

CARICOM

Capacity Building in Statistics

PIANO OPERATIVO GENERALE

(General Operational Plan)

Premessa

Il Piano Operativo Generale del progetto di seguito riportato è stato predisposto in stretta collaborazione con il Segretariato di CARICOM, nel corso della missione condotta a Bridgetown (Barbados) dal 10 al 14 dicembre 2018.

Il Piano individua le principali linee di attività e modalità di intervento in cui si articolerà il progetto, assegna a ciascuna di esse le risorse individuate nei limiti del finanziamento totale previsto dalla Convenzione Istat/AICS e dal successivo Addendum¹ e stabilisce la tempistica delle azioni stabilite nell'arco della durata del progetto (12 mesi).

Il piano, riferito esclusivamente alla parte di finanziamento affidata all'Istat, illustra l'approccio, gli strumenti e le metodologie che verranno utilizzati al fine di trasmettere le conoscenze statistiche necessarie agli Istituti di Statistica di alcuni paesi dell'area caraibica selezionati in accordo con il Segretariato CARICOM, per rafforzare le loro capacità statistiche ed istituzionali. Tutto ciò al fine di garantire la sostenibilità e la replicabilità del progetto nonché per aiutare gli Istituti a produrre dati di migliore qualità e comparabili.

Eventuali aggiustamenti a tale piano che si rendessero necessari nel corso del periodo di implementazione del progetto verranno concordati con il Segretariato CARICOM e comunicati tempestivamente all'AICS.

Il Piano viene redatto e presentato, così come gli altri documenti di progetto, in inglese per agevolare la comprensione alla controparte.

¹ Convenzione firmata tra la D.G.C.S e l'Istat il 23 dicembre 2015, Repertorio Istat n. 4 dell'8 gennaio 2016.
Addendum sottoscritto tra l'AICS e l'Istat il 5 ottobre 2018 (Registro Istat ACP/55/2018 del 5/10/2018 e Registro AICS n. 343 del 5/11/2018)

General Operational Plan (GOP)

Countries	Caribbean Community
Implementing Agency	Istat – Italian National Institute of statistics
Partner Institution	CARICOM
Project name	Capacity Building in Statistics
Implementation period	5 December 2018 – 4 December 2019 (12 months)

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LIST of ACRONYMS

AGS	(CARICOM) Advisory Group on Statistics
AICS	Italian Agency for Development Cooperation
CAPS	Caribbean Association of Professional Statistics
CARICOM	The Caribbean Community
CCS	CARICOM Secretariat
CIDA	Canadian International Development Agency
CoEs	Centres of Excellence
CSMDGs	Caribbean Specific Millennium Development Goals Indicators
CSME	CARICOM Single Market and Economy
CSS	CARICOM Statistical System
DFID	(UK) Department for International Development
EDF	European Development Fund
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GEI	Gender Equality Indicators
GOP	General Operational Plan
HGC	Conference of Heads of Government of the Caribbean Community
IDB	Inter-American Development Bank
IDPs	International Development Partners
Istat	Italian National Institute of Statistics
NSDS	National Strategy for the Development of Statistics
NSOs	National Statistical Offices
NSS	National Statistical System
PARIS21	The Partnership in Statistics for Development in the Twenty-First Century
RCCC	Regional Census Coordinating Committee
RSDS	Regional Strategy for the Development of Statistics
RSO	Regional Statistical Office
RSP	Regional Statistics Programme
RSWP	Regional Statistical Work Programme
SAMOA Pathway	Small Islands Developing States Accelerated Modalities of Action Pathway
SCCS	Standing Committee of Caribbean Statisticians
SDMX	Statistical Data and Metadata eXchange
SIDS	Small Island Developing States
SO	Specific Objective
TA	Technical Assistance
ToR	Terms of Reference
TWGs	Technical Working Groups
UN	United Nations
UNFPA	United Nations Population Fund
UNSD	United Nations Statistics Division
UN Women MCO	United Nations Entity for Gender Equality and the Empowerment of Women Multi-Country Office for the Caribbean
WB	World Bank

1. General overview²

The Caribbean Community (CARICOM) and the Caribbean Common Market was established by the Treaty of Chaguaramas, which entered into force on 1 August 1973 with the aims to promote economic integration and human and social development among its members, to ensure that the benefits of integration are equitably shared and to coordinate foreign policy.

In 2001, the Treaty of Chaguaramas was revised to transform the Common Market into a Caribbean Single Market and Economy (CSME)³.

Currently CARICOM counts 15 full members (Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago) and 5 associate members (Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Turks and Caicos Islands).

Its main governing bodies are:

- The Conference of Heads of Government (HGC) and
- The Community Council of Ministers (the Council).

From its inception, CARICOM recognised the importance of adequate statistical services in achieving its goals: assuming that harmonised statistics play an essential role in planning, monitoring and evaluating the development of the Region, in 1974 - one year after the creation of the Community - CARICOM established the Standing Committee of Caribbean Statisticians (SCCS)⁴.

As given by the Council, the objectives of the SCCS were, inter alia:

“to foster increased recognition of the importance of adequate statistical services to the countries of the region; to widen the scope and coverage of statistical data collection; and to improve the quality, comparability and timeliness of statistics produced”.

² Main source: CARICOM - REGIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS 2019-2030, THE STRATEGIC FRAMEWORK, April 2018

³ Article 6 of the Revised Treaty identifies the main objectives of CARICOM which include:

- improved standards of living and work;
- full employment of labour and other factors of production;
- accelerated, coordinated and sustained economic development and convergence;
- expansion of trade and economic relations with third states;
- enhanced levels of international competitiveness.

As for the CSME, its aim is to achieve a single economic space that will foster growth and will result in sustained development of the standard of living of all Caribbean peoples.

The principal provisions of the CSME are:

- the Free Movement of Labour,
- the Free Movement of Capital,
- the Free Trade in Goods and in Services,
- the Right of Establishment of CARICOM owned businesses in Member States without restrictions and a Common External Tariff.

