

The Future of PARIS21:

A proposal by the PARIS21 Secretariat, taking account of the findings of the “light” evaluation

The Steering Committee is invited to consider the PARIS21 Secretariat’s proposal for the continuation, governance and orientation of PARIS21 after 2006, which takes account of the findings of the “light” evaluation; and to comment on the proposals for a restatement of partnership aims, for the way forward for the PARIS21 Secretariat’s work programme, and how to re-energise the partnership to be more proactive, dynamic, and interactive.

I. Introduction

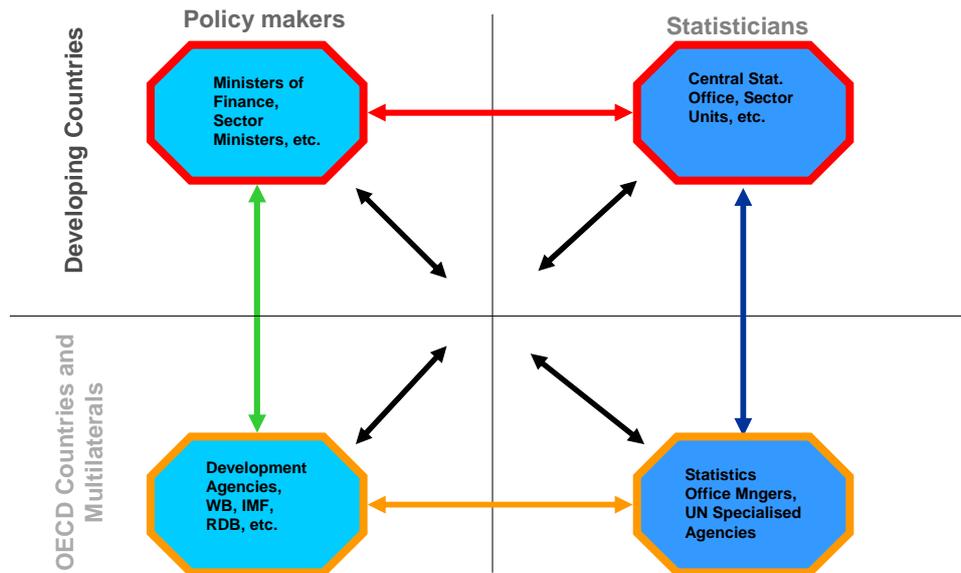
1. A “light” evaluation has been carried out of PARIS21’s work programme, covering the period January 2004 to February 2006. The PARIS21 Secretariat has seen the draft report of the Review Group and has summarised in the annex what the “light” evaluation says that PARIS21 is doing well and what it could do better, or do more of. This paper reviews what PARIS21 should be doing for its stakeholders and proposes a way forward for PARIS21 beyond its current mandate - taking account of the findings of the “light” evaluation, and of where we expect to be by the end of 2006 and what will still be needed. The Secretariat proposes a restatement of PARIS21’s partnership aims; as well as suggesting new and improved approaches by the PARIS21 Secretariat; and a re-energising of the partnership to support the better use of better statistics for better development outcomes.

II. What should PARIS21 be doing for each of its constituencies?

2. PARIS21’s constituencies comprise the following four broad groups:
1. Policy makers, senior managers and funders in developing countries
 2. Policy makers and funders in OECD countries and multilateral development agencies
 3. Statisticians and analysts in developing countries
 4. Statisticians and analysts in OECD countries and multilateral development agencies

These constituencies are represented in the diagram overleaf. The bottom half of the diagram represents donor countries and institutions; that is, essentially OECD countries and multilateral organisations. The top half represents developing countries. The left-hand side represents policymakers and the right-hand side statisticians. **The main challenge facing PARIS21 is to get its messages heard and acted upon by these four constituencies, strengthening in the process the linkages and information flows between them, as represented by the arrows in the diagram.**

PARIS21's constituencies



3. PARIS21's aims, both in terms of advocacy and other forms of support, in relation to each constituency are set out briefly below:

(1) Policy makers, senior managers and funders in developing countries

PARIS21 advocates for the better use of statistics and the provision of an appropriate allocation for statistics from national budgets. This includes the key messages about the role and importance of statistics in improving development outcomes and the effectiveness of use of resources, including aid resources.

