

PARIS21: Governance arrangements

The purpose of this document is to propose changes to the governance arrangements for the PARIS21 partnership and the way those arrangements are implemented. Revised governance arrangements reflecting these changes are set out in the annex. They are for review and approval by the Steering Committee at its meeting on 16–17 November 2006. This covering paper draws attention to the issues for discussion by the Steering Committee and provides additional information to inform the discussion.

Introduction

1. This paper responds to feedback from Steering Committee members about the need to adapt the governance arrangements of PARIS21 to reflect the evolution of its role since the governance arrangements were first established in 2001. The key areas of discussion and decision for the Steering Committee are highlighted in the following box and discussed below.

The Steering Committee is invited to:

- **Advise on ways to secure more participation by policy-makers, analysts and other non-statistician stakeholders in Steering Committee meetings and in the activities of the Partnership generally (paragraph 2 below)**
- **Agree to establish a Steering Committee Bureau with the TORs drafted at paragraphs 23 -25 of the annex and, if agreed, to advise more specifically on the role of the Bureau (paragraph 5 below)**
- **Agree to the proposed reorganisation of the structure of the Secretariat, including creation of a position of Deputy to the Secretariat Manager (paragraph 28 of the annex)**
- **Agree to clarification of the relationship between the PARIS21 Secretariat and OECD through a Memorandum of Understanding (paragraph 31 of the annex)**
- **Agree to hosting by the PARIS21 Secretariat of the second phase of the Metagora satellite programme (paragraph 32 33 of the annex)**

Balance of representation of stakeholder groups

2. Part II of the draft governance arrangements for PARIS21 includes the arrangements for selecting Steering Committee members (paragraphs 12-20 of the annex). The balance of representation between statisticians on the one hand and non-statisticians (policy-makers, analysts, operational staff, etc) is addressed in the selection arrangements for each of four institutional groups (multilateral, bilateral and regional agencies, and developing countries). But these arrangements are



broadly the same as now¹ and participants in Steering Committee meetings are almost all statisticians from their respective agencies and countries. To some extent this is misleading because those agencies with in-house statistical expertise may expect their statisticians to represent their organisation as a whole, taking account of both statistical and policy interests. Nevertheless, the Steering Committee's advice is sought on how a better balance can be secured, both in Steering Committee meetings and in Partnership activities generally² for instance by:

- The Secretariat being more assertive in discussions about selection of Steering Committee members
- Inviting Steering Committee members to alternate between meetings with their policy counterparts
- Introducing a quota system for the number of statisticians representing each of the four institutional groups
- Inviting Special Invitees from under-represented groups, e.g. policy-makers and analysts
- Changing the nature of discussions to be more relevant to the concerns of under-represented groups (who otherwise may still not want to participate)

Steering Committee Bureau

3. Draft terms of reference for a Bureau are proposed at paragraphs 23-25 of the annex. The need for a Bureau was indicated in feed back from some Steering Committee members who were consulted by the Secretariat manager following the last Steering Committee meeting in April 2006. They wanted more continuity of engagement with the PARIS21 Secretariat, including consultation on key decisions that need to be made between Steering Committee meetings regarding the work programme and resource allocations. The TORs for the Bureau have therefore been constituted for a sub-set of the whole Committee, with responsibilities delegated from the Steering Committee to guide and support the Secretariat between the two annual meetings. It is envisaged that the Bureau would meet every two months via teleconference or videoconference. It would report back to the Steering Committee after every meeting.

4. As with the Steering Committee a balance is sought between the various constituencies, while keeping it small (seven in total). The proposed composition of the Bureau is: the two chairs, a second representative from a developing country, the two biggest bilateral contributors to the PARIS21 budget, and two representatives of international institutions. The co-chairs would advise when they considered wider consultation with the whole Steering Committee was needed.

5. If creation of a Bureau is agreed, more detailed terms of reference for the Bureau would be prepared, following experience in its operation, before the Steering Committee meeting in April 2007. To guide this interim period, the Steering Committee's advice is sought on the extent to which the Steering Committee wants the Bureau to either (a) advise on and/or (b) approve major financial and human resource decisions (how to interpret "involve" in the third and fourth bullets of paragraph 23 of the annex). Between Steering Committee meetings these decisions have hitherto been taken by the Secretariat Manager within the context of OECD guidelines.

