



**REGIONAL STATISTICAL WORK
PROGRAMME (RSWP) -2013
IMPLEMENTATION GUIDE**

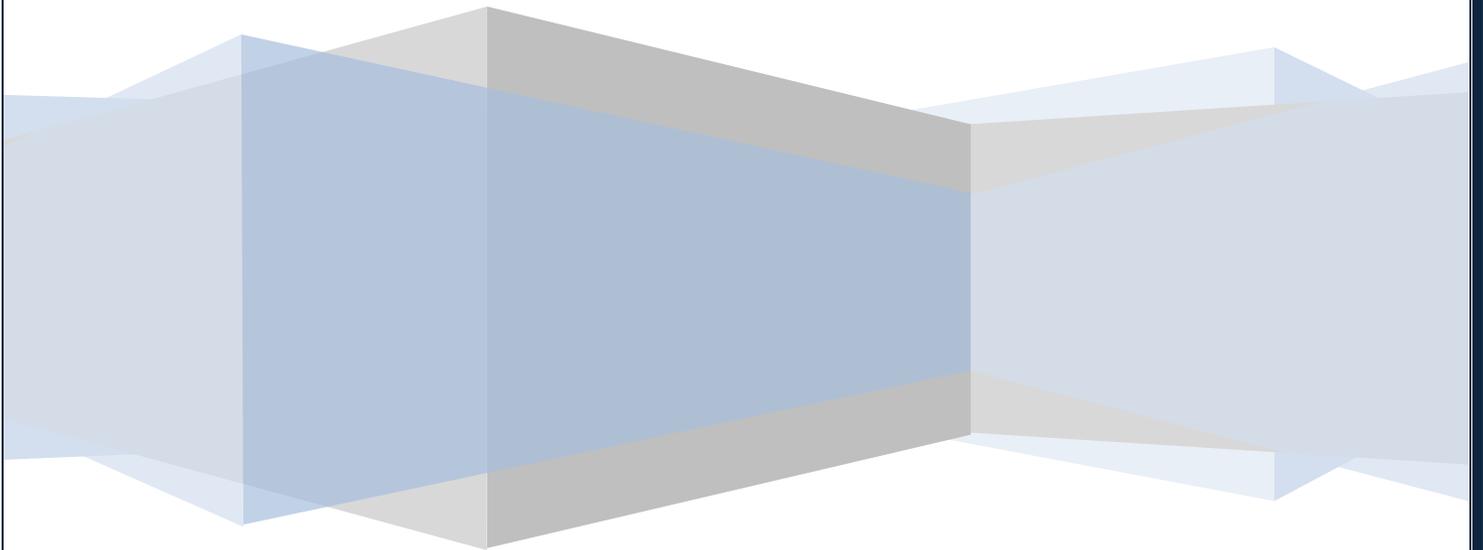


TABLE OF CONTENTS

Page(s)

- 1. BACKGROUND**

- 2. RATIONALE FOR THE RSWP – A HARMONISED APPROACH TO THE DEVELOPMENT OF STATISTICS**

- 3. COMPOSITION OF THE RSWP- KEY ELEMENTS**

- 4. IMPLEMENTATION OF THE RSWP – COMMITMENT AND STRATEGY**

- 5. FRAMEWORK FOR IMPLEMENTATION**

1. BACKGROUND

The need for the availability of high quality statistics for public and private decision-making is well-recognised. The vital role of statistics in the establishment of the CARICOM Single Market and Economy (CSME) is reflected in Article 25 (d) on the Functions of the Secretariat which identifies the collection, storing and disseminating to the Member States of the Community information relevant to the achievement of its objectives. National statistical agencies face a number of challenges in the production and dissemination of information to users.

The first Regional Statistical Work Programme (RSWP) was prepared by the CARICOM Secretariat and the SCCS and was approved by the Fifteenth Meeting of the Community Council of Ministers in 2005. The objective of the RSWP was to focus on the statistical needs of establishing, monitoring and evaluating the CSME and to make available statistical information for decision-making.