For policy makers, senior managers and funders in developing countries, PARIS21 is providing an approach to developing statistical capacity that addresses technical, institutional and funding constraints. It is encouraging national statisticians to follow this approach and helping to avoid the lack of coherence in statistical programmes and donor support for statistics.

(2) Policy makers and funders in OECD countries and multilateral development agencies

PARIS21 advocates for the better use of country statistics and support for statistical capacity building by partner countries. This includes key messages about the role and importance of statistics in improving development outcomes and the need for them to be integrated both into national policy frameworks and donor country assistance strategies. This impacts upon aid effectiveness, and the desirability of donors coordinating better and placing their financial and technical support within the context of NSDSs for alignment and coherence.

For policy makers and funders in OECD countries and multilateral development agencies, PARIS21 is encouraging developing countries to consider international as well as national and regional needs for statistics. The NSDS approach should give donors more confidence about the quality of statistical programmes, about co-ordination and about the use of both national and international resources.

(3) Statisticians and analysts in developing countries

PARIS21 advocates for the best use of limited resources to address the key priorities for statistics in support of national policy frameworks. This includes key messages about the importance of their

roles to under-pin development progress; and for NSDSs to serve as a coherence framework for all national/ official statistics and statistical programmes, however they are funded, including coordinating donor programmes.

PARIS21 offers statisticians and analysts in developing countries both advocacy and methodological support; and an approach to developing statistical capacity which has broad approval among policy makers and funders. PARIS21 facilitates their NSDS processes and provides fora where their voices can be heard and experiences can be shared.

(4) *Statisticians and analysts in OECD countries and multilateral development agencies*

PARIS21 advocates for the scaling up of better organised and coherent technical assistance to support the development of statistics in partner countries. This includes key messages about the role of statistics in development and of new priorities for statistics to under-pin development progress; the importance of NSDSs as a coherence framework and for technical assistance to be provided within the context of NSDSs.

PARIS21 offers statisticians and analysts in OECD countries and multilateral development agencies advocacy for statistics and an approach to developing statistical capacity which has broad approval among policy makers and funders. PARIS21 has convening ability and good access to developing country statistical agencies.

III. What do we expect to have achieved by the end of 2006 and what will still be needed?

4. If PARIS21 meets its target, by the end of 2006 all low-income countries who want them will have designed and/or updated their NSDS or similar planning framework for national statistics. The aim will remain for them to start or continue with implementation with a view (among others) to producing better data for the next five-year review of progress towards the MDGs in 2010.

5. Realistically there will still be countries in the process of designing their NSDSs or not yet started. Even where implementation is planned, action will still be needed to promote both demand for and supply of statistics. Firstly, on the demand side, advocacy for informed decision-taking will continue to be needed to strengthen demand and to increase pressure to improve the quality, timeliness, relevance and analysis of statistics. On the supply side, many countries will still need help to address constraints and obstacles to their NSDSs, including lack or shortages of:

- Political support and commitment to the NSDS
- Funding, both national and international
- Capacity, knowledge

6. The need will remain for both high-level and working-level advocacy and for facilitation, information-sharing, resource mobilisation and other support for countries and for donor co-operation. Some proposed new and improved approaches for PARIS21 and the PARIS21 Secretariat are discussed below.

