

Institutional strengthening in the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean (ECLAC)

Peer Review on compliance with the Regional Code of Good Practices in Statistics

April 2015

Report

JAMAICA

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Table of contents

List of abbreviations

Introduction and background

Objectives of the review

Executive summary

Findings and assessments

Main challenges identified

ANNEX 1. Agenda

Attendants to the meetings

ANNEX 2. Agreed improvement actions

List of abbreviations

ASYCUDA	Automatic System for Customs Data
BD	Board of Directors
CAPI	Computer Assisted Personal Interviews
CATI	Computer Assisted Telephone Interviews
DG	Director General
ECLAC	Economic Commission for Latin America and the Caribbean
GDP	Gross Domestic Product
IDB	Inter-American Development Bank
IMF	International Monetary Fund
INEGI	Instituto Nacional de Estadística, Geografía e Informática
MoU	Memorandum of Understanding
NSS	National Statistical System
ONA	Other National Authorities producing statistics
PHC	Population and Housing Census
RCGPS	Regional Code of Good Practices in Statistics
SCA	Statistical Conference of the Americas
SDDS	Special Data Dissemination Standards
STATIN	Statistical Institute of Jamaica

Introduction and background

The Fourth Statistical Conference of the Americas (SCA) organized in 2007 by the Economic Commission for Latin America and the Caribbean (ECLAC) welcomed the initiative of several countries in the Region to promote the implementation of a Code of Good Practices in Statistics, (CGPS) following the model already adopted by EUROSTAT. This Project was planned to be developed within the framework of the Working Group on Institutional Strengthening, created by SCA and coordinated by Colombia.

In the sixth SCA, in 2011 the CGPS was finally approved and adopted by all countries. The CGPS consists of 17 principles, grouped under the headings of *Institutional Environment*, *Statistical Processes* and *Statistical Output*.

This started a new process in the Region. Several workshops for the dissemination of the code have been organized since then, self- assessment questionnaires have been completed by the countries and a round of peer reviews was implemented in July 2014, in Colombia, Dominican Republic, Ecuador, Panamá, Paraguay and Uruguay. The Principles of the CGPS being revised in these reviews are principles 1 to 8 plus principles 15 and 17.

In April 2015 two more peer reviews are being conducted, in Jamaica and Peru. This is the first of these exercises implemented in a CARICOM country.

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Objectives of the review

The peer review consists of a reflection exercise carried out by the top management of the Statistical Office with the help and support of external experts. Strengths and weaknesses of the Office in relation to each of the Principles of the CGPS under consideration are identified and analyzed, and recommendations and actions for improvement are discussed.

The main objectives of these peer reviews are:

- a) To provide the statistical offices with an external, objective and professional view of their performance in relation to the selected principles of the CGPS.
- b) To help statistical offices to develop practices in line with the principles of the CGPS, as well as to improve their statistical production and their service to stakeholders. To this effect, discussions are held with the top management of the office, recommendations are included in the report

and improvement actions, with a fixed time schedule, are established in agreement with the top management of the office.

- c) To increase the credibility of the statistical office and of the National Statistical System (NSS), both within the country and in the international statistical community.

Executive summary

The peer review of STATIN was conducted during the days 13 to 17 April 2015, with the Agenda that is included in Annex 1 of this report. The peer review team was formed by Ms.Pilar Martín-Guzmán (Spain), Mr.Máximo Aguilera (Chile) and Ms.Leona Wilson (Bahamas).

Most of the meetings were held in STATIN Head Office premises, but some interviews were also conducted at the Bank of Jamaica and at the Ministry of Finance and Planning. The lists of attendants to these meetings, including STATIN staff and other producers of statistics within the NSS, as well as representatives from the different segments of users and stakeholders, is also enclosed in Annex 1.

As shown in the Agenda, several meetings were held with the heads of the different units in STATIN, and one with representatives of the staff at middle management level. Also, external meetings were conducted with providers of administrative registers, with other producers of official statistics within the NSS, with different users from the public sector, with academics, with the media and with representatives of the business associations. All the persons interviewed were very cooperative and open to constructive discussion and the atmosphere of the meetings was extremely positive. Of all the journalists invited, unfortunately only one, coming from Jamaica Information Service attended, but he was very open and objective in his assessment of the performance of STATIN, and he provided some very valuable ideas for improvement.

The DG, together with the top management of STATIN, attended the meeting on Friday morning, and the discussions summarizing the main findings of the mission were very enlightening and fruitful.

The local organization of the exercise was excellent. We want to congratulate the local coordinator, Ms. Leesha Delatie-Budair for her most efficient performance, and to express our thanks to all the staff in STATIN for a cooperative and warm hospitality.

Main findings and assessments

Basic facts about STATIN

The Statistical Institute of Jamaica, STATIN, is a Statutory Board within the Jamaican Public Sector, reporting to the Minister of Finance. The Director General (DG) is one of the members of the Board of Directors (BD), a management board that is the ultimate decision making and policy setting body of the Institute. This Board includes representatives from the main stakeholders and segments of users, and holds monthly meetings for the supervision of STATIN's performance. Still, the BD has no executive powers or role, whatsoever in the selection of methodologies to be used in the statistical operations. All executive powers, including decisions on methodologies and work management are in the hands of the DG.

