



Statistical Capacity-Building: Resource Mobilisation and Partnerships

Caribbean Thematic Conference: Managing a statistical organization in times of change

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OVERVIEW

- Context of Resource Mobilisation- approach to building capacity- working with partners
- Findings from RSDS Assessment on Statistical Capacity Focusing on Resources and Infrastructure and Training
- Some Key Initiatives to build Statistical Capacity
- Sustainable Capacity Building through the RSDS
- Recommendations



Context of Resource Mobilisation for Statistical Capacity-building

The Standing Committee of Caribbean Statisticians and the RSP:

- As mentioned earlier including in the objective of the Standing Committee of Caribbean Statisticians (SCCS) were the following:
 - *to widen the scope and coverage of statistical data collection; and*
 - *to improve the quality and harmonization, of statistics produced."*
- Additionally the Mission of the RSP is:
 - To develop a *sustainable statistical infrastructure* within the CARICOM Secretariat.. providing accurate, timely and reliable statistical information of a high quality and broad scope, facilitating analysis and dissemination of these data, promoting their use in effective and efficient decision making and simultaneously, *fostering a similar enabling environment for statistical development among Member States of the Caribbean Community.*
- Statistical Capacity-building has therefore been a core activity of the RSP over the years either in fulfilment of the objectives of the SCCS or of its Mission.

The RSP:

- The RSP provides direct technical support to countries in all areas of statistics in the course of collecting and compiling statistics.
 - *e. g. errors occurring in Merchandise Trade, the compilation of the rest of the World Accounts, Social/Gender and Environment Statistics Production, review/development of the global SDG indicator lists, Census Data Analysis, census and survey questionnaires development;*
- The RSP is also called upon to give advice on related technical issues e.g. recommending to one country to establish a microdata lab when it faced demands by its government for detailed census data including names and addresses and of course not to provide the same.
- There is also a very recent case relative to *appending a consent form to the Census* and countries are encouraged to read and reply to the blog which is in : <https://caricomcensus.org>
- **[Free Advert: For those registered on the online census facility we would like a reply – for those not registered please indicate whether you wish to be registered –just an email is required.]**

Working with Partners:

- The RSP *receives funding from IDPs* to implement statistical capacity in countries. Particularly in the case of the IDB, the EU, UN Women and UNSD project concepts are developed with engagement of Member States the AGS/SCCS who are involved with their execution and monitoring,
 - *e.g. the IDB funded project- component on the CARICOM Model Statistics Bill that was prepared- there was a Consultant Attorney-at-Law who had to work in the development of the Bill with the AGS and then with the SCCS as well as to present the bill to various CARICOM Bodies such as the Chief Parliamentary Council and the Legal Affairs Council*
- The RSP also *works collaboratively with a number of partners* in which case it may not receive direct funding, in statistical capacity-building
 - *e. g. Working with PARIS21 in developing National Strategies for the Development of Statistics;*
 - *Supporting work on the IDB- country statistical activities in The Bahamas, Guyana, Trinidad and Tobago related to NSDS/Institutional development*

Coordinating of the CARICOM Statistical System (CSS):

- The RSP *does not collect and produce primary data* and must rely on data collected and compiled by the NSOs of Member States and Associate Member States for the *intra-regional statistics* that it compiles and disseminates to users.

- In performing its function of coordinating the CARICOM Statistical System, the RSP in collaboration with the SCCS has undertaken several initiatives intended to improve statistical infrastructure at the Secretariat and in the NSS of Member States and Associate Members.