Structure and staffing of the PARIS21 Secretariat

¹ Governance Arrangements and Terms of Reference for the PARIS21 Steering Committee, revised April 2004

² See also Steering Committee paper: PARIS21 – A Strengthened Partnership - - Discussion Note



6. The proposed direction of PARIS21 is set out in a separate paper for consideration by the Steering Committee³. But already it is apparent that the work programme is growing and changing, with:

- A move from support for the design of NSDSs to support for their implementation
- The need to continue with and expand the knowledge on issues related to statistical capacity building including preparation of appropriate advocacy material.
- The need to focus advocacy delivery on senior policy makers, particularly in developing countries
- Increased demands from developing countries for a more coordinated approach by donors, which is reflected in the Paris Declaration on Aid Effectiveness
- The integration of satellite programmes and the demands they place on the Secretariat Manager and administrative team

7. These and other factors have increased work loads and require a new staffing structure, including more support staff as well as an additional senior position to deputise for the Manager and share more of his travel and advocacy roles. Partly this can be funded through streamlining of positions at the A3 (Senior Technical Adviser) level, with one position covering each of the main work areas, namely: Regional Programmes, Partnership and Advocacy, and Studies and Knowledge. Currently there are three dedicated regional advisers. The Regional Coordinator will instead work with and through consultants based in the regions. An organisation chart is shown below. This refers only to the PARIS21 Secretariat's core work excluding the staff working on satellite programmes, who report to the Secretariat Manager (possibly to the Deputy Manager in the future).

8. The division of responsibilities aims to provide a clear focus to each position, but with flexibility depending on individual experience and attributes, particularly between the roles of Manager and Deputy. Broadly they will be as follows:

Manager

- Developing the Partnership to achieve PARIS21 aims
- Representation of the Partnership at international and regional meetings
- Mobilising high-level support and funding for statistical capacity building
- Overall management of the Secretariat's staff and budgets according to OECD rules to deliver the PARIS21 work programme
- Management of satellite programmes

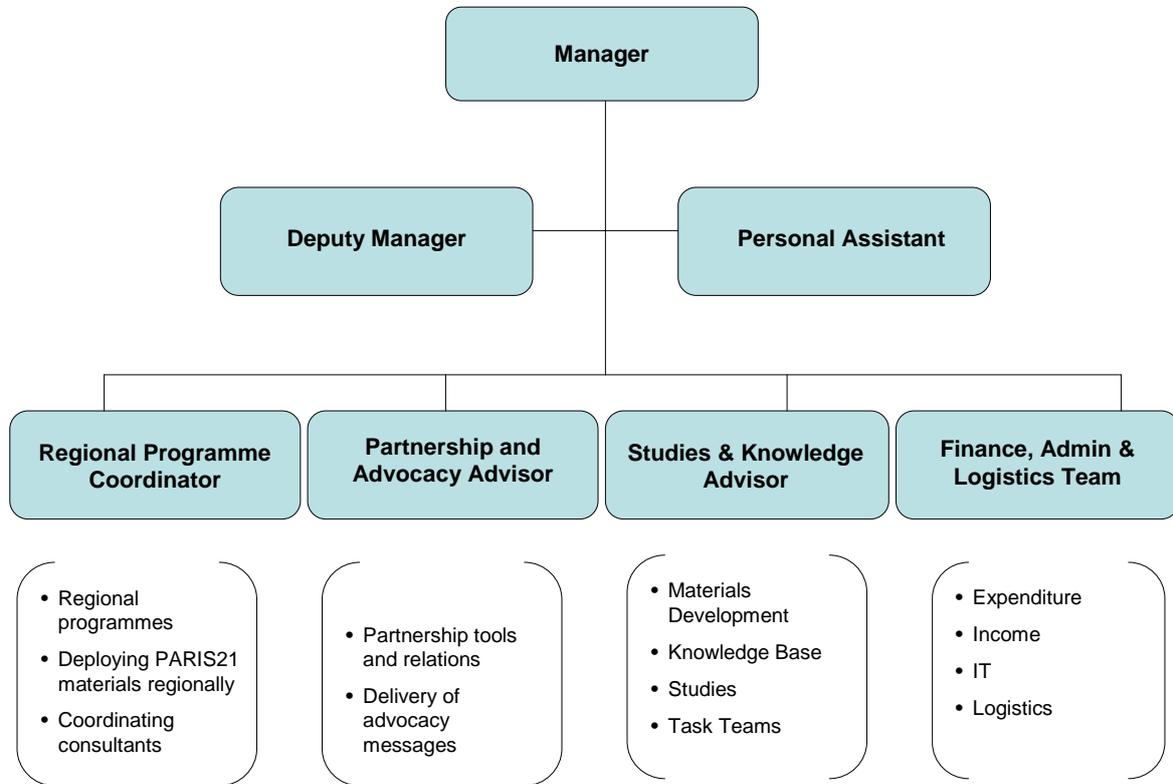
Deputy Manager

- Deputising for Manager in all areas
- Sharing representation role
- Leading on oversight of partnership and advocacy activities
- Leading on oversight of the development of methodological materials

