



## PARIS21 GOVERNANCE ARRANGEMENTS (revised 2012)

### I. Role and Structure of the Partnership

1. PARIS21 (the Partnership) was set up in November 1999 as a global partnership of national, regional and international statisticians, analysts, policy-makers, development professionals and other users of statistics. It was established to promote, influence, and to facilitate statistical capacity development and the better use of statistics.
2. This Partnership functions as a forum and a network of countries, organisations, agencies, and individuals that are interested and involved in the production and use of statistics to support economic and social development and to promote better governance. In particular it brings together users and providers of statistics in developing countries and policy makers and providers of technical and financial assistance in donor countries and the international community. Partnership members acknowledge their role as key actors within their agencies and governments to: i) advocate for improved use and production of statistics in both policy and technical domains, and ii) stress that funding be made available to fill key data gaps.
3. The activities of the Partnership are carried out by the Partnership members as well as by a **Secretariat** hosted in the Development Co-operation Directorate of the Organisation for Economic Co-operation and Development (OECD/DCD) in Paris. The strategic direction of the Partnership as well as the work programme of the Secretariat is guided by the **PARIS21 Board**, which includes representatives from all the main stakeholders, from developing countries from all regions of the world, as well as from bilateral donors and international organisations. The Board meets once a year to discuss issues relating to the development and use of statistics generally and to review work programmes. The Board reports back at meetings of the Partnership (known as Consortium meetings) with a wider group of stakeholders interested but not necessarily active in statistics for development. These meetings are generally held every five years. The Partnership's activities are reported regularly to the OECD's Development Assistance Committee and the UN Statistical Commission; the reports are prepared by the Secretariat.
4. Between Board meetings the activities of the Partnership and Secretariat are guided and monitored by an **Executive Committee** with a small number of members selected by the Board. Where required, the Executive Committee may set up **Task Teams** to carry out specific tasks or to deliver specific outputs. Also, as agreed by the PARIS21 Board and OECD Council, the PARIS21 Secretariat may host **Ad hoc Work Programmes** (formerly referred to as "satellite programmes"), with responsibility for delivering a defined programme of work and with separate funding.
5. A recent development that will frame the Partnership's efforts over the next several years is the Busan Action Plan for Statistics (BAPS). The Action Plan, which received the highest level of political endorsement at the December 2011 Fourth High Level Forum on Aid Effectiveness at Busan, Korea, aims to (i) improve national strategies to generate better statistics, (ii) make data more available and accessible, (iii) develop programmes to increase the use of data thereby improving evidence-based decision-making and accountability, (iv) track the outcomes of global summits and high level events for recognition of the need for statistical capacity development, and (v) ensure that financing for



statistics is robust. The objectives of the BAPS were subsequently endorsed at the 43rd Session of the United Nations Statistical Commission (UNSC) in February 2012.

6. The specific responsibilities of these bodies and their relationships to one another are explained below.

## **II. The PARIS21 Board**

7. The PARIS21 Board is responsible for guiding the Partnership's direction, objectives, and activities in between Consortium meetings. The Board meets once a year to discuss general issues relating to the development and use of statistics, to review the strategic direction of the Partnership and to review the medium-term operational work programme of the Secretariat, including the work of Task Teams and Ad Hoc Work Programmes. In particular, the Board is responsible for:

- Setting the strategic direction for PARIS21 and how the Partnership is organised and co-ordinated;
- Reviewing the work of the Partnership as a whole and advising on priorities for future action;
- Appointing the members of the Executive Committee;
- Reviewing and advising on the Secretariat's medium-term work programme, which includes the work of Task Teams and Ad Hoc Work Programmes;
- Reviewing and providing inputs into the terms of reference and reports of the periodic evaluations of PARIS21;
- Providing overall guidance to the Secretariat when appropriate.