Official statistics are regulated in Jamaica by the Statistics Act. The Central Bureau of Statistics came into existence in 1946 with the promulgation of the Statistics Act and, with an amendment to the Statistics Act in 1955, the institution was upgraded and the name was changed to the Department of Statistics. Further changes to the Statistics Act in 1984 brought about the establishment of the Statistical Institute of Jamaica (STATIN) as a statutory corporation. This Act was amended in 2003. A new amendment, updating some crucial issues, has recently been approved by the Cabinet. Drafting of the amendments are being done and will then be submitted to the Parliament for approval.

STATIN is currently undergoing specific difficulties due to the confluence of two circumstances:

The Government of Jamaica intends to apply to the IMF to be included in the SDDS group of countries, and plans to join by 2016. In order to be accepted, Jamaica will have to comply with some rules that set a number of challenges concerning both the amount and the timeliness of the statistical production, and most of these challenges will have to be faced by STATIN. This process will certainly result in a significant improvement of official statistics in Jamaica, but it will be very demanding in terms of efforts and resources.

The management and staff of STATIN are willing to face these challenges, and ready to do their best. Unfortunately, the Jamaican Government is now putting into effect policies for deficit reduction. As a result, the budget of STATIN has been constantly and significantly reduced over the last three years, and STATIN is now facing a serious challenge to maintain the usual statistical production without impacting the quality levels. Implementing additional statistical operations and improving timeliness would require a significant increase of the

budget of STATIN. This is something that the Cabinet should consider as a priority.

Principle 1. Professional Independence

The independence of STATIN is clearly established in the current Statistics Act.

According to the information collected during the peer review, STATIN appears to enjoy a high degree of independence. The appointment of the DG is carried out on the basis of an open call, followed by an objective selection process implemented by a panel of experts. A fixed time for the appointment is not set, but causes for dismissal are very clearly specified in the Statistics Act, and there is a tradition of the DG staying in office for a long time, the last one having stayed for twelve years. There is a specified retirement age of sixty five at STATIN. Also, staff recruitment is carried out in a very objective way. Posts are publicly advertised and the applicants go through a screening process followed by an interview. There does not seem to be much space for political interference in this regard.

On the other hand, the Board, as a supervisor of the day-to-day management of STATIN, is supposed to act as a shield against any political interference. The members of this Board are appointed for a fixed time non-coincident with the government term of office.

Along the interviews held with users and other civil servants, STATIN has always been described as a fully autonomous, impartial and trustworthy institution. We have also identified in the country a solid culture of non-interference of the government in the statistical production process, so that not only STATIN, but also Other National Authorities (ONA) producing official statistics within the public administration seem to enjoy a fair degree of independence.

Still, while the data produced by STATIN are disseminated through their own press releases, statistical information produced by ONA within the administration is disseminated by the corresponding Minister. This practice might induce some confusion in the public at large, which might not be able to distinguish clearly between statistical releases and political statements. There is a risk that this practice might give rise to speculations about the statistical contents, and cast doubts on the objectivity and impartiality of statistical results. We suggest reconsideration of this practice by the Statistical Commission that will be established following the approval of the proposed amendment to the Statistics Act.

Principle 2. Coordination of the National Statistical System

Although the current Statistics Act bestows on STATIN a coordinating role, the National Statistical System, NSS, has no legal support in Jamaica. It is only natural that STATIN has felt the need for developing a legal framework and that the amendment to the current Statistical Act that has been submitted to the Cabinet includes the establishment of a Statistical Commission for the purpose of dealing with coordination issues. This is, in our view, a very positive step, and we recommend that the process of passing the amendments through Cabinet and Parliament should be speeded up as much as possible.

In spite of the absence of a proper legal framework we have observed that, concerning the day-to-day statistical production, effective coordination has already been put in practice to a great extent and in many ways. Memorandums of Understanding (MoU) have been signed with several institutions producing statistics or providing administrative registers to STATIN. Even in cases when a MoU has not yet been signed, cooperation in statistical production seems to run smoothly: access to administrative sources is provided without hindrances or delays, the quality of these sources is reviewed by committees, including experts from STATIN, and new standards and classifications are easily and quickly adopted.

It is worth mentioning, in particular, that STATIN has been granted full access to the Tax data bases. Actually, data collectors employed to STATIN are located at the Tax Office to facilitate STATIN's data collection activity. This is a good practice that could be extended to other administrative sources and implemented in other countries of the Region.

Still, STATIN should already start preparations for the leadership role that it will have to play within the NSS as soon as the amendment to the Act comes into force. Legal support will certainly be a great help, but prestige is equally important. In order to gain authority, STATIN has to be perceived by other units in the government, as well as by the Jamaican citizenship at large, as a solid, strong, reliable institution with leadership capabilities, and able to play the essential role of coordination within the NSS. To this end, two kinds of actions could be recommended.

First of all, STATIN should make itself more visible within the different segments of users and providers of information and in the Jamaican society at large. Although STATIN organizes some social activities, like the Statistical Week, participation in them seems to be very much restricted to some institutions within the public sector and the academic world. Inviting other segments of users, such as the media or the business sector, to participate in these kinds of activities would most probably have significant impact in terms of visibility. In particular, closer relation with the press should be fostered. Also, these

activities should not be confined to the city of Kingston, as they are mostly now. Some should be organized also in other main towns. STATIN should be known as the main producer of official statistics and the leader/coordinator of the NSS all around Jamaica. In addition, STATIN should try to make good use of the meetings and symposiums organized by other bodies or associations within the Jamaican civil society by attending and presenting their activities, in order to make them better known and get higher visibility.