- The RSP in coordinating the the CSS, is particularly concerned about:
 - the harmonisation of methodologies and classification systems – and in their conformity to international standards;
 - in the adoption and observation of codes of good statistical practices,
 - in the development of regional public goods that can be adapted for use by Member States

Need for Official Statistics which must be Harmonised:

- A core rationale for sourcing official statistics is for the compilation of regional statistical databases and statistical indicators, for the following purposes:
 - *Monitoring the performance of the CARICOM Single Market and Economy (CSME)- the flagship programme of the Region;*
 - *Assessing and monitoring the region's progress with sustainable development goals and targets such as the 2030 Agenda for Sustainable Development; the SIDS Accelerated Modalities of Action (Samoa) Pathway; the Beijing Platform for Action;*
 - *The Community Strategic Plan and*
 - *in general the impact of regionally agreed to policies on the population of CARICOM*
- The development of a *harmonised, high-quality regional statistics framework that is consistent with international and regional standards* is of vital importance for strengthening regional integration and cooperation among CARICOM countries;

- The RSP in collaboration with the relevant programme areas of the CARICOM Secretariat has also played a significant role in sourcing funds from International Development Partners (IDPs) to:
 - coordinate and conduct regional training programmes ;
 - support in-country technical assistance for strengthening the regional statistical system through statistical capacity-building.
- Therefore, a key activity of the RSP is the strengthening of statistical capacity in Member States/Associate Members to fill the gaps in the statistics that must be produced for policy formulation and decision-making at the national level and to inform the regional integration agenda.

Findings from RSDS Assessment on Statistical Capacity Focusing on Resources, Infrastructure and Training



Findings from RSDS Assessment on Statistical Capacity

[Late 2016/17: 11 RESPONDING COUNTRIES ONLY]

Physical Infrastructure

- The condition of the physical infrastructure within which staff of the National Statistical Organisation were working was of a poor standard for a long period and inadequate for the proper management and functioning of the statistical office.
- However, within three years (2013-2016) of the conduct of the RSDS Assessment there has been a marked improvement in the standard of accommodation for statistical offices.
- The assessment found that since 2015, seven (7) NSOs (Barbados, Bahamas, Cayman Islands, Grenada, Guyana, St. Lucia and Trinidad and Tobago) have been housed in new or refurbished accommodation.

IT Infrastructure

- In answer to the question, 'Are the available Computer Hardware, Software and Network Resources adequate to support the statistical work programme of the NSO?'
 - Nine (9) of the eleven (11) NSOs responding (89 percent) expressed satisfaction with the IT Infrastructure needed to perform the required statistical tasks.
 - These NSOs have been able to secure the IT resources they need either directly from budgetary allocations or through International Development Partner support.
 - A case in point is the Barbados Statistical Service which along with other key producers of official statistics in the Barbados National Statistical System benefitted from IDB investment in hardware and software infrastructure and IT training as part of a wider Modernisation Project of the BSS (2010 – 2016).

IT Infrastructure (continued)

‘Are the available Computer Hardware, Software and Network Resources adequate to support the statistical work programme of the NSO?’

- Generally, in the region, Local Area Networks have been put in place, are well-maintained and have been operating efficiently.
- In some jurisdictions, the centralization of IT services in the public sector, as a matter of government policy is considered by producers of official statistics as a threat to the timeliness of their dissemination, particularly to the NSO, where the priorities of the centralised public service IT and those of the NSO that relies on the centralised service may diverge.
- The Handbook should give some guidance on this issue.

IT Infrastructure (continued):

- It was stated in the assessment that dynamic development in ICT has revolutionized work processes and user expectations about access to statistical products and services.
- The development of *ICT policies* for statistical offices can provide a means of rationalising the pace of development and managing the threats and impacts of IT Developments on statistical operations.
- In this regard, the NSO's of Barbados, Jamaica, St. Lucia and Trinidad Tobago reported having an IT Development Policy in place.
- The policy in the case of Barbados was developed as part of its Modernisation Project while Statin Jamaica's Policy is guided by the organisation's *strategic plan*.