⁴ Resolution No. 54/74/4 of the Fourth Meeting of the Community Council of Ministers and its endorsement by the Inaugural Meeting of the Conference of Heads of Government (HGC) of the Expanded Caribbean Community.

The SCCS has served as a foundation for coordinating the development of statistics in CARICOM, broadening its objectives over time in order to achieve its mandate. The SCCS established subsidiary committees and groups including: the Regional Census Coordinating Committee (RCCC) and the CARICOM Advisory Group on Statistics (AGS).

The Regional Statistics Programme (RSP) of the CARICOM Secretariat, which acts as a Regional Statistical Office (RSO), coordinates the functioning of the SCCS and its subsidiary groups and is therefore the focal point for monitoring the achievements of the CARICOM Statistical System (CSS), through the implementation of the common Regional Statistical Work Programme (RSWP)⁵.

The mission of the RSP is to develop sustainable statistical infrastructure across Member States/Associate Members of the Community and within the Secretariat, providing accurate, timely and reliable statistical information on CARICOM and promoting the effective and efficient use of these statistics in decision-making. The RSP pays special attention to the principle of subsidiarity: RSP does not collect primary data in member countries but relies on the data that are collected by countries. These data are submitted to the Secretariat, either by the NSOs or the Central Banks, depending on the nature of the data. These data are then compiled to produce regional statistical databases in a number of areas. Occasionally, in the absence of data from the Member States staff of the RSP may search for data on the websites of the Member States and in publications that are available.

The RSP also plays a leadership role in coordinating the implementation of capacity-building initiatives for the strengthening of the CSS, with funding received from International Development Partners (IDPs).

Over the years, under RSP coordination and in partnership with IDPs, the CSS has completed or started several initiatives to improve the quality of statistics produced across the region and their harmonisation, including:

- Preparation of the CARICOM Model Statistics Bill⁶;

⁵ The common RSWP – which contains the common core of harmonized statistics that should be produced across all Member States of CARICOM - was adopted by the Fifteenth Meeting of the Community Council of Ministers (January 2005, Georgetown, Guyana). The Council also adopted a Resolution on Statistical Development, which urged Governments to strengthen the Statistical Systems in the Member/Associate Member States and recommended the development of National and Regional statistical strategies with financial proposals to implement the RSWP.

The RSWP is organised under five (5) domains which include: Demographic and Social Statistics; Economic Statistics; Environment and Multi-Domain Statistics; Methodology of Data Collection; Processing, Dissemination and Analysis and Strategic and Managerial Issues of Official Statistics.

It has been updated in 2011 with the financial support of the European Union (EU) and the Inter-American Development Bank (IDB), achieving the following main results:

- With respect to the RSWP, a new structure, based on the Database of International Statistical Activities (DISA) was developed;
- On the basis of this new structure, the RSWP was redesigned and re-prioritized.
- Strategies in implementing the redesigned RSWP were also recommended in order of urgency.
- Information about adherence to Good Practices in Statistics was collected. By using a scoring system compliance of the National Statistical Offices (NSOs) with good practices were analyzed.

A format of the report to be used as a tool to monitor which aspects of the RSWP have been already implemented or have been proposed to be implemented and which gaps still exist has also been developed.

⁶ The CARICOM Model Statistics Bill is “An Act to provide for the establishment of a National Statistical Institute in a country with the functions of developing an integrated statistical system, establishing standards for statistical purposes, collecting, compiling, analysing and publishing official statistics and for matters incidental thereto.”

- Regional Census Coordination - Common Census Framework (jointly funded by IDB, UNFPA and DFID);
- Organisation of High Level Advocacy Forums;
- Implementation of the CARICOM Code of Good Statistical Practices, partially developed under the Caribbean Integration Support Programme (CISP) and the Ninth European Development Fund (9th EDF);
- Development of the Quality Assurance Framework;
- Development of the Data Management Framework, as part of three projects in the area of Data Management and Warehousing supported by the 9th EDF and IDB;
- Identification of Core Data Sets and CARICOM-Specific Indicators⁷;
- Identification of capacity-building mechanisms such as the Centers of Excellence in Statistics (CoEs)⁸;
- Implementation of several Capacity-building activities across Economic, Social/Gender, Environment and ICT Statistics.

Despite these positive results, there are still many challenges facing CARICOM countries as Small Island Developing States (SIDS) that impact the capacity to implement the RSWP and fundamentally affect the availability of harmonized regional statistics:

It provides a template for the revision and updating of legislation on statistics in the Member States and Associate Members based on the UN Fundamental Principles of Official Statistics.

⁷ The Core Data Sets originate in a joint project in Social/ Gender and Environment Statistics implemented by the RSP and the United Nations Statistics Division (UNSD) from 1999-2004.

They include, among others:

- *The Caribbean Specific Millennium Development Goals Indicators (CSMDGs)*, focused on Domestic Violence, Educational Outcomes and Gender Disparity in education income and occupation, Non-communicable diseases and Early Childhood education. All indicators where feasible were also disaggregated by sex.
- *The CARICOM Gender Equality Indicators (GEI)*, identified in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women Multi-Country Office for the Caribbean (UN Women MCO), that would enable the systematic generation of socio-economic statistics.
- *The CARICOM High Frequency Indicators*;
- *The Monitoring, Evaluation and Reporting (M, E and R) Framework for the CSME*, which comprises indicators for monitoring the CSME and the corresponding metadata (concepts, methods and sources of data). The full list includes 115 indicators under the following themes: Trade in Goods; Trade in Services; Movement of Capital; Labour Market; Macroeconomic and Finance stability, Coordination of Economic, Fiscal and Financial policies, Climate Change, Environment and Sustainable Development; Competition policy, Consumer Protection, Regional Standards, Property Rights and statistics on Key Sectors of Integration and Development; Transport, Agriculture and Tourism; Governance Performance on Equity, the Private sector, Regional Identity and Public Information. An initial core of 37 M, E & R Indicators were identified for data collection, 32 of which were statistical indicators.
- *The CARICOM Core SDG Indicators*

⁸ CoEs will reflect NSOs which have comparative strengths in a broad range of areas, along with experienced and qualified personnel capable of helping other NSOs which need assistance in those same areas.