The RSWP was updated partly through two (2) complementary projects funded by the European Union under the Ninth European Development Fund, Caribbean Integration Support Programme, (CISP) on *Assisting Member States Develop National Strategies for the Development of Statistics and Annual Statistical Work Programmes* in 2010/2011, and an Inter-American Development Bank- funded Regional Public Goods project on *Common Framework for Statistics Production* during 2011/2012. Some of the main results of the updating of the RSWP included:

- (i) A new structure was incorporated for the RSWP which was based on the European, Database of International Statistical Activities (DISA);
- (ii) Prioritising of the work areas was assigned a level of urgency;
- (iii) Ongoing Production Activities (OPA) and Development Activities (DEV) were separately identified;

- (iv) The degree of adherence by countries to Good Practices in Statistics was analysed and would form part of a monitoring and evaluating framework of the national statistical offices.

The CARICOM Advisory Group on Statistics (AGS) which was originally established to enable implementation of the RSWP took ownership of this updating process, resulting in a comprehensive review of the outputs of both projects and the current version of the RSWP.

2. RATIONALE FOR THE RSWP – A HARMONISED APPROACH TO THE DEVELOPMENT OF STATISTICS

Role of Statistics in the Development of the Caribbean Community

Desired Outcomes

The Goal of Harmonisation of Statistics

3. COMPOSITION OF THE RSWP- KEY ELEMENTS

4. IMPLEMENTATION OF THE RSWP – COMMITMENT AND STRATEGY

The approach to implementing the RSWP sought to obtain the commitment and ownership of the statisticians of CARICOM, the political support through presentation to various organs of the Community and initial search for funds for implementation. The AGS having been involved in the process of producing the RSWP implied that there was already engagement with a sub-group of statisticians of the Region. Since the AGS reports to the SCCS, logically the engagement with the entire set of heads of statistical offices followed.

There was also need to obtain political buy-in to enable support at the national level for the work to be undertaken in implementing the RSWP. The updated Regional Statistical Work Programme (RSWP) was presented at the following Meetings:

- Ninth and Tenth Meetings of the Advisory Group on Statistics (AGS) held in Belize on 20-22 October 2011 and in Suriname on 18-22 June 2012, respectively;
- Twenty-Third Meeting of the Council for Human and Social Development (COHSOD) which was held in Georgetown, Guyana on 10 -11 July 2012;
- Thirty-Seventh Meeting of the Standing Committee of Caribbean Statisticians (SCCS) held in Grenada on 25-27 October 2012;
- Thirty-Sixth Meeting of the Council for Trade and Economic Development (COTED) which was held in Georgetown, Guyana from 29 April- 3 May 2013;

Efforts have also been made to present to the Community Council of Ministers' meetings.

The **Ninth AGS Meeting** which was held in Belize on 20-22 October 2011 considered the Diagnostic Assessment which was based on a questionnaire that was prepared by the AGS led by the Director-General of STATIN, Jamaica, to assess the capacity of the countries to implement the updated RSWP. The Diagnostic Assessment was prepared under the IDB-funded project to complement the outputs of the EU-funded consultants in this area. The aim of the Diagnostic Assessment was to assist in the preparation of an Implementation Plan for the updated RSWP. It was reviewed by the AGS and the Caribbean Community (CARICOM) Secretariat (CCS) during 2011/2012.

The **Tenth AGS Meeting** also considered the Diagnostic Assessment which was revised by the IDB Consultant as well as the Implementation Plan of the RSWP which

post the delivery by the Consultant was reviewed by the Director-General of STATIN, Jamaica and the CARICOM Secretariat.

After consideration of the RSWP, the Tenth AGS recommended the following:

- (i) A small group of the AGS comprising, the Chair (Jamaica), the Deputy Chair (Suriname), the representative of Bermuda and the CARICOM Secretariat representative should prepare a presentation for the Thirty-Seventh Meeting of the SCCS on a possible strategic approach to the implementation of the RSWP to advance the implementation in countries;
- (ii) Countries should examine the RSWP to determine their corresponding positioning relative to the work to be undertaken at the national level in implementing the RSWP. In this context, recognising the differences between countries, arising out of the IDB-funded phase of the RSWP production, countries are to be placed in two (2) groups (Groups 1 and 2) which would reflect the availability to implement in the RSWP relative to human, financial and other capacity constraints.

Potential support for implementation for the RSWP was also discussed. Regional Funds that can support RSWP implementation including the Tenth EDF and interest shown by the Canadian International Development Agency (CIDA) in supporting statistics in CARICOM.