IT Infrastructure (continued):

- The Assessment noted that the benefits currently being enjoyed through ICT upgrades *are at a risk of being lost in a few years because of challenges to maintain and upgrade.*
- In the case of Jamaica, the programme to upgrade IT occurs on *an annual basis* which should be the “gold standard” for enabling state of the art IT.
- The ESO of the Cayman Islands *periodically reviews* the software needs.
- Suriname explained that a scheduled program is in place for Hardware and Network Infrastructure upgrade, however no program exists for software upgrade.
- Additionally six (6) of the eleven (11) institutions consulted had an approved budget for IT Development and Maintenance



CARICOM

Findings from RSDS Assessment on Statistical Capacity

Budgeting and Financing Statistical Operations

- The Central Government is the **main source** of funds for financing the recurrent and development expenditures in the NSO.
- The contribution from the production and sale of statistical products and services *are miniscule* as the statistical output of NSOs and other producers of official statistics are increasingly being regarded as public goods which should not be for sale but should be made available free of charge via the internet.
- Some NSOs do not have control over timing and release of Development Expenditure, which stymies the implementation of strategic action plans leading to incremental weakening of the institution.
- Statistical Offices world over are increasingly adhering to Open data approach, which essentially implies that data (barring confidential- individua data) should be freely available to everyone to use and republish as they wish, without restrictions from copyright, patents or other mechanisms of control.

Human Resource –Staff Composition

- In the RSDS assessment approximately, seventy percent (5 out of 7 responding on this question) of the national statistical offices of CARICOM are small with less than 100 members of staff.
- Reports by countries: Montserrat (9), St Vincent and the Grenadines (27) and Cayman Islands (20) were those Member States/Associate Member that reported a staff size of 25 persons or less. Suriname (112), Jamaica (274) and Trinidad and Tobago (300) had staff sizes over 100; .
- For the Diagnostic Assessment 2011/12 (Table 21), seven (7) of the eighteen (18) responding NSOs of the region (Anguilla (7); Belize (25); Dominica (19); Montserrat (5); St. Kitts Nevis (15); St Vincent and the Grenadines (17) and Turks and Caicos Islands (17)) had a size of staff of twenty-five (25) persons or less, at that time.
- Another six (6) NSOs (Antigua and Barbuda (42); Bermuda (39) and Grenada (33); Guyana (93), Haiti (78) and Saint Lucia (55)) reported a staff complement of 26 – 99 persons.
- Three (3) NSOs (The Bahamas (106); Barbados (106) and Suriname (107)) had just over 100 members of staff.
- Only Jamaica (357) and Trinidad and Tobago (318) had more than 300 persons on staff. The size of the NSOs in Barbados, Jamaica and Trinidad and Tobago have fallen from 2012 to 2016. While there are increases for Montserrat, St Vincent and the Grenadines and Suriname

Human Resource –Staff Composition

- The percentage of Professional out of Total staff is relatively low except for Barbados and the Cayman Islands which indicated 80 per cent and 70 per cent professional staff of the total staff, respectively.
- The NSOs in the region generally have a percentage of professional staff to total staff that falls between 20 to 40 per cent.
- The assessment revealed gaps in some key professional competencies;
- *Guidelines in the Handbook should cater for small islands developing states and examine the guidelines to see if they are feasible for these countries*

Human Resource -Training Needs

- NSOs of the region operate with small or zero training budgets.
- Barbados, Guyana and Antigua and Barbuda have done Training Needs Assessment with the NSOs but only Barbados used the assessment in developing a training programme that was implemented.;
- Of the eleven (11) NSOs consulted, five (5) (Jamaica, Trinidad and Tobago, Antigua and Barbuda, Cayman Islands and Suriname had annual training budgets, but these were small relative to the demand for training opportunities within the organisation and are often allocated for the conduct of In-service training;
- All but one of the NSOs consulted have organised training programmes, where *external training facilitators* have been utilised. This training modality allows for the simultaneous training of as many as fifteen (15) members of staff, incurring similar costs as that of sending a single staff member for external training.

