



## PARIS21 Steering Committee Meeting

15 October 2003

### 2004 – 2006 PARIS21 Work Programme

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## EXECUTIVE SUMMARY

The work programme for the period 2004–2006 is the continuation of PARIS21 activities since its inception. It takes into account the conclusions of the evaluation and the recommendations from the regional workshops. The overall PARIS21 objective is to develop a culture of transparent, evidence-based policymaking and implementation which serves to improve government accountability and effectiveness in reducing poverty and achieving the MDGs. The logical framework is in Annex 1 and will be discussed during the Steering Committee meeting in October 2003. Since 1999 and the Experts Group meeting which established PARIS21, the essence of building national statistical capacity in developing countries lies in statisticians and policymakers combining to establish national statistical development plans and including them in their development and poverty reduction policies.

For the 2004–2006 period, PARIS21 is aiming to encourage all developing countries to have a National Strategy for the Development of Statistics (NSDS) by 2006. PARIS21 will support this objective through the following:

- Advocating at international and regional levels for the use of statistics for good governance, development and poverty reduction, and MDG monitoring;
- Convincing country policymakers of the need to develop a National Strategy for the Development of Statistics (NSDS) and to include the plan in the overall development policy;
- Convincing partners to support and participate in the process, and once the plan is approved, to coordinate their support within the plan;
- Developing tools and methods to facilitate and conduct the process such as guidelines, best practices, indicators, reporting, etc. and organise training and information sharing; and
- Developing tools and methods to monitor the progress in plan implementation made at country level and report on the overall progress in statistical capacity.

The work programme of the PARIS21 Secretariat for 2004–2006 will include activities at the global level and regional programmes. The global level includes activities related to developing appropriate tools, methods, and analysis to support the PARIS21 agenda through the **Tasks Teams** work; to develop advocacy materials and deliver the PARIS21 message to appropriate audiences through the **Advocacy and Knowledge Base** component; to maintain and develop tools to strengthen cooperation among various partners through the **Partnership and Information Exchange** component; to report at the regional and global level on the progress made, and the way forward through **Reporting**. The PARIS21 agenda will be geared toward countries through **Regional Programmes** for Africa, Latin America including Caribbean countries, Arab States, Asia including Pacific, and Europe.

### General comments on the work programme

- The PARIS21 work programme takes into account the programmes of international and regional institutions and will use any opportunity to participate in existing meetings or activities to deliver the PARIS21 agenda.
- PARIS21 considers the collaboration with regional institutions as crucial to delivering the work programme. The regional programmes will be finalised with relevant regional institutions and updated during regional workshops.
- The work programme will be prioritised depending on available funding.
- Taking into account the size and the specificity of METAGORA, the financing tables and detailed work programme are not included in this document (see Task Teams section below).
- This document will be updated after the review and approval by the Steering Committee, and a detailed work programme for 2004 will be elaborated after a review of available funding.

## **1 – PARIS21 MANAGEMENT**

The overall PARIS21 framework includes the Steering Committee, the Consortium, and the Secretariat hosted by OECD.

### **Steering Committee**

The Steering Committee is the main decision making body for PARIS21. A proposal to fine-tune its composition and working process, based on the recommendations made in the evaluation report and comments received from Steering Committee members is attached. The October 2003 Steering Committee meeting will review this proposal and agree on it.

It is planned to hold, as in the past, two meetings per year. It was recommended to have at least one meeting linked with a regional workshop or at least in a developing country. For 2004, it was proposed to have the meeting in Bishkek, Kyrgyz Republic, after the regional meeting for Central Asia countries in June 2004.

### **Consortium meetings**

The Consortium meeting is a key event for PARIS21. The terms of reference for the Consortium meeting will be presented and discussed during the October 2003 Steering Committee meeting. It was decided to have a Consortium meeting every two years: one in 2004 and 2006.

### **Secretariat management**

Since PARIS21's inception, partners have agreed that the PARIS21 Secretariat should be light and not another large organisation; however, it has to be recognised that the volume and the scope of the work programme implies an expansion of the Secretariat. Country follow-up depends directly on human resources allocated to the task. After three years of implementation, it is possible to assess what will be a reasonable and minimum size for the Secretariat.

In addition to the manager with an assistant, the Secretariat would include six geographical advisors: two for the Africa region, and one for every other region (Latin America including Caribbean, Asia including Pacific, Arab States, and Europe). It is understood that if the work programme for a specific region is not recognised as a priority for PARIS21 activities, there will obviously be no need for a specific regional advisor. The geographical advisor could be located in regional institutions such as a regional development bank. Two additional advisors will be in charge of (1) reporting (SCBI, PARLISTAT, and the worldwide report), and (2) advocacy work and partnership. Two assistants will complete the team. The geographical advisor costs are included in the regional programmes.

PARIS21 Secretariat is hosted by OECD/DCD. Starting January 2004, OECD will charge the PARIS21 Secretariat for office space at the rate of €6.084 per A-grade staff per year, and €3.042 per other grade per year (secondes are excluded).

### **Evaluation**

The evaluation of the 2004–2006 period according to the PARIS21 logical framework adopted during the Steering Committee in October 2003 will take place in the second quarter of 2006, and the terms of reference will be approved during the second Steering Committee of 2005. Similar procedures as those for the 2003 evaluation will be implemented.

## 2 – TASK TEAMS

The PARIS21 task team feature seems to be popular among the international statistical community, as evidenced by an increasing demand for more teams. This interest could be a result of a growing awareness of the need to harmonise capacity building activities and collaborate among different partners. PARIS21 offers an informal, open space to discuss and propose solutions to specific issues. The task team approach attempts to answer different types of needs. The first is to produce a tool, an instrument which will support the PARIS21 agenda such as the statistical capacity building indicators, the national statistics development strategy, or instruments for measuring governance and human rights as in METAGORA. Once it is developed, it has to be applied, and the application becomes part of the work programme of PARIS21 or of other institutions. The second type is to provide a forum for debate and research. The task teams on Population Census and Improved Statistical Support for Monitoring Development Goals are examples of this second type of team.