It would also be positive if STATIN would already start increasing de facto the coordination process. In the meetings that we held with some of the producers and users of statistics from ONAs, they all complained about the fact that, although each of them is involved in frequent relations and meetings with STATIN for discussion of their statistical production, they hardly have the opportunity to meet among themselves. The prospect of holding more general meetings, involving several areas of the statistical production, for discussion of standards and methodologies was very positively assessed. And it will be the role of STATIN, as the coordinating body, to organize such meetings.

Also, STATIN should try to find additional funding for the organization of training courses for the staff implementing statistical operations within the public sector. This will result, not only in a better positioning of STATIN as coordinator but also, and more importantly, in an improvement of the quality of official statistics in Jamaica. In particular, we recommend the organization of a course for the dissemination of the Regional Code of Good Practices in Statistics, RCGPS.

In the current organization it happens that the producers of official statistics and holders of registers are usually scattered among several different units within the same ministry or administration body. This will entail an additional difficulty for STATIN for the coordination of the NSS. It would be easier if each ministry or body within the Jamaican Public Sector established a single statistical unit, responsible for all the official statistics produced within the ministry, as is the case in many other countries.

Principle 3. Mandate for data collection

Access to administrative registers is basically granted to STATIN without restrictions, even for tax registers, and cooperation with the holders of administrative records and registers seems to run smoothly and efficiently. Administrative registers are increasingly considered nowadays as the main source of statistical information, and this is particularly true for comparatively small countries like Jamaica. In this line, STATIN should explore the possibility of a more intensive use of registers, by trying to identify other existing sources and by pro-actively encouraging the implementation of new registers in other units of the Jamaican public sector that could be used for statistical purposes.

The mandate covers also the collection of data via surveys. Still, although the current response rate seems to be quite satisfactory for household surveys, this is not the case for business surveys, where the current rates of response are excessively low. It is an urgent need for STATIN to develop a strategy oriented towards increasing the response rate in these surveys. Several suggestions can be made in this line, from facilitating the filling of the questionnaires and reducing the response burden by adapting them to each segment of users to offering the respondents some feedback, i.e., some specific information that could be useful to them while preserving confidentiality. The cooperation with business associations could also come up helpful to this effect. Also, some of the businessmen contacted during the peer review commented that several governmental and private institutions are asking them to fill different questionnaires that refer basically to the same information items. Agreement with these institutions for the implementation of a unique master form could also contribute to increase the response rate.

Principle 4. Statistical confidentiality

This is, definitely, another of STATIN's strong points. The interviews held with the staff in STATIN have shown a solid culture of confidentiality. All members of the staff sign a document that gives a commitment to upholding confidentiality. Penalties for any breach of confidentiality are clearly established by law. The issue of confidentiality is respected not only by the staff in STATIN but also all staff working within the administration, that is, every employee in the NSS.

In addition the entrance to STATIN premises is very efficiently controlled, and provisions for the protection of the security and integrity of the data bases have been put in place. There is however no written protocol about these provisions. STATIN should consider elaborating such protocol and disseminating it on the website, in order to enhance its credibility among the public at large.

Anonymized micro-data are currently disseminated. Ad-hoc anonymization procedures are currently used. This being a particularly sensitive issue, STATIN should consider applying general standard tools and possibly seeking the advice of an international expert for the sake of further safety assurance.

Principle 5. Adequacy of resources

Human capital is the most important asset of a statistical office. In that respect, the staff of STATIN interviewed during the peer review seemed to be competent and highly motivated. We were also informed that it is easy to find qualified entry level staff for recruitment, as the quality of university education in Jamaica

is good. But the topics that are usually dealt with in a statistical office being very specific, it would be advisable that STATIN try to find more opportunities for external training, courses abroad or international cooperation activities for the staff.

That having been said, STATIN is facing two major challenges in relation with human resources. In the first place, there is a considerable turnover of the staff, mainly attributable to the fact that the private sector and some agencies in Government have higher salary levels. Given the specialized nature of the organisation it proves sometimes difficult to find replacements with the necessary skills. This should be a topic for reflection by the Cabinet. Graduates do not become good statisticians overnight. It takes years to qualify a competent statistician, and this is difficult to achieve with a strong turnover. Wages and salaries in STATIN should be raised to the levels of the highest salaries within the Jamaican administration.

The second challenge is the current imbalance between the numbers of clerical and the professional staff. The ratio of professional staff to clerical staff is expected to increase dramatically in the very near future. With the significant investment in IT now taking place, not only in STATIN but in all ONA, a good proportion of the current clerical staff will no longer be required. A gradual, but continuous redesign of the staff complement, transforming clerical positions into professional ones, should be started as soon as possible.

Budgetary resources are definitely scarce, particularly in a time when new statistical operations have to be implemented in order to comply with the requirements of the SDDS. STATIN has faced significant budget reduction in the last three years. This has resulted in its resources being stretched to their limits. We fear that subsequent budget reductions might seriously put in jeopardy the level of quality already attained. This is a crucial issue to be considered by the Board, which might possibly play a major role in the advocacy for funds.

Principle 6. Commitment to quality

With regards to this principle STATIN is clearly advancing on the right track. A new unit specifically devoted to quality has already been created on the organization chart, and a quality committee is now being implemented. A quality framework is under preparation and a quality plan is scheduled to be ready by April 2016. This quality plan should be disseminated on the website as soon as it has been finalized, so that the Jamaica citizenship are made aware of STATIN's commitment to quality.

Currently, each survey is disseminated on the website together with a report including several quality indicators, such as the survey error or the response rate. But there is still room for improvement.