CoEs will serve to develop good practices and benchmarks for the development of policies and to reinforce the statistical capacity of staff working in the CSS. CoEs will pull the best expertise available in the Region in order to ensure the delivery of high quality products whether these are applied to research reports, training sessions or to inform policy.

- Small size of the NSOs and lack of qualified staff both at regional and national levels: with the exception of Jamaica which has about 300 employees, the other States have no more than 40-50 workers.
- Inadequate Information Technology (IT) resources (software and hardware);
- Outdated legislative frameworks;
- Inadequate coordination within and between the different National Statistical Systems (NSSs). The absence of coordination makes it even more difficult to respond to the increasing demand for statistical data arising from the commitment of Member States to the CSME, the United Nations 2030 Agenda for Sustainable Development (Agenda 2030) and the SIDS Accelerated Modalities for Action (SAMOA) Pathway⁹.
- Non-response to questionnaires and surveys carried out by the NSOs;
- Weak satellite units – line ministries often have inadequate statistical and IT capacity
- Need for a focus on strategic planning at national level to produce high-quality statistics to support regional and national policy.

In recognition of these challenges, the 37th Meeting of the HGC (July 2016) approved the Action Plan for Statistics in the Caribbean as prepared by the AGS/SCCS¹⁰ and recommended the preparation of a Regional Strategy for the Development of Statistics (RSDS) and National Strategy for the Development of Statistics (NSDS) to be developed at Country level.

The RSDS 2018-2030 was endorsed by the 39th Meeting of HGC (July 2018), who also agreed on the development of a comprehensive Implementation Plan for the RSDS, a Resource Mobilisation Strategy, a Monitoring and Evaluation Framework and a Communication and Advocacy Strategy. HGC also encouraged the Member States and the CARICOM Secretariat to allocate the necessary human resource capacity at the national and regional levels to implement the Strategy¹¹.

The ultimate outcome of the 2019-2030 RSDS is to achieve an efficient CARICOM Statistical System (CSS) that is responsive to the national, regional and global development agenda, enabling a resilient Community with sustained economic growth and development.

⁹ The SAMOA Pathway is an international framework that was developed as the outcome of the Third International Conference on Small Island Developing States (SIDS Conference) held in September 2014 in Apia, Samoa. The Conference played a significant role in identifying SIDS priorities that needed to be considered in the formulation of the 2030 Agenda.

¹⁰ The Action Plan consisted of actions recommended to be taken by Governments under five specific issues:-

- (i) Strengthening of the NSS,
- (ii) Upgrading of the ICT infrastructures,
- (iii) Promoting of careers in statistics-embedding it as a data science in the school curriculum,
- (iv) Supporting a regional approach to the development of statistics
- (v) Promoting the Caribbean Association of Professional Statistics (CAPS).

¹¹ The Guiding Principles of the RSDS are:

- Responding to the statistical requirements of the regional development agenda, bridging the data gaps relative to informing the integration process/and strengthening the links and convergence among Member States;
- Assuring comparability of data in all Member States, harmonizing concepts, methods, tools and legislation;
- Pooling of statistical skills, expertise, resources- enabling statistical cooperation such as through South-South cooperation, CoEs and, in general, promoting regional solutions;
- Serving as a framework for the use of the Agenda 2030 framework;
- Enabling the development of statistical tools and services at regional level;
- Adding value through the more efficient use of resources in the production of harmonized intra-regional statistics.

The transformation and modernisation of the CSS focuses on five Strategic Priorities (1. Standards and Harmonisation; 2. Governance; 3. Integrated Statistical Systems; 4. Innovation; 5. Advocacy and Communication), whose drivers are:

- IT Infrastructures,
- 2030 Agenda,
- Sustainable Capacity Building,
- Gender Mainstreaming.

The next key actions to be undertaken in carrying out the RSDS are related to the development of:

- ✓ a Comprehensive Implementation Plan;
- ✓ a Compliance Scorecard in a Reporting Template which will be part of a Monitoring and Evaluation Framework for the RSDS;
- ✓ a Resource Mobilisation Strategy for the RSDS;
- ✓ a Communication Strategy for the RSDS;
- ✓ a Mid-term review of the RSDS - making any adjustments that will be necessary.

Within this general framework, the project financed by the Italian Agency for Development Cooperation (AICS) and covered by this General Operational Plan - GOP will provide technical support to the CARICOM Member countries, in order to reinforce their statistical capacity in the following sectors:

- 1) Gender statistics
- 2) Environmental statistics
- 3) Agricultural and rural development statistics

The above areas of intervention were jointly agreed by the CARICOM Secretariat (RSP), AICS and Istat during the identification mission organized in October 2015 at Bridgetown (Barbados).

The agreement between AICS and Istat for the implementation of the project was signed in December 2015. This agreement entered into force and became applicable in November 2018, on completion of a specific procedure which included the signature of a Contract Agreement IDB/CARICOM for the management of part of a specific Italian Trust Fund (270.000 US\$) allocated to cover travel costs and allowances for the participation of Member States and the CCS Staff to the Technical Assistance (TA) missions and regional workshop(s).

An additional amount of 60.000 euros has been allocated by AICS for the organization of the regional workshops. In line with the request for financing sent by CARICOM on 28 December 2017, this amount will be managed by CARICOM according to the specific agreement CARICOM/DGCS-AICS signed in December 2018.

Project activities have formally started on 5 December 2018 and will end on 4 December 2019.

