



Roles of partners to deliver the PARIS21 agenda

Background

According to the PARIS21 Logical framework, the Outputs of the PARIS21 Partnership in 2007-2010 will be:

“Well designed and well coordinated national and international statistical programmes by each PARIS21 Partner, with adequate funding, centred on implementing National Strategies for the Development of Statistics (NSDSs) which both build statistical capacity and provide data for immediate priority needs”.

These outputs will help the Partnership to achieve its three Outcomes, which are:

“Better coordinated and adequately resourced national and international statistical systems leading to better statistics; strengthened analysis and use of data; and strengthened national data available on the MDGs by 2010”.

Achieving these Outputs and Outcomes will depend on increased investment by developing country governments and by donors and, for this to be effective, activities need to be well coordinated both between statistical agencies within a country’s national statistical system and between donors. This is not always the case and PARIS21’s Steering Committee has called for a re-statement of PARIS21 principles and for partners to endorse them at a high level and to promote them within their institutions. This will require a strengthened sense of partnership, with each institution recognising both its needs from the partnership as well as the contribution it can make to deliver on the PARIS21 agenda.

The Third Roundtable on Managing for Development Results held in Hanoi in February 2007 and the follow-up meeting at the World Bank in Washington in April 2007 were also in line with this strategy by clearly calling for a new framework for harmonizing donor support for statistical capacity building, aligning that support with country-owned statistical development plans, and scaling up support to meet the urgent need for timely and reliable statistics to monitor development results.

Put simply, to be effective, the high-level endorsement of the results agenda by national leaders and agency heads needs to be reflected in day-to-day activities on the ground in agencies and in countries. Annex A presents a draft letter from the PARIS21 co-chairs to appropriate agency heads.

PARIS21 principles

PARIS21 principles incorporate and build from the UN’s “Fundamental Principles of Official Statistics”, “Some guiding principles for good practices in technical cooperation for statistics” and “Principles Governing International Statistical Activities”. They are also an application for statistics of the Paris Declaration on Aid Effectiveness, as follows:

- **Country ownership:** developing countries exercise effective leadership in developing their national statistical systems; and this is respected by donors

- **Alignment:** developing countries design and implement well-balanced overall strategic frameworks and work programmes for national statistical development (NSDSs or similar); donors place their support within the context of these NSDSs, using country systems and procedures, wherever possible
- **Harmonisation:** developing countries exercise effective leadership in coordinating donor assistance; donors harmonise their activities to be collectively more effective through well planned and well coordinated programmes

What the Principles Imply

It would be complacent to assume that the above principles are already applied universally. Some changes in practice and intensification of effort are needed to achieve PARIS21's Outputs and Outcomes:

- ***developing countries:*** design and implement NSDSs which consider priority user needs across the entire national statistical system and provide realistic and costed action plans; ensure strong leadership and high-level government commitment to implement NSDSs.
- ***financial and technical donors:*** use country-owned data, align support around national priority needs identified through the NSDS processes, whenever possible; mobilise resources for funding the action plans of the NSDS; harmonise activities to be collectively more effective through well coordinated programmes, providing necessary technical assistance and funding for human resource development.
- ***both:*** monitor implementation and outcomes within a framework of mutual accountability; recognise that developing a sustainable statistical system may take a long time.

Re-energising and mobilising the partnership

While the PARIS21 Secretariat will have a key role in delivering the vision, strategies and work plan of PARIS21 by either leading or facilitating activities, PARIS21 activities were never supposed to be just about the Secretariat's work programme. The PARIS21 logical framework relates to the partnership, not just the Secretariat's activities. To succeed PARIS21 partners need to work together to support statistical capacity building through more coherent, co-ordinated and (where appropriate) joint donor and national activities in support of NSDSs.

It may be useful to recall the main groups constituting the PARIS21 partnership and to summarise their needs, roles, and contributions. This is shown in the table below, with a more detailed version attached as Annex C.