Metadata are not yet incorporated in to all statistical operations, although STATIN is now in the process of including them. Also, many statistical operations are not documented. Those that have already been documented do not follow a pre-established framework, and differ both in structure and in contents. It would be advisable for STATIN to establish a common template for the documentation of all statistical operations. This template could also be gradually extended to be completed by ONA and other units within the NSS.

Documentation implies accumulating experience and know-how for the future and also learning lessons from the past. In this line, it is recommended that STATIN finishes the usual written report on the last Population and Housing Census, PHC, which was conducted in 2011, and which reached moderate coverage levels, and takes it into account in the preparation of the next PHC. This report should emphasize the strengths and weaknesses of the experience, and consider ways of improving coverage and quality.

STATIN should also consider implementing some cross-checking and consistency analysis for quality assessment of the statistics produced. A strategy should also be developed to increase the response rate in business surveys, as has been already mentioned in Principle 3.

With regards to the new techniques that are being introduced, such as CAPI data collection, a careful cost/benefit analysis evaluating the results in terms of quality improvements, timeliness gained and savings in human resources would be most illustrative, and might prove useful in budget negotiations with the Cabinet. STATIN should strive to capitalize on its achievements in advocating for a more generous budget.

STATIN is also receiving information from other producers within the NSS. In its double role of producer of the main statistical information and of coordinator of the NSS, STATIN has a say and a responsibility on the quality of this information. In this regard we suggest that STATIN allocate some time and resources in trying to accelerate the introduction of IT techniques in the management of these registers, in particular those referring to tax records and to external trade information, by helping the quick implementation of the Automatic System for Customs Data, ASYCUDA and similar devices. Registers used for the calculation of vital statistics should also be paid special attention, and contacts with the Training Medical Association in order to provide better statistical qualification to the medical staff dealing with the registers could be a good initiative.

We would like to emphasize the responsibility of STATIN towards all the official statistics produced in the NSS, and very much in particular those that are used by STATIN in the calculation of data that are particularly relevant for policy making, such as, for instance, the GDP. Insufficient control of the quality of data received from ONA and used to feed the calculation of GDP could eventually result in a diminished quality of this indicator. This fact not only would contribute to undermine the credibility of STATIN, but might eventually mislead the government in the choice of the best policies. So, allocating additional resources for the improvement of basic statistics is bound to be a most profitable investment for the country.

Principle 7. Impartiality and objectivity

This principle is reasonably well implemented by STATIN.

Methodologies are selected by the professional staff of STATIN based only on technical grounds. There does not seem to be any external interference on this point, not even from the Board. These methodologies are made public through dissemination on the website, in the reports annexed to the data.

The statistical information produced by STATIN is accessible to everybody at the same time. Still, pre-access to data is granted to the Prime Minister, Minister of Finance, the Governor of the Central Bank and the Director General of the Planning Institute of Jamaica. Although this pre-access is something clearly established, and the beneficiaries clearly identified, it seems that it has not been set in written form. For the sake of greater transparency we suggest that this pre-access is established in a written protocol, and that this document is disseminated on the website for better public knowledge.

Also, the introduction of new methodologies, as well as the correction of errors in data already published, is made public by sending e-mails to the list of users that STATIN has compiled on the basis of previous contacts. But other users should also be informed. To this end we suggest that STATIN communicates, in addition, these facts by inserting an advertisement on the website.

Principle 8. International cooperation

STATIN is currently playing an active role in international cooperation. It is well represented in international organizations and is participating in a good number of projects.

Considerations about size and geographic position clearly suggest that Jamaica is called to play the role of leader in CARICOM . This entails an additional

responsibility that extends, among other fields, to official statistics. STATIN must be prepared, not only to produce the necessary statistics with the highest quality levels, but also to help neighbouring countries to achieve this same goal.

In this framework, STATIN should make the most of the possibilities offered by the international community, by taking advantage of the cooperation funds provided by institutions like the IDB, or by donor country, for instance, Canada, Japan or Sweden among others. Exploring the south-south cooperation framework can also be useful. The current language barrier is bound to disappear in the very near future, as English is being increasingly used as lingua franca in Latin American countries. Given the proximity and narrow relations of México with an English speaking country like the USA, we suggest starting this kind of cooperation by establishing some contacts with the Mexican Statistical Office, INEGI.

Principle 15. Timeliness and punctuality

Punctuality is reasonably well covered. STATIN works with a calendar that is made public and, according to the information collected during the peer review, well respected. Delays in publication of the indicators are very unusual, and always attributable to technical difficulties. When it happens, satisfactory explanations are given to the users and a new date for publication is announced. Unfortunately, the set of indicators currently included in the calendar is rather limited, but this drawback is bounded to be mitigated in the very near future, as STATIN is already starting the calculation of some other indicators that will also be included in the calendar in order to comply with SDDS demands.

Timeliness is, according to the opinions of the users and stakeholders interviewed during the peer review exercise, the weakest point of STATIN and of the Jamaican NSS in general. The delay in the publication of data is a general concern, and there is an extended perception that, due to that delay, the statistics published are not meeting the needs of the users. All this can result in a loss of credibility for STATIN and for the NSS at large, insofar as official statistics are not perceived as useful.

It is of the utmost urgency that STATIN designs a strategy aimed at increasing timeliness in the production and dissemination of statistics. We recommend a careful review of the production processes, analysing all phases, tasks and subtasks, identifying bottlenecks step by step, and trying to accelerate each of the phases. Targets for improvement should be fixed, and a calendar for reaching these targets should be established and met.

