

GCC-Stat Work Program 2015 and 2016

GCC-Stat, December 2014

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A. Introduction

1. Consistent with the objectives set out in *GCC-Stat Strategic Planning and Road Maps for Development 2015 to 2020*, this document sets out the proposed work program for GCC-Stat for 2015 and 2016. Part B covers the work program for the following statistical fields:

1. National accounts
2. Monetary, financial and balance of payments statistics
3. Prices and short-term indicators
4. External trade
5. Labour market
6. Energy and environment
7. Development, Progress and Sustainability indicators
8. Harmonized 2020 population census using administrative records
9. Administrative datasets
10. Standards and data quality
11. Ongoing assembly and dissemination of statistics
12. GCC-Stat institutional and other cross-cutting activities

2. The work program is consistent with the findings and recommendations of the Current Status Survey but must be validated with countries, as the work that GCC-Stat will do must be complemented with parallel work by the National Statistics Centers.

3. Part C of this document sets out the work program for supporting programs that GCC-Stat must support as follows:

13. Information technology
14. Human resources
15. Finance and administration

4. Part D discusses next steps.

B. Work programs for statistical development

5. This part sets out the work programs for the following statistical fields:

1. National accounts
2. Monetary, financial and balance of payments statistics
3. Prices and short-term indicators
4. External trade
5. Labour market
6. Energy and environment statistics
7. Development, Progress and Sustainability indicators
8. Harmonized 2020 population census using administrative records
9. Administrative datasets
10. Standards and data quality
11. Ongoing assembly and dissemination of statistics
12. GCC-Stat institutional and other cross-cutting activities

1. National Accounts Work Program for 2015 and 2016 to Support Road Map

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 1: GCC-STAT to compile and disseminate national accounts statistics for the GCC region.								
1.1 Agree GCC policy requirements for national accounts data.	X							
1.2 Develop set of quarterly and annual transmission tables for discussion and agreement.	X							
1.3 Standing Committee on National Accounts agrees on the breakdowns of data to be transmitted (Transmission Tables) to the GCC countries	X							
1.4 Amend Road Map in light of Standing Committee discussion.	X							
1.5 Develop country specific plans to meet requirements of the Road Map.	X	X						
1.6 Assembly and dissemination of existing statistics.	X	X	X	X	X	X	X	X
1.7 Review existing international examples for metadata and agree preferred approach for GCC.					X	X	X	X
1.8 Produce metadata in standard format in collaboration with GCC countries.					X	X	X	X
OBJECTIVE 2: Compile quarterly GDP in current and constant price terms by 2017.								
2.1 GCC-Stat develop minimum requirements for quarterly GDP breakdowns for agreement with countries.	X	X	X	X				

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
2.2 Produce quarterly GDP transmission tables for both expenditure and production measures.	X	X	X	X				
2.3 Hold GCC workshop so that countries can learn from those countries that already compile QGDP.			X					
2.4 Countries amend (or launch) data collection to meet GCC transmission table breakdowns.	X	X	X	X				
2.5 Countries compile QGDP and transmit to GCC-Stat					X	X	X	X
2.6 GCC-Stat develop a policy for seasonal adjustment of data for agreement with countries.					X	X	X	X
OBJECTIVE 3 – Implement System of National Accounts 2008 (SNA 2008) and recommended classifications by 2018.								
3.1 Arrange 2008 SNA Workshop				X				
3.2 Review and update 2008 SNA implementation plans to reflect "best practice" sources and methods from Workshop.				X	X			
3.3 Progress and support work.					X	X	X	X
3.4 Review existing UN CPC and ISIC classifications for oil and gas extraction and products and compare with product and industry data available in GCC.	X	X	X	X				
3.5 Develop GCC product and industry classifications to allow countries to compile detailed data to common standards for agreement with countries.	X	X	X	X				