The first mission under the formal umbrella of the agreement AICS / Istat took place in Bridgetown (Barbados) on 10-13 December 2018. It allowed to:

- ✓ confirm the initial draft of the cooperation framework which includes AICS, IDB, CARICOM and Istat
- ✓ define with a greater detail the sectors of intervention.

Such sectors have been translated into components and further detailed into groups of activities, presented in this GOP.

It must be underlined that adjustments and refinements to the GOP may be agreed with CARICOM during the project implementation period, without however affecting the original overall project objective, design and expected results.

2. Project key features

Overall objective

To contribute to improve the capacity of CARICOM (CARICOM Secretariat and Member States) to obtain the statistical information needed to guide the development process of the Caribbean Region.

Specific objective

To provide the RSP of the CARICOM Secretariat and the NSOs of the Member States with a range of complete and reliable statistics in the sectors of Gender, Environment, Agriculture and Rural development.

Beneficiaries

The direct beneficiaries of the project are:

- the staff working at the NSOs of the CARICOM Member States.
- the staff of the RSP of the CARICOM Secretariat;

whose statistical capacity, skills and qualifications will be strengthened through Istat technical assistance, training on the job and specific training programmes.

Indirect beneficiaries will be key institutional data producers and users including, at national level, the line ministries, the municipalities etc.

In a wider perspective, the whole Caribbean Community will benefit from the project, as policies based on reliable statistical data allow to better guide and evaluate the social and economic development of the region.

2.1 *Expected results, resources and activities*

Consistent with the original project proposal, the project expected results as refined are the following:

1. Improved Agricultural and Rural Development Statistics.
2. Improved Environment Statistics.
3. Improved Gender Statistics.

4. Training on SDMX (Standard for data and metadata exchange) delivered.

5. Project achievements widespread and shared.

Compared to the original, it was decided to introduce a cross cutting issue and focus specifically on SDMX, considering that the adoption SDMX compliant approaches is one of the RSDS strategic objectives, under the Strategic Priority 2 - Innovation.

Each result is associated to a specific Component, split into group of activities and designed to address specific, concrete and jointly identified needs of CARICOM.

Activities to be carried out under each Component are described below.

According to the budget assigned, resources available for technical activities amount to **30 working week/person, plus 8 working week/person for coordination and management during the 12 months of project duration.**

As recommended during the Barbados Mission, it is important to underline that, under each Component, technical activities will be implemented in two Member States in each of the three sectors, taking into account their level of representativeness of the whole CARICOM statistical system and/or the comparative strengths of the respective NSOs and their capacity to share experiences and best practices with other and less developed NSOs, in application of the mechanism of the CoEs in Statistics.

The allocation of resources among the different components, as well as the Countries identified for the project implementation are liable to change against newly arisen needs or reprioritization of needs, that will be assessed in agreement with the CARICOM counterpart.

COMPONENT 1 - Agriculture and Rural Development

The project resources allocated to this group of activities are 6 person weeks.

Activities

- Proposed Member States: Trinidad and Tobago and Guyana. Dominica as alternative.
- Assessment: An assessment of the current situation for agriculture will be carried out in two Countries in order to identify major data sources for the improvement of these statistics based on surveys and administrative data sources (resources: 1 week for each Country).
- Technical Assistance: Development of a Data Collection Strategy for the agricultural sector inclusive of Data Collection/Submission Protocols utilizing Computer Assisted Personal Interviewing (CAPI)/IT and a systematized approach to the sampling and the use of the admin data sources. The Strategy will be based on the results of the assessments conducted in the two Countries. The final product will be a CARICOM Data Collection Strategy for Agriculture and Rural Development Statistics. (resources: 4 weeks).
- In the Assessment the CARICOM Secretariat (RSP) and at least one additional Member State will participate in each country assessment subject to the availability of funding. [Countries to be identified to participate].

COMPONENT 2 - Environment

The project resources allocated to this group of activities are 10 person weeks.

Activities

- Proposed Member States: Suriname and Jamaica. Belize as alternative.
- Starting point: incorporation of regional priorities for the environment statistics and ranking of priorities based on feedback from the Countries.
- Assessment: An assessment will be conducted on the list of indicators agreed with the Countries (resources: 1 week for each Country).
- Technical Assistance: Capacity building support for the improvement of data exchange in selected indicators/groups of indicators based on core regional thematic areas that are policy-relevant including the development of relevant protocols, and agreements for the exchange. IDB will provide data base support (resources: 8 weeks – 4 weeks for each Country).
- In the Assessment and Technical Assistance (at least one week) the CARICOM Secretariat (RSP) and at least one Member State will participate subject to the availability of funding. Barbados was identified to participate in Suriname. A second country to be identified.

COMPONENT 3 – Gender

The project resources allocated to this group of activities are 10 person weeks.

- Proposed Member States: Dominica and Suriname. Jamaica as alternative.
- Starting point: incorporation of regional priorities for gender statistics and ranking of priorities based on feedback from the Countries.
- Assessment: An assessment will be conducted on the list of indicators agreed with the Countries (resources: 1 week for each Country).
- Technical Assistance: Capacity building support for the improvement of data exchange in selected indicators/groups of indicators based on core regional thematic areas that are policy-relevant including the development of relevant protocols, and agreements for the exchange. IDB will provide data base support (resources: 8 weeks – 4 weeks for each Country).
- In the Assessment and Technical Assistance (at least one week) the CARICOM Secretariat (RSP) and at least one Member State will participate subject to the availability of funding. [Countries to be identified].

COMPONENT 4 – Cross-cutting activities

The project resources allocated to this group of activities are 3 person weeks.

Under this component Istat will organize a training on SDMX Standard for data and metadata exchange that will be delivered in 3 editions.

- Proposed Training Locations: Belize, Guyana, Barbados and (as alternative) The Bahamas.
- Assessment: the levels of statistical/IT knowledge and working experiences in statistical subject matter areas for data or metadata collection, reporting, exchange, or dissemination will be assessed in each Country by means of questionnaire.