The RSWP was presented to the Twenty-Third Meeting of the COHSOD. The presentation at the COHSOD was in the context of Children and Youth and the need for a Monitoring and Evaluation System. An excerpt from the presentation to COHSOD is summarised as follows:

“There can be no doubt that social data collection have progressed over the years and ranged from information in Census reports, statistics regarding

school enrolment, data on immunisation of infants, data on births and deaths as well as information on specific population groups and issues. Member States recognised that in order to determine policies and plan effective programmes, social data sets are critical. It has also been established that data for the social sector are critical to monitor and evaluate the lives of the citizens, including children and youth within the CSME. Data would also provide valuable statistical information so that decisions can be made, keeping pace with the changing socio-economic and environmental changes, as well as technological advances in the Region and global community. The incorporation of the Monitoring and Evaluation Framework for Action for Children, must therefore be addressed as part of the review process of the Regional Statistical Work Programme”.

The decisions of COHSOD are listed below:

THE COHSOD:

Recognised the Regional Statistical Work Programme and its importance in strengthening national and regional monitoring and evaluation systems;

Also recognised that there are mechanisms and projects in place, to strengthen National and Regional Monitoring and Evaluation Systems;

Urged Member States to appraise the situation regarding the collection of social data sets, especially relevant to children and youth at the national level, and establish remedial action, if required, including mechanisms for inter-ministry linkages, to ensure efficient data collection;

Also urged Statistical Units of Member States to utilise the Regional Framework for Action for Children as a tool to capture and report on issues relevant to children;

Further urged the CARICOM Secretariat to review the Regional population census data to be collected, and with relevant stakeholders, ensure that indicators specific to children and youth, are included in the data collection process.

The presentations to the Thirty-Seventh Meeting of the SCCS focused on the following:

Jamaica - Strategic Management - Implementation of the RSWP:

- (i) Implementation of the RSWP –
- (ii) Findings of the EU and IDB Consultants that facilitated the update of the RSWP -
- (iii) Development of a Strategic Management Framework –
- (v) Documentation and Implementation of the Plan -

Bermuda – The RSWP for the Production of a Common Core of Quality Statistics – A Strategy for Next Steps:

- (i) The Vital Role of Statistics in the Development of the Caribbean Community –
- (ii) The objectives of the AGS in the context of the RSWP implementation:
- (iii) The Immediate Next Steps;
- (iv) The Mindset and Attitude;
- (v) Medium and Long Term next Steps.

The RSWP was presented to the Thirty-Sixth Meeting of the COTED. The COTED was informed that the need for the availability of high quality statistics for public and private decision-making was well-recognised. In this context, the COTED was informed and

asked to consider a few mechanisms that are being put in place to strengthen the statistical infrastructure in the Region. These mechanisms included:

- (i) The revised Terms of Reference and Rules of Procedure of the SCCS;
- (ii) The updated RSWP;
- (iii) The Draft Model Statistics Bill; and
- (iv) The Resolution on Regional Statistical Development (Resolution).

Of the above issues, specific consideration was requested of the RSWP.

The COTED was also informed of the support received from some of the International Development Partners in the area of Statistics such as the European Union under the Ninth European Development Fund (9th EDF), Caribbean Integration Support Programme (CISP) and the Inter-American Development Bank (IDB).

Some key results highlighted included:

1. Harmonising of the Intra-regional Statistical infrastructure through the following -

- (a) Development of an online Help Desk with a Discussion Forum, Manuals, Guidelines and other documents/links to documents that can support the production of statistics, and Frequently Asked Questions (FAQs); a web-based System for the transmission of databases to the Secretariat together with a framework for data management;
- (b) Supported the decision-making processes on the development of statistics including the work of the CARICOM Advisory Group on Statistics (AGS) and the Standing Committee of Caribbean Statisticians (SCCS);

- (c) Provision of equipment to National Statistical Offices;

2. Improvement in Statistical Programming –

- (a) Updating the RSWP (complemented by IDB funding);
- (b) Supported the preparatory work for the preparation of National Strategies for the Development of Statistics (NSDS);
- (c) Provided technical assistance in Economic Statistics including Merchandise Trade, National Accounts/Business Register and International Trade in Services Statistics;

3. Training in the following areas -

- (a) Classification Systems;
- (b) Sampling and Survey techniques;
- (c) Geographic Information Systems;
- (d) Supported workshops in the areas of National Accounts, Merchandise Trade, International Trade in Services as well as in Social/Gender, Environment and Information and Communication Technology Statistics.

