the environmental dimension of the agenda is articulated throughout the entire document. According to the Working Group, mechanisms to review the implementation of goals will be needed, and the availability and access to data will need to be improved, including the “disaggregation by gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant to national contexts”.

Independent Expert Advisory Group on a Data Revolution for Sustainable Development (IEAG): The UN Secretary-General established the group in August 2014 to make concrete proposals to bring about a data revolution for sustainable development. The group’s summary report “A world that counts: mobilising the data revolution for Sustainable Development” was issued on 6 November 2014, and includes an impressive list of recommendations for strengthening national statistical systems, closing data gaps and harvesting new technological possibilities in data production and use. The report aims at creating a global consensus on data and identifying new funding streams to support the data revolution, to be presented at the Addis Ababa Conference on funding for development (July 2015).

“The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet”. The UN Secretary-General’s Synthesis Report on the post-2015 sustainable development agenda was released in December 2014. In his report he states that “a set of applicable indicators will also need to be identified to allow us to collect, compare and analyse reliable data. The SG mentions that “the world must acquire a new ‘data literacy’ in order to be equipped with the tools, methodologies, capacities and information necessary to shine a line on the challenges of responding to the new agenda” and that “enhanced national and international statistical capacities, rigorous indicators, reliable and timely data sets, new and non-traditional data sources, and broader and systematic

1 Examples of the discussions on the initiatives can be found at Open Data Watch: http://www.opendatawatch.com/Pages/Data-Revolution-What-Being-Said.aspx
disaggregation to reveal inequities will all be fundamental”. He recommends establishing a comprehensive programme of action on data and creating a multi-stakeholder global partnership for sustainable development data.

A global conference on the transformative agenda for official statistics took place at UN headquarters on 15-16 January 2015, coorganised by the UN Statistics Division and Eurostat. The concept note\(^2\) states that “business as usual is not an option and will be insufficient for making the transition from the existing to modern National Statistical Systems to meet the data reporting needs for the post-2015 development agenda and to provide evidence-based information for country-level decision making to promote sustainable development, its interlinked social, economic and environmental components at national, regional and world level”. Moreover the new agenda will require statistics of cross-cutting issues such as governance, security, or climate change. The main issue is the ability of the NSOs and the NSSs of countries to effectively, efficiently and sustainably measure and report progress towards meeting the SDG targets and goals through the use of relevant indicators. “A data revolution is necessary”.

The 46th session of the UN Statistical Commission (March 2015) will provide an important forum for discussing the SDG indicator framework and the means of implementation of the data revolution.

**THE SDGS AND THE NSDSS**

- The SDGs will be formally adopted by the international community by the end of 2015, including the associated goals and targets of the new development framework.

- A monitoring framework for the SDGs will then be prepared, at the country, regional and global level. According to the UN, the first SDG review should take place in 2016, and by 2018 it is expected that the international system will have in place an accurate and meaningful annual reporting system.

- This will require important efforts and adaptations from the NSOs and NSSs, and the corresponding funding. NSDSs will need to reflect these changes to take place and the impact the “the data revolution for the SDGs” will have on the NSSs. The preparation of new NSDSs picturing the strategies for the monitoring of the new development agenda will be needed as soon as the goals and targets are adopted. It is then recommended that the leading institutions in the preparation of the NSDS set a calendar for their new NSDS in line with the adoption of the SDGs by the international community. A modulation of the time frame will be needed in order to take into account the situation of each country regarding its development strategy and its NSDS: will the SDGs be integrated in a new Development document, or will a revision take place? And how will the important changes needed in the NSS be incorporated: through a new NSDS or a revision of the existing NSDS? Clarification is needed between development plan and NSDS as they will both reflect the SDGs. The timing will also depend upon the availability of a technical framework showing the data needed for the monitoring of the SDGs and how it can be produced.

- The framework should be adapted to the conditions prevailing in specific countries: LDCs, SIDS, etc. which will be influenced by the capacities of the countries and the mobilisation of the international community. It means that a new NSDS should be prepared in most of the countries soon after the adoption of the SDGs, or that, at least, an important revision of the

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strategy should take place in 2016-2017. The post-2015 agenda may have an impact on the time frame of the current NSDS: NSDSs ending in 2015 or 2016 should be extended in order to include the consequences of the SDGs on the statistical system.

- The SDGs will constitute an enormous challenge for developing countries NSSs. The countries that were unable to properly collect, analyse and disseminate the indicators linked to the MDGs (mostly LDCs, fragile states and SIDS) fear the impact of the SDGs on their NSS. The SDGs challenge includes two main dimensions: technical and financial. A new technical framework must be defined to respond to the requirements of the goals: what are the data that are needed to monitor the progress of the SDGs? What kind of disaggregation and periodicity will be required? Non-traditional data will evidently play an important role, with an emphasis on environmental variables, and indicators picturing the situation related to governance, inequalities in its various dimensions. Moreover, the new technical framework should include the role of the ICT revolution on the collection, analysis and dissemination of data.