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
(To be done by Task Force on Classifications)								
3.6 GCC-Stat support countries in converting historical data to ISIC Rev 4 their historical	X	X	X	X	X	X	X	X
3.7 Monitor Revisions.								
3.7.1 Collect information on how revisions are currently monitored by GCC countries.	X	X	X	X				
3.7.2 Derive standard approach for monitoring revisions in the GCC (breakdown and frequency).	X	X	X	X				
3.7.3 Support countries in monitoring revisions according to the standard approach on an ongoing basis.	X	X	X	X	X	X	X	X
3.7.4 Major changes (such as the implementation of SNA2008) should be flagged in advance.	X	X	X	X	X	X	X	X
OBJECTIVE 4: Countries to gradually move to chain volume estimates.								
4.1 GCC-Stat prepare discussion paper on chain volume measures.							X	X
OBJECTIVE 5: By 2018, the Supply-Use framework is central to annual national accounts compilation in GCC countries.								
5.1 GCC-Stat prepare a proposal, for agreement by countries, on a common structure of industries and products for the compilation of SUT at country level to allow GCC aggregates to be compiled.					X	X	X	X
5.2 GCC-Stat develop a proposal, for agreement by countries, on the role of					X	X	X	X

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
double deflation in compilation of GDP in volume terms.								
5.3 GCC-Stat develop a proposal, for agreement by countries, on estimating the non-observed economy.					X	X	X	X
5.4 Hold a SUT Workshop to share best practice and establish common standards across the GCC region.							X	
5.5 GCC-Stat develop a proposal, for agreement by countries, on the timing of initial compilation and transmission of SUT in current prices and volume terms.							X	
OBJECTIVE 6: Developing national balance sheets in GCC countries, jointly with the National Central Banks (Details to be determined. No activity in 2015-2016).								
OBJECTIVE 7 – Develop technical capacity of countries in national accounts.								
7.1 GCC-Stat to introduce a program of introductory training and development for new country recruits to enhance both the conceptual and practical understanding of NA.								
7.1.1 New staff to attend GCC “introduction to NA” training.	X	X	X	X				
7.2 GCC-Stat to develop more advanced training and support to improve national accounts technical capacity.								
7.2.1 Agree what other areas need technical capacity building.					X	X	X	X
7.2.2. Develop training and support needed to deliver expertise in each area					X	X	X	X

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
identified as a priority in the step above. This may include the development of a pool of local experts.								
7.3 Develop knowledge sharing at the working level via regular GCC meetings of national accounts staff; a regular quarterly national accounts newsletter; NA web-forum to exchange ideas and best practice, etc.					X	X	X	X
7.4 Technical assistance missions to countries (4 missions per year).	X	X	X	X	X	X	X	X
STANDING COMMITTEE ON NATIONAL ACCOUNTS								
Standing Committee on National Accounts meets	X (emphasis on quarterly accounts)				X (emphasis on SNA 2008)		X	

3. Price and Short-Term Statistics Work Program for 2015 and 2016 to Support Road Map

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 1: Regular dissemination of price indices and short-term indicators								
1.1 Finalize transmission tables for data and metadata	X				X			
1.2 Regular dissemination		X	X	X	X	X	X	X
OBJECTIVE 2: By 2020 develop and produce a Harmonized GCC Index of Consumer Prices								
2.1 GCC-Stat develop a proposal, for agreement by the countries, on the principal purpose of the Harmonized Index	X							
2.2 Working Group on price indices and short term indicators reviews proposal prior to meeting in Q2/15	X							
2.3 Develop common Harmonized CPI Index methodology		X	X	X				
2.4 Develop common CPI source data				X	X	X	X	X
2.5 Develop common statistical techniques			X	X	X	X		
2.6 Develop data transmission and dissemination channels for harmonized index	X	X	X					
2.7 Produce a temporary aggregate GCC CPI and publish on regular basis	X	X	X	X	X	X	X	X
OBJECTIVE 3: Develop and harmonize the national methodologies of producer price indices								
3.1 Working Group on Price Indices and Short-term Indicators deliberates on PPI development				X				
3.2 Develop common PPI methodologies					X	X		
3.3 Develop national data sources						X	X	X

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
3.4 GCC-Stat prepares a proposal on PPI statistical techniques for agreement by the countries					X	X	X	X
OBJECTIVE 4: Develop other STS indicators for the GCC region								
4.1 GCC-Stat to develop a proposal, for agreement by the countries, on priority STS areas for the GCC		X	X					
4.2 Develop individual work programs for agreed STS with member states			X	X	X			
4.3 Develop common guidance based on country experiences							X	X
OBJECTIVE 5: Develop technical capacity of the GCC statistical system in short-term statistics								
5.1 Prepare a capacity building program to support objectives 2 to 4 above.	X	X					X	X
5.2 Conduct trainings and workshops								
- Workshop on Harmonized Index of Consumer Prices	X	-	-	-	-	-	-	-
- Workshop on Real Estate and Construction Price statistics				X				
- Workshop on price statistics and the system of national accounts					X			
- Training course on statistical techniques in price indices							X	
5.3 Provide country technical assistance missions (3 missions per year)	X	X	X	X	X	X	X	X
WORKING GROUP								
Working Group on price indices and short-term indicators (Nov 2014)		X			X			X