The Regional Statistics Programme is continuing its efforts to facilitate the implementation of the frameworks that have been achieved and this is being supported by the Tenth European Development Fund (10th EDF).

THE COTED:

Recognised the work being done to strengthen the statistical infrastructure in the Region and at the national level, in light of the many challenges currently affecting data production, particularly in the area of human resources, such as staff-turnover and few trained statisticians;

Supported the updated Regional Statistical Work Programme (RSWP) as a useful tool in monitoring and evaluating the CARICOM Single Market and Economy (CSME);

Noted that a Model Statistics Bill had been developed to support the updating of Statistics Legislation in Member States;

Also noted that 2013 had been designated as the International Year of Statistics (Statistics 2013) and **encouraged** Member States to support efforts to promote greater awareness among their citizens, especially their youth, of the importance of statistics to their everyday lives.

5. FRAMEWORK FOR IMPLEMENTATION

A. STRATEGIC FRAMEWORK

- 5.1 Findings from EU and IDB-Funded Project on NSO and NSS
 - Strategic Planning
 - Governance of the NSO/NSS
 - Rank/Position of the Head of the NSO
 - Capacity- Size of the NSO relative to Population
 - ICT Infrastructure
 - Coordination framework
 - Funding

Legal Framework

5.2 Strategic Management Framework [Would Incorporate Jamaica’s presentation as well as PARIS21 guidelines]

Strategic Management:

Strategic Management is concerned with -

- Making decisions about an organisation’s future direction for growth, renewal and transformation;
- Implementing those policies; and
- The strategic management process can be broken into two (2) phases – strategic planning and strategy implementation.

Strategic Planning:

Strategic Planning is making decisions about -

- Determining the organisation’s mission;
- Envisioning what the organisation should look like in the medium to long-term;
- Formulating policies to guide the organisation in establishing objectives, choosing a strategy, and implementing the chosen strategy;
- Establishing long-range and short-range objectives to achieve the organisation’s mission;
- Determining the strategies that are to be used in achieving the organisation’s mission.

Strategic Implementation:

Strategy Implementation is concerned with -

- Developing the organisational structure to achieve the strategy;
- Identifying and quantifying the resources required to support the achievement of the objectives;
- Ensuring that the activities necessary to accomplish the strategy are performed effectively;
- Monitoring the effectiveness of the strategy in achieving the organisation's objectives.

5.3 Developing the Strategic Plan- Points for Consideration:

- Understand available resources;
- Include documentation of all processes and procedures to build intellectual and corporate capital – sustainability;
- Build strategies around **process management** and the DQAF methodology for quality assurance and documentation of metadata;
- Include representatives of the MDAs in the planning process;

Quality Assurance

- Quality assurance is a critical element;
- Process management perspective;
- Quality is not just about outputs;



- To have good outputs we need to have good inputs and processes, so we need to think about the quality of these as well.

Process Management

In PM each sub-process should have a number of clearly identified attributes, including:

- Input(s);
- Output(s);
- Purpose (value added);
- Owner;
- Guides (for example manuals and documentation);
- Enablers (people and systems);
- Feedback loops or mechanisms.

GSPBM –Generic Statistics Business Process Model [UNECE]

Quality Management / Metadata Management								
1 Specify Needs	2 Design	3 Build	4 Collect	5 Process	6 Analyze	7 Disseminate	8 Archive	9 Evaluate
1.1 Determine needs for information	2.1 Design outputs	3.1 Build data collection instrument	4.1 Select sample	5.1 Integrate data	6.1 Prepare drafts outputs	7.1 Update output systems	8.1 Define archive rules	9.1 Gather evaluation inputs
1.2 Consult and confirm needs	2.2 Design variable descriptions	3.2 Build or enhance process components	4.2 Set up collection	5.2 Classify and code	6.2 Validate outputs	7.2 Produce dissemination products	8.2 Manage archive repository	9.2 Conduct evaluation
1.3 Establish output objectives	2.3 Design data collection methodology	3.3 Configure workflows	4.3 Run collection	5.3 Review, validate & edit	6.3 Scrutinize & explain	7.3 Manage release of dissemination products	8.3 Preserve data and associated metadata	9.3 Agree action plan
1.4 Identify concepts	2.4 Design frame & sample methodology	3.4 Test production system	4.4 Finalize collection	5.4 Impute	6.4 Apply disclosure control	7.4 Promote dissemination products	8.4 Dispose of data & associated metadata	
1.5 Check data availability	2.5 Design statistical processing methodology	3.5 Test statistical business process		5.5 Derive new variables & statistical units	6.5 Finalize outputs	7.5 Manage user support		
1.6 Prepare business case	2.6 Design production systems and workflow	3.6 Finalize production system		5.6 Calculate weights				
				5.7 Calculate aggregates				
				5.8 Finalize data files				