- Funding is another challenge. LDCs and SIDS already insist on the need for the definition of an appropriate framework to ease the preparation of new NSDSs incorporating the changes linked to the adoption of the SDGs. They also mention the issue of funding the important changes needed to fill the gaps. This situation requires three types of actions: (i) Advocacy for change: it refers to the sensitisation and mobilisation of the international bodies, governments, NSSs and other stakeholders both at the national and international level so that the consequences of the SDGs on the statistical systems be properly grasped (data revolution for sustainable development). (ii) Preparation of a technical framework for the monitoring of the SDGs and for the preparation of new NSDSs which will incorporate the consequences of the development goals. (iii) Mobilisation of resources both at the national and international levels to finance the costs of the changes to be made in the NSSs in the post-2015 context. The decisions and recommendations of the July 2015 Addis Ababa Financing for Development Conference will provide a framework for this dimension but the actual mobilisation of resources will remain to be made. Initiatives, including partnerships among international institutions, as requested by the UNSG, are needed to respond to the challenges. A strong priority should be given to LDCs and SIDS in the efforts of the international community to adapt the NSSs to the Post-2015 agenda and its reporting requirements.
REGIONAL STRATEGIES

Regional integration or cooperation processes pursue different objectives such as achieving economic and monetary integration, building a free trade area, stepping up cooperation to promote socio-economic development, among others. Regardless of the objective, such processes require comparable statistical indicators based on methodologies harmonised between countries. Hence, the need to set up an efficient Regional Statistical System (RSS) which may be facilitated through a Regional Strategy for the Development of Statistics (RSDS).

The objective of an RSDS is to prepare an action plan that will meet the requirements of a regional development agenda such as regional integration and/or cooperation consistent with national policies of member countries. It ensures that the statistical information produced by NSSs is comparable and harmonised, by complying as strictly as possible with the recommendations and international standards.

The RSDS will respond to the statistical needs of the regional agenda without infringing on any country’s national sovereignty. Its action plan is derived from a consensus between regional authorities and all countries involved.

An RSDS should fulfil the following tasks:

- production of data (deemed regional) for regional policy-making needs such as comparable national statistics and data with a strictly regional dimension (e.g., climate change)
- coordination of national and regional programmes aimed at producing regional data, including programmes of surveys and censuses; synchronisation with national planning processes.
- harmonisation of conceptual frameworks and methods to obtain comparable data for regional purpose, including the adoption of binding statistical regulations, in compliance with recommendations and international standards and in association with national statistical councils.
- representation with respect to external partner organisations and donors, including the adoption of joint positions in major meetings of the global statistical system.
- sharing and exchanging best practices in terms of coordination and statistical capacity building between more advanced and less advanced countries in the region.
- capitalising economies of scale at the regional level and help defining how regional institutions can serve as a regional centre of excellence for countries in the region.

In most of the regional institutions, an important concern about the regional statistical system has been to agree on a core set of statistics available in all the member states, and respecting the international standards.

RSDS DESIGN AND IMPLEMENTATION PROCESS

The methodology employed to design and implement an NSDS applies equally to the RSDS process. Key prerequisites in the preparation of an RSDS consist of a comprehensive review and assessment of the data needed to fulfil the objectives of the regional development agenda and a diagnosis of the capacities of the national statistical systems.
The RSDS will involve:

- **Strong political will and validation by the authorities** of the integration body and national authorities at every stage of the process.

- **Establishment of an overall process**, covering the entire regional statistical system with the following key players: the regional body and its authorities, the NSSs including the national statistical offices (NSOs) and the authorities of member countries, and the national, regional, and international users of regional statistical information.

- **A participatory methodology** involving all these players, driven by the statistical unit of the regional body that has a mandate to carry out this work in cooperation with the NSS authorities of member countries.

- **A stage-based organisation** which includes the preparation of road map, conduct of assessment, identification of strategies, action planning and costing, and its implementation.

The RSDS approach is likely to be all the more successful with: i) a significant political commitment at the highest regional level and from the countries, (ii) a constructive dialogue between data producers and users at national and regional levels; iii) the mobilisation of necessary resources; and iv) continuous coordination with technical and financial partners.

The RSDS process must, by transcending national constraints, take into consideration a regional vision and new players such as the authorities and agencies of the integration system. Consultation, accordingly, is not simply carried out within national borders, it must take place across borders, between member countries in the region and the regional authorities.

**NSDS / RSDS: COMPLEMENTARY PROCESSES**

The NSDS and RSDS are complementary processes and, as such, each must take into account the requirements and activities of the other. The NSDS must include activities to produce the data needed at the regional level, and the RSDS must recognise the constraints and limitations placed on countries at the national level and their needs in statistical capacity development.

The initiatives aimed at meeting the information requirements of the regional body will be reflected in existing or upcoming NSDSs. Ideally, this will ensure that statistical information produced in member countries are rendered comparable through harmonised methodologies, while coordinating the availability of data according to a well-defined timeframe.