Some Key Initiatives to build Statistical Capacity



Sustainable Capacity Building in the RSDS

Some Key Initiatives undertaken by the RSP with /AGS/SCCS / IDPs:

- The CARICOM RSDS
- The Action Plan for Statistics in the Caribbean
- The Regional Statistical Work Programme
- The Resolution on Regional Statistical Development
- CARICOM Model Statistics Bill
- Common Census Framework -Regionally Coordinated Census Strategy
- Common Framework for Literacy Surveys in CARICOM
- Advocacy - High Level Advocacy Forum and Caribbean Statistics Day Commemoration
- CARICOM Statistics Code of Practice (CGSP)
- CARICOM Quality Assurance Framework (CQAF)

Some Key Initiatives undertaken by the RSP with /AGS/SCCS / IDPs:

Core Data Sets

- **CARICOM Programme Social/Gender and Environment Statistics and Indicators**
- Caribbean Specific Millennium Development Goals (CSMDGs) Indicators
- Minimum Data Set of the CARICOM AGS
- Caribbean Specific ICT Indicators (CSICT)
- **CARICOM Gender Equality Indicators (GEI)**
- CARICOM High Frequency Indicators (HFI)
- Monitoring, Evaluation and Reporting Framework for the CSME -Core Indicators
- **2030 Agenda for Sustainable Development – CARICOM Core SDG Indicators**



Sustainable Capacity Building in the RSDS

Some Key Initiatives undertaken by the RSP with /AGS/SCCS / IDPs:

- **Data Management and Warehousing Framework**
- CARICOM Data Policy
- DevInfo Dissemination Software Application
- Improvement in Trade Information System – Facilitation of Online Access
- **CARICOM Census e-Portal**
- Database of Statistical Experts [not yet completed]
- Centre of Excellence/ Permanent Attachment Programme
- **Virtual Caribbean Institute of for Statistical Training and Research (e-CISTAR) – a Virtual Statistical Office**
- Establishment of a Central Repository for Statistics inclusive of storage of secure storage of countries' data;
- **CARICOM Technical Working Groups (TWGs)**

Some Key Initiatives undertaken by the RSP with /AGS/SCCS / IDPs:

- **CARICOM Programme Social/Gender/Environment Statistics (AGS/SCCS) based on the project on Strengthening Capacity in Social/Gender and Environment Statistics for Conference Follow-up and Other Support [World Bank, UNDP];**
- **Online Trade Information System (IDB), Improving the Quality of Trade Data (IDB) and Trade Data Processing [EU];**
- **Strengthening of National Accounts Statistics , Trade in Services Statistics [EU];**
- **Several areas of training and support related to the Conduct of Population and Housing Censuses [IDB, UNFPA, DFID, EU, UNSD];**
- **Civil Registration and Vital Statistics [World Bank, UNFPA];**
- **Tourism Satellite Accounts and Tourism Statistics [EU];**
- **Training in Leadership and Management, and Strategic Planning to provide core skills in non-traditional areas of statistics. [EU, PARIS21]**

The Action Plan for Statistics in the Caribbean

- The SCCS developed the Action Plan for Statistics in the Caribbean, in response to the demands for the indicator requirements of the SDGs
- The Action Plan was endorsed by the CARICOM Heads of Government at the 37th Conference of Heads of Government (37 HGC) in 2016.

- **The Action Plan for Statistics in the Caribbean**

- *Issue 1: Governments should undertake the strengthening of the National Statistical Systems (NSS) and specifically the National Statistical Offices (NSO):*
- *Issue 2: Governments should pursue the upgrading of the Information and Communication Technology (ICT) base:*
- *Issue 3: Promoting of careers in Statistics should be undertaken by Governments – embedding statistics as a [data] science in the curriculum of primary and secondary schools and enabling scholarships at the tertiary level:*
- *Issue 4: Governments should endorse and promote the Caribbean Association of Professional Statisticians (CAPS):*
- *Highlights of actions required:* Promote the CAPS and bear the cost of institutional membership of the CAPS and provide support to get the CAPS started.
- *Issue 5: Governments should support a regional approach to the development of statistics to optimise scarce resources in the strengthening of the NSS:*

Strategic Priority on GOVERNANCE contains core strategic objectives that can enable Statistical Capacity-building (SCB). These objectives are:

- **GOV4:** Enable a regional mechanism to sustainably support/fund the development of statistics from national, regional and international sources, inclusive of in-kind resources.
- **GOV5:** Build **strategic partnerships** with relevant partners (such as, International Development Partners (IDPs), the private sector, national, regional and international universities, including private universities), for the development of statistics in the CSS.