### Existing Task Teams

#### 1 - Population Census

The task team, in collaboration with Statistics South Africa and UNFPA, will organise a follow-up International Seminar to the 2001 meeting to explore the role of new technology in the 2000 round of censuses and the lessons learned. It will be held on 10–12 November 2003 in Pretoria, South Africa. The seminar will be followed by a small two-day Expert Group Meeting on 13–14 November to develop census advocacy materials. During the Pretoria meeting, a work programme and budget for the remaining time of the team will be discussed and agreed. The task team convener will present this work programme and budget to the Steering Committee at the mid-year PARIS21 Steering Committee meeting in 2004.

#### 2 - Rural and Agricultural Statistics in Africa

Prepared by the task team, the Interim Regional Project Proposal for “Strengthening Agricultural Statistics for Poverty Reduction and Food Security in Rural Africa” was approved by the World Bank Trust Fund for Statistical Capacity Building (approximately 400,000 \$US for 18 months) in May 2003. The proposal includes regional capacity building activities open to all African countries and country activities to be conducted in Kenya and Rwanda, and is now implemented. In February 2003, the French Co-operation agreed to fund a complementary FAO project to expand the activities included in the Interim Regional Proposal to other countries (Mali and Senegal) and future regional activities. The proposal will have a budget of approximately 400,000 \$US for 24 months. These two regional capacity building projects are major achievements of the task team in Africa. The team’s outputs also include reports and documents prepared during the Paris seminar, which are accessible on the website. Before the next AFCAS meeting in Yaoundé, Cameroon, in October 2003, there will be a technical seminar during which the work programme and budget for the remaining time of the task team will be discussed and agreed. The task team convener will present it to the PARIS21 Steering Committee in 2004.

The work of the task team has so far focussed only on the Africa region. However, the activities of the team could be expanded to Asia and the Pacific with the support of the Senior Statistician in the FAO Regional Office for Asia and Pacific (RAP). A presentation was made on the work of the team during the last meeting of the FAO’s Asia and Pacific Commission for Agricultural Statistics (APCAS) in October 2002 in Seoul, Korea.

#### 3 - National Strategy for the Development of Statistics – NSDS

An overview of the guidelines on integrated strategic statistical development plans will be presented and discussed at the PARIS21 Steering Committee meeting in October 2003 (see annex 2). The way forward will also be discussed during the 2003 Steering Committee meeting, including issues such as development and dissemination of operational materials, needs for training in strategic planning and implementation of the guidelines, and use of an expanded SCBI questionnaire and of peer reviews in conjunction with the guidelines. It is proposed that promoting the elaboration of integrated strategic statistical development plans at country level will be the main task of PARIS21. The task team will be disbanded once the guidelines will be approved, and the work programme will become part of the Secretariat work programme. The activities would be the following:

- A – Production of guidelines and other material: translation, examples, pedagogical material
- B – Technical workshops on the launching of NSDS for national managers of statistical systems (see regional programmes section below)
- C – Training of private sector consultants in NSDS including specific material
- D – Support to participating countries (see regional programmes section below)
- E – Review and update of the guidelines

## F – Monitoring and report of the establishment of NSDS

### 4 - Improved Statistical Support for Monitoring Development Goals

The PARIS21 task team work programme includes a set of country case studies to review country capacity and an international study. The work plans of the country study teams should be presented at the next meeting of the UN MDG Inter-agency group, to be held in Geneva in November. This will be an opportunity for the MDG Inter-agency group to review the initiative and provide useful inputs to plans for the remaining work.

### 5 - Tools and Methods: METAGORA

The two-year pilot project METAGORA—entirely financed through contributions from the European Commission, France, Sweden, and Switzerland—will begin operations once the OECD Council approves the partnership between DCD/PARIS21 and the seven METAGORA Partner Implementing Organizations (PIOs): AAAS (Washington), DIAL (Paris), Fundar (Mexico), the Human Sciences Research Council of South Africa (Pretoria), the PCBS (Albireh/Ramallah), the Philippines National Commission of Human Rights (Manila), and the Secretaría de la Comunidad Andina (Lima). It is therefore expected that the four members of the METAGORA Co-ordination Team will join the PARIS21 Secretariat very shortly. Moreover, a Budget Officer will be hired by OECD/DCD to undertake the administrative, accounting, and financial tasks related to all the activities of METAGORA and PARIS21 (50% of the salary costs of this B-5 post will be financed through the METAGORA budget).

During its first six months of activity, METAGORA will mainly undertake the following activities:

- the first draft of an analytical inventory of past and current initiatives aiming at measuring democracy, human rights, and governance;
- the organisation of several pilot surveys aiming at developing and testing innovative assessment approaches (Andean Region, Mexico, and South Africa);
- the design and progressive construction of dynamic databases in Sri Lanka and Philippines;
- the constituency and launching of a working group of outstanding experts and relevant institutions wishing to contribute to an effective advancement of international agreement on a number of key concepts and standards in the field of governance assessment.

During this period, the General Coordinator of METAGORA will meet with the local implementing teams in each target country. Experts from PIOs and other organisations will carry out some 20 short-term missions of technical assistance. Also, the METAGORA Panel of Experts will hold two meetings in Paris (one plenary and one task force), and the METAGORA Advisory Board will have its first meeting in spring 2004. A report on the first six months of activities will be presented to the task team on Tools and Methods and then submitted to the PARIS21 Steering Committee in June 2004.

Taking into account the size and the specificity of METAGORA, the financing and detailed work programme are not included in this document.

### **Criteria for PARIS21 new Task Team establishment and new Task Teams**

The principles guiding the establishment of PARIS21 new task teams are:

- The expected outputs of a task team must be in line with the PARIS21 objectives and in particular explicitly linked to the goals that the Consortium has assigned to the Partnership for the next three years.
- Time limitations: a team can only be created if a close-out strategy is made explicit. As PARIS21 has been extended for an additional three years, new task teams should envision completing their work within those three years (i.e., by the fourth quarter of 2006).
- Exclusivity: a team is only created if no other body is suitable to host it and guide its work to success.
- Because of limited resources, priority is given to proposed teams that demonstrate the greatest expected impact of their outputs.
- TORs outlining budget, timetable, outputs, etc. should be presented to the Steering Committee for approval.