- Business process reengineering (BPR) is the main way in which organisations modernise their systems and processes, and become more efficient. It is the analysis and redesign of work-flow within enterprises, which transforms an organisation in ways that directly affect performance. It is a concept that is applicable to all industries regardless of size, type, and location;
- An organisation’s people and its processes are critical to its success. Consequently, if workers are motivated and working hard, yet the business processes are wasteful and burdensome, organizational performance will be poor. BPR is the key to transforming how

people work. What appear to be minor changes in processes can have dramatic effects on cash flow, service delivery and customer satisfaction.

5.4 Planning Strategy:

Institutional Strengthening -

Some critical topics:

- Governance structure NSO & NSS – is there a need for change?
- Organisation structure;
- HR capabilities and gaps;
- Administrative framework and systems;
- Organisation culture – to become service oriented;
- Quality assurance framework to include documentation of all processes and procedures;
- IT infrastructure;
- Legal framework;
- Physical plant;
- Funding – sustainability;

Statistical Products and Services -

Some points for considerations:

- Collaboration and coordination within the NSS;
- Establish a minimum production programme for NSS – social, economic and environmental;

- Review RSWP Consultants’ reports and determine to which group the country belongs;
- Establish priorities based on needs;
- Review existing products using DQAF methodology;
- Periodic updating of existing products & classification systems;
- Establishing new products/programmes – future development;
- Focus on improving the quality and use of administrative records;
- Obtain the support of IDPs;

Dissemination –

Some issues for consideration:

- The independence of the NSO to release the data;
- The requirements of the Statistics Act;
- User friendliness of the product;
- Establishing a pricing policy –
 - Basic information for general public – free;
 - Standard publication for informed user - fixed price;
 - Tailor made statistics for expert user – full cost recovery based on time and expertise;
 - Value added services – to be decided.

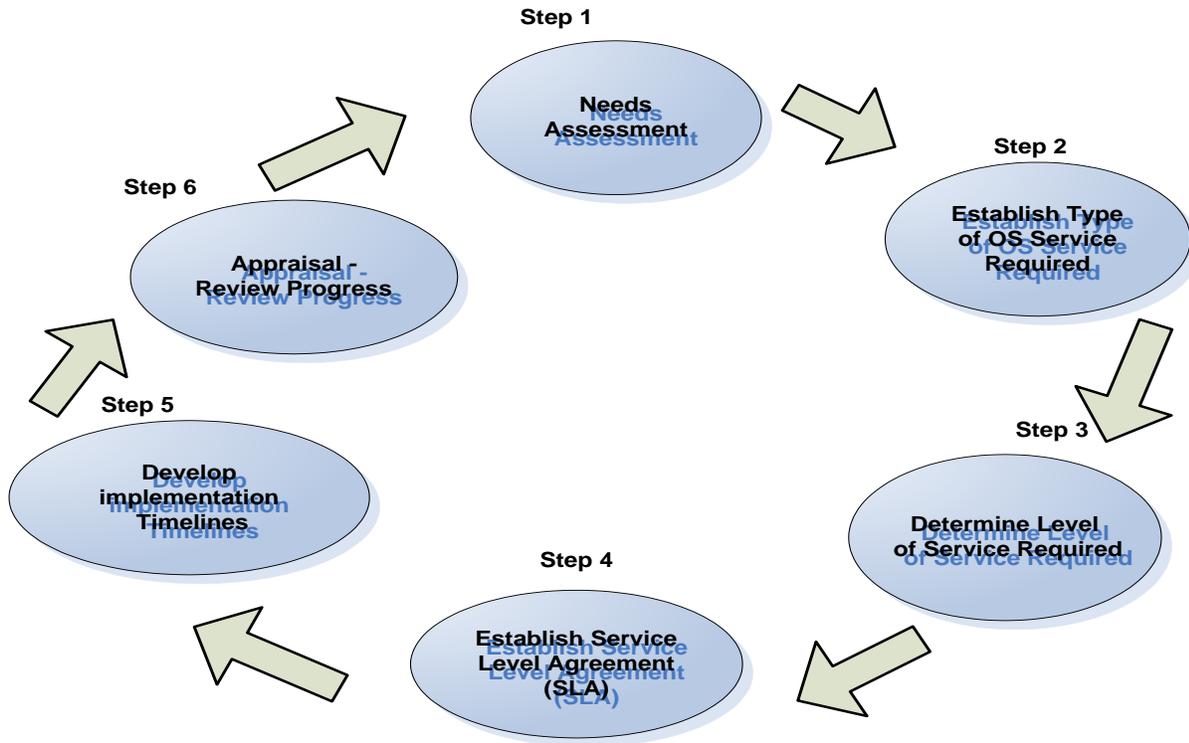
B. STRATEGIC PLAN- IMPLEMENTATION OPTIONS