**Needs of partners and their roles in delivering PARIS21 Outputs and Outcomes
Summary**

Partners	Needs	Roles	Contributions
Developing country policy makers	Good quality statistics	Evidence-based decisions Support and funding Use of statistics	Greater recognition of importance of statistics/statisticians Provide adequate and predictable funding Recognise and respect independence of statistical agencies
Developing country statisticians	Motivated cadre of qualified statisticians High-level support Resources International standards TA	Vision and strategy for NSS Relevant, good quality statistics	Strengthen leadership and management Better coordination across NSS Implement appropriate technical advice and best practices
OECD country Policy makers	Good quality statistics	Evidence-based decisions Advocacy for statistics Use of statistics Funding	Reflect high-level endorsement of results agenda in aid programmes Focus on statistical capacity building as well as immediate data needs Better donor coordination
OECD country statisticians	Support from national donors	Advocacy for statistics Provision of methodologies, advice, training	Reflect TA role in core objectives of NSOs Recognise needs and limitations of data producers
International/regional policy makers	Good quality statistics	Advocacy for statistics Use of statistics Funding	Reflect high-level endorsement of results agenda in aid programmes Focus on SCB and immediate data needs Better agency coordination
International/regional statisticians	Good quality country statistics Resources	Advocacy for statistics International standards Comparable statistics based on country data Provision of TA	Focus on statistical capacity building as well as immediate data needs Focus on national priorities Better coordination between agencies
Analysts, etc	Good quality statistics	Awareness raising Technical and financial resources	Be more engaged with data producers and governance systems

Making contributions and implementing good practice

Clearly the contributions of PARIS21 partners will be the responsibility of the agencies themselves. Annex B presents some examples of what might constitute good and less effective practices in terms of the PARIS21 agenda, as well as some specific examples of both types of practice based on recent experiences of members of the PARIS21 Secretariat. This Annex will remain internal to the Secretariat and Steering Committee for illustrative purposes.

To support the PARIS21 agenda, particularly the scaling-up efforts proposed in Hanoi and Washington, partners need to focus on the following actions:

1. Endorsement at senior level of partnership principles and follow-through.
2. Identification of a mechanism to create the appropriate environment for the implementation of the NSDS at the country level. This would contribute to decreased fragmentation in partners' support to statistical development and ensure cohesive dialogue at country level. Two examples of this are an "intensive activity" in countries and a "country meeting" (see below).
3. Reporting on their support to statistical development to each country or region.
4. Facilitation of activities and events which raise awareness and broaden the dialogue on statistical development within partner countries and international and regional institutions.

Statement of support for PARIS21 principles

It was agreed at the last Steering Committee meeting that PARIS21 partners would be asked for a high-level endorsement of PARIS21 partnership principles as agreed. A draft letter for our co-Chairs to send to partners is attached as Annex A. We are calling for an intensification of good practice. The statement of PARIS21 principles defines what that practice would look like and asks for endorsement at a senior level, and follow-through, within partner agencies.

Intensive activity countries

It is proposed that the partnership work more intensively with a number of countries where a stronger working relationship with the partnership can be developed and tested. This would imply the development of a mechanism at the country level for conducting dialogue around the national statistical strategy with both development partners and the statistical community. Specific activities would be mapped out country-by-country based on their individual needs, resulting in proposals to intensify statistical capacity building, and on partners' response to these needs. Activities would revolve around advocacy (workshops, advocacy tool kit, targeting of key policy people and donors, etc); resource mobilisation; partnership activities (fact finding, lesson learning/ sharing, etc); and developing and facilitating day-to-day donor outreach, coordination and overall coherence of donor support, based around existing donor focal points and mechanisms in countries; and where appropriate, with a PARIS21 partner taking the lead. Lessons from this experience could be drawn and the processes replicated and scaled up to other countries. This intensive activity would not preclude PARIS21 work in non-intensive countries.

Preparatory activities in these countries could start as soon as possible with some activities taking place during 2007, with the intention to start scaling up to other countries as soon as possible. Selection of the countries could be based on various criteria, including for instance: self-selection among IDA countries; level of commitment to statistical capacity building processes; status and quality of NSDSs; including both "easy" and less "easy" countries; ADP pilot countries; countries involved in other Hanoi follow-up activities; regional spread, etc. Working closely with at least

one country where donors are already working in a harmonised way could provide a powerful example for others to follow.