8. The PARIS21 Board has mandated its Secretariat to also act as Secretariat for the Busan Action Plan for Statistics.

### **A. Chairmanship**

9. The Board has two co-Chairs: the chair of the OECD's Development Assistance Committee (DAC) and a developing country representative<sup>1</sup> nominated by the Executive Committee and approved by the Board. The developing country co-Chair should be chosen from the pool of serving members of the Board. However, in order not to reduce the developing country representation on the Board, the vacated seat should be filled with a new Board member from a developing country. The Executive Committee will consider the following criteria when nominating the developing country co-chair:

- Broad international experience and proven leadership ability;
- Evidence of communication and chairing skills;
- Substantive experience in and/or knowledge of PARIS21 work as well as development and development co-operation;
- Fluency in English, with an operational ability in French being a distinct advantage.

10. The Executive Committee will agree on a candidate and propose the name to the Board, who will endorse the nomination by acclamation at a formal Board meeting. In the event of more than one eligible and willing candidate and in the absence of an agreement by the Board, the Secretariat will organise an anonymous vote, on the basis of one vote for each official Board member, with decision

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<sup>1</sup> From a non-OECD country on the DAC list of ODA recipients - [www.oecd.org/dac/stats/daclist](http://www.oecd.org/dac/stats/daclist)



taken by simple majority. This co-Chair is appointed for a period of two years and may be re-appointed for one further two-year period.

11. If either of the co-Chairs is unable to attend a Board meeting in person, they will nominate a temporary replacement from the pool of currently serving Board members. The preferred nominee from the OECD/DAC co-Chair is the Director of OECD/DCD. Donor meetings are held in the margins of Board meetings to discuss issues relating to the funding of the PARIS21 Secretariat. These meetings will be chaired by the DAC chair (or his/her appointed replacement) but will also be attended by the developing country representatives of the Board.
12. In addition to their role in guiding Board meetings, the co-chairs will be champions for the Partnership and advocate for support for (i) statistical capacity development in general and (ii) the PARIS21 Secretariat operational work programme in particular. Co-chairs are also uniquely placed to develop contacts at the highest political levels to leverage support at key events such as global summits and other critical moments in the formulation of key global policy commitments.

### ***B. Composition of the Board***

13. The Board is made up of *members* and their designated *alternates*. The Secretariat Manager is an ex-officio member of the Board.
14. As far as possible, the intention is to have equal representation from the developed countries – bilateral donors and international development agencies – and developing countries, including regional development banks and regional organisations. The aim is also to ensure that interests and concerns of both the producers and users of statistics are properly represented and to encourage an adequate gender balance.
15. Developing countries' representation on the Board is determined by (sub)regional groupings. The Board member from South East Asia, for instance, represents the member countries from the Association of Southeast Asian Nations. Developing country representatives (and the member of the Board representing individual members of the Partnership, along with their alternates) are appointed by the Board on the recommendation of the Secretariat.
16. Board membership is open to interested bilateral donors who either finance the Secretariat or participate in PARIS21 activities. In order to keep the number of Board members at a manageable level, the number of seats allocated to the bilateral donor community will be limited to those actively supporting the Secretariat either financially or in kind. However, all other interested bilateral donors are encouraged to attend Board meetings — the only distinction being a lack of formal voting rights.
17. The European Commission, IMF, OECD, United Nations, and World Bank hold permanent seats on the Board. Board members and alternates representing donor countries and agencies will be nominated by the agency or organisation concerned and will serve until the co-Chairs and the Secretariat are informed otherwise.
18. Members of the Board will serve for two years and may be re-appointed by the Board for additional two-year terms where appropriate.
19. Board members are expected to inform the co-Chairs and the Secretariat of any potential conflict of interest on any matter. For example, serving Board members are disqualified from any remunerated



post with the Secretariat, Task Teams or Ad Hoc Work Programmes and are ineligible for consulting contracts.

20. Any situation regarding Board composition that is not covered by these governance arrangements will be resolved by the Board itself.

### ***C. Roles and Responsibilities of Board members***

21. Board members and alternates have a responsibility to the 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 Board discussions and the work of the Partnership more broadly. They may also participate in Task Teams on particular issues when appropriate. In particular, they are expected to use their influence 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.