Improving timeliness will be, to a great extent, associated with the introduction of new technologies, CAPI or CATI for data collection and advanced IT for administrative registers, and all these changes imply the use of additional resources. It will be necessary that the DG of STATIN, together with the other members of the Board, manage to persuade the Government that allocating additional funds to this purpose is a necessary and most profitable investment. Implementing a convincing business plan and presenting it to the Cabinet could be a good strategy.

Principle 17. Accessibility and clarity

The perception of the users and stakeholders interviewed about the accessibility and service provided by STATIN's communications unit is very good. All of them agreed that this unit works most efficiently and friendly. The user's satisfaction survey implemented by STATIN also shows very positive results on this point.

Still, users also agreed that the electronic access to data via the website could be more friendly and comprehensive. More specifically, they would appreciate

- 1) A more dynamic, flexible arrangement allowing the users self-tabulation
- 2) Additional information on the website. Examples of information that the users would like to see on the website are: a) metadata, b) longer time series, c) a consistent database at the national level. There were also demands for the publication on the web page of the contents of the Statistical Yearbook published by STATIN on paperback in the past and presently no longer issued. Also, the users would like to find in the website all the information that is now being published on paper.

STATIN is bound to adopt a change of culture in the dissemination policy, which should be centred on the website as the main dissemination device. Conscious of this need, STATIN has started plans for the improvement of its website. We suggest some involvement of users and stakeholders in this project, by creating a focus group for the design of the new website.

Concerning clarity, the representative of the media interviewed commented on the fact that although press-releases were generally considered impartial and free from any political taint, they were also seen by the ordinary journalist in Jamaica as rather unfriendly and difficult to understand, and that the media would appreciate STATIN moving from technical jargon to a more standard and accessible English in the press releases. STATIN could consider hiring a journalist to help with this issue or, alternatively, giving special training to some of the staff for the editing of more friendly press releases.

Another change of culture that STATIN should consider undertaking is evolving from a statistical office mainly oriented towards service to the public sector to a provider of useful information to the population at large, as presently are the more advanced statistical offices all around the world. This implies that STATIN should make itself more accessible to segments of users with which current relations are scarce. Methodologies should be explained more and better, and to a wider audience. Courses and workshops should be frequently organized for other civil servants within the Jamaican administration, but also for academics, for the media and for the social forces, that is, the business associations and trade unions.

In particular, relations with the media should be fostered. The media are the main builders of public opinion, and providing them with extensive information about methodologies and standards and keeping periodical relations with them contributes significantly to enhancing the credibility of a statistical office. A specific unit, consisting of one or two employees within the communications unit for relation with the media could come up very useful. Also, courses should be organized for the media whenever new statistical operations or indicators are disseminated for the first time, or when a substantial methodological change has taken place in one of them. In addition, media should be specially invited to the Statistical Week and other similar events. STATIN should take advantage of all opportunities at hand to develop friendly relations with the media, and should develop a pro-active attitude in this regard.

A better connection with the private sector would also be desirable. Our impression, according to the interviews, is that STATIN is not well known by the business sector. Strengthening relations with the business associations will result in a higher visibility of STATIN and might also contribute to increase the response rate to business surveys.

Main challenges identified

The main challenges to be faced by STATIN in the coming period are:

1. Institutional strengthening, in particular the development of the NSS as an integrated system running consistently, and increasing the level of knowledge of people about STATIN's products, commitment to quality and the relevance of statistics. This will raise their prestige and status in society

2. In terms of resources, the challenges are, first, to manage the imbalance in the ratio of professional staff and clerical staff and, moreover, to face resource constraints without implying a decrease in the quality and coverage of the current statistical operations.

3. In terms of statistical production processes, STATIN must face the need to introduce new technologies, especially a more intensive and extensive use of internet and electronic tools and the use of more and new administrative registers in the production of statistics.
4. In terms of quality, STATIN should complete the design of the quality model and its implementation in all processes and products.
5. In terms of dissemination, STATIN must continue to improve the service to users, particularly in terms of timeliness of data dissemination, and move quickly to intensive and extensive use of the website to disseminate the statistical offer. STATIN should also pay more professional attention to working with the media and strengthening its permanent presence in the media, by explaining the technical work of STATIN and the methodologies and strengths of the main indicators
6. STATIN must deepen its international cooperation network with the statistical international community, and especially, use more intensively the current network to mobilize technical assistance and financing for new projects.

ANNEX 1

Agenda

Time	Meeting	Comment
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Monday, April 13, 2015

8: 30-9: 00	Final agreements with the National Coordinator	
9: 00-10: 45	Senior Management Team	Director of STATIN and Directive Staff
10: 45-11: 00	<i>Break</i>	
11: 00-12: 00	Middle management and Technical Committee	Representative of professional and technical staff
12: 00-13: 00	<i>Lunch</i>	
13: 00-14: 15	ODG – Principle 1: Professional Independence & Principle 7: Impartiality and Objectivity	Planning and Management Control Unit
14: 15-14: 30	<i>Break</i>	
14: 30-15: 45	Corporate Services – HR and Accounts	Administration and Finance
15: 45-17: 00	I & T	Information Systems Unit
17: 00-17: 15	Debriefing	National Coordinator

Tuesday, April 14, 2015

8: 30-10: 00	Representatives of the Media	<i>To discuss dissemination, accessibility and clarity</i>
10: 00-10: 00	<i>Break</i>	