5. Labour Statistics Work Program for 2015 and 2016 to Support Road Map

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 1: Assemble and disseminate labour statistics								
1.1 Develop data and metadata transmission tables	X							
1.2 Assemble and disseminate existing labour statistics data for GCC countries	X	X	X	X	X	X	X	X
OBJECTIVE 2: By end of 2020 harmonized quarterly and annual labour statistics								
2.1 Working group on labour statistics								
2.1.1 Establish	X							
2.1.2 Meetings	X			X	X		X	
2.2 Develop detailed work plan for labour statistics project		X	X	X				
2.3 Implement annual LFS								
2.3.1 Design LFS	X	X			X	X	X	
2.3.2 implement LFS			X					X
2.4 Implement quarterly LFS								
2.4.1 Design LFS						X	X	X
2.5 Collaboration								
2.5.1 Support the NSCs in their collaboration with labour statistics producers (MOL, ...)	X	X	X	X	X	X	X	X
2.5.2 Support countries to review and evaluate the administrative datasets for coherence with LFS data	X	X	X	X	X	X	X	X
OBJECTIVE 3: Technical assistance and support to countries								
3.1 Missions and study visits to GCC countries (3 missions per year)	X	X	X	X	X	X	X	X
3.2 Training course on ILO concepts and conduct of LFS		X				X		

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
3.3 Workshop on best practice in LFS among GCC countries, harmonized labour statistics and international classifications				X				

6. Energy and Environment Statistics Work Program for 2015 and 2016 to Support Road Map

Energy statistics

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 1: Adoption of international standards by end of 2015								
1.1 Standardization of catalogue	X				X			
1.2 Adoption of reporting Questionnaires	X				X			
OBJECTIVE 2: Harmonization of the energy statistics system in GCC countries								
2.1 Capacity building on energy statistics, compilation of energy balance and final energy consumption surveys								
2.1.1 Regional workshop	X				X			
2.1.2 Technical assistance missions (3 missions per year)	X	X	X	X	X	X	X	X
2.1.3 Study visit to countries with best practice		X						
2.2 Coordination								
2.2.1 Establish regional working group	X							
2.2.2 Regional working group meets	X					X		
2.3 Awareness and user needs								
2.3.1 Support countries in involving main users at national level	X				X			
2.3.2 Liaise with key users at international level to ensure alignment	X				X			
2.3.3 Organize a conference or forum				X				

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 3: Preparation and Implementation of common survey plan								
3.1 Prepare common Survey Plan			X	X	X			
3.2 Support countries in the conduct of a FEC Survey - Industry								X
OBJECTIVE 4: Assemble and disseminate energy statistics								
4.1 Collection and validation								
4.1.1 Develop data and metadata transmission tables	X				X			
4.1.2 Data collection and validation	X	X			X	X		
4.1.3 Integration in regional database		X				X		
4.2 Dissemination								
4.2.1 Prepare and release publications			X				X	
4.2.2 Release data through Web portal			X				X	

Environment statistics

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 1: Harmonization of the environment statistics system								
1.1. Capacity building on environment statistics (proposal Water and GIS for 1 st year & Waste for second year)								
1.1.1 Regional workshop	X				X			
1.1.2 Technical assistance missions (3 missions per year)	X	X	X	X	X	X	X	X
1.1.3 Study visit to countries with best practice							X	
1.2. Coordination								
1.2.1 Establish working group on environment statistics	X							
1.2.2 Meetings	X					X		
1.2.3 Support countries in setting up national working group	X	X						
1.3. Awareness and users needs								
1.3.1 Support countries in Involving main users at national level	X				X			
1.3.2 Coordinate work with international agencies	X				X			
1.3.3 Organize a conference or forum								X
OBJECTIVE 2: Preparation and implementation of common survey plan								
2.1 Prepare common survey plan			X	X	X			