The RSDS also contains a Strategic Driver- **SUSTAINABLE CAPACITY BUILDING** that includes the following:

- **Enhance** the capacity of the CSS to produce quality statistics on a sustainable basis;
- **Formally establish** and make operational the **Centres of Excellence in Statistics**;
- **Develop** and **advance** a system of training, capacity-building and knowledge base through the establishment of the virtual **CARICOM Institute for Statistical Training and Research (e-CISTAR)**, inclusive of an **Online Knowledge Base** and **accredited training courses** in collaboration with universities and existing statistical institutes, to complement traditional technical training methods and by leveraging existing and establishing new e-learning platforms;
- .

RSDS SUSTAINABLE CAPACITY BUILDING:

- Undertake a *gap analysis to determine the skills and competencies* that are required to sustain the current and planned programmes and to identify the statistical capacity needs of countries;
- **Assess the institutional, organisational and technical readiness** of national statistical systems to move to the next level of maturity with regards to modernisation, making use of available assessment tools;
- **Enable** the development of a **systematic programme of capacity-building** for successful transformation of the CSS and which should have a clear and direct link to succession planning;

RSDS SUSTAINABLE CAPACITY BUILDING:

- **Explore** opportunities for pooling skilled human resources for establishing a formal system of South-South cooperation/Attachment Programmes across to the CSS;
- **Provide** support to the **Caribbean Association of Professional Statistics (CAPS)** for enabling the professionalisation of statistics in the CSS;
- **Develop** closer collaboration with universities in the region to enable short-term training courses in statistics for the CSS;

RSDS SUSTAINABLE CAPACITY BUILDING:

- **Advance** and **sustain** the operations of the system of Technical Working Groups to enable networking in the implementation of methodological frameworks and in the instilling and sharing of best practices in the CSS;
- **Implement** the recommendations of the **Action Plan for Statistics in the Caribbean** as endorsed by the 37th Meeting of the Conference of Heads of Government (HGC) of CARICOM including:
 - the training of statisticians as data scientists,
 - the award by governments of scholarships in statistics at the tertiary level;
 - the inclusion of statistics, data science, data analysis and IT in an integrated manner in the education curricula at the primary, secondary and tertiary levels; and
 - engaging with youth in the development of mobile applications for statistics.

RSDS SUSTAINABLE CAPACITY BUILDING:

- **Develop** an incentive-based HRD programme to reduce staff turnover/increase staff-retention of trained staff in the CSS
- **Align** the Statistical Capacity Building Programmes of the CSS with recommendations on capacity-building from the Global Community, adapting as required for SIDS.
- **Establish** and **systematise** training programmes in non-technical areas such as, leadership and management training for statisticians across the CSS..

- **Guidelines for small countries:**

- Handbook should contain elements/guidelines that are suited or can be adapted for use in small countries in terms of capacity-building.
- A regional approach can be cited to make up for statistical capacity. Constraints at the national level – key one is the CARICOM Tradition of executing a regionally-coordinated Census Strategy that has been “**borrowed**” by other regions including South Pacific Community;
- A Regional Strategy for the Development of Statistics can also be cited as being critical for small islands and in this regard, it is vital to prepare Resource Mobilisation Strategy for the RSDS/NSDS to enable implementation
- There is no other way but for partners to work together to avoid duplication of effort to reduce the burden on countries given the low absorptive capacity and to realise tangible results.



THANK YOU!!!