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NATIONAL STATISTICAL SYSTEM ASSESSMENT

GRENADA

NSS ASSESSMENT 2018



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Glossary of Terms:

AGS	Advisory Group on Statistics
ASYCUDA	Automated System for Customs Data
CARICOM	Caribbean Community
CARTAC	Caribbean Regional Technical Assistance Centre
CDB	Caribbean Development Bank
COSHOD	Council for Human and Social Development
CSO	Central Statistics Office
CSMDGs	Caribbean Specific Millennium Development Goals
CWIQ	Core Welfare Indicator Survey
DQAF	Data Quality Assessment Framework
ECCAA	Eastern Caribbean Civil Aviation Authority
ECERA	Eastern Caribbean Energy Regulatory Authority
ECLAC	Economic Commission for Latin America and the Caribbean
ECTEL	Eastern Caribbean Telecommunications Authority
e-GDDS	Enhanced General Data Dissemination System
GAMSO	Generic Activity Model for Statistical Organizations
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GEPAP	Grenada Equality Policy & Action Plan
GNOW	Grenada National Organization of Women
GPRS	Growth & Poverty Reduction Strategy
GRD	Grenada
GRENDEN	Grenada Drug Epidemiology Network
GSBPM	Generic Statistical Business Process Model
GTA	Grenada Tourism Authority
ICT	Information Communication Technology
IDPs	International Development Partners
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
NSDP	National Strategic Development Plan
NSP	National Strategic Plan
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
OECS	Organisation of Eastern Caribbean States
PCA	Price and Consumer Affairs
PRASC	Project for the Regional Advancement of Statistics in the Caribbean
RSDS	Regional Strategy for the Development of Statistics
RSWP	Regional Strategic work Programme
SAMOA	SIDS Accelerated Modalities of Action
SCCS	Standing Committee of Caribbean Statisticians
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SNA	System of National Accounts
STEP	Statistical Evaluation and Progress
TSA	Tourism Satellite Account
UN	United Nations
UNDP	United Nations Development Programme

ACKNOWLEDGEMENTS

The Assessment of the Grenada national statistical system (NSS) is intended to be used as a guide in the development of strategies aimed at modernising and strengthening the NSS and improving the delivery of quality official statistics on the country. The review is in preparation for the formulation of the Grenada national strategy for the development of statistics (NSDS) that would align with the national development agenda and the sustainable development goals.

The NSS assessment commenced with the initial desk review followed by an NSDS Training Workshop that was held on July 10, 11 and 13, 2017, in St. Georges, Grenada, ably organised and supported throughout the three days by the Director of Statistics, Mr. Halim Brizan and his team. The training workshop was a venue to present the initial findings of the review and validate them. The PARIS21 Consultant, Ms Sonia Jackson, conducted further consultations with the Grenada Central Statistics Office, data producers from other government ministries and agencies, non-governmental organizations and representatives from the regional organizations, CARICOM, OECS, CDB and the ECCB to discuss statistical issues and challenges in the NSS.

The conduct of the NSS assessment and the preparation of this report was made possible through the facilitation of Ms Sonia Jackson, with the invaluable contribution of the CSO, the various stakeholders in the statistical system who participated in the training workshop and the consultation meetings, and the development partners. It is likewise worth mentioning, the valuable contribution of Dr. Philomen Harrison, of the Regional Statistics Programme of CARICOM, throughout the process.

PARIS21 Secretariat provided financial and technical support for this undertaking and guidance from the inception to the finalization of the report through its representative, Ms Millicent Gay Tejada, Regional Programme Coordinator for Asia-Pacific and SIDS.

EXECUTIVE SUMMARY

Grenada is one of the small island developing states within the Caribbean region with a population count of approximately 110,910 who are largely English speaking based on the British heritage. The economy of the country has shifted from being one of agriculture dominant into one of being service dominant with tourism being the largest earner of foreign exchange. This small open economy is faced with the challenge of overcoming environmental shocks as well as mounting external debt.

Like many of the other countries of the region, Grenada is in the process of preparing a National Strategic Development Plan (NSDP) 2030 that is aligned with the Agenda 2030 on Sustainable Development and which will build on other national policies and programmes that had been previously crafted. The NSDP will also draw on other supporting developing frameworks outlined in a number of international conventions such as the SAMOA Pathway and the Addis Abba – Financing for Development. Grenada, an independent small island Caribbean state, has membership in three regional organisations: the Organization of Eastern Caribbean States (OECS), the Caribbean Community (CARICOM) and the United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC). Arising out of the Treaties in respect of these organizations, the Grenada NSS is required to satisfy not only the statistical needs of the country, but also provide information for monitoring regional and sub-regional growth and development.