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
2.2 Support countries in conduct of <u>water and waste management</u> survey								X
OBJECTIVE 3: Promote harmonized GIS platform								
3. 1. Identify best practice among GCC countries			X	X				
3.2. Encourage and support adoption in all countries					X	X	X	X
OBJECTIVE 4: Assemble and disseminate environment statistics								
4.1 Collection and validation								
4.1.1 Select priority sector(s)	X				X			
4.1.2 Develop data and metadata transmission tables	X				X			
4.1.3 Data & Metadata collection	X				X			
4.1.4 Data validation		X				X		
4.1.5 Integration in regional Database		X				X		
4.2 Dissemination								
4.2.1 Publications			X				X	
4.2.2 Web portal			X				X	

7. Development, Progress and Sustainability Indicators Work Program for 2015 and 2016 to Support Road Map

Activities/Work Streams	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
Objective 1: Assemble and disseminate development, progress and sustainability indicators (DPSIs)								
1.1 Assemble and disseminate existing MDGs and HDRs data for GCC countries								
1.1.1 Collect MDGs and HDRs data and summary metadata from countries								
1.1.2 Compile MDGs and HDRs Indicators	X							
1.1.3 Disseminate MDGs and HDRs Indicators with summary metadata and country reports	X							
1.1.4 Update MDGs and HDRs data and metadata as necessary, and disseminate	X	X	X	X	X	X	X	X
Objective 2: Harmonized annual DPSIs								
2.1 Standing Committee on DPSIs								
2.1.1 Establish the Standing Committee	X							
2.1.2 Organize annual meetings of the SC		X				X		
2.2 Regional Working Group on DPSIs								
2.2.1 Establish the Working Group (in its new configuration)		X						
2.2.2 Organize meetings of the WG (first meeting held on 29 October 2014)		X				X		X
2.3 Conduct an annual user/producer forum on measuring development,				X				X

Activities/Work Streams	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
progress and sustainability in the GCC region								
2.4 Maintain a database of the existing DPSIs in the region, starting with the priority sets agreed at the country level	X	X	X	X	X	X	X	X
2.5 Make the database accessible on the GCC-Stat website, along with the related metadata and reports	X	X	X	X	X	X	X	X
2.7 Finalize medium-term Work Plan for the DPSIs Project (4 years)							X	X
2.8 Collaboration	X	X	X	X	X	X	X	X
2.8.1 Support National Statistics Centres in their collaboration with national stakeholders on DPSIs	X	X	X	X	X	X	X	X
2.8.2 Monitor international developments on the post-2015 development agenda, and advise on their implications for the DPSIs Project	X	X	X	X	X	X	X	X
2.8.3 GCC-Stat to collaborate with International organizations to ensure alignment of work	X	X	X	X	X	X	X	X
2.8.4 GCC-Stat to coordinate participation of GCC region in relevant international fora				X				
Objective 3: Report on Development, Progress and Sustainability in the GCC region								
3.1 Report on MDGs in the GCC region								
3.1.1 Adapt the UN template of the report to GCC context		X						

8. Work Program for Harmonized 2020 Population Census for 2015 and 2016 to Support Road Map

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
Objective 1: Conduct harmonized 2020 population census								
1.1 Identify datasets required to be compiled at the level of the GCC	X	X						
1.2 Identify all of the issues that need to be addressed in the use of administrative data to conduct the census	X	X	X	X				
1.3 Develop and agree on work programs to address the issues		X	X					
1.4 Implement agreed work program			X	X	X	X	X	X
Objective 2: Develop technical capacity of the GCC statistical system in population census issues								
2.1 Develop a capacity building program		X						
2.2 Workshop on international recommendations and standards for population statistics		X						
2.3 Workshop on country practices on administrative-based census		X						
2.4 Conduct technical assistance missions as needed			X	X	X	X	X	X
COMMITTEE ON 2020 POPULATION CENSUS								
1. Committee on 2020 population census meets	X	X	X		X		X	

9. Work Program for 2015 and 2016 to Support Road Map for Enhanced Use of Administrative Datasets for Statistical Purposes

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 1: Upgrade business registers in countries by end 2017								
1.1 Develop the conceptual basis for the registers	X	X						
1.2 Develop a multi-year program of work to implement agreed conceptual basis			X					
1.3 Implement agreed work programs				X	X	X	X	X
1.4 Provide a platform for exchange of information and experience		X	X	X	X	X	X	X
OBJECTIVE 2: Studies into other datasets								
2.1 Decide on statistics to be studied					X			
2.2 Study possible administrative sources						X	X	X
OBJECTIVE 3: Develop technical capacity of the GCC statistical system in business registers								
3.1 Develop a capacity building program		X						
3.2 Conduct training on business registers			X					
3.3 Conduct workshop on use of admin data								X
3.4 Conduct technical assistance missions as needed (2 missions per year)			X	X	X	X	X	X
WORKING GROUP								
Working Group on business registers	X			X	X		X	