Two new task teams will be established as agreed during the last Steering Committee:

- Multisectoral data for decentralised governance and local accountability (academia, foundations): see TORs and work programme attached in separate documents.

- Costing and financing statistical activities: Terms of reference, a detailed work programme, and budget will be presented to the Steering Committee by December 2003.

## **Resources and Budget**

The main costs of the task teams will be borne by the sponsoring agencies except for the NSDS team.

## **3 – ADVOCACY & KNOWLEDGE BASE**

Advocacy has been part of the work programme of PARIS21 since it was first established. A task team on advocacy was established in June 2000, and a work programme was prepared later that year. Consultants were hired to develop some generic advocacy material and products, and progress reports were provided to the Steering Committee and Consortium meetings in 2001 and 2002. The task team was formally disbanded in October 2002 and its work absorbed into the work programme of the Secretariat. The materials produced by the task team are a website entitled “Why Statistics” as well as drafts for a pamphlet and a poster. These materials are now held by the Secretariat and have been made available through the PARIS21 website. Other advocacy products have also been produced by the Secretariat, in particular the film advocating for better statistics featuring examples in Anglophone Africa entitled “Measuring the Change in World Poverty”. It is proposed that advocacy continue as a core activity of the Secretariat over the next three years. The programme will focus on three main areas of activity:

- Development of a strategy for advocating the use of statistics and the strengthening of national statistical capacity;
- Production of advocacy material in a number of different formats; and
- Implementation, that is, both advocating directly for statistics at the international and regional levels, and transferring advocacy skills and materials to the managers of national statistical systems.

### **A – ADVOCACY STRATEGY**

The original concept for PARIS21 recognised that effective advocacy, both in terms of promoting evidence-based decision making as well as ensuring that statistical activities are properly financed and resourced, is crucial if the long-term vision is to be achieved. This analysis was confirmed by the evaluation. The need for effective advocacy for statistics is as important and necessary now as it was in 1999. While there may be greater awareness of the need for better data generally as a result of the emphasis on global monitoring including MDGs, and on national poverty reduction strategies, the case for further strengthening of official statistics still needs to be made with policy makers and data users at all levels. PARIS21 is in a unique position, not only to undertake advocacy itself at the international and regional level, but also to provide support and access to advocacy material to the managers of national statistical systems. PARIS21 Secretariat will propose an advocacy strategy that will organise the production of advocacy material with the different audiences and propose a time bound delivery programme.

### **B - PRODUCTION AND COMPILATION OF ADVOCACY MATERIALS**

- **“Why statistics?”**

The Why Statistics website material has now been updated by the Secretariat, with some support from the World Bank, and will be made available through the Internet as well as on CD-ROM. It is envisaged that the material will be made available in English, French, Spanish, and Arabic initially and will be updated on a regular basis, at least once per year. A User’s Guide will also be produced, which will provide guidance on how to use the material and will also include examples of some different advocacy products, such as press releases, briefings for politicians, pamphlets, and so on. A key part of the process will be to identify and document appropriate examples, both good and bad, on the use and value of statistics, especially in developing countries (“Statistics in action”). The Secretariat will also compile advocacy material from other sources, including international and regional agencies.

- **Films**

In 2002, the Secretariat, with assistance from a small film company and the active participation of several partner countries, produced the first PARIS21 film on statistics, highlighting the political case for better data on poverty. This film has been well received and is considered to be an important advocacy product. It has been translated into French, Spanish, Arabic, Russian, and Portuguese and is available on DVD with all five sets of subtitles. Four follow-up activities are planned:

- Several other regions have requested that films be produced focussing on key issues relating to statistics in their environment. Such products are in preparation for African Francophone countries, Arab States countries, and Latin American countries. Two others are planned for Asia and the transition economies of Europe. The cost of the films is included in the regional programmes.

- Some countries have already produced similar films on their own, and there are a number of requests to produce country-based examples. PARIS21 will provide these countries with documentation, video clips, and a guide on the production of a film.
  - Based on regional films and other footage, a film conveying a universal message on the importance of statistics will be produced at the end of 2004.
  - The Secretariat has been compiling visual and film material from its regional events as well as establishing a collection of video clips that emphasise the importance of good statistics for policymaking and includes interviews with policymakers. It is proposed that these film clips be organised in a library so that compilations can be prepared for use in different regions, and made available on the website.
- **Various materials**  
Other outputs will include material produced for use in specific events or aimed at a particular audience. This may include printed material such as briefing documents, press releases and background papers, web-site material, or presentations. These will be documented and added to the advocacy library. The French Co-operation has also agreed to allocate €124,000 to PARIS21 for (1) the development of an advocacy strategy in the collection, analysis, and use of agricultural and rural development statistics and (2) the creation of a report on the state of agricultural and rural development statistics in Africa.
  - **Translation**  
The advocacy material has to be translated into the appropriate languages related to the different audiences with the support of regional institutions and countries.
  - **Review and quality control**  
It is proposed that peer review and quality control of the advocacy material be done through the establishment of a team of statistical experts who will be asked to review material as it is produced. It is envisaged that members of the review team will be provided with an honorarium.