The complex question of countries that still do not have an NSDS but want to adhere to a RSDS will be treated in a next update of the NSDS Guidelines.
NOTE: the sense of the last arrow (between boxes “RSDS” and “Regional integration and development”) has been switched in order to reflect the fact that the RSDS is influenced by two dimensions: it reflects the needs emerging from the gaps observed in the NSSs; and it includes actions linked to the specific mandates of the regional body (economic integration; socio-economic co-operational environment policies, etc.).

IN PRACTICE

The general organisation of work must be defined in the roadmap. Against the regional backdrop, it must specify who the players are, define the work to be carried out and the implementation timetable.

ACKNOWLEDGING, RECOGNISING, UNDERSTANDING

The authority of the integration body receives a mandate from the Presidents of the member countries of the area to organise the regional statistical system. It should be an executive body who decides which work is to be carried out and supervises it.

However, as countries have to answer as a priority to their national authorities, one has to ensure coordination with the authority of the NSS of the countries including through the chair of the regional statistical studies commission if established. In this manner, coordination between the Region and member-states is ensured in all the work dedicated to the elaboration of the RSDS.

Experience acquired in the processes used to design NSDSs in developing countries must be used when defining the programme of operations to be carried out. Consultation must be organised between national statistics players and regional statistics players, in an ongoing process between countries and region. In order to inform the process, ensure good understanding and cut costs, large-scale workshops or seminars can be organised exclusively during key phases of the process followed to elaborate the RSDS.
PREPARING

With respect to the designing of the RSDS (once the decision has been taken), one needs to draw a distinction between the preparatory phase and other technical phases. Aforesaid preparatory phase covers the following tasks:

- disseminating information and making requests within the region primarily in order to mobilise internal support and partners
- choosing who will write up the draft road map; one might consider setting up the steering committee at this stage
- drafting and adopting the road map
- setting up the project management team

ORGANISATIONAL ARRANGEMENTS

Work on designing the RSDS can be carried out by the following bodies:

- Statistical unit appointed by the regional body, reporting to the executive body or regional authorities; this unit shall be responsible for managing the overall design process;
- National Committee in each country composed of 2 or 3 representatives of each NSS, in charge of coordination with their respective NSSs.
- Regional Technical Committee that drafts documents and prepares decisions to be taken and sends them to the Steering Committee.
- Regional Statistical Steering Committee that oversees the design technical process and submits for approval reports and recommendations.
- Commissions of national, regional or international experts, which will deal with specific aspects of the work programme of the roadmap.
- National consultants as resources to monitor the process followed to design the RSDS and deal with specific aspects of the work on the roadmap.
- Group of users and beneficiaries to identify the needs and quality aspects they give priority to.

This work can be supported, if need be, by a regional (or international consultant) to provide assistance throughout the process.

ASSESSMENT

The starting point of work to design the RSDS consists of studying and analysing existing information, in particular the plan of operations of the regional body and its information needs, and a diagnosis of the capacities of each NSS. One should consult national and international users about their expectations with respect to regional information.

Two activities that are crucial in the entire process have to be planned:

- Setting up a process aimed at disseminating work carried out on designing the RSDS. A web page on the site of the regional body should be reserved for this purpose.
• Defining a range of operations aimed at extolling, promoting and raising awareness about regional statistics.

Furthermore, three types of actions should be considered when designing the RSDS, as these provide added value with respect to a successful RSDS:

• Providing the funds required to finance the designing of the RSDS and its implementation. It implies the definition of a funding strategy, involving national and international resources. Setting up a regional statistical sub-group of donors, with representatives of the authorities of the integration area, would be a highly positive initiative.
• Drawing up a list of requirements in the field of international technical cooperation.
• Defining the human resources required to implement the RSDS.

VISION, STRATEGIES, ACTION PLANS

The process of designing the RSDS can be completed after 12 to 18 months of work. To meet this objective, a Gantt chart could be adopted:

• Drafting and adopting the roadmap: 2 months.
• Drafting and adopting the diagnosis: 5 months.
• Drafting the vision and strategies: 3 months.
• Choice of regional strategy: 1 month.
• Drafting and adopting the action plan: 4 months.
• Setting up a monitoring and evaluation process.

The choices made to draw up the Gantt chart will have to be, first and foremost, realistic and agreed upon with all regional statistics players.

The ultimate goal for the vision of the regional statistical system would be to promote the synergistic relationship between the RSDS design and the NSDS design or revision.

Tools:

Asia Pacific Regional Programme for Economic Statistics (RPES) - Capacity Screening Questionnaire
Strengthening statistical services through regional approaches
Brainstorming session on RSDS (OECS)
A Pacific Island region Plan for the Implementation of initiatives for strengthening statistical services through regional approaches 2010-2020

Good Practices:

CARICOM
ANDEAN COMMUNITY
SICA Video Advocating for strategic statistical approach in Central America high-level interviewees SICA Regional Workshop ASEAN