³ Steering Committee paper: PARIS21 – A Renewed Mandate



Proposed Organigramme for PARIS21 Secretariat



Regional Programme Coordinator

- Acting as the central contact point for implementing regional programmes
- Deploying advocacy and knowledge at the regional level
- Support for peer reviews
- Coordinating the consultants who will be implementing the PARIS21 work programme in various regions.

Partnership and Advocacy Advisor

- Building and maintaining partnership tools and ensuring effective communication and co-operation across the Partnership, including reporting of partner activities
- Working with the Partnership to orchestrate the effective delivery of advocacy materials and messages
- Liaising with donors in identifying gaps and potential funding sources for statistical capacity building

Studies and Knowledge Advisor

- Developing methodological materials, knowledge and guidance in support of the implementation of statistical capacity building and strategic planning for statistics
- Contributing to the work of the PARIS21 Task Teams



9. The Steering Committee's approval is sought for the appointment of a Deputy Manager. Detailed TORs are attached as annex 2. Some of these duties are currently being carried out by the DFID-funded World Bank-administered Senior Development Statistics consultants to PARIS21. Funding for these posts will run out in 2007 and no further funding is anticipated, so an appointment is needed urgently to maintain and develop the performance of the Secretariat.

Memorandum of Understanding with OECD

10. The PARIS21 Secretariat is part of OECD's Development Co-operation Directorate (DCD) but no formal relationship exists. A Memorandum of Understanding is being drawn up. A draft will be shared with Steering Committee members as a room document. It is recommended that the Steering Committee asks the proposed Bureau to review and comment on the MOU to the extent that it affects the wider Partnership.

Satellite programmes

11. Following agreement of the Steering Committee (and the OECD Council) the PARIS21 Secretariat has hosted Metagora since 2003 and the pilot phases of the Accelerated Data Programme and the International Household Survey Programme since 2006. Criteria are suggested for any new satellite programmes (paragraph 32). The funding of a second phase for Metagora is being sought and the Steering Committee is requested to agree to hosting by the PARIS21 Secretariat of the second phase of the Metagora satellite programme

PARIS21 Secretariat
2 November 2006



Annex 1: Draft Governance arrangements for PARIS21

I. The Structure of the Partnership

1. PARIS21 was set up in November 1999 as a unique partnership of national, regional and international statisticians, analysts, policy-makers, development professionals and other users of statistics, including civil society. It was established as a global forum and network to promote, influence and facilitate statistical capacity-building activities and the better use of statistics. The day-to-day activities of the partnership are organised by a **Secretariat** based in the Development Co-operation Directorate of the Organisation for Economic Cooperation and Development (OECD/DCD) in Paris. The work of the Secretariat is guided by a **Steering Committee**, an international group of stakeholders with representatives from developing countries from each region of the world, bilateral donors, and multilateral institutions. It is co-chaired by a member of the Bureau of the UN Statistical Commission representing developing countries and the Chair of the OECD Development Assistance Committee representing the donor community. The Steering Committee has a **Bureau** subgroup that provides guidance and support to the Secretariat and its work programme between Steering Committee meetings. On behalf of the Steering Committee, the Secretariat reports annually to the DAC and UN Statistical Commission. The budget of the Secretariat is provided by voluntary contributions and grants from PARIS21 donors, who regularly meet around the time of PARIS21 Steering Committee meetings to discuss funding of PARIS21 activities and statistical development in general. The PARIS21 Secretariat follows OECD staff rules and salary scales and is subject to OECD financial rules and audits.