10. Work Program for 2015 and 2016 to Support Road Map for Statistical Standards, Classifications, Methodology and Data Quality

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 1: Progressively over the next five years implement contemporary international statistical standards and recommendations in GCC statistics								
1.1 Work on this objective is built into the work programs for all priority projects	X	X	X	X	X	X	X	X
OBJECTIVE 2: Progressively over the next five years implement contemporary international statistical classifications in GCC statistics								
2.1 Work on this objective is built into the work programs for all priority projects	X	X	X	X	X	X	X	X
2.2 Working Group on data quality, classifications and standards to develop proposal for implementation/adaptation of international statistical classifications in GCC region (particularly ISIC Rev 4 and CPC V2)	X	X	X	X				
OBJECTIVE 3: Progressively over the next five years implement common methodologies across GCC countries								
3.1 Work on this objective is built into the work programs for all priority projects	X	X	X	X	X	X	X	X
OBJECTIVE 4: Implement GCC quality assurance framework by 2017 and undertake data quality assessments thereafter								
4.1 Formally adopt the UN Fundamental Principles of Official Statistics in the GCC region.		X						
4.2 Develop a Code of Practice for official statistics in the GCC region for agreement with countries		X	X					
4.3 Code of Practice adopted by Board of Directors				X				

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
4.4 Working Group on data quality, classifications and standards develops a data quality framework for GCC statistics					X	X	X	
4.5 Data quality framework adopted by Board of Directors								X
4.6 Develop templates and other processes for data quality assessments based on the data quality framework								X
OBJECTIVE 5: Develop technical capacity of the GCC statistical system in data quality management								
5.1 Develop a capacity building program		X						
5.2 Conduct training on Code of Practice					X			
5.3 Conduct technical assistance missions as needed (2 missions per year)			X	X	X	X	X	X
WORKING GROUP								
1. Working Group deliberates on implementation/adaptation of international standard classifications in the GCC region, with special emphasis on ISIC Rev 4 and CPC v2.		X			X		X	
2. Working Group meets to discuss Code of Practice		X						

12. Work Program for 2015 and 2016 to Support Road Map for GCC-STAT Institutional and Other Cross-Cutting Activities

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 1: Build and strengthen the institutional capacity of the GCC countries								
1.1 Progressively develop and implement harmonized statistics laws								
1.1.1 Establish working party of legal experts to review progress to date and propose way forward						X		
1.1.2 Working party deliberates						X	X	X
1.1.3 Develop and implement code of practice and data quality framework		X	X	X	X	X	X	X
1.2 Provide technical assistance and training to countries								
1.2.1 Maintain register of experts	X	X	X	X	X	X	X	X
1.2.2 Develop and implement policies and protocols on technical assistance	X	X	X	X	X	X	X	X
1.2.3 Provide technical assistance and training to countries in accordance with work programs	X	X	X	X	X	X	X	X
1.3 Establish protocols for peer reviews of countries								X
1.4 Effective operation of Standing Committees, task forces and working groups								
1.4.1 Each group has clear terms of reference and agreed work program	X	X	X	X	X	X	X	X
1.4.2 Standing Committee on Economic Statistics meets		X		X		X		X
1.4.3 Committee on National Accounts meets	X				X		X	
1.4.4 Standing Committee on Social Statistics meets		X		X	X		X	

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
1.4.5 Standing Committee on Geographical, Environmental, Tourism and Energy Statistics meets				X				X
1.4.6 Standing Committee on Development, Progress and Sustainability Indicators meets		X				X		
1.4.7 Standing Committee on Data Quality, Classifications and Standards meets	X				X		X	
1.4.6 Standing Committee of Heads of IT meets	X				X			
1.4.7 Task forces and working groups meet (covered in work programs for each field)	X	X	X	X	X	X	X	X
OBJECTIVE 2: Build the culture of statistics and raise statistical awareness								
2.1 Effective external relations program in place involving all stakeholders	X	X	X	X	X	X	X	X
2.2 Public exhibition of official statistics in the GCC region			X				X	
2.3 Biennial GCC conference of users and producers of statistics								X
OBJECTIVE 3: Effective presence in international statistical development								
3.1 Agree each year on meetings to be attended and by whom	X				X			
3.2 Ensure attendees well briefed.	X	X	X	X	X	X	X	X
OBJECTIVE 4: Ensure the long-term organizational sustainability of GCC-Stat								
4.1 Effective support and servicing of the Board of Directors	X	X	X	X	X	X	X	X
4.2 Prepare annual report on GCC-Stat performance	X				X			