OUTSOURCING

What is “outsourcing”?

A practice used by different organizations to reduce costs and/or improve efficiencies by transferring portions of work to outside suppliers rather than completing it internally.

6 Steps of Outsourcing



ONE VIRTUAL NSO- CENTRES OF EXCELLENCE- COE

- The region has limited human resources;
- CARICOM has established a regional database for country statistics;

- CARICOM has established training programmes – not all countries are at the same level of operations and/or development – south-south cooperation is essential;
- Objective – build on Regional initiatives –create the **ONE Virtual NSO** in the CARICOM Region;
- Establish **Centers of Excellence** across the region to support the shortfall in resource supply.

A STRATEGY FOR NEXT STEPS

The Immediate Next Steps:



Understand the Goals of the Relevant Agencies:

- Become familiar with the structure and content of the RSWP and gain an understanding of the REGION's objectives for the RSWP.

- Gain an understanding of both the long-term goals and related challenges of key stakeholders including –
 - *The Government;*
 - *Government Ministries and Departments;*
 - *Other Agencies;*
 - *National Statistics Offices;*
 - *CARICOM.*

Know the RSWP Structure -

Obtain Executive Buy-in and Sanction –

- Demonstrate how the adoption of the RSWP will positively impact the Government’s capacity to achieve their long-term national outcomes and commitments;
- Share with Permanent Secretary/Secretary to the Cabinet how the adoption of the RSWP will enhance the performance of the Public Service in a sustainable way;
- Identify the extent of the assistance required to implement the change initiative;
- Show impacted Agencies how the NSO will support them through the change process.

(vi) The Mindset and Attitude –

A Professional salesperson understands that selling is not about the salesperson or the products/services he/she is offering,

It's about the customer;

about solving the customer's problems;

fulfilling the customer's needs;

being a partner to them to help make their world a better, more successful place.

A professional knows that their success is in direct proportion to their ability to help others get what they want; what is in their best interest.

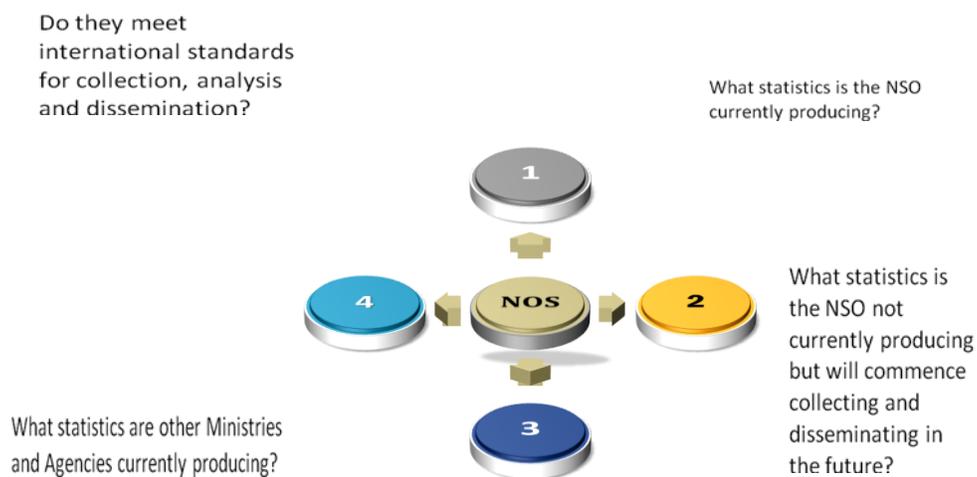
(vii) Medium next Steps (An example) –

Vision Statement

The national statistical classifications and methodologies will conform to best practices and guidelines as stipulated by international and regional standards. (*i.e. United Nations, CARICOM, etc.*)

The Bermuda Department of Statistics will facilitate the assessment of statistics compiled across its National Statistical System (NSS). Technical assistance will be provided to ensure the compilation and production of statistical data that aligns with best practices/standards.