2. The specific responsibilities of these entities and their relationships to one another are explained below.

II. The PARIS21 Steering Committee

3. The Steering Committee will be responsible for the oversight of the PARIS21 Secretariat's work programme and for ensuring that the aims and strategy of the wider partnership are effectively articulated and disseminated. The Steering Committee's functions will be to:

- (a) setting the strategic direction for PARIS21 and on how the partnership is organised and co-ordinated
- (b) advise and approve the Secretariat's work programme, including establishment of new task teams as appropriate
- (c) advise on the appropriate level of funding for and prioritisation of PARIS21 activities, and oversee the Secretariat's budget
- (d) advise on and approve overall staffing levels and recruitment for key positions within the Secretariat
- (e) review and comment on the Secretariat's progress reports
- (f) review and provide inputs into the terms of reference and reports of the periodic evaluations of PARIS21
- (g) provide overall guidance to the Secretariat when appropriate

4. These functions will be delegated to the Bureau between Steering Committee meetings, with reference to the full Committee when appropriate.

Conduct of the Committee's Work

5. The Committee will normally meet in full session twice per year (usually in June/July and October/November). The Secretariat will draw up the agenda for meetings with reference to the Bureau, and



indicate the decisions that the Committee is asked to take. In the absence of consensus, decisions will be made by simple majority voting.

6. The Steering Committee will hold seminars to discuss some issues in depth to allow a more interactive approach. These seminars could lead to modifications of the work programme. In between meetings, business will be conducted by email where possible and appropriate.

Composition of the Committee

7. The Committee is composed of *members* and their *alternates*. In addition to the two chairs and the Secretariat, the Committee will have 24 members, comprising 12 from donor countries and agencies (6 multilateral, 6 bilateral), 9 from partner countries, and 3 from regional development banks. The intention is to have equal representation from the North (bilateral and multilateral institutions) and the South (developing countries and regional development banks), with both statisticians and policymakers represented on the Committee. Partner country representatives will be selected by subregion, with the same objective of having equal numbers of statisticians and policy makers serving. Steering Committee members will represent these wider constituencies in addition to their own organisations.

8. Individuals with a potential conflict of interest will not be eligible to be Steering Committee members (e.g., if they are considered for consultancy contracts for PARIS21 work).

Role and responsibility of Steering Committee members

9. Steering Committee members have a responsibility to the wider partnership and their constituencies within it to oversee the design and implementation of PARIS21 work. They will be expected to be ‘champions’ of the aims of PARIS21 and advocate for and publicise PARIS21 activities within their constituencies. They will consult and report back to their constituencies about Steering Committee discussions. They will comment on draft papers and reports, participate in subgroups such as the Bureau and task teams on particular issues when appropriate. In particular, they should use their influence wherever possible to advocate for the allocation of adequate resources both for the better availability and use of statistics in development generally and for PARIS21 activities in particular.

Chairmanship

10. The Steering Committee will have two chairs: the chair of the OECD’s Development Assistance Committee (DAC) and a developing country member of the Bureau of the United Nations Statistical Commission (either the chair where applicable or his/her nominee from within the Bureau). As the UNSC annual meetings are held in March and PARIS21 holds one of its Steering Committee meetings in June/July, if there is a change in representation on the UNSC Bureau, the outgoing PARIS21 partner country chair will preside at the June/July meeting to assist the new chair in his/her transition into the next phase of PARIS21 chairmanship. The new chair would then take office in the October/November PARIS21 Steering Committee meeting.

11. If the DAC chair or UNSC representative cannot attend a PARIS21 Steering Committee in person, they should nominate alternates. At Steering Committee and Consortium meetings, the co-chairs will alternate the chairing of morning and afternoon sessions. Donor meetings will be chaired by the DAC chairman but will also be attended by the partner country representative. These meetings may sometimes be held jointly with other related donor meetings, e.g. for the Trust Fund for Statistical Capacity Building, in which case they will be co-chaired with an appropriate representative of the Trust Fund administrators.



Selection of Steering Committee members

12. The Steering Committee should comprise both data users and data producers. If the Committee member is a statistician, then his/her alternate should be a user of statistics such as a policy maker, and vice versa. Whenever possible, a gender balance should also be sought. Nominations will be made to the co-Chairs through the Manager of the PARIS21 Secretariat.

Multilateral Representation

13. The European Commission, IMF, OECD, United Nations Development Group, United Nations Statistics Division, and World Bank hold permanent seats on the Steering Committee as founding institutions. These institutions will communicate to the Secretariat the names of their representatives and alternates and inform the Secretariat whenever a change in their representation occurs. It would be appropriate if both sides (statistics and operations) of these institutions are represented.