Time	Meeting	Comment
15		
10: 15-12: 00	Corporate Services – Communications and Marketing	Responsible for Dissemination and Public Relations
12: 00-13: 00	<i>Lunch</i>	
13: 00-14: 00	Representatives of main public User of statistics	Ministries of Finance, PIOJ, Education, Labour, Social Welfare, JAMPRO, Tourism and others
14: 00-14: 15	<i>Break</i>	
14:15-16:00	Representatives of institutions providing data and administrative records	TAJ, Jamaica Customs, RGD, PIICA, Tourist Board, NEPA
16:00 - 17:00	RD&E	Methodology, Quality Management
17: 00-17: 15	Debriefing	National Coordinator

Wednesday, April 15, 2015

8: 30-10: 15	Surveys and Censuses, Demographics and Social Statistics	Social and demographic Statistics
10: 15-10: 30	<i>Break</i>	
10: 30-12: 00	Ministry of Finance and Planning, Economic Management and Planning Department	Ministry responsible for STATIN – FS, Courtney, Darlene
12: 00-13: 00	<i>Lunch</i>	
13: 00-14: 15	Bank of Jamaica	Representatives of the Central Bank
14: 15-14: 15	<i>Break</i>	

Time	Meeting	Comment
30		
14: 30-15: 45	Meeting with the Board	Added
15: 45-17: 00	Meeting with Field Services	Added
17: 00-17: 15	Debriefing	National Coordinator

Thursday, April 16, 2015

8: 30-10: 30	Administrative Statistics and Economic Accounts	Economic Statistics
10: 30-10: 45	<i>Break</i>	
10: 45-12: 15	Representatives of Employer's Associations and Trade Unions	JEA, JMA, JEF
12:15-13: 15	<i>Lunch</i>	
13:15-15: 15	Representatives of Sectoral Ministries Producing Statistics	Ministries of Health, Education, Agriculture, Social Security and others
15: 15-15: 30	<i>Break</i>	
15:30-17:00	Representatives of the scientific community: universities and research institutes	UWI (SALISES, Soc. Sci., MSBM, CAPRI, UWI Consulting), UTECH (School of Mathematics and Statistics), NCU,
17: 00-17: 15	Debriefing	National Coordinator

Friday, April 17, 2015

8: 30-10: 30	Discussion of first results with the Director and senior officials of the	
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Time	Meeting	Comment
	Institute	
10: 30-10: 45	<i>Break</i>	
10: 45-12: 45	Agreement with STATI Non the structure and content of the final report	
12: 45-13: 45	<i>Lunch</i>	
13: 45-16: 30	Internal meeting of the members of the evaluation team	
16:30	End of the evaluation process	

Persons who met with the consultants

Administrative Statistics Division

Mrs. Sharon Willis

Mrs. Shelly-Ann Chambers

Mrs.Siomara McDonald

Miss leesha Graham-McIntosh

Mr. Simon Plummer

Economic Accounts Division

Miss Yvonne Newland

Mrs.LauriceHaye

Miss Ophelia Moffat

Corporate Services Division

Field Services Division

Mr. Damion Tyrell

Miss Sherril Shepherd

Mr.Rohan Marsh

Census Division

Mrs. Janet Martin

Mrs. Juliet McCalla-Smith

Mrs. Heather Prendergast

Surveys Division

Mr. Douglas Forbes

Mr. Martin Brown

Mrs. Carla Clarke	Mr. Samuel Indalmanie
Mr. Henoy Russell Evaluation	Research, Design &
Miss Lavern Brown Budair	Miss Leesha Delatie-
Miss Heatha Miller	Miss Kadi-Ann Hinds
Mrs. Hope Perkins	Mrs. Merline Higgins
Mrs. Sharon Morgan	Miss Jessica Campbell
Mrs. Julieann Barriffe	Miss Yanique Cameron
Information Technology Division	Miss Annette Morris
Mr. Boyd Goodin	Mr. Stuart Brown
Mrs. Sydna Amos	Mrs. Jacqueline Nicholson
Mrs. Avery Hylton	Miss Marsha Windross
Mr. Alan Wiles	Mr. Omar Grant

CONFIRMATION LIST

JAMAICA'S NATIONAL STATISTICS SYSTEM

To be held

On Tuesday, April 14, Wednesday, April 15, 2015

& Thursday April 16, 2015

At the

Statistical Institute of Jamaica Head Office

Bank of Jamaica Head Office

&

The Ministry of Finance & Planning Head Office

	Title	First Name	Last Name	Job Title	Company Name	Address	Telephone	E-mail Address
PRODUCERS – THURSDAY, APRIL 16, 2015 @ 1:00 P.M. (STATIN) TOTAL ATTENDED MEETING = 5								
1	Mr.	Dykes	FARQUHARSON		Ministry of Education	2 National Heroes Circle Kingston 4	Tel: 612-5857 Fax: 948-7755	dykes.farquharson@moey.gov.jm
2	Sergeant	Orette	BASCO	Manager for the Statistics Division	Jamaica Constabulary Force Statistics Division	1 st Floor 12 Ocean Boulevard Kingston mall	Tel: 967-4440 Fax:	statistics#jcf.gov.jm orette.basco@jcf.gov.jm
3	Ms.	Shari-Ann	HAMIL	Statistician	Ministry of Health	2-4 King Street Kingston	Tel: 967-1465 Fax: 967-7687	hamils@moh.gov.jm
4	Corporal	Otis	KEITH	Corporal	Jamaica Constabulary Force Police Statistics Division	1 st Floor, 12 Ocean Boulevard Kingston	Tel: 967-4440 Fax: 967-4795	otis.keith@jcf.gov.jm
5	ACP	Elbert	NELSON	Asst. Commissione	Jamaica Const	1 st Floor 12	Tel: 322-9969	elbert.nelson@jcf.gov.jm