- Training programme: The training programme will be drafted on the basis of feedback from Countries.
- Duration: 1 week-mission for each training edition.
- Participants: Staff from all Member States. The number of trainees present in person will depend on the budget allocated to cover travel costs and daily allowances. A number of other staff will be allowed to participate by teleconference.
- Associate Member States: Invitations to the training will be also extended to Associate Members.
- Other countries that normally participate in CARICOM Statistical meetings/workshops will be invited.

COMPONENT 5 – Dissemination events

At the end of the implementation period, a regional training workshop will be organized to share lessons learned (resources: 1 person week).

- Tentative Host for the Workshop: Trinidad and Tobago

The **detailed breakdown of activities and the time frame are reported in the Workplan** (Chapter 5 and Annex 1).

2.2 Project implementation

As for concrete implementation, the project results will be achieved through:

Technical assistance missions. Istat experts selected for each activity will hold coaching and advice activities, in order to transfer their know-how to the CARICOM counterpart and to introduce improvements and innovations to regional and national statistical processes.

Comparative analysis will be part of the coaching activity in order both to present practices which guarantee compliance with international standards and to identify specific strengths and weaknesses of the current system.

For each mission, Terms of Reference (ToR) will be prepared by Istat and provided to CARICOM for vetting and acceptance. The ToR will clearly list: the name of the expert/s in charge of the mission, the activity/ies to be carried out, the date of the mission, the number of working days, the mission objective/s, the expected results, the assumption and the name of the local counterpart/s (relevant expert/s).

Tailor made training programmes. In addition to the “on the job” approach proposed for TA missions, specific training activities will be organized¹². These activities will follow mainly two objectives: i) to provide conceptual and methodological capabilities according to international standards and recommendations; ii) to transfer specific and technical know-how.

Training activities will be detailed and organized jointly with the beneficiary after the analysis of the training needs.

The following aspects will be taken into consideration in the organisation of the training programmes:

¹² A specific training programme on SDMX standard will be designed under Component 4.

- ⊙ Further analysis on current capabilities and skills of beneficiary staff
- ⊙ Specific definition of training needs
- ⊙ Identification of the training method¹³
- ⊙ Definition of the list of participants
- ⊙ Preparation of ToRs for trainers
- ⊙ Selection of Istat's trainers
- ⊙ Preparation of and decision on content of training materials.

As for the methodology to be used during the trainings, a special, tailor-made mix of training methodologies will be used, including the following main elements:

- ⊙ Theoretical knowledge, concepts, models
- ⊙ Analysis of case studies, international standards and best practices
- ⊙ Practical examples and exercises.

Workshops. At least one workshop will be organized at the end of the project to present the results achieved. During the workshop particular developments or innovations introduced will be promoted and exchanged as best practices.

When relevant, and in agreement with CARICOM, IDB and AICS, other workshops or seminars could be organised. Such events can support project visibility, promote the role of the CARICOM Secretariat (RSP) and contribute to the overall achievement of results, especially as regards advocacy of official statistics and cooperation with other national actors.

Study visits. According to the agreement signed between Istat and AICS, no study visit to Istat (Rome, Italy) is foreseen. However, IDB will verify whether there is the possibility to finance this kind of activity, covering with its funds travel costs and daily allowance for CARICOM participants. Study visits will be a valuable means to learn best practices and to acquire direct knowledge of the Italian experience in the sector targeted by the project. They will have beneficial effects not only in technical terms, but on the overall professional growth of CARICOM staff. If confirmed, the subjects and topics of the study visit will be agreed with CARICOM at a later stage. This will also be subject to budgetary constraints with priority to be given to the attendance at the assessments, technical assistance missions and regional workshops.

Senior and junior experts from Istat with the proper professional and technical experience will carry out the activities as per the working plan agreed with the counterpart and harmonized with other international support, taking into proper account the absorption capacity of Beneficiary Countries. When necessary and feasible, Istat will also ensure distance support and assistance in between missions. Under the IDB- funded project, a Database Expert will be procured.

Institutional building will be based on the introduction and application of methodologies and techniques appropriate for the national context and aligned with international standards and best practices.

Proper attention will be also paid to the identification of the CARICOM resources to be involved in the project. Appropriate commitment and availability of the officials and staff is essential to ensure effectiveness, ownership and sustainability of results and outcomes. General professional and technical support, based on its expertise in these sectors and regional experience, will be provided by the

¹³ The possibility to organise remote training to involve trainees spread out in different locations will be explored.

CARICOM Secretariat (RSP). CARICOM Secretariat will participate in the assessment missions and, where feasible, in at least one week of the technical assistance which will be led by Istat.

2.3 *Technical project documentation*

Specific care will be devoted to the drafting and sharing of documentation for all the activities. This will represent key deliverables of the project and remain as a reference for the future, serving the sharing and wide dissemination of improvements, innovations introduced and results, and therefore their re-use, ownership and sustainability. Therefore, in addition to the results listed for each Component, overall project deliverables will be:

- Mission reports;
- Recommendations and guidelines for technical assistance activities;
- Documentation and materials of trainings;
- Evaluation forms to receive feedback from CARICOM participants on each activity implemented;
- Interim and Final report, including a financial section for approval from AICS.

2.4 *Organisation and management*

The project management and organizational foresees:

- the identification of a Technical Coordinator from Istat and the setup of a project team for each Component. This aims at streamlining workflows, communication and decision making processes and channels.
- the setup of a Project Steering Committee, to meet regularly (every 4 months) to oversee and monitor project progresses, to assess and approve possible changes (newly arisen needs and/or adjustments), to assure smooth and effective implementation. CARICOM Secretariat (RSP), AICS, IDB, one or two Member State(s) and Istat will comprise the committee.

The Project Steering Committee may decide to meet by videoconference or teleconference.