Bilateral Representation

14. Six bilateral representatives were invited to join the Committee in the period up to 2003. They were: France, Germany, Japan, Switzerland, the United Kingdom, and the United States. As the United States had not participated in a PARIS21 Steering Committee meeting, the Netherlands was invited to take their place in 2004 as the bilateral donor not represented on the Committee who had contributed the largest amount of funding as of March 2004. It is recommended that the six largest current contributors (based on pledges for the next three and contributions in the previous three years) should represent all bilateral donors on the Steering Committee.

15. The six countries will communicate to the Secretariat through their DAC representative the names of their representatives and alternates and inform the Secretariat whenever a change in their representation occurs. The intention is that these bilateral representatives should be development policy makers from ministries responsible for development assistance, rather than statisticians from the country's statistical office, accepting that development ministries may choose to delegate this responsibility.

Regional Development Bank Representation

16. The chief economists (or their nominated representatives) from the three regional development banks that cover developing countries (i.e., African Development Bank, Asian Development Bank, and Inter-American Development Bank) will hold seats on the Steering Committee as full members, representing both the multilateral and developing country perspectives.

Developing Country Partner Representation

17. As mentioned above, the Steering Committee will include nine developing country members, including both statisticians and policy makers. As PARIS21 works most closely with sub-regional institutions in the implementation of its work programme, the seats for developing country members—to be composed of one representative from each relevant sub region—will be selected in consultation with the competent regional and subregional institutions. However it is expected that the representatives would be from developing countries and not from the regional institutions, for instance - in the case of statisticians - the current chairs of sub-regional statistical committees. These sub regions and their corresponding institutions are outlined in the following table:



Region	PARIS21 Sub-regional Programme	Competent Regional & Sub-regional Institution	Number of Countries ⁴
AFRICA	<i>West/Central Africa</i>	Afristat / UN Economic Commission for Africa (UNECA)	22
	<i>East Africa and the Horn</i>	UN Economic Commission for Africa (UNECA)	6
	<i>Southern Africa</i>	Southern African Development Community (SADC)	15
ARAB STATES	<i>Northern Africa</i>	League of Arab States	10
	<i>The Middle East</i>	League of Arab States / UN Economic Commission for Western Asia (UNESWCA)	12
ASIA	<i>South Asia / East Asia</i>	UN Economic Commission for Asia & the Pacific (UNESCAP)	15
	<i>Central Asia</i>	Interstate Statistical Committee of the CIS (CISSTAT)	12
	<i>Southeast Asia</i>	ASEAN Heads of Statistics Offices (AHSO)	10
LATIN AMERICA	<i>Andean Community / Central America</i>	Andean Community General Secretariat / Central American Statistical Commission of SICA	12
	Total:	9 Steering Committee seats	114

18. The Secretariat will invite the institutions cited to propose their representatives to the Steering Committee. These persons must be serving members of national government or relevant non-governmental organisations. If a representative is not selected by the time of the Steering Committee meeting, the Chairs with the support of the Secretariat will consult with the institutions and invite an appropriate person to represent the sub region on an interim basis.

Special invitees

19. The chairs will on occasion request *special invitees* to attend PARIS21 Steering Committee meetings. These individuals will be high-profile guests, asked to speak on a specific topic or to provide their insight on important issues. The special invitees are encouraged to provide input on the topics at hand; however, their participation in no way implies a formal, lasting relationship with the Committee. The modalities for funding the participation of invitees are outlined below in the section “Costs of participation in the Steering Committee.” Former chairs of the Steering Committee will be asked to attend meetings as honorary members in order to provide continuity and access to their knowledge and experience.

20. Bilateral donors and multilateral development agencies not represented on the Committee will also be invited to attend PARIS21 Steering Committee meetings, as appropriate.

⁴ This number does not necessarily reflect the number of country members of the corresponding institutions, but rather the number of countries in the subregion for the purposes of this exercise. In order to avoid any problems posed by the overlapping of country representation in the regional and sub-regional institutions, the PARIS21 Secretariat will prepare a list of the countries from which the institutions will be requested to identify representatives. For example, since Mauritania is a member of both Afristat and the League of Arab States, it will be included on only one of those sub-regional lists (in this case Afristat).



Term of Membership

21. Steering Committee members and alternates will serve for a term of three years, renewable if so decided. The upcoming term of membership will therefore last from June 2007 until June 2010. If for any reason a representative can no longer be a member of the SC, the relevant institutions would be requested to nominate another representative. In the meantime the Chairs and the Secretariat will consult with the institutions and invite an appropriate person to represent the sub region on an interim basis.