Country meeting

A central event in each of the selected countries could be a country meeting on statistical development. Such a meeting could produce the following outputs:

- a progress report on ongoing and future statistical activities (including an agreement on the NSDS action plan)
- a proposal on a mechanism to strengthen the partnership among donors and technical partners at the country level; and
- a proposed advocacy plan to increase the use of statistical data and the development of the statistical system.

Thorough preparation would be a key determinant of the success of these meetings. This would include, for instance:

- a background report on statistical development, including the production and dissemination of statistical products and the use of statistics (analysis, monitoring and evaluation, MDG indicators, etc.);
- review and update of (e.g.) the IMF GDDS meta data files;
- review and update of partner websites related to each country, such as the World Bank's Country Statistical Information Database, UNSD information;
- a report on ongoing and future donor support in the country;
- identification and invitation of the most appropriate participants.

Participants to the meeting would include the different stakeholders of the national statistical system and representatives of key policy-makers, analysis and research centres, private sector, and technical and financial partners. This meeting may appear burdensome, but its level of intensity will depend on the interest and situation of the country.

Reporting on Support to Statistical Development

In order to improve donor coordination and avoid duplication of effort, the identification of support to statistical development by development partners is important, and, as shown by the Light Reporting Exercise, difficult. It is now recognized that each development partner report on its own contribution to statistical development, according to agreed-upon standards, which would allow aggregation and comparability. The Task Team on a partner reporting system will propose the elements necessary for the design and development of such a system, which will be discussed by the Steering Committee and the CCSA.

Statistical Development Cooperation Events in OECD countries

Statistical development cooperation events could be envisaged in interested OECD countries and international and regional institutions as a way of (i) raising awareness among producers and users of statistics on the availability of and access to statistical information in developing countries and (ii) providing a platform for coordinated dialogue on financial and technical support to statistical development.

Annex A: Draft letter to PARIS21 partner institutions

Dear colleague

A statement of PARIS21 principles

We, as co-Chairs of the PARIS21 partnership, are writing to seek your endorsement of the operational principles set out below for support to statistical capacity building in developing countries as an essential input into better management for development results. And we ask also that you champion such support within your organisation in order that the high-level endorsement of the results agenda by national leaders and agency heads will be reflected in day-to-day activities on the ground, both in countries and in development agencies.

Background

PARIS21 was established in November 1999 as a unique partnership bringing together statisticians, development professionals, policy makers, analysts and other users of statistics in a neutral ‘space’ free from institutional interests to pursue a shared agenda of enhancing the contribution of statistics to development progress. PARIS21’s goal is *“to develop a culture of evidence-based policy making and implementation which serves to improve governance and government effectiveness in reducing poverty and achieving the Millennium Development Goals (MDGs)”*. This goal remains even more relevant today with increased emphasis both on the importance of managing for development results in pursuit of development progress and of more effective aid as one contributor to that progress. PARIS21 advocates particularly for the use of statistical information both to under-pin development policy decisions and to manage their implementation in order to deliver improved development outcomes. The main aim of PARIS21 over the next four years will be to support well designed national and international statistical programmes, centred on implementing National Strategies for the Development of Statistics (NSDSs) which both build statistical capacity and provide data for immediate priority needs. The objective is for countries to have significantly better nationally-produced data by the time of the next major review of the MDGs in 2010.

Achievement of this objective depends on increased investment by developing country governments and by donors and, for this to be effective, activities need to be well coordinated both between statistical agencies within a country’s national statistical system and between donors. This is not always the case and PARIS21’s Steering Committee has called for a re-statement of PARIS21 principles and for partners to endorse them at a high level and to promote them within their institutions.

PARIS21 principles

PARIS21 principles incorporate and build from the UN’s “Fundamental Principles of Official Statistics” and “Some guiding principles for good practices in technical cooperation for statistics”. They are also an application for statistics of the Paris Declaration on Aid Effectiveness.