A first meeting will be held in New York, in the margins of the fiftieth session of the UN Statistical Commission scheduled from 5 - 8 March 2019.

3. Coordination with other international support and actors

As already highlighted, the region strongly relies on external funds and support for its statistical activities. In addition to the mentioned support provided by the EU, IDB, DFID, UN Agencies (including the Food and Agriculture Organization – FAO), over the last years a number of other IDPs have provided technical assistance in the field of statistics, including, the Canadian International Development Agency (CIDA), the World Bank (under the Trust Fund for Statistical Capacity Building), the Partnership in Statistics for Development in the Twenty-First Century (PARIS21).

Cooperation with other actors will be constantly sought, since it is both useful, to create synergies and exploit experiences, and necessary given the small size of the NSOs and the importance of not overloading staff with overlapping, or conflicting activities.

In particular, Istat will guarantee a strong coordination with IDB, being the Italian project supported by the IDB funded project, “Support to Statistical Capacity in CARICOM Countries”, which is being executed by the CARICOM Secretariat.

4. Assumption and risks

As for main risks /assumptions that may impact on or affect project implementation and results, the following have been identified in this initial phase:

- i. Lack of resources and NSOs understaffing: Member States do not provide the requisite resources to undertake the improvements recommended in the technical assistance and training activities.
- ii. Lack of timely feedback by Member States.

The project will overcome these issues with an attentive planning and organisation of activities, according to what adequate resources can be properly allocated from CARICOM and made available when necessary. Similarly, documentation related to each activity, including agreed terms of reference, will be circulated and shared in due time, in particular before activities take place.

Another overarching risk with potential impact in particular on Components 2 and 3, is that there is a lack of effective cooperation with other authorities and providers of administrative data. Being a risk external, there will be need for assertiveness, proactive engagement and advocacy by CARICOM Member States and the Secretariat in enabling co-operation by the holders of administrative data. Attention can be also paid to the Statistics Legislation of countries that exist relative to data exchange or to the revision of the legislation to enable more effective exchange.

Finally, the occurrence of natural unpredictable events in the Region could inhibit the implementation of the project as planned. This risk is external; hence it cannot be directly managed under the project. However, adjustments to scheduled activities can be considered if these events occur.

Overall, cooperation between all implementing partners and stakeholders of the project, flexibility in the implementation of activities, constant peer-to-peer dialogue and assessment of project progress, will contribute to the success of the initiative.






Rome, 14/01/2019

The Project Manager



5. Workplan

CARICOM - Capacity Building in Statistics													
Workplan and resources allocation													
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	
0	Assessment missions												6
0.1			2										2
0.2			2										2
0.3			2										2
1	Agriculture												4
1.1				1		0,5							1,5
1.2				1		0,5							1,5
1.3								1					1
2	Environment												8
2.1				1	1								2
2.2						1	1	1	1	1	1	1	6
3	Gender												8
3.1				1	1								2
3.2						1	1	1	1	1	1	1	6
4	Cross-cutting activities												3
4.1				1			1			1			3
5	Dissemination events												1
												1	1
	TOTAL N. of weeks for TA (as per Agreement)												30
6	Project management and coordination												8
6.1													8
	TOTAL N. of weeks for management (as per Agreement)												8

	2 weeks: 1st and 2nd countries
	1st country
	2nd country
	all CARICOM member states
	Management missions

6. Budget

Budget related to Istat project

Istat Budget (*)	Units	N. of units	Unit cost (€)	Total (€)
Technical Assistance	n. of weeks	30	3.311,00	99.330,00
Travel for TA	n. of travels	25	2.000,00	50.000,00
Coordination	n. of weeks	8	3.135,00	25.080,00
Travel for coordination	n. of travels	8	2.000,00	16.000,00
Total 1				190.410,00
General expenses	10%			19.041,00
GRAND TOTAL				209.451,00

The cost of a working-week for TA has been calculated as follows:

	Unit cost (€)	Number of units (days)	Tot (€)
Fees	451	5	2.255,00
Per diem	176	6	1.056,00
		Total	3.311,00

The cost of a working-week for coordination has been calculated as follows:

	Unit cost (€)	Number of units (days)	Tot (€)
Fees	451	5	2.255,00
Per diem	176	5	880,00
		Total	3.135,00

(*) Additional funds not managed by Istat will be available to cover travel costs and allowances for CSS Staff and to organize regional workshops.

ANNEXES

1. Minutes of the meetings carried out from 10 to 14 December 2018 (kick off mission)
2. Workplan .xls format

Annex 1

CARICOM – Capacity- Building in Statistics

A project funded by the Italian Agency for Development Cooperation with cooperative funding from the Inter-American Development Bank (IDB)

Beneficiary	Caribbean Community
Implementing Agency	Istat – Italian National Institute of Statistics
Mission N.	1st Mission
Location	Bridgetown, Barbados
Venue	BAOBAB Tower (St Michael & St Phillip Room – Ground Floor) Warrens, St. Michael, BARBADOS
Period	10-13 December 2018
N. of working days	4
Type of activity	Coordination and monitoring

Participants

Philomen Harrison	CARICOM Secretariat Project Director, Regional Statistics
Malcolm Wallace	CARICOM Secretariat/FAO
Roger Roopchand	CARICOM Secretariat
Aubrey Browne	Barbados Statistical Service
Janelle Scantlebury- Mounsey	Barbados Statistical Service
Asokore Beckles	Barbados Statistical Service
Eartha M. Groenfelt	GBS, Suriname
Sharon Saridjan-Tjokro	Ministry of Home Affairs, Suriname
Tyrone Gopaul	CSO, Trinidad & Tobago
Maxime Luciene	FAO (Not present on Day 2)
Roberta Fontana	Istat, Responsible for Technical Cooperation in Asia, Pacific, Latin America and the Caribbean
Milena Grassia	Istat, Project Manager

SUMMARY OF MAIN DECISIONS ON APPROACH TO UNDERTAKING PROJECT ACTIVITY)

A. PRELIMINARY DISCUSSIONS

Overview/Background

Project Activity: CARICOM – Capacity- Building in Statistics, a *project funded by the Italian Agency for Development Cooperation with cooperative funding from the Inter-American Development Bank (IDB)*

The aim of the project is to provide the Regional Statistics Programme of the CARICOM Secretariat and the Statistical Offices of the Member States with a range of complete and reliable information concerning the following fields:

- Gender
- Environment
- Agriculture

The project length is 12 months, starting from 5 December 2018.