Cost of participation in the Steering Committee

22. The costs of participation (travel and per diems) of partner country *members* and *special invitees* in Steering Committee meetings will be borne by the Secretariat's budget subject to OECD regular conditions. The cost of participation (travel and per diems) of Steering Committee partner country members in specific activities such as representing PARIS21 at international events could also be borne by the Secretariat budget when appropriate. It is expected that the cost of participation by bilateral, multilateral, and regional development bank representatives in all PARIS21-related meetings will be borne by their respective institutions.

III. Steering Committee Bureau

23. A Bureau – comprising a subset of the larger Committee – will be tasked with providing continuity of guidance and support to the Secretariat and its work programme. It will act on behalf of the Steering Community and assume its responsibilities between Steering Committee meetings. In particular the Bureau will:

- Act as a sounding board for the Secretariat and help guide its management and, more generally, the conduct of the Partnership's work programme between Steering Committee meetings.
- Make decisions regarding the organisation and format of Steering Committee meetings
- Advise on (**or** advise on and approve) any major decisions about changes to budget allocations, subject to OECD rules
- Advise on (**or** advise on and approve) major human resources issues such as the recruitment or extension of key staff, subject to OECD rules

24. The composition of the bureau will be:

- The DAC chair (representing the donor community)
- The partner country chair (representing developing countries)
- A developing country representative from another region or language group
- Representatives from the two biggest bilateral contributors to the PARIS21 budget
- Representatives from two international institutions

The co-Chairs will seek advice from the Steering Committee on which countries and institutions will be asked to join the Bureau. Representatives of those countries and institutions will be Steering Committee members or their alternates, ideally with a balance between statisticians and policy-makers..

25. The Bureau will meet periodically (most likely every two months) via teleconference or videoconference and report back to the whole Committee after each meeting. The co-chairs will advise when they consider wider consultation with the whole Steering Committee is needed.



IV. The PARIS21 Secretariat

26. The Secretariat is responsible for organising PARIS21's day-to-day activities, which include:

- (a) Implementing the work programme agreed by the Steering Committee
- (b) Servicing the Steering Committee and its Bureau, including making proposals for future work
- (c) Reporting to the DAC and UNSC on behalf of the Steering Committee
- (d) Acting as central contact and reference point for the Partnership
- (e) Developing advocacy materials and orchestrating their effective deployment
- (f) Advising countries on access to trust funds and other donor support
- (g) Facilitating information exchange and co-ordination among relevant partners, including maintaining the PARIS21 website and knowledge base

27. The PARIS21 Secretariat will carry out its functions in accordance with the rules and practices of the OECD, in particular those with regard to staff and financial administration.

Structure of the Secretariat

28. The Secretariat is headed by a Manager (OECD A5 level) who will be supported by a Deputy Manager (A4). The three major parts of the work programme (Regional Programmes, Partnership and Advocacy, and Studies and Knowledge) will be supervised by a senior technical advisor (A3), and a Team is in charge of financial, administrative and logistics issues. The Regional Programme Coordinator will be assisted by consultants based regionally when appropriate. The satellite programmes (see below) will report directly to the Secretariat Manager.

Task teams

29. Task teams will be formed by the Steering Committee to support work on a particular technical topic or more general theme. The nature of activities will be either (a) to develop ideas and conceptual frameworks (such as the Task Team on Sequenced Information Strategies which led into the development of the framework for National Strategies for the Development of Statistics; and the Task Team on indicators of statistical capacity which developed the Statistical Capacity Building Indicators); or (b) to enable the Partnership to work together to improve collaboration and information exchange (such as on the Task Team on the Light Reporting System). The Task Teams contribute to the work programme of PARIS21 by involving those Partnership members with a strong interest in the particular area of work more intensively than can be provided by their participation in the Steering Committee or Bureau.

30. Task Teams will be set up with clear terms of reference, expected life span, membership and budget. Membership of Task Teams will be voluntary and, while Steering Committee members will be expected to play a full part, will include other organisations and individuals. Task Teams will be convened and chaired by the Secretariat or by the most relevant institution represented on the Task Team. Partner institutions will generally meet the costs of their staff participating in Task Teams, but funding of additional activities can be charged to the Secretariat's budget. This funding might be supplemented by the conveners or any of the members of the Task Team (as was the case for the Task Team on Monitoring Development Goals).