## **C - IMPLEMENTATION: DELIVERING ADVOCACY**

A key focus of the new work programme will be not only on developing advocacy products, but also on implementation and delivery. It is envisaged that this will happen in three main ways:

- **Delivery of advocacy messages**  
The Secretariat will initiate and organise presentations and distribute material advocating for the development of statistics and the more effective use of data to opinion leaders and decision makers at international and regional forums. It is expected that this will be done through existing and planned international and regional meetings. The support of Steering Committee members and other “PARIS21 champions” will be instrumental. Using the materials that already exist, adapted where necessary, a number of different messages and themes could be covered. A key requirement here will be to ensure that PARIS21 strengthens its links with policymakers and the policy process generally by addressing meetings of policymakers rather than statistical forums.
- **Advocacy training**  
The objective is to help to develop advocacy skills and promote the development of materials at the national level. While experience to date indicates that many managers of national statistical systems are aware of the need to improve communications and advocacy, few have the required skills or access to appropriate material. The main approach here will be at the regional and sub regional level, developing skills and transferring knowledge through short, focussed workshops and training sessions to help build skills and provide access to material to support advocacy. In most cases, these will be organised in conjunction with existing regional events, including follow-up PARIS21 regional seminars. Training packages will be developed, aimed at senior managers that can be delivered in one or two days.
- **Evaluation**  
While the impact of the advocacy programme will be difficult to evaluate, PARIS21 Secretariat will design a light evaluation mechanism to measure its success.

## **RESOURCES AND BUDGET**

The cost of regional film production is included in the regional programme budgets. In addition to the specific costs associated with the production of specific advocacy products and the development and implementation of training programmes, the main resource requirements will be in terms of staff time and associated costs for travel, etc.

The proposed budget envisages a full-time statistical advocacy adviser. The adviser would need to be an experienced communicator and advocate with a strong background in statistics or development economy, with some experience in the organisation and management of statistical agencies in developing countries.

On the material production side, the budget includes provision for the production and updating of the Why Statistics material and for five regional advocacy films. The costs of advocacy training are based on an assumption of three regional training workshops or courses per year, with each course catering to 20 participants. It is assumed that each course will be held in conjunction with an existing meeting, and the costs therefore do not include air fares.

## **4 – PARTNERSHIP & INFORMATION EXCHANGE**

### **A – Newsletter**

The newsletter is intended to encourage South–South co-operation and the exchange of best practices among PARIS21’s partners. In light of comments received in the PARIS21 evaluation, the newsletter will add a greater focus on advocacy to policymakers. Its frequency of publication will be reduced to two issues per year to reduce costs and to coincide with the period immediately following Steering Committee meetings in June/July and November/December. The newsletter is made available in English, French, Spanish, Arabic, and Russian. PDF and text versions of the newsletter are placed on the PARIS21 website at [www.paris21.org/htm/newsletter.htm](http://www.paris21.org/htm/newsletter.htm). Printed versions are sent to all Steering Committee members and are shipped to events where PARIS21 has a presence.

### **B – Website**

The PARIS21 website is updated regularly with the agendas, papers, presentations, and reports from regional workshops, task team meetings, and Steering Committee/Consortium meetings. In preparation of its regional workshops, the Secretariat systematically produces a CD-ROM of the entire website, which is distributed to participants. These CD-ROMs are intended to allow developing country participants who do not necessarily have reliable or fast Internet connections to access the wealth of information available on the PARIS21 site. The website will be rethought in 2004 in line with new products such as PARLISTAT and the reporting programme. It is intended that the website will be overhauled and possibly placed on a more efficient, database-driven system to facilitate maintenance and streamline navigation.

### **C - Expert Roster**

Following a call for experts on the PARIS21 website and in the PARIS21 newsletter, the Secretariat has compiled a database of consultants with varying specialties in the development/statistical field. Currently, over 60 consultants have submitted their CVs. Partners are increasingly requesting assistance from PARIS21 in locating consultants. It is planned to post more information on the website about using this resource and to expand the range of skills included in the roster. A specific roster for the peer review process will be established.

### **D – Membership**

A review of Consortium membership was started by the Secretariat in March 2002. A new category for individual members was created, OM or “other member.” This category corresponds to the potential members identified, participants who have attended meetings, contacts made during missions, etc., but who have not officially registered themselves. The total number of “partners” (i.e., members plus other members) as of 30 September 2003 is over 2000 from 163 different countries. A new online membership form will be made available on the website in October 2003.

### **E - Institutional Membership**

PARIS21 has put in place a strategy to deepen its relationship with partner countries and institutions. A “Memorandum of Understanding” (MOU) is becoming the standard element in this kind of partnership. The MOU is a substantial agreement on mutual objectives to improve statistical capacity in developing countries. The first MOU was signed with the Interstate Statistical Committee of the Commonwealth of Independent States. Currently under preparation is an MOU with the Asian Development Bank. MOUs also serve the purpose of establishing PARIS21 Consortium membership for the institution. At the regional level, coordination with regional institutions will be improved by organising annual conferences on the support provided to countries.

### **Resources and Budget**

The costs of the component include an assistant to maintain the website as well as the renewal of the website, and operating costs for the newsletter

## **5 – REPORTING**

The need to report regularly on the use of statistics for development and poverty reduction and on the status and trends of the national statistical systems in developing and transition countries is now more acute than ever. PARIS21 through PARLISTAT, the SCBI Programme, and in general the regional programmes will contribute to this reporting and launch a worldwide report on the use of statistics in policymaking and the development of country statistical systems.

### **A - PARLISTAT**

Many activities related to the development of national statistical systems are carried out by various partners, but the information and the relevant documentation is inadequately disseminated. Often, similar activities such as the evaluation of the statistical system are carried out several times. While the collaboration and co-ordination among donors is in some ways satisfactory at the headquarters level, there is no systematic tool to support the co-ordination at the country level. PARIS21 is proposing to collect and make available the existing information on the development of statistical systems by country (the Partnership Library of Statistical System Documentation — PARLISTAT). By serving as a repository of documentation on national statistical systems, PARLISTAT would facilitate the work of both the countries and the donors supporting them and be a tool for the national and international statistical systems. Stakeholders would access this online database for an up-to-date account of all work on developing and evaluating a national statistical system that is currently being done and that has already been done in a particular country by stakeholders. The PARLISTAT information would be used as a tool for donor collaboration and would be presented during regional meetings (see regional programmes).