Assessment of the Grenada NSS

The process for formulation of the National Strategy for the Development of Statistics (NSDS) consists of five stages, namely – the preparatory activities; the assessment of the NSS; the constructing of the vision for the NSS and the strategies; the formulation of the action plan; and the implementation of the NSDS. The objectives of a comprehensive assessment of the NSS are to determine the current state of the statistical system, identify the resource requirements, constraints and opportunities necessary for strengthening the statistical capacity of the country, and understand the relationship between users and producers within the country. The assessment of the Grenada NSS used the following methodologies: (a) the preparation of the SWOT analysis by workshop participants from key members of the NSS user-producing public sector agencies and representatives of some NGOs; (b) completion of the PARIS21 Statistics Evaluation and Progress (STEP) questionnaire and analysis of the results; and (c) consultations/interviews with stakeholder representatives.

Current State of the NSS

The national statistics system in Grenada is decentralized with the main producer of official statistics being the Central Statistics Office (CSO). The 1960 Statistics Act of Grenada specifies the functions of the CSO. In addition to the CSO, there are other statistical and data management units within the various ministries, departments and agencies (MDAs), which produce official information on the state of the country. Many of the statistics produced by these MDAs are derived from administrative data generated in the course of normal operations. The production of the information is done in accordance with the imperatives of the respective MDA and any legislation under which the particular MDA operates and not necessarily for statistical purposes.

The main findings of the assessments indicate that notwithstanding the resource constraints and other operational challenges, the key socio-economic indicators have been produced on a regular basis. The main concerns were the inadequacy of data to support policy formation, the delays in the dissemination of the data, the need for improved management of the data production cycle, the inadequacy of resources and little stakeholder consultations. With the monitoring of the SDGs, the opportunity exists for the development and implementation of a structured system of coordination and collaboration among the stakeholders of the NSS.

Legal Framework

The Grenada Statistics Act of 1960, Chapter 311, established the CSO and outlines the functions of the CSO including the list of subjects on which data may be collected and reports published.

In 2017, with the support of PARIS21, the Statistics Act of 1960 was reviewed and a draft update, aligned to the CARICOM Model Statistics Bill and other developments, which have taken place in statistics, has been prepared. This review aims to revise the statistical law and move forward the modernization of the statistical system. The Statistics Bill 2017 has been approved by the Cabinet and is to be tabled in Parliament.

Statistical Infrastructure

A number of statistical frameworks and methodologies that are adopted in the NSS conform to international standards - (i.e. the System of National Accounts, CPI, Labour Force Survey, Merchandise Trade Statistics, census methodology; and coding and classification systems such as ISIC, ISCO, ISCED, ICD, etc.)

The SWOT analysis points to deficiencies in the NSS concerning the dimensions of quality, some are positive, while others are not. There are concerns about the consistency in definition of terms used for statistical purposes, lack of data quality standards and methodological guidelines for data collection and compilation, and adoption of statistical classification across all data producing entities. Other concerns relate to the timeliness of the release of data, use of common definitions, concepts and classifications particularly in social sector statistics; and the absence of harmonised production methodologies among the various MDAs. There is no formal documented quality assurance framework, but the production process of major statistical indicators follows the established international procedures.

Resources

The assessment indicates that there are inadequate resources to support the expanded data production and management required to support the monitoring of the NSDP and the SDGs. The CSO, while it has some capability to manage, is inadequately staffed to deliver on the mandate envisaged in the revised Statistics Bill. The MDAs are constrained by a limited number of qualified statistical staff. In addition, only a few MDAs have established statistical units, in some cases, the statistical functions are subsumed under information or data management units. A further challenge exists within the system, as training in official statistics is not available on the island.

With respect to ICT, there are constraints with regard to compatibility and duplication of activities/transactions due to incompatibility of the various systems and equipment within the NSS.

Inadequate financial resources was also identified as constraint, but definitive amounts were not provided. A comprehensive assessment needs to be done of the MDAs to determine the amount of financial resources required to support the maintenance and development of statistics on an annual basis.