The PARIS21 principles are:

- **Country ownership:** developing countries exercise effective leadership in developing their national statistical systems; and this is respected by donors
- **Alignment:** developing countries design and implement well-balanced overall strategic frameworks and work programmes for national statistical development (NSDSs or similar); and donors place their support within the context of these NSDSs, using country systems and procedures
- **Harmonisation:** developing countries exercise effective leadership in coordinating donor assistance; and donors harmonise their activities to be collectively more effective through well planned and well coordinated programmes

Respecting PARIS21 principles

We ask that you, as a PARIS21 partner, endorse these principles and champion them within their organisations. To be effective, the high-level endorsement of the results agenda by national leaders and agency heads needs to be reflected in day-to-day activities on the ground in countries.

On the part of developing countries, this means designing and implementing NSDSs which consider priority user needs across the entire national statistical system; include human and other resource development strategies, and take account of organizational and institutional development needs, as well as technical work areas. NSDSs should promote full participation and address the concerns of all main stakeholders and be implemented according to professional standards. Crucially they need government commitment and strong leadership to implement them.

On the part of donors, this means a commitment to use country-owned data, to support developing country needs with regard to technical and financial assistance and to coordinate their interventions with other donors. For countries to take the lead they need to be allowed to do so by donors and countries may need to be assisted to develop their capacity to exercise effective leadership. Donors may need to help with the upstream analysis, assessments and strategy development and should then align their support on national priority needs identified through the NSDS processes and use partner country institutions and procedures. Donors need to harmonise their activities to be collectively more effective through well coordinated programmes - proactively avoiding duplication of effort and encouraging complementarity and synergy in a way which goes beyond mere information exchange.

Finally, monitoring of implementation and outcomes should be conducted within a framework of mutual accountability between the development partners; and recognise that developing a sustainable statistical system may take a long time.

We would appreciate your endorsement of these principles and their sharing and adoption within your institution.

Signed

Pali Lehohla and Richard Manning

Co-Chairs of PARIS21 Steering Committee

Annex C: Roles of PARIS21 Partners in developing National Statistical Systems

Partners	Contributory Roles in developing NSS and short term objectives	Typical Needs	Contributory behaviours
<p>National Statistics Office in developing countries and countries in transition.</p> <p><u>Includes:</u> The National Statistical Office, its sub-offices and any linked statistical personnel based in line ministries</p>	<ul style="list-style-type: none"> • Production and dissemination of policy relevant social and economic statistics at national and local level to high professional standards • Quality assurance of statistics produced by wider statistical system • A clear vision and strategy for developing the statistical system in line with evolving social and economic trends and public sector policies <p><u>Short term objectives</u></p> <ul style="list-style-type: none"> • Update (or develop) assessments of user needs and statistical system • Update (or develop) strategic development plan, including the wider statistical system and local government • Seek financial and technical support for priority development • Provide support to wider statistical system 	<ul style="list-style-type: none"> • Appropriate internationally agreed definitions, methodologies and processes • Financial resources • Technical assistance and access to international best practice • Political support 	<ul style="list-style-type: none"> • Commitment to: <ul style="list-style-type: none"> ○ improve management of statistical resources ○ implement appropriate technical advice ○ self help • Leadership • Coordination across NSS
<p>Other statisticians in developing countries</p> <p><u>Includes:</u> Statisticians elsewhere in the public sector and allied professional groups such as M&E staff</p>	<ul style="list-style-type: none"> • Statistical support to line ministry • Contribute to the wider system of official statistics • Coordination 	<ul style="list-style-type: none"> • Technical support from both the NSO and external actors • And as above 	<ul style="list-style-type: none"> • Coordination • And as above