### **B - Statistical Capacity Building Indicators**

With the Steering Committee's approval of the Statistical Capacity Building Indicators final report and questionnaire, the PARIS21 Secretariat has translated this documentation into French, Spanish, Arabic, and Russian and posted it to the website. The questionnaire has been presented at each of the sub-regional workshops since the October 2002 Steering Committee meeting and at the UNECA CODI III workshop. The usefulness of such a monitoring mechanism has been widely recognised while comments on the contents and the process have been formulated. These indicators have also been used by the ICP programme in Africa to assess the situation of the statistical systems in more than 30 countries. They also have influenced the design of the questionnaire that UNSD is using to review the implementation of the fundamental principles of official statistics. It is proposed to set up a light mechanism:

- To review, expand, and update the questionnaire taking into account the various comments and new needs;
- To roll out systematically the questionnaire in countries using appropriate processes such as peer reviews, and in liaison with other relevant institutions, and in the framework of NSDS;
- To use the SCBI to report annually on the status of statistical systems.

### **C – Peer Reviews**

A peer review of the governance of a statistical system is a valued tool at a country's disposal for soliciting an outside, impartial, expert opinion on the state of the system, its main strengths and weaknesses, its obstacles to overcome, and its opportunities to seize. The report, in principle publicly available, contributes to the dialogue between all stakeholders and to the decision-making process of improving the statistical system. The conclusions of these reports enhance the content of the national, regional, and worldwide reports by providing a more personalised angle to the country's situation. The activities will include developing methods, collecting best practices, and promote the process.

### **D – Global report**

It is proposed that PARIS21 launch the production of a report on the use of statistics for development and on the status and trends of the national statistical systems in developing and transition countries. The objective would be to report on the use of statistics in development issues such as MDGs, PRSPs, governance, and the development of national and international statistical systems. The report would also highlight the evolution, constraints, and best practices in statistical systems and would propose recommendations. The audience would be the key policymakers in the international community and in developing countries. The report would be an output of the partnership between countries and sub regional, regional, and international institutions and would use the SCBI as indicators. Country reports will be produced by the countries themselves.

## Resources and Budget

The costs of the component include the central activities for PARLISTAT and the SCBI; the country-based activities will be undertaken in the regional programmes. The main cost will be related to the production of the global report including an editor who should be a widely recognised statistician, economist, or development specialist.

## 6 – REGIONAL PROGRAMMES

### Introduction

The PARIS21 evaluation has shown very strong support from countries for regional and national workshops. Not only have these offered opportunities to network with and learn from neighbouring countries and the international community, but the partnerships with users and decisionmakers which are forged at the workshops lead to country-owned action plans which, as the evaluation has shown, most country teams have continued to develop after the workshop is over. Each country team attending a PARIS21 regional workshop develops its own action plan for implementation after the meeting. Typically, plans include actions for better use of data; promoting statistics; improving relations with the media, policymakers, and users; developing dissemination and communications policies; conducting national stakeholders' workshops; investigating best practices in the region; and embarking on strategic statistical planning activities. The PARIS21 evaluation has shown that countries are taking these action plans seriously and initiating follow-up. To date, PARIS21 has taken a reactive position to country follow-up, responding to direct country requests and facilitating follow-up in a number of countries. This involvement has ranged from assisting in the organisation of full stakeholders' workshops and the drafting of Trust Fund applications, to liaising with bilateral donors for support or sourcing consultants and regional expertise to assist with the development of statistical plans. In the last six months, Chad, Congo–Brazzaville, Democratic Republic of Congo, Kenya, Mauritania, South Africa, and Zambia have all been assisted in this way.

PARIS21 proposes to adopt a more systematic approach to country follow-up in the future. The main objective will be to promote the establishment and financing of National Strategies for the Development of Statistics (NSDS). Phase II regional workshops, as recommended by the evaluation, would help track progress with the plans, find solutions to the obstacles that countries may have encountered, recommend a second round of actions, and enable the more advanced countries to share their experiences of follow-up and strategic plan development with countries thinking of taking similar steps. Progress with new agreements and instruments such as peer reviews of statistical systems, advocacy materials, donor co-ordination, and stakeholder workshops could also be introduced. Each country would report systematically on its statistical activities. Countries asked that a common format for these reports be agreed, and PARIS21 will play a part in ensuring that these reports include an update of ongoing statistical production activities and the use of statistics in policymaking as well as the results of peer reviews, stakeholder consultations, indicators of statistical capacity, GDSS plans, and donor support to statistical systems. Status of PRSP and MDG indicator needs should also be included. In this way, the country reports will provide a focus for support for statistical activities and serve to harmonise donor activity. Further, country reports will feed directly into the future Report on Statistics for Development to be prepared by PARIS21.

The activities of regional programmes will obviously depend on the status of the countries as assessed through regional workshops. The programmes will include:

- Regional workshops: a second round of workshops (see Advocacy)
- Promotion of National Strategies for the Development of Statistics through:
  - Advocacy towards decisionmakers both at country and donor level;
  - Organisation of technical workshops to share experiences on NSDS, and training managers of national statistical systems, including on SCBI and PARLISTAT;
  - Organisation of NSDS launching missions at country level;
  - Organisation of peer reviews when requested;
  - Country support such as assistance to draft requests to the Trust Fund on Statistical Capacity Building.
- Advocacy. The activities include:
  - Adaptation of the material to the region's concerns, issues, and specificities
  - Delivering the messages to decisionmakers through participation in existing meetings.
- Reporting. The regional activities will include the production of regional reports based on inputs from countries to regional workshops, on PARLISTAT files, peer reviews, and SCBI completion.
- Donor collaboration and partnerships activities will include the production of regional documents summarising donor support to country and possibly organisation of meetings on donor collaboration.

## 6-1 Africa

For the sub-Saharan Africa region, it is proposed for the 2004–2006 period to organise another regional workshop for each zone: South, East and the Horn, Central, and West as well as a workshop for Lusophone countries. In addition, a workshop covering the entire Africa region is proposed for 2006. These workshops will enable PARIS21 to assess progress made, to share experiences, and to pursue the dialogue between producers, users, and the international community on the themes of advocacy; the preparation of country, regional, and worldwide reports; and the development and implementation of National Strategies for the Development of Statistics in order to respond to the needs of national and international poverty reduction policies.