				Chief of Police	Parabular y Force Statistics Division	Ocean Boul evar d King ston mall	Fax:	
PROVIDERS – TUESDAY, APRIL 14, 2015 @ 2:00 P.M. (STATIN) TOTAL ATTENDED MEETING = 8								
1	Ms.	Shana-Kaye	THELWELL		National Environment & Planning Agency (NEPA)	10 Caledonia Avenue Kingston 5	Tel: 754-7526 Fax: 754-7594	shana-kaye.thelwell@nepa.gov.jm
2	Mr.	Michael	PRYCE	Director Agricultural Marketing Information Div.	Ministry of Agriculture and Fisheries	Hope Gardens Kingston 6	Tel: 927-1731 Fax:	mapryce@moa.gov.jm
3	Ms.	Shornalee	JACKSON	Acting Revenue Activist	Jamaica Customs Department Myers Wharf	Newport East Kingston 15	Tel: 922-5140-8 Fax:	shornalee.jackson@jacustoms.gov.jm
4	Ms.	Aneskia	SMALLING	Director for Revenue Account	Jamaica Customs Department	Newport East Kingston 15	Tel: 922-5140-8 Fax:	aneskia.smalling@jacustoms.gov.jm
5	Mrs.	Antoinette	LYN	Manager Research & Market	Jamaica Tourist Board	64 Knutsford Boulevard	Tel: 929-9200 908-5236	alyn@visitjamaica.com

				ing Intellig ence Unit		d King ston 5	Fax: 920- 0456	
6	Mr.	Coli n	COUSI NS		Passp ort Immigr ation & Citizen ship Agenc y (PICA)	25 Cons tant Sprin g Road King ston 10	Tel: 754- 7422/ 754- 4742 449- 4752 (mobil e) Fax: 754- 5405	colin.cousins@pic.a.gov.jm
7	Mr.	Crai g	DOUGL AS		Ministr y of Foreig n Affairs and Foreig n Trade	21 Domi nica Drive King ston 5	Tel: 926- 4220 Fax:	craig.douglas@mft.gov.jm
8	Mr.	Geor ge	WRIGH T		Tax Admini stratio n Jamai ca	36 Trafa lgar Road King ston 10	Tel:	george.wright@taj.gov.jm
USERS – GOVERNMENT – TUESDAY, APRIL 14, 2015 @ 1:00 P.M. (STATIN) TOTAL ATTENDED MEETING = 6								
1	Ms.	Sha mar a	VALEN TINE- TAYLO R		Ministr y of Nation al Securit y	North Towe r NCB Towe rs 2 Oxford Road King ston 5	Tel: 906- 4908 Fax: 906- 5098	shamara.valentine@mns.gov.jm
2	Mr.	Jam	STEWA	Directo	Planni	16	Tel:	jstewart@pioj.gov.jm

.		es	RT	r of Econo mic Planni ng & Resea rch Divisio n	ng Institut e of Jamai ca	Oxford Road King ston 5	960- 9339 Fax: 906- 5032	jm
3	Mr.	Fabi an	LEWIS	Directo r, Resea rch & Analys is Unit Taxati on Policy Divisio n	Ministr y of Financ e & Planni ng	30 Natio nal Hero es Circl e King ston 4	Tel: 932- 4807 Fax:	fabian.lewis@mof.gov.jm
4	Mrs.	Chri stine	McLEA N		Ministr y of Labour & Social Securit y	14 Natio nal Hero es Circl e King ston 4	Tel: 924- 9436 Fax: 922- 2592	christinemclean@mlss.gov.jm
5	Ms.	Millic ent	GAYLE		Ministr y of Labour & Social Securit y	14 Natio nal Hero es Circl e King ston 4	Tel: 924- 9436 Fax: 922- 2592	millicentclemmings@mlss.gov.jm
6	Mrs.	Toni - Sha e	FRECK LETON	Manag er Popula tion & Health Unit	Planni ng Institut e of Jamai ca	16 Oxford Road King ston 10	Tel: 960- 9339/ 935- 5183(mobil e) Fax: 906- 5011/	tfreckleton@pioj.gov.jm

							906-4615	
USERS – PRIVATE – THURSDAY, APRIL 16, 2015 @ 10:30 A.M. (STATIN) TOTAL ATTENDED MEETING = 6								
1	Mr.	Matt hew	RAMDE EN		Jamai ca Export s Associ ation	1 Winc hester Road King ston 10	Tel: 960-4908 Fax: 960-9869	mramdeen@expo rt.org
2	Mr.	Clau de	FLETC HER		Jamai ca Export s Associ ation	1 Winc hester Road King ston 10	Tel: 920-6702 Fax: 960-9869	cfletcher@exportj a.org
3	Ms.	Melli sa	LESLIE		Jamai ca Cham ber of Comm erce	Suite 13-15 12 Ocea n Boul evard King ston Mall	Tel: 922-0150 Fax:	tracleclesk@jamai cachamber.org.jm
4	Mr.	Trev or	FEARO N	Chief Execut ive Officer	Jamai ca Cham ber of Comm erce	Suite 13-15 12 Ocea n Boul evard King ston Mall	Tel: 922-0150 Fax:	ceo@jamaicaham ber.org.jm
5	Mr.	Ren oy	JOHNS ON		Jamai ca Manuf acturer	85 Duke Stree t	Tel: 922-8880 Fax:	renay.johnson@g mail.com