RSWP Assessment and Segmentation

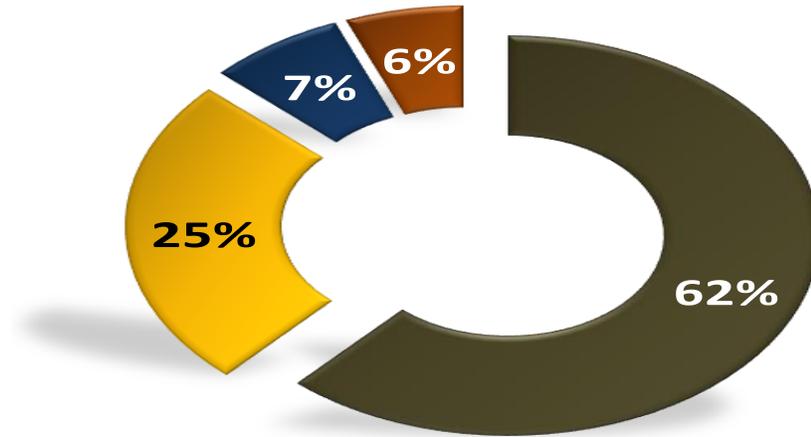


Outline RSWP - Themes with Responsibility

Bermuda Households and Population

Households and Housing	Bermuda Department of Statistics, Bermuda Housing Corporation
Household Expenditure & Income	Bermuda Department of Statistics
Population	Bermuda Department of Statistics
Traffic Safety	Ministry of Transport
Births and Deaths	Ministry of Government Estates and Information Services
Crime	Bermuda Police Service
Immigration	Ministry of Immigration
Community and Social Services	Ministry of Economy, Trade and Industry
Education	Ministry of Education
Health	Ministry of Health
Environment	Ministry of the Environment and Infrastructure Strategy

The Challenge



-  Statistics currently being produced by the Department of Statistics (DOS);
-  Statistics to be incorporated in the DOS Work-Programme (data gaps);
-  Statistics currently being collected, analysed and disseminated by MDAs in compliance with international standards;
-  Statistics currently being compiled by MDAs that is not in compliance with international standards.

Strategy Awareness

- Organise stakeholder awareness meetings with MDA's;
- Share Executive buy-in via Cabinet Memo;

- Inform on Regional vision/objectives of RSWP;
- Present assessment of RSWP Themes;
- Obtain feedback/suggestions;
- Emphasise harmonised strategic direction.

NSO Senior Team Meeting

- Develop action plans to achieve production of core statistics;
- Include stakeholder consultation feedback;
- Define thematic goals over 5 year period;
- Define objectives/work tasks with timelines;
- Assign responsibilities;
- Arrange for coordination and collaboration of stakeholders;
- Include need for technical assistance/in-process guidance/funding.

(vi) Long-Term Next Steps – Implementation

EXECUTE - The Specific Action Plans.

Monitoring and Control -

- Track progress of outputs;
- Are objectives being achieved?
- Assess for on-time scheduling;
- Identify potential problems; and
- Take corrective action/communicate.

Summary

- Internalise the framework, Goals and Objectives of the Regional Statistical Work Programme (RSWP);
 - Harmonise across key stakeholders the goals of CARICOM, the Government and other key-stakeholders;
 - Obtain Executive buy-in and sanction;
 - Be a Professional Salesperson when communicating RSWP;
 - Establish a VISION STATEMENT to elevate the profile of NSO in the eyes of key-stakeholders, customers and community;
 - Conduct situation assessment and segmentation of RSWP;
 - Establish a Communication Plan (Internal & External);
 - Implement, Monitor and Control.
-

6. Examples at Implementation'

The Case of Bermuda

The Case of Suriname