VI. Relationship to OECD

31. The PARIS21 Secretariat's relationship with OECD is set out in a Memorandum of Understanding. The Secretariat is part of the OECD's Development Co-operation Directorate, and the PARIS21 Secretariat Manager is a member of the DCD Management Team. The PARIS21 Secretariat work program is part of the



Program of Work and Budget (PWB) under Strategic objective 5; Output group 5.1: Development and output area 5.1.5 : Support to statistics for results (PARIS21). This PWB is discussed by the DAC and approved by OECD Council.

VII. Satellite programmes

32. The PARIS21 Secretariat may from time to time take on additional functions which help to achieve the aims of the Partnership, subject to approval by the Steering Committee and OECD's Council. This will be guided by agreed criteria:

- Work supports the Goal of PARIS21
- Synergy with other PARIS21 work
- Clear comparative advantage in work being hosted by the PARIS21 Secretariat
- Additional funding and staffing over and above PARIS21 core programme

33. Since 2003 the PARIS21 Secretariat has hosted the Metagora project which enters its second phase in 2007. Since 2006 the pilot phases of the Accelerated Data Programme and the International Household Survey Programme (both funded by the World Bank's Development Grant Facility allocation to implement the Marrakech Action Plan) have also been hosted by the Secretariat and managed in close cooperation with the Data Development Group of the World Bank. Each of the satellite programmes has separate funding and staff who report to the PARIS21 Secretariat Manager (or his/her Deputy) and separate governance arrangements.

PARIS21 Secretariat
2 November 2006



Annex 2: Terms of Reference for OECD/DCD PARIS21 Deputy Manager (A4 post)

Background

PARIS21 is a unique partnership initiative involving national, regional and international statisticians, policy makers, development professionals and other users of statistics, including civil society. PARIS21 was set up in November 1999 as a global Partnership to build support for developing and using statistical capacity. PARIS21 works through advocacy, information exchange and partnerships with and between members, including both those who implement and those who fund substantial statistical capacity building activities. A small Secretariat hosted by OECD's Development Co-operation Directorate supports the Partnership in carrying out these activities. Subject-matter task teams are convened to address issues key to the PARIS21 mandate.

Since the adoption of the Marrakech Action Program for Statistics in February 2004, PARIS21 has focussed on supporting low income countries prepare National Strategies for the Development of Statistics (NSDS). Much progress has been made in Anglophone Africa, where many countries have long experience of strategic planning, but much remains to be done to assist countries develop and implement comprehensive and effective strategies for the development of statistics.

Terms of Reference

The postholder, as part of the small secretariat, will be responsible for helping to implement the vision for PARIS21 beyond 2006. S/he needs to understand, value and encourage the work of others to build up the knowledge base and make more effective the engagement between policy makers and statisticians. Specifically the Deputy Manager will support the Manager across the full range of the Secretariat's responsibilities, and act for the Manager in his absences; as well as having personal responsibility for specific work areas. The Deputy Manager will not have direct staff management responsibilities. The range of duties will include supporting PARIS21 activities in the following areas:

1. Representing the PARIS21 Secretariat within OECD and at international meetings
2. Advocacy: overseeing the development of international advocacy materials and messages related to evidence-based policy-making, statistical capacity building and strategic planning for statistics, and ensuring their effective delivery at international and regional meetings and events; and at regional and country activities, such as advising on national advocacy strategies and events in conjunction with PARIS21 regional advisers
3. Cooperation, coordination and collaboration with PARIS21 partners, particularly in identifying gaps and potential funding sources for statistical capacity building
4. Developing methodological materials: developing knowledge and guidance in support of the implementation of statistical capacity building and strategic planning for statistics
5. Other duties as specified by the Manager

The work programme will involve a good deal of international travel (up to 12 weeks a year).

Competencies

The Deputy Manager will be an experienced statistical manager who has direct experience of statistical capacity building in developing countries. He or she will have the following key skills and competencies:

- International experience covering more than one region, preferably having worked in developing countries and/or in an international, regional or bilateral development agency.



- Direct experience in the management of statistical activities and/or statistical agencies
- Experience and involvement in strategic planning and the management of strategic change
- Good communication and interpersonal skills
- Experience of working in different environments and cultures
- Fluency in either English or French and able to communicate in the other
- Good academic qualification in a numerate discipline