					s Associ ation	King ston		
6	Ms.	Jord ane	RICHA RDSON		Jamai ca Manuf acturer s Associ ation	85 Duke Stree t King ston	Tel: 922- 8880 Fax:	Jordane@jma.co m.ja
ACADEMICS – THURSDAY, APRIL 16, 2015 @ 3:30 P.M. (STATIN) TOTAL ATTENDED MEETING = 3								
1	Mr.	Earl	GREEN		Northe rn Caribb ean Univer sity Kingst on /Manc hester Road Mande ville	Man devill e Bran ch	Tel: 505- 9656 Fax: 920- 9362	earl.green@ncu.e du.jm
2	Mr.	Olus egun	ISHMAI L	Head, Divisio n of Statisti cs & Resea rch Metho dologi es	Univer sity of the West Indies School of Mathe matics & Stati stics Facult y of Scienc e & Sports	237 Old Hope Road King ston	Tel: 970- 5066/ 970- 5065	iafis@utech.edu.j m
3	Mr.	Merr ick	MULLIN GS	Progra ms Directo r BSC Applie d Statisti	Univer sity of Techn ology	237 Old Hope Road King ston 6	Tel: 815- 3812 Fax:	mgmullings@utec h.edu.jm

				CS				
MEDIA - TUESDAY, APRIL 14, 2015 @ 10:00 A.M. (STATIN) TOTAL ATTENDED MEETING = 1								
1	Mr.	Oroya	EUBANKS	Public Relations Officer	Jamaica Information Service	58a Half Way Tree Road Kingston	Tel: 926-3590-5 (office) Tel: 597-4894 (mobile) Fax: 754-4051 Ext. 2103	oeubanks@jis.gov.jm
WEDNESDAY, APRIL 15, 2015 @ 1:00 P.M. (BANK OF JAMAICA) TOTAL ATTENDED MEETING = 4								
1	Mr.	Esmond	McLEAN		Bank of Jamaica	Nethersole Place Kingston	Tel: 922-0750 Fax:	esmond.mclean@boj.org.jm
2	Mr.	Courtney	ALLEN		Bank of Jamaica	Nethersole Place Kingston	Tel: 922-9750 Fax:	courtney.allen@boj.org.jm
3	Mr.	Alexander	ISAACS		Bank of Jamaica	Nethersole Place Kingston	Tel: 922-0750 Fax:	alexander.isaacs@boj.org.jm
4	Ms.	Michelle	SIMMONDS		Bank of Jamaica	Nethersole Place	Tel: 922-9750 Fax:	michelle.simmonds@boj.org.jm

WEDNESDAY, APRIL 15, 2015 @ 10:30 P.M. (MINISTRY OF FINANCE & PLANNING)

TOTAL ATTENDED MEETING = 4

1	Mr.	Trevor	ANDERSON		Ministry of Finance & Planning	30 National Heroes Circle Kingston 4	Tel: 932-5441 Fax:	trevor.anderson@mof.gov.jm
2	Mr.	Terron	FRANCIS		Ministry of Finance & Planning	30 National Heroes Circle Kingston 4	Tel: 932-5439 Fax:	terron.francis@mof.gov.jm
3	Ms.	Yvolyn	MAXWELL		Ministry of Finance & Planning	30 National Heroes Circle Kingston 4	Tel: 932-5446 Fax:	yvolyn.maxwell@mof.gov.jm
4	Mr.	Courtney	WILLIAMS		Ministry of Finance & Planning	30 National Heroes Circle Kingston 4	Tel: 932-5441 Fax:	courtney.williams@mof.gov.jm

TOTAL IN ATTENDANCE AT ALL EIGHT MEETINGS = 37

ANNEX 2

Organize a meeting with other producers of statistics for discussion of methodologies, standards and other issues of interest

- Implementation Period: Quarter 4, 2015
 - We will initiate this activity during Statistics Week in October 2015
2. Write the protocol for the protection of STATIN's database and upload it on the website
- Implementation Period: Quarter 4, 2015
 - The Data Security Policy will be completed by the end of this year
3. Introduce electronic questionnaire in economic surveys
- Implementation Period: Quarter 2, 2016
 - We will pilot this initiative using the proposed large business survey. Please note that this survey should have been conducted this year, but was deferred due to funding constraints.
4. Develop a quality framework and upload it on the website
- Implementation period: Quarter 2, 2016
 - Work has already begun on this initiative.
5. Develop a template for the documentation of statistical operations
- Implementation period: Quarter 2, 2015
 - A draft template has been developed, and will be reviewed and finalized in the coming months
6. Reduce the non-documented statistical operations to 50%
- Implementation period: Quarter 2, 2016
 - This will begin following the finalization of the template
7. Write a report on the strengths and weaknesses of the population census
- Implementation period: Quarter 4, 2015
8. Develop a dynamic website that allows users to produce their own tables
- Implementation period: Quarter 4, 2015

- This initiative will begin with the launch of our new website in October 2015

9. Upload on the website all indicators required for the IMF's SDDS

- All available data produced by STATIN is already uploaded on the website. The two outstanding statistical indicators are still in development/ revision, but will be uploaded once they are finalized

10. Establish a professional unit for dealing with the media

- This Unit currently exists, but perhaps needs strengthening. It should be noted that efforts are being made to strengthen Communications Units within the Government, and that the manager of the Communications and Marketing Unit of STATIN currently sits on an inter-agency committee established for this purpose.

11. Upload metadata to the website

- Implementation period: Quarter 4, 2015
- This will be done with the launch of the new website