### ***D. Observers***

22. The co-Chairs and Secretariat Manager may on occasion request *observers* to attend Board meetings, to speak on a specific topic or provide their insight on important issues. Former chairs of the Steering Committee and Board as well as Managers of the Secretariat may for instance be invited to attend meetings in order to share their knowledge and experience. While these special invitees are welcome to participate fully in all discussions, their participation in no way implies a formal, lasting relationship with the Board and they are not entitled to vote if such a procedure is required.

### ***E. Conduct of the Board's Work***

23. The Board meets in full session once per year (usually in March/April). The Secretariat proposes the agenda and prepares other papers for meetings, which are then commented and approved by the Executive Committee.
24. In general, the Board takes decisions and makes recommendations by consensus. If a vote is required, then only full, official members of the Board or their designated alternate are entitled to vote. Each member has one vote, decisions are made by a simple majority and the co-Chairs have a casting vote if required.
25. The annual meeting of the Board can include seminars or other in-depth discussion of current important issues relating to the development or use of statistics.

### ***F. Cost of participation in Board meetings***

26. The costs of participation in Board meetings, including travel costs and per diems, of developing country *members* and *observers* in Board meetings will be borne by the Secretariat's budget subject to OECD standard rules and procedures. It is expected that the cost of participation by bilateral, multilateral, regional institution, and regional development bank representatives in all PARIS21-related meetings will be borne by their respective institutions.



### III. Executive Committee

27. The role of the Executive Committee is to provide an accountability mechanism and guidance to the ongoing work of the Secretariat. In particular it provides a policy direction to activities and is a decision-making body when required. Preference is generally given to decision-making by consensus, but if a vote is required, each member has one vote, decisions being made by a simple majority. The specific roles of the Executive Committee are to:
- monitor progress of the regular work programme of the Secretariat and review the progress of Ad Hoc Work Programmes from time to time, subject to the special arrangements put in place for each such programme;
  - review and approve annual work programmes and budgets;
  - review and approve annual reports and other important documents as required;
  - review and approve the agenda and papers for the annual Board meetings;
  - review and approve the programme for Consortium meetings;
  - review the Secretariat's budget situation on a regular basis;
  - brief and engage with the Board throughout the year as necessary, to ensure effective consultation on key operational and administrative issues as they arise.
  - participate in the appointment of the Manager of the PARIS21 Secretariat when required and in line with OECD arrangements;
  - review nominations for new Board members and submit them to the Board for approval;
  - communicate the Executive Committee agendas to the Board at least one week before the Executive Committee meetings;
  - communicate reports and decisions to the Board;
  - nominate the developing country co-Chair of the Board as and when required;
  - contribute to fundraising efforts for the Secretariat.
28. The Executive Committee is appointed by the Board. It consists of nine appointed members and the PARIS21 Secretariat Manager ex-officio as the tenth member (without voting rights). The members are appointed based on the following criteria:
- Two developing country representatives;
  - Two representatives from bilateral donors funding the Secretariat;
  - Board members representing UN Statistics Division, EC/EUROSTAT, OECD, IMF and the World Bank, as the founding institutions.
29. Members of the Executive Committee will be appointed from the pool of existing Board members. The Secretariat will consult with developing country and bilateral donor Board members to make nominations. Members will serve for two years in the first instance and can be re-appointed for further two-year terms if appropriate. The founding institutions will hold permanent seats. If any member of the Executive Committee resigns from the Board they will be replaced as soon as possible with the agreement of the Board's co-Chairs, and the appointment will be ratified at the next Board meeting.
30. The Executive Committee elects a chair among its members (excluding the PARIS21 Secretariat Manager) who will hold office for at least one year, with possibility of renewal.



31. The Executive Committee will ideally meet at least four times a year, where possible in the margins of suitable international meetings. Other business will be conducted through consultation by telephone and e-mail.