In order to reinforce the statistical capacity of the staff working in the field of statistics (Regional Statistics Programme of the CARICOM Secretariat and Statistical Offices of the Member States), according to the agreement signed with AICS, ISTAT will provide technical assistance, training on the job and statistical training for a total of 30 working weeks, plus 8 working weeks for management and coordination.

The first mission is scheduled from 10-13 December 2018. Objective and purpose of the mission are specified in the Section B below.

The Italian Development Cooperation project is being supported by an Inter-American Development Bank (IDB) - funded project, “**Support to Statistical Capacity in CARICOM Countries**”.

B. OBJECTIVE/PURPOSE OF THE MISSION

The purpose of the mission is to present the project origin and objectives and discuss the activities to be carried out for each of the areas of cooperation already identified (statistics on gender, environment and agriculture).

Furthermore, the mission is aimed at:

- Identifying the needs and defining the strategy
- Discussing the project organization and management;
- Drafting the plan of activities (including resources allocation and activities breakdown), to be submitted to AICS for approval.

C. BACKGROUND INFORMATION:

Key Elements

ISTAT Modernisation and Transformation Strategy and results achieved including the organisational restructuring from a silo based, segmented situation to a divisional structure. The importance of strategic planning by the Division for Strategic Planning was highlighted as well as the integrated approach; increasing use of administrative data; training including ISTAT's significant role in Eurostat Training. ISTAT is also involved in Statistical Cooperation which revolves around actions aimed at strengthening National Statistical Systems of Partner Countries through the provision of technical assistance to NSOs, such as in the case of Vietnam, Lebanon and others.

CARICOM Regional Strategy for the Development of Statistics as the overarching framework with the strategic priorities, Governance, Standards and Harmonisation Integrated Statistical System, Innovation and Communication and Advocacy; Drivers 2030 Agenda/Samoa Pathway; IT, Sustainable Capacity Building and Mainstreaming gender; Core Values, Professional Independence, Integrity, Accessibility, User Orientation etc. Regional/national initiatives in statistics in the areas of Agriculture, Environment and Gender were highlighted. This underscored that the CARICOM Secretariat and national governments established a foundation on which the project could build. It also identified gaps and deficiencies which could be addressed by the project; CARICOM Capacity Building in Statistics. The following are key highlights:

- Overview of the Caribbean Community, Organs, Councils, Committees, Objectives of CARICOM, CSME
- CARICOM Modernisation and Transformation Strategy- Regional Strategy for the Development of Statistics and its status; Statistical Governance- Standing Committee of Caribbean Statisticians/Advisory Groups, Regional Census Coordinating Committee; Key Regional Public Goods, common Regional Statistical Work Programme. CARICOM Model Bill Common Census Framework
- Agriculture- Regional agreed to priorities; past regional initiatives in agricultural statistics; approach to data collection across the Region- which NSOs have and Agricultural Statistics Division/collect statistics.
- Environment Statistics, Past initiatives, Priority themes, Indicators, Results- Challenges and Data Gaps, Best Practices;
- Gender Statistics: Past Initiatives Priority themes, Gender versus Sex; Indicators- initial indicators under the UNSD/CARICOM Project then Programme; Caribbean Specific MDG Indicators; Approved SDG Indicators/ Samoa Pathway- identification of core, criteria used. Terms of Reference Recent initiatives/in progress such as gender Equality Indicators- Consolidation exercise- mapping of indicators

I. Country Presentations

Trinidad and Tobago

Initiatives for the collection of data and efforts towards promoting record keeping among farmers in Trinidad were presented. Specifically, the presentation addressed Food Crop and Livestock Surveys highlighting data collection and assessment methods, templates for data collection and record keeping, and information products designed to provide feedback to the suppliers of primary data and information for decision making by other stakeholders within the agriculture/agribusiness sector. Challenges with regards to data collection and record keeping at the farm level were identified and elaborated on by the group. The presenter noted that the majority of Agriculture statistics produced is from face to face interviews, using paper based questionnaires, while some data is obtained by the feed millers' survey and the slaughterhouse survey as well as from the Central Bank, specifically the production and disposal of Ammonia and Urea. Data with respect to temperature, rainfall, sunshine, humidity and wind speed is received from the MET Office, Piarcó, while other

administrative data if received from the Ministry of Agriculture, specifically hatcheries data, rice and milk production. It was concluded that an intervention for improving/modernising the collection of data through the use of technology and other modalities should be considered, including CAPI. The presenter also noted that challenges exist in the provision of administrative and other data from ministries. One of the main ones seems to stem from the lack of urgency to collate figures and send to the CSO on time. This is not a priority for persons who work outside the NSO. The presentation was well received by the group.

Barbados

The role of the National statistics service in the collection of environmental as well as other data was elaborated on by the presenters. Importantly, the issue of coordination with ministries for the provision of administrative/other data and current challenges with same were presented. In addition, the proposal for a National Institute of Statistics and the consolidation of statistical services and technological services by the government of Barbados and the pros and cons of this approach were also discussed. It should be noted that the CCS emphasized that the best possible approach which incorporated elements of both a centralized and decentralized system; where the centralised statistics service exists for consolidation and the decentralised elements provide much needed data. Notably, technical experts within various fields should complement statistics experts in order to attain desirable results.