<p>Policy makers in developing countries.</p> <p><u>Includes:</u> Central Government such as the Ministry of Finance and, sector line ministries such as Education or Transport and Local Government</p>	<ul style="list-style-type: none"> • Political and legislative support for statistical development and integrity • Adequate, predictable funding for statistical services and development • Support access to administrative data bases for statistical purposes <p><u>Short term objectives</u></p> <ul style="list-style-type: none"> • Ensure development strategies are fully supported by statistical evidence • Ensure agreed statistical services receive regular and predictable financial disbursements • Political and financial support for appropriate statistical development 	<ul style="list-style-type: none"> • Timely and relevant statistics to inform policy development and allocation of resources, monitoring performance and managing for results in public service delivery 	<ul style="list-style-type: none"> • Support for statistical integrity • Adequate resources • High-level interest and support
<p>National Statistical Offices in developed countries.</p>	<ul style="list-style-type: none"> • Contribute resources to technical assistance projects (people, methodologies, materials, advice, etc) • Provide remote support to statistical services in developing countries (e.g. twinning, study visits etc) 	<ul style="list-style-type: none"> • Support from national donors 	<ul style="list-style-type: none"> • Add work with developing countries to core objectives (as have the Scandinavian bureaux)
<p>Policy makers in developed countries.</p> <p><u>Includes:</u> Ministries of Finance, Ministries of Foreign Affairs and Development Ministries and local offices in developing countries</p>	<ul style="list-style-type: none"> • Provide advocacy in the international aid policy arena for the development of national statistical systems– linked to MDGs and managing for results • Support statistical issues as a development priority in bilateral aid investments, including funding for statistical development • Question multilateral development programmes which do not properly address statistical issues • Support global thematic programmes <p><u>Short term objectives</u></p> <ul style="list-style-type: none"> • Determine whether more can be done in bilateral programme to support national statistical development • Encourage bilateral partners to consider 	<ul style="list-style-type: none"> • Good quality national statistics to demonstrate progress and that aid works • Aid effectiveness: allocation, design of programmes, etc. 	<ul style="list-style-type: none"> • Avoid treating statistical development as a short term fashion statement in favour of long term predictable and consistent support • Reflect high-level commitment to results agenda in day-to-day activities • focus on statistical capacity building as well as immediate data needs • better donor coordination

	<p>statistical needs in aid requests</p> <ul style="list-style-type: none"> • Provide funding for global thematic programmes 		
<p>Statisticians in international / regional institutions</p> <p><u>Includes:</u> International Financial Institutions and the UN funds and agencies, OECD and the European Commission, including regional and country offices where relevant</p>	<ul style="list-style-type: none"> • Develop standards and methodologies relevant to the concerns of statistical offices in developing countries and countries in transition • Provide technical support through thematic and general programmes • Advocacy within international institutions and in international for a • Comparable statistics based on country data <p><u>Short term objectives</u></p> <ul style="list-style-type: none"> • Ensure that Statistical Commission and subordinate bodies gives appropriate attention to the needs of developing countries and countries in transition • Use monitoring and surveillance to press for improvements in national statistical systems 	<ul style="list-style-type: none"> • Good quality and timely national statistics for institutional regulatory and monitoring functions • Resources 	<ul style="list-style-type: none"> • Lower institutional statistical priorities in favour of national priorities. • Seek to further improve statistical cooperation between institutions and between international bodies and national statistical systems • Focus on statistical capacity building in developing countries as well as immediate data needs • and focus on national priorities
<p>Policy makers in international / regional institutions</p> <p><u>Includes:</u> International Financial Institutions and the UN funds and agencies, OECD and the European Commission, including regional and country offices where relevant</p>	<ul style="list-style-type: none"> • Include statistical issues as a development priority in multilateral aid investments, including funding for statistical development • Use relevant monitoring and surveillance responsibilities to promote better statistics <p><u>Short term objectives</u></p> <ul style="list-style-type: none"> • Determine whether more can be done in multilateral programmes to support national statistical development 	<ul style="list-style-type: none"> • Same as policy-makers in developing countries 	<ul style="list-style-type: none"> • Commit to long term support for statistical development • Reflect high-level commitment to results agenda in day-to-day activities • focus on statistical capacity building as well as immediate data needs • better donor coordination
<p>Non – governmental actors:</p> <p><u>Includes:</u> Includes academia, the private sector, NGOs and Foundations</p>	<ul style="list-style-type: none"> • Provide technical and financial support • Awareness raising 		<ul style="list-style-type: none"> • Be more engaged with data producers and governance systems