To complement these activities, it is intended that PARIS21 organise meetings with regional and international partners to coordinate efforts and to strengthen the synergies of the various statistical capacity building programmes in countries. To support advocacy in Africa, it is anticipated that new films similar to PARIS21's "Measuring the Change in World Poverty" for Anglophone Africa be produced in the other languages of the region – French, Portuguese, and Arabic – and widely distributed.

In addition to constant consultation with the countries of the region in the preparation and implementation of their NSDS, it is proposed that PARIS21:

- Hold regional technical workshops to present the process and train future consultants and the relevant national leaders in how to carry it out;
- Undertake country missions during the kick-off of NSDS development;
- Facilitate peer review missions to volunteer countries during the preparatory phase.

The Africa report on the development of statistics will be published every two years. To assist in its publication, PARLISTAT will collect the existing documentation and make it accessible to all partners. Once per year, the statistical capacity building indicators (SCBI) questionnaire will be self-administered with the assistance of the Secretariat.

## 6-2 Latin America

For the Latin America region, the 2004–2006 work programme will focus on a second round of regional workshops for the Andean Community and Central American countries. One workshop is planned for each country group within these regions. Additionally, a regional workshop is planned for the CARICOM countries and the Mercosur countries pending the approval of the work programme and secured funding.

The importance of a dialogue among data users, data producers, and the international community is highlighted in these workshops. They encourage discussions on improved data systems, advocacy for statistics, a regional report on the state of statistics, and the establishment of National Strategies for the Development of Statistics to meet the national and international data needs.

To move towards a statistical development strategy, the 2004–2006 work programme proposes a series of national 'launching' workshops for the countries of the Andean Community and Central America. A national follow-up programme for each country would include technical support on the formulation of a common methodology to develop the strategy.

International coordination will continue to be promoted and synergies developed on the implementation of a National Strategy for the Development of Statistics, through regional workshops that would include donors and regional/international agencies. In this way, our main partners in the region—Andean Community, SICA, Mercosur, IDB, and ECLAC—could coordinate their efforts in the common goal of improving statistics at the national and regional level.

It is planned to produce an advocacy video for the region and other specially adapted and targeted advocacy materials that would be presented at national meetings. Countries will be encouraged to produce and take ownership of their own advocacy materials within the national strategy/programme.

It is also planned to produce a regional report on the state of statistics with the help of the SCBI questionnaire. The information would be compiled in a database, and a report would be produced every two years.

The activities listed above would be implemented through individual missions by the Secretariat and other specialists of the region and through larger meetings to promote the peer review process and the dialogue between producers and users of statistics.

### **6-3 Asia**

To build on the momentum gained from the November 2002 High-Level Forum on Statistical Capacity Building for ASEAN Countries in Manila, PARIS21 will continue its first round of regional workshops for Asia. Workshops covering the remaining countries of the region will be held for Central Asia, South Asia, East Asia, the Pacific Islands, and India. The Japan Human Resources Development Fund has agreed to support three of these workshops (i.e., Central Asia, East Asia, and South Asia). In addition to collaborating with UNDP, UNESCAP, SIAP, the World Bank, the IMF, the European Union, the South Pacific Community, Japan, Australia, and New Zealand, PARIS21 will finalise a memorandum of understanding with the Asian Development Bank to coordinate these events, as well as national-level follow-up, advocacy, and reporting activities.

Among the areas of follow-up action recommended by countries at the Manila forum was greater guidance on concepts, methods, and analytical tools to respond to international data needs and on the development of national statistical plans. The upcoming PARIS21 regional workshops in Asia will emphasise the need for National Strategies for the Development of Statistics, tailored advocacy programmes, and regular reporting on national statistical systems. These mechanisms are designed to assist countries identify gaps, build capacity, secure support, and plan for the future.

To support country involvement in reporting activities, PARIS21 will help train statistical representatives in the completion of the SCBI questionnaire, which will feed into the regional and worldwide report on the development and use of statistics. The workshops will also be an opportunity to record film interviews with high-level regional figures in preparation for an advocacy film targeting the region, to promote the adaptation of other advocacy products to national and regional needs, and to strengthen the PARIS21 partnership with regional institutions and bilateral donors.

A PARIS21 regional advisor for the Asia region will be crucial to the success of this programme. The advisor could be stationed in the OECD with the PARIS21 Secretariat or in a regional organisation.

### **6-4 Arab States**

The main action the September 2003 Forum for the Arab States recommended was to promote the design and implementation of national strategies for strengthening statistical capacities. The purpose of the PARIS21 programme for the Arab region is to support the carrying out of this recommendation in all countries committed to such a project. As it clearly appeared during the Forum, a limited number of countries from the region have adopted a strategic approach in conducting their statistical business. Only Tunisia and Mauritania have so far developed what one would label as a National Strategy for the Development of Statistics (NSDS). A large number of countries are at the outset of the strategic thinking process and expressed strong commitment to initiate the design phase in order to put into operation a consensual medium-term statistical development strategy. The rest of the countries from the region are fairly new to the idea albeit their representatives were positively considering taking it back home.

As for the other regions, the PARIS21 regional programme for the Arab States will be articulated around the same approach: supporting the design of National Strategies for the Development of Statistics (NSDS) through a series of national and regional workshops, advocacy for a strong partnership and a sustainable and reliable statistical system, and reporting and monitoring tools.

The September 2003 Forum presented the exclusive opportunity for all countries of the region to present to their peers and to the international community a comprehensive and yet critical analysis of their national statistical systems. They all came to the conclusion that should they embrace the global information age, they would need the steady support of an international but neutral organisation capable of assisting them in carrying out their agenda while preserving their national vision and strategic options. Hence, they saw in PARIS21 an appropriate outfit capable of providing advice and relevant materials for meeting their needs. PARIS21 would therefore help these countries initiating the thinking and design process of NSDS by facilitating their access to state-of-the-art knowledge through the organisation of national workshops focused on carefully crafted themes and technical issues, relevant to national priorities and options. International and national experts as well as peer reviewers would be mobilised to assist these countries in improving their knowledge and developing powerful strategic tools.