#### **IV. The PARIS21 Secretariat Manager**

32. The PARIS21 Secretariat Manager (referred to as “the Manager” for the duration of this document) plays a dual role: (i) managing the day-to-day operations of the Secretariat and ensuring that it is working fully and efficiently for the Partnership and (ii) acting as liaison between the Partnership and the Secretariat’s host organisation, the OECD.
33. In addition to managing the Secretariat’s human and financial resources and facilitating its smooth functioning, the Manager is called upon to actively engage in international fora relevant to statistical capacity development to ensure the views of the Partnership are well articulated. Partners are invited to support him/her in this endeavour by facilitating his/her participation and active involvement in key international processes. The Manager is expected to energetically act as a catalyst for the Partnership’s objectives across the international community as well as within the OECD.
34. The Manager will also act as liaison between the Partnership and its governance structures on one side and the Secretariat’s host institution on the other. He/she will clearly communicate to the Board and Executive Committee, as required, possible changes to the OECD’s policy framework that have resource implications – both human and financial – for the Secretariat and will brief OECD senior management on the decisions and expectations of the PARIS21 Board.

#### **V. The role of the OECD as host institution and implications for the Secretariat**

35. In terms of establishing operational work programme priorities, the OECD has the same roles and responsibilities as other Board members as outlined in Section II.c above. As such, it acts as an equal partner with other members of the Board to vigorously champion PARIS21 activities. As the Secretariat is hosted by the OECD’s Development Co-operation Directorate (DCD) and the Manager is part of the DCD management team, the OECD plays a key role in defending and promoting the objectives of the Secretariat and ensuring their full integration into DCD/DAC work.
36. To allow the Manager to effectively carry out his/her responsibilities in promoting the Partnership’s objectives across the international community as well as within the OECD, OECD senior management acknowledges that the Manager must: i) be given sufficient latitude to act appropriately in pursuit of the Partnership’s objectives albeit within the OECD’s general policy framework, and ii) develop a special working relationship with the OECD’s Statistics Directorate and with the Chief Statistician in particular as well as other experts throughout the Organisation to draw on the unique expertise found in the OECD.
37. On administrative matters, so long as the PARIS21 Secretariat is hosted by OECD, it will carry out its functions in accordance with the rules and practices of the OECD. Specifically, the Secretariat is subject to OECD Human Resource policies and procedures, staff rules and salary scales, as well as financial rules and audit procedures. In addition, the direct costs of PARIS21 activities, including the costs of the Secretariat and governance activities such as Board meetings, are met by voluntary contributions from a number of bilateral donors, international agencies, foundations, and other eligible contributors. In light of the fact that the PARIS21 Secretariat has a programme of work that is



agreed by a governing body separate from the OECD (the Board) and that is funded from voluntary contributions channelled through the OECD, any services that PARIS21 Secretariat staff provide to OECD deliverables (i.e., non-PARIS21 outputs) will not be financed by the PARIS21 budget.

38. Reflecting the competencies required for both the operational and administrative roles described above, the Manager is an OECD A5 level and is supported by a Deputy Manager (A4). The Ad Hoc Work Programme officers (see section IX below) report directly to the Manager.
39. The PARIS21 Secretariat's relationship with OECD is set out in a document approved by the OECD Council [document C(2007)26/REV2]. The PARIS21 Secretariat work programme is part of the DCD Programme of Work and Budget (PWB), which is discussed by the DAC and approved by the OECD Council.

## **VI. The role of the PARIS21 Secretariat**

40. The Secretariat is responsible for co-ordinating the Partnership activities and implementing the day-to-day work programme of PARIS21 as approved by the Board and the Executive Committee. The activities include:
  - Implementing its work programme;
  - Servicing the Board and the Executive Committee, including making proposals for future work;
  - Reporting to the DAC, the Global Partnership for Effective Development Co-operation, and UNSC on behalf of the Board;
  - Acting as central contact and reference point for the Partnership;
  - Developing advocacy materials and orchestrating their effective deployment;
  - Advising countries on access to trust funds and other donor support;
  - Facilitating information exchange and co-ordination among relevant partners, including maintaining the PARIS21 website and knowledge base;
  - Providing support to the work of Task Teams;
  - Raising funds for the Secretariat work programme;
  - Accounting for all funds received in line with OECD rules and procedures.