During discussion the following points were also raised; IMF Indicators for Barbados (the unit has been advised to focus mainly on economic indicators (trade, labour etc.) under the current structural programme and this has affected the work of the statistical unit; documentation of processes and internships/training for new staff required to improve effectiveness moving forward; and centres of excellence for various areas in statistics should be identified and promoted throughout the region. The CCS clarified that identification of centres of excellence is part of the RSDS and is currently ongoing and more information could be made available.

It was also discussed that gender and the environment do have an impact on the economy and therefore the collection of the aforementioned statistics is important.

Suriname

Suriname's framework for the collection of environmental and gender-related data was elaborated upon. Primarily, it was emphasized that the country utilizes a decentralised system; however, the system has produced tangible results due to strategic partnerships. One such strategic partnership between the General Bureau of Statistics (GBS), the National Institute for Environment and Development (NIMOS) and the UNDP exists for the dissemination of environmental statistics. The dynamics of data collection in a multilingual and multicultural society was also highlighted. Specifically, strategies for engaging with the diverse population (urban and rural) including the survey designs use of human resource and technology was emphasized. The delegation also stressed that this has been achieved in the absence of adequate financial and human resources.

D. General Matters Discussed

The CCS clarified the process of development of Indicators for CARICOM. It was stressed that the Community's process of development of indicators preceded the MDG's and SDG's and indicators now contained in the SDG's were already included in the Communities indicators. The CCS stressed that the current list of indicators was a combination of CARICOM, initial core indicators and Core SDG's comprising 125 indicators which all member states have agreed to. These indicators, as well as priority indicators for member states, will inform data collection moving forward.

The group also deliberated on (1) Professional Independence of statistical services (framework for operation, transparency and delivery of services), (2) Funding of statistical services (3) Statistics Legislation, Integrated statistical system, Supremacy of the Statistics Acts and the use of Admin data for Statistical regulations and MOU's to operationalise regulations.

There was also a discussion regarding the linkages between gender and agriculture and gender and environment. When collecting data on agriculture and the environment, the gender component must also be taken into account.

Strategy for Development of the Work Plan

ISTAT indicated that a total of 30 person weeks was allocated for the project; 6 weeks for assessments and 24 weeks for technical assistance. The group's deliberations and decisions were as follows:

Agriculture (6 person weeks)

- *Assessment:* An assessment for agriculture to include surveys and administrative data sources (2 countries – 1 week in each country)
- *Technical Assistance:* A Data Collection Strategy for Agriculture. The Strategy will be based on the assessments conducted in the two countries. The final product will be a CARICOM Data Collection Strategy for Agriculture. It will be IT driven/CAPI driven. (Time allocated: 4 weeks)
- *Countries Proposed:* Trinidad and Tobago and Guyana. Dominica as alternate.

Environment (10 person weeks)

- *Note:* Starting point – incorporation of regional agreed priorities for the environment and ranking of priorities based on feedback from countries – use list circulated by CCS
- *Assessment:* To be conducted on indicators as agreed by countries (2 assessments/countries (– 1 week in each country)
- *Technical Assistance:* Build capacity and build protocols for data exchange and service agreements in selected indicators (to be provided by ISTAT). IDB to provide data base support. (Time allocated: 4 weeks by 2 countries)
- *Proposed Countries:* Suriname and Jamaica. Belize as alternate

Gender (10 person weeks)

- *Note:* Starting point – incorporation of regional agreed priorities for gender and ranking of priorities based on feedback from countries – use list circulated by CCS
- *Assessment:* To be conducted on indicators as agreed by countries (2 countries – 1 week in each country)
- *Technical Assistance:* Build capacity and build protocols for data exchange and service agreements in selected indicators (to be provided by ISTAT). IDB to provide data base support. (Time allocated: 4 weeks by 2 countries)
- *Proposed Countries:* Dominica and Suriname. Jamaica as alternate.

SDMX [3 person weeks]

- *Note:* ISTAT proposed a training programme on SDMX for participating countries. The CCS requested that the programme be extended to all member states
- *Assessment for Programme:* Assessment to be sent to countries to determine their level of exposure to SDMX. Feedback will be used to prepare training programme
- *Proposed Training Locations:* Guyana and Barbados and Belize or Bahamas
- *Mode of Training:* Virtual and in person where budget permits
- *Time Allocated:* 3 weeks - one week per country
- *Associate Member States:* Invitations extended to associate members – CCS to ascertain whether funding is available to facilitate participation

Regional Training Workshop [1 person week]

- *Note:* A regional training workshop to share lessons learned.
- *Time Allocated:* 1 week
- *Tentative Host for Workshop:* Trinidad and Tobago

Other Notes

- ISTAT proposed an Exchange/Study Visit in Italy – 1 week to interface with a diverse group of experts – ISTAT informed the meeting that such activities have already been implemented with other partners and the interaction has produced tangible results. The IDB has supported the idea; however the agency will determine whether it is permissible to utilise funds to facilitate the training
- ISTAT has to submit a report and operational plan by mid-January 2019. The report and operational plan will be approved within 40 days of submission.
- Work can commence immediately thereafter, i.e. March 2019
- Immediate Next Steps – Friday commence work on Draft Operational Plan relative to required format inclusive of Work Plan with timelines and Terms of Reference as required.
- Continue collaborative work aimed at the finalisation of documentation as agreed to by all parties for submission by ISTAT to its Ministry;
- Meeting to be held in New York ISTAT, CCS and IDB
- Subject to the budget, BMCs, Non-BMCs and CCS Staff may be able to participate to Technical Assistance missions (Assessment and TAs) which are being held overseas.
- CCS to complete consolidation exercise –
- CCS and ISTAT to identify requirements at the country level

Follow Up Actions

- Feedback for member states on the Proceeding and the work plan - Wednesday 19 December
- CCS to consolidate contributions from member's states and distribute by Friday 21 December
- ISTAT to send Operational Plan by 21st December - CCS to provide feedback on the plan by January 7 2019.