One of the powerful tools PARIS21 has developed is evidently its advocacy materials and expertise. These instruments would be adapted to meet the specific situation of each country. Such an effort would be carried out in close partnership with national statistical institutions as well as international and regional organisations already operating in the area, such as the League of Arab States and UN-ESCWA. A large number of initiatives sponsored by these organisations are currently underway; it is therefore crucial to ensure complementarities between these programmes and PARIS21. One of these

projects worth mentioning is ARABSTAT for which many Arab representatives called to support. A consensus has emerged on the need to create a regional statistical institution which would play a coordination and oversight role for supporting convergence at the regional level. Nevertheless, an important work is yet to be undertaken in order to spell out whether such an organisation is relevant for the region and what specific role it would have to play. PARIS21 could assist in elucidating such a project.

Other tools developed by the PARIS21 Secretariat, such as PARLISTAT and the Statistical Capacity Building Indicators (SCBI), would be also made available to the countries of the region.

## **6-5 Europe**

If the Steering Committee agrees to establish a programme for European transition countries, PARIS21 will organise regional workshops for the Balkan States, the Baltic States, and CIS countries during the 2004–2006 period in collaboration with Eurostat, the Interstate Statistical Committee of the Commonwealth of Independent States, bilateral donors, and other regional partners.

As several countries have already engaged in a process for National Strategies for the Development of Statistics, PARIS21 will encourage experience sharing between countries as well as tailored advocacy programmes (films, paper materials, etc.), and reporting activities (SCBI questionnaire, PARLISTAT, and the worldwide report on the development and use of statistics).

A PARIS21 regional advisor for the Europe region will be crucial to the success of this programme. The advisor could be stationed in the OECD with the PARIS21 Secretariat or in a regional organisation.

## ANNEX 1 – LOGICAL FRAMEWORK

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions/ Risks
<b>Consortium Goal:</b>			
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).	<ul style="list-style-type: none"> <li>- Demonstrable increase in the political and financial support for evidence-based policy making and policy relevant statistics.</li> <li>- Improvement in the availability of good quality data on the indicators for monitoring progress towards the Millennium Development Goals.</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis of Poverty Reduction Strategy Papers (PRSPs) and Government reports.</li> <li>- Analysis of MDG Reports, Progress reports to ECOSOC, and UN General Assembly.</li> </ul>	
<b>Consortium Purpose:</b>			
Greater demand, availability, and use of better statistics and statistical analysis in national, international, and civil society decision-making.	<ul style="list-style-type: none"> <li>- Increased requirements in statistical production in policy documents (e.g., PRSPs).</li> <li>- Better availability of statistics in developing and transition countries.</li> <li>- Poverty reduction and development policies are evidence-based.</li> </ul>	<ul style="list-style-type: none"> <li>- Survey of sample countries on the use of statistics in policymaking.</li> <li>- Analysis of PRSPs and Government reports. Civil society and donor assessments.</li> <li>- Analysis of published national and international statistics, MDG Reports, and PARIS21 Statistical Capacity Building Indicators (SCBI).</li> </ul>	The use of improved statistics leads to the formulation of better economic and social development policies.
<b>Consortium Outcomes:</b>			
1. Development and poverty reduction policies include development, financing and monitoring of national statistical systems.	<ul style="list-style-type: none"> <li>- Number of PRSPs that include the development of national statistical system.</li> <li>- Number of countries whose national expenditures allocate to the statistical system has increased.</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis of PRSPs.</li> <li>- Analysis of public expenditures, national reports on statistical development.</li> </ul>	Increased investment in statistics leads to more efficient statistical systems.
2. Countries elaborate and implement national statistical development strategies based on dialogue between data producers and users at national and international level.	<ul style="list-style-type: none"> <li>-Number of developing countries that have produced a statistical development strategy, approved by political authorities, and agreed by partners.</li> <li>- Number of countries that have produced a periodic report on statistical development.</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis of strategy documents, peer reviews reports.</li> <li>- Analysis of National reports on statistical development</li> </ul>	User–producer dialogue leads to a greater mutual understanding of data use and production needs.
3. Partners involved in statistical activities improve their	- Number of donors joint agreements at country level	- Analysis of reports on joint meetings; actual	Partners include effective

<b>Narrative Summary</b>	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions/ Risks</b>
collaboration nationally, regionally, and internationally to increase the volume and efficiency of their support to developing countries.	in the framework of statistical development plans. - Number of donors joint programmes at regional level.	agreement document - Analysis of programme documents	collaboration in their programme and implementation culture.