IV. The way forward beyond 2006

Restatement of partnership aims

7. PARIS21 may need to reorient itself to face these challenges. A proposed restatement of the partnership aims is:

Overall aim: Better use of better statistics for better development outcomes

(1) Countries and donors managing for results

- Statistics integrated into national development policy and poverty-reduction processes, including their design, implementation, monitoring and evaluation; and funded through national budget frameworks, incorporating donor support
- Development assistance programmes based on sound national data for greater aid effectiveness and efficient use of available and increased resources

(2) Strengthened national data available on the MDGs by 2010

- Through implementation of NSDSs

(3) Strengthened analysis and use of data

- Data collated by national statistical systems meet the needs of policy makers and analysts
- Culture of evidence-based policy and decision-making

(4) International statistical programmes and donor support fit within countries' NSDS or similar national planning framework for statistics

- Donor programmes set within the context of NSDS as a coherence framework for all national statistical activities

PARIS21 Secretariat work programme

8. Based on the findings of the light evaluation plus our own discussions, the PARIS21 Secretariat proposes to implement the following improvement programme, building on and protecting vulnerable achievements to:

Strategic planning:

- Act as the “conductor” of support for NSDS processes from design to implementation
- Review regional programmes and role of workshops and other regional activities, e.g.
 - Regional events on specific themes, such as analysis, dissemination, cost-efficient approaches
 - National workshops to launch and energise NSDS implementation processes
 - Seed-corn funding of specific (e.g. pilot) implementation activities
 - Help countries to develop strategic planning capacity to improve on first round of NSDSs (compare with evolution of PRSP processes)
- Help to develop opportunities and skills at country level through both general and focused training opportunities
- Intensify methodological and technical support to countries for strategic planning processes
- Provide evidence of effectiveness of NSDS approach: “proving” the approach
- Provide tools to countries to monitor quality of NSDS processes, e.g. NSDS Essentials check list

Advocacy:

- Continue development and application of the advocacy strategy, recognising PARIS21's comparative advantage and using the wider partnership
- Strengthen high-level advocacy at country and sub-regional levels and follow up and reinforce
- Deliver more advocacy about the need for international co-ordination (harmonisation, cohesion) in line with the Paris Declaration

- “Name and shame” good and bad donor behaviour in relation to the Paris Declaration and collate new country examples of good and bad use of statistics (updating Chris Scott’s “Measuring Up to the Measurement Problem”)
- Deliver more advocacy to stimulate demand for and use of data, both in support of NSDSs and evidence-based policy-making more generally

Partnership (and co-ordination):

- Strengthen Secretariat’s role on partnership building and co-ordination:
 - Be more proactive with other agencies, defining areas of coherence
 - Engage the wider partnership more through a partnership network (a new more focused consortium) and be a resource to them
 - Provide more “space” to develop proposals
- Become more involved in co-ordination at country level to ensure that international support is consistent with NSDSs during implementation phases
- Support sub-regional and country level activities: through catalytic advocacy, pilots, etc.
- Monitor PRS and policy documents and processes for use of statistics and support for statistical capacity building

Information sharing:

- Further develop the PARIS21 knowledge base on strategic planning and statistics generally to provide information, advice, “how to” notes, case studies, etc.
- Collate and present case studies of lessons learnt in NSDS design and implementation
- Support peer review processes
- Extend Light Reporting Mechanism information on statistical activities and gaps, including operational elements of NSDS (a form of light co-ordination through information sharing)

Resource mobilisation:

- Stimulate mobilisation of both financial and technical resources, e.g. through advocacy by DAC Chair and support for Canadian, OECD and EU initiatives
- Deliver more one-on-one engagement with donor agencies, from headquarters down to country offices

Governance:

- Review balance of Steering Committee membership between statisticians and development policy makers
- Review need for separation of roles between donors’ group and advisory group with broader representation

Skills base:

- Review structure of PARIS21 Secretariat, balance of resources and develop skills base to reflect future mandate of PARIS21 and Secretariat
- Develop mini roster of consultants for core PARIS21 work

Re-energising the partnership

9. While the Secretariat will have a key role in delivering the vision, strategies and work plan of PARIS21 by either leading or facilitating in these areas, PARIS21 activities were never supposed to be just about the Secretariat’s work programme. The PARIS21 log frame (which will need to be reviewed) relates to the partnership, not just the Secretariat’s activities. For instance, support of strategic planning for statistics in Mozambique is an achievement of PARIS21 partners: INE Mozambique and the Scandinavian donors and statistical agencies. TFSCB activities and STATCAP programmes are also partnership achievements. One indicator of PARIS21’s success

should be when PARIS21 and NSDS principles are applied without direct involvement of the Secretariat and the Secretariat's role will end when this is universally true.