## **VII. Funding the PARIS21 Secretariat**

41. As mentioned above, the PARIS21 Secretariat is financed entirely through voluntary contributions. Since the Secretariat is officially a division within the DCD and as such does not have a legal status separate from that of the OECD, the management of the Secretariat's budget follows the financial rules and procedures of its host organisation. Voluntary contributions to the PARIS21 Secretariat are therefore contracts between the donor institution and the OECD.
42. In accordance with the aid / development effectiveness principle of harmonisation of donor practices in implementing common arrangements and simplifying procedures, the PARIS21 Secretariat, with the agreement of the Board at its June 2010 session, maintains a financial management system to improve the provision and management of voluntary contributions which increases management efficiency within the Secretariat, funds agreed outputs and activities, and minimises transaction costs for all actors.



43. Donors will endeavour to improve the process related to the provision and management of voluntary contributions for the Secretariat's Programme of Work and Budget (PWB) and agree to:
- Provide their voluntary contributions in support of the overall priorities agreed by the Board.
  - Pledge their voluntary contributions for implementation of the agreed PWB as early as possible, preferably before the starting date of the PWB.
  - Use the agreed standard OECD contract (at least for DAC donors) to provide voluntary contributions to the Secretariat, unless otherwise agreed between the Partners.
  - Acknowledge OECD's Financial Rules and Regulations, as well as other policies and procedures including those on internal and external audit.
  - Refrain from requesting information above and beyond that provided for in the agreed standard substantive and financial reports that will be prepared by the Secretariat, unless otherwise defined in a specific contract between Donors and OECD.
44. Donors understand that the Secretariat will:
- Strengthen the link between the PWB process and the mobilisation of voluntary contributions.
  - Report on progress in the funding and implementation of the PWB at the annual Board meetings, thereby providing pledging windows for donors to officially communicate their intentions to provide voluntary contributions.
  - Provide a single, consolidated financial report on all income and expenditure, on an annual basis.

## **VIII. Task Teams**

45. Task Teams will be formed by the Secretariat subject to approval by the Executive Committee, to support work on a particular technical topic or more general themes. 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 to 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 Partner Report on the Support to Statistics – PRESS). 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 Board or Executive Committee.
46. 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 Board members will be expected to play a full part, can 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).





## **IX. Ad Hoc Work Programmes**

47. 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 Board and, where necessary, OECD Council. This will be guided by agreed criteria such as:
- Work supports the goals 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
  - No negative impact on the Secretariat's work
48. The ad hoc work programmes are not intended to be permanent or indefinite. Rather, they should focus on innovations in supporting statistical capacity development. These programmes have separate funding and staff who report to the PARIS21 Secretariat Manager (or his/her Deputy) and separate governance arrangements.

## **X. Evaluating PARIS21**

49. Assessments of PARIS21 work are carried out at several levels: on substantive and financial matters and by PARIS21 governing bodies, the OECD, and external experts.
50. At its annual meetings, the Board reviews progress of the PWB, assessing progress of activities and the disbursement and allocation of funds. Based on this information, the Board then provides guidance on and approves forward work plans. The Executive Committee provides an additional layer of monitoring in between meetings of the Board.
51. The Secretariat's budget is also subject to periodic audits by auditors internal and external to the OECD. It should be noted that the OECD cannot authorise any audits of its financial statements or systems other than those carried out by its duly appointed auditors.
52. PARIS21 conducts formal evaluations, normally every three to five years, of the results of the Partnership and the role of its Secretariat in facilitating this work. These evaluations are financed on the Secretariat budget. As of 2012, three such evaluations have been conducted (in 2003, 2006, and 2009). These evaluations are led by external experts, whose work is overseen either by a review group appointed by the PARIS21 Executive Committee or by the PARIS21 Executive Committee itself. The results are presented to the full Board for formal validation.