### Secretariat Outputs:

Grouped by work programme items

<b>Narrative Summary</b>	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions/ Risks</b>
<p><b>1 Knowledge Base and Studies</b></p> <p><i>a. Tools &amp; Methods</i></p> <ul style="list-style-type: none"> <li>- Advocacy material for supporting population census</li> <li>- Guidelines and training material for developing or improving national statistical development strategies</li> <li>- Specific programme for Africa agriculture statistics</li> <li>- Recommendations to improved statistical support for Monitoring Development Goals</li> </ul> <p><i>b. Studies</i></p> <ul style="list-style-type: none"> <li>- Baseline study on the inclusion of statistics in key policy documents (e.g., PRSPs)</li> </ul>	<ul style="list-style-type: none"> <li>- Number of material produced and disseminated, by nature</li> <li>- Number of Guidelines document disseminated; number of material produced by nature; number of training sessions and number of attendants</li> <li>- Number of programme documents disseminated</li> <li>- Number of finalised documents disseminated</li> <li>- Existence of finalised study</li> </ul>	<ul style="list-style-type: none"> <li>- TT reports; actual materials and distribution lists.</li> <li>- TT reports; actual Guidelines document and distribution list, actual materials and their distribution lists; training sessions reports</li> <li>-TT reports; actual document reproduced and distribution list</li> <li>-TT report ; actual document reproduced and distribution list</li> </ul>	
<p><b>2 Advocacy</b></p> <ul style="list-style-type: none"> <li>- Advocacy strategy</li> <li>- Advocacy material</li> <li>- Delivery of advocacy messages</li> <li>- Delivery of training sessions on advocacy methods to statistical systems managers.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of finalised Strategy documents disseminated</li> <li>- Number of advocacy items produced and translated, by nature</li> <li>- Number of presentations made and number of attendants by nature of the message and type of audience;</li> <li>- Number of training sessions, and number of statistical systems managers trained</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis of Strategy document and distribution list</li> <li>- Analysis of items</li> <li>- Analysis of messages and mission reports</li> <li>- Analysis of Training sessions reports</li> </ul>	
<p><b>3 Partnership and Information exchange</b></p> <ul style="list-style-type: none"> <li>- Newsletter production and dissemination in several languages</li> <li>- Website</li> <li>- Expert roster</li> </ul>	<ul style="list-style-type: none"> <li>- Number of Newsletter copies disseminated, by issue and language</li> <li>- Website on line and average number of visits</li> <li>- Number of experts</li> </ul>	<ul style="list-style-type: none"> <li>- Actual printed issues, distribution list and report on readership</li> <li>- Site archive and reports of web site visits</li> <li>- Periodical list of experts</li> </ul>	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions/ Risks
<ul style="list-style-type: none"> <li>- Membership</li> <li>- Institutional membership</li> <li>- Documentation gathered by country through PARLISTAT</li> </ul>	<ul style="list-style-type: none"> <li>registered and number of inquiries made.</li> <li>- Number of members registered</li> <li>- Number of MOUs adopted</li> <li>- Number of countries with PARLISTAT files on the Web</li> </ul>	<ul style="list-style-type: none"> <li>and analysis of requests received</li> <li>- Periodical lists of members and analysis of membership</li> <li>- Actual MOUs documents, reports on joint donors' meetings</li> <li>- Actual files and analysis of PARLISTAT files</li> </ul>	
<p><b>4 International and Regional programmes</b></p> <ul style="list-style-type: none"> <li>- Delivery of regional and technical meeting to improve user-producer dialogue, and to support the elaboration of national statistical development strategies.</li> <li>- Advocacy material targeted to regions; Messages delivered to specific audiences</li> <li>- Donors joint meeting</li> <li>- World report on the use of statistics for development and on the status and trends of the national statistical systems in developing and transition countries.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of Meetings, and number of participants by country ; number of countries having developed a statistical integrated development plans</li> <li>- Number of Advocacy items by nature, by targeted region and audiences; Number of meetings during which a presentation was made ; number of participants</li> <li>- Number of meetings held and number of donors institutions attending, by region</li> <li>- Number of world reports disseminated, by issue</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis of meeting reports; Country Reports; Actual Plans documents</li> <li>- Actual material used; Meeting Reports</li> <li>- Meetings reports</li> <li>- Actual reports and distribution lists</li> </ul>	

## ANNEX 2 – OVERVIEW TABLE FOR DEVELOPING A NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS

PHASES	Goals	Outputs	Activities	Stakeholders	Duration	Comments
	National	<i>For each phase: Meeting minutes, recommendations, mission reports Communication to council of ministers, report</i>	<i>For each phase: PARLISTAT update Coordination authorities meeting Drafting of stage reports</i>		<i>The political calendar takes precedence. The deadlines will be adjusted accordingly.</i>	
<b>Phase 0: LAUNCHING</b>	Political commitment to developing an NSDS.	Peer Review report Letter from the Minister to colleagues and partners	Advocacy (Film) Documentation (PARLISTAT) Meetings with partners Peer review, study missions Participation in PARIS21 and other meetings	Government and Minister overseeing statistics Statistical System Coordinator National Team Leader Main Users and Producers Partners and PARIS21 Secretariat Consultants	From 1 to 6 months, depending on the country	The development of an NSDS was recommended in each of the PARIS21 regional workshops.
<b>Phase 1: ROAD MAP</b>	Organisation decided and resources allocated	Agreement with national and international partners Outline of NSDS development Budget approved for the development of the NSDS; TF project document	Partner consultations Consultant mission Identification of future members of the national team Drafting of the funding (TF) request		2 - 3 months	Count on approximately three months to prepare a Trust Fund request.
<b>Phase 2: DIAGNOSIS AND VISION</b>	Diagnosis made Vision defined Needs determined	Report including the diagnosis, vision, and needs	Consultant missions Launching workshop (PARIS21 guide) Consultations with all stakeholders Collecting information on the status of the system (SCBI) Ratifying workshop (PARIS21 guide)		4 months	This stage requires the most data gathering from the different actors. Many reports are already available.
<b>Phase 3: Strategies</b>	Strategies chosen	Report including the study comparing several strategy scenarios	Consultations with all stakeholders		3 months	This stage is mostly one of reflection, looking to the future, and merging points of view.
<b>Phase 4: ACTION PLANS</b>	Calendars and implementation terms finalised	Report including: implementation calendar implementation and monitoring plan evaluation arrangements	Consultant mission National dialogue workshop (PARIS21 guide) Consultations with all stakeholders Donors roundtable		6 - 7 months This duration corresponds to the last half of the first budget year.	Many activities are already scheduled. The strategies are already drawn up before budgetary discussions and the draft programme for the first budgetary year.
<b>IMPLEMENTATION</b>	Strategies implemented Expected results achieved	Annual reports on the statistical system Detailed annual programmes Annual budgets Mid-term evaluation report Final evaluation report	Launching workshop (PARIS21 guide) Drafting annual reports Preparation of detailed annual programmes and budgets Mid-term evaluation Final evaluation	Producers Users Partners	Depending on the duration foreseen for the plan; that is, from 4 to 6 years.	Implementation begins with the first budget year of the plan period.

### Sample 16-Month Calendar for Phases 0 to 4

Phases	Budget Year -2				Budget Year -1												1	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16		
Phase 0: LAUNCHING																		NSDS Adopted
Phase 1: ROAD MAP																		
Phase 2: DIAGNOSIS AND VISION																		
Phase 3: STRATEGIES																		
Phase 4: ACTION PLANS											Budgetary Discussions							
IMPLEMENTATION OF NSDS																		