10. To succeed PARIS21 needs to re-energise the consortium in the sense of PARIS21 partners working together to support statistical capacity building through more coherent, co-ordinated and (where appropriate) joint donor and national activities in support of NSDSs.

PARIS21 Secretariat
12 April 2006

Annex: Summary of Evaluation Group findings

The PARIS21 Secretariat has summarised what PARIS21 is doing well and what it could do better or do more of, based on the draft report of the “light” evaluation of PARIS21’s work programme.

What does PARIS21 do well?

Overall, PARIS21 is judged to be efficient and the evaluator/ facilitator went further to say that PARIS21 is active, responsive and relevant. Comments can be grouped according to work streams as follows:

Strategic planning (NSDS focus and guidance):

- Producing guidance
- Some evidence of NSDS processes enhancing co-ordination at regional, sub-regional and national levels
- NSDS assessments redirecting efforts (at country level)

Advocacy:

- Raised awareness, demand and support for statistics
- Strengthened the will of statisticians to push for increased support for SCB and to manage expectations better

Partnership (and co-ordination):

- Impartiality – establishes linkages and provides a neutral ‘space’ for agencies to talk/work together; catalytic, synergistic
- Ways of working build on what exists – don’t create new layers
- Convening ability; good access to developing country statisticians
- Information/ lesson sharing between countries: statisticians and policy makers
- Participation in partners’ meetings, e.g. I-AEWG on MDGs
- Take-up by others of PARIS21 agenda, e.g. AfDB, ABS and SPC in Pacific

Information sharing:

- A “clearing house for ideas and good practice material on statistical capacity building related activities, planning and NSDS”
- Knowledge base provides access to materials for lesson learning, sharing experiences
- Light Reporting Exercise – contribution to co-ordination, dissemination of information about agency programmes and gaps

Resource mobilisation:

- Links to Trust Fund and other funding for NSDS design

What could PARIS21 do better or do more of?

Strategic planning:

- More focus of P21 activities needed on institution building and sustainability, addressing constraints facing NSSs, such as poor conditions of service
- Help to build capacity for strategic planning in countries

Advocacy:

- Need more high-level visibility to foster political commitment – to stimulate reform and financial support
- Advocacy is not a one-off activity (turnover of staff within countries and agencies; need for reinforcement and follow-up)

- Do more to support sub-regional organisations
- Provide tools and encouragement for country and regional-level advocacy
- Use the consortium more – not only P21 Secretariat participation

Partnership (and co-ordination):

- Partnership mainly of statisticians, need do more with:
 - policy makers/ users (and user-producer activities)
 - line ministry statisticians
- Be more proactive with developing and sustaining relationships with other institutions (statistical agencies) and initiatives: through co-operation, joint activities, etc.
- Need better balance of relationships with agencies
- Dispel perception of duplication of work of others or of operating outside our comparative advantage
- Do more on co-ordination (but constrained from working at country level)
- Avoid being seen as another donor by countries

Information sharing:

- Share experiences and provide encouragement – e.g. of NSDS processes through peer reviews
- Highlight good practices (in evidence-based decision-making)
- Quality control through peer review of PARIS21 material (from time-to-time)

Governance:

- Steering Committee comprises only statisticians

Skills base:

- Draw on expertise of agencies/ experts
- Organise Secretariat staff according to domains: household surveys, administrative data, programming and budgeting, managing, training, etc.
- Develop skills in partnership building, communication and advocacy, project management, development statistics; marketing