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
4.3 Internal and external audit programs in place	X	X	X	X	X	X	X	X
4.4 Ad hoc meeting of GCC statistics users to discuss statistical outputs and work program		X						
4.5 Maintain effective ICT, human resources, financial and administrative processes	X	X	X	X	X	X	X	X
4.6 Build and maintain strong relationships with academia and researchers	X	X	X	X	X	X	X	X
4.7 Build and maintain partnerships with key international agencies	X	X	X	X	X	X	X	X
4.8 Policy and procedures manuals developed and implemented	X	X	X	X	X	X	X	X
4.9 Ongoing monitoring of work program	X	X	X	X	X	X	X	X
4.10 Risk mitigation strategy in place and monitored	X	X	X	X	X	X	X	X
4.11 Independent biennial assessment of GCC-Stat		X						

C. Work programs for supporting programs

6. This part sets out the work programs for the following:

13. Information technology
14. Human resources
15. Finance and administration

Activity/Work Stream	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 3: Ensure ICT tools to support data security								
3.1 Develop and implement ICT policies	X	X	X	X	X	X	X	X
3.2 Establish ICT service catalogue	X	X	X	X	X	X	X	X
3.3 Work towards ISO Certification	X	X	X	X	X	X	X	X
OBJECTIVE 4: Improve GCC-Stat ICT services user satisfaction								
4.1 Internal Users satisfaction Survey		X	X					
4.2 External Users satisfaction Survey			X	X				

14. Human Resources Work Program for 2015 and 2016 to Support Road Map

Activity/Work Stream	2014	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
OBJECTIVE 1: Effectively close all open positions to ensure timely availability of the manpower									
1. Timely fulfillment of manpower requirements at GCC Stat:									
1.1 Assessment of Department/project recruitment needs	X		X					X	
1.2 Develop and adhere to recruitment budget plans and cost	X	X	X	X	X	X	X	X	X
1.3 Ensure smooth and effective recruitment process									
1.3.1 Conduct internal survey			X			X			X
1.4 Enhancing the quality of recruitment									
1.4.1 Conduct internal survey			X			X			X
1.5 Develop employment brand				X	X				
1.6 Enhance GCC Stat Employment brand						X	X	X	X
OBJECTIVE 2: Ensure effectiveness of HR processes and systems									
2.1 Effective technical, financial and administrative systems in place									
2.1.1 Implement ERP system	X	X	X	X	X	X	X	X	X
2.2 Policies and procedures manuals and service catalog developed and implemented	X	X	X	X	X	X	X	X	X
2.3 Conduct internal audit of HR system effectiveness					X		X		X
3. Feedback from Department Heads on effectiveness of the HR function					X				X
OBJECTIVE 3: Build people skill sets and capabilities to support organizational growth									
3.1 Identify critical positions, career paths, ladders and succession planning	X	X			X	X			X
3.2 Develop employees career path framework		X							

Activity/Work Stream	2014	Q1/15	Q2/15	Q3/15	Q4/15	Q1/16	Q2/16	Q3/16	Q4/16
3.3 Implement training plan for new/ existing skills	X			X				X	
3.4 Develop reward system		X							
3.5 Internal survey on employee engagement and satisfaction across GCC Stat			X				X		
3.6 market research and internal survey to evaluate the effectiveness of the training and performance function and reward system				X					X
OBJECTIVE 4: Implement a performance oriented culture at GCC Stat									
4.1 Completion of performance appraisal of organization as per specified date	X				X				X
4.2 Develop recognition framework to foster culture of innovation	X	X							
4.3 Implement and improve recognition framework to foster culture of innovation			X	X	X	X	X	X	X
4.4 Review critical positions, career paths, ladders and succession planning				X				X	

D. Next steps

7. The Board of Directors has adopted the 2015 work program and agreed in principle with the 2016 work program. Work will commence on the 2015 work as scheduled. Later in 2015, the Board of Directors will be presented with an updated 2016 work program, for adoption, and a first version of the 2017 work program for in-principle consideration.

8. The Board will be provided with regular reports on progress of the work against the plans.