Data Production & Management

In the STEP analysis, Grenada yielded a low score of 17% on the GSPM, which relates to the management of the statistical production cycle and 53% for Output indicators. The challenges with data production and operational issues were re-iterated in the SWOT analysis, some of which are a) low response rates to requests for survey data; b) some of the larger companies, and in particular those which have foreign direct investments are not responding to requests for data; c) some of the larger firms are not filing returns with the Inland Revenue; the returns include their Balance Sheet and Profit & Loss Statements which are sources of the information for the System of National Accounts (SNA); d) the production of trade statistics in a timely manner is being hampered by the challenges being experienced with the application of the Automated System for Customs Data (ASYCUDA); e) the sharing and use of the data among the MDAs take place in response to requests as there are no formal arrangements or agreements in place as to the

structure of the data, the form and time of delivery of the data; and f) there is the need to maintain the currency of the indices; the CPI was last rebased in 2008 and the GDP is based on SNA 1993.

The score of 53% for output indicators has been achieved notwithstanding the resource constraint in the NSS. This finding is mainly due to the availability of data arising from the conduct of the periodic censuses of population and agriculture, the annual labour force survey, monthly consumer price index, estimation of the annual gross domestic product (GDP)), and the generation of MDG related indicators (i.e., malnutrition, mortality, accesses to water, HIV/AIDS).

The NSDP has not yet been completed but the four thematic areas of the Growth and Poverty Reduction Strategy (GPRS) 2015 – 2019, Building Resilience, Developing Competiveness with Equity, Governance, Justice & Citizen Security, and Reducing Vulnerability, have all been aligned to the SDGs. In the initial assessment undertaken with regards this alignment, data gaps were identified particularly in the new areas such as Climate Change, Innovation, and Sustainable Consumption. The outcome of the STEP confirmed that environment indicators are not largely available.

Data Dissemination, Analysis & Communication

The findings from the assessments indicate that there are persistent challenges in the accessibility and timeliness of the information on the country. The 2011 Population Census reports have not been published and are only made available upon requests. There are delays in the release and publication of economic data. The dissemination of information on the social sector is unpredictable as there is no consistent flow of information from the MDAs to the CSO. There is no policy statement with regard to the submission of statistics from the MDAs and neither is there a dissemination policy.

Data Utilization

The assessment reports show that MDAs are using the data they produce to support some decision-making and planning initiatives and programme implementation. The economic and financial data are used to monitor the performance of the economy and support the applications for loans, as in the case of the application to the IMF for an Extended Credit Facility, and for debt restructuring. The data are also being utilized in the regional and sub-regional agencies to monitor regional development.

User-producer Relationships

An analysis of the response to the STEP questionnaire indicate that there is some coordination among the MDAs but this is not being done in a formal or structured manner. This position was re-iterated in the SWOT analysis as participants at the NSDS Workshop identified the lack of coordination and lack of a clear understanding of the stakeholders' role in the NSS.

The Grenada CSO has maintained excellent strategic relationships with regional and international partners as evidenced by those who provided support at the Launch of the NSDS and who have pledged to continue supporting the development of statistics within the country.

Recommendations and Way Forward

Strengthening the CSO

The priority activity in the implementation process is strengthening the CSO as it is expected to lead the overall development and coordination of the Grenada national statistics system. The present structure of the CSO will not be able to support the recommended mandate of the National Statistical Institute as reflected in the revised statistical law. Therefore an in-depth institutional and organizational review of the current CSO to be carried out at the earliest time to identify areas for improvement. The assessment should examine in detail a) the organizational structure, to operationalize the mandate proposed in the revised statistical law, the CSO's position within the overall government structure; its governance arrangements and reporting responsibilities; technical and professional independence; and evaluation of staff profile and their technical competences vis-à-vis what is required/expected; b) adequacy of ICT Infrastructure – the

appropriate technology (hardware and software) to support the operations of the CSO, the required linkages into the other MDAs to ensure improved data collection and sharing, and the expanded data storage facilities required to support the data management; and c) the availability and adequacy of the funding/financial resources required to support the CSO's mandate based on the proposed new structure and additional data demands.

Endorsement of the Statistics Act

Advocate for the promulgation of the revised Statistics Act by Parliament.

Statistical Governance & Coordination

The CSO is required to lead the activities that are necessary for the improvements to the statistical infrastructure through the formation of the three (3) technical working groups (TWGs). The TWGs are a part of the governance structure of the NSS and are integral components of the coordination and collaboration process within the NSS.

The CSO is also required to lead the decision-making processes on the statistical methodologies and the quality assurance techniques to be applied and the standard concepts, definition and classifications that are applicable to each sector. These standards used must mirror the international standards as far as possible as is the case with the economic statistical products and some of the social statistical products. Care is to be taken to ensure that the methodologies used in the new products to be developed also conform to the international standards. Agreements and arrangements have to be established for the validation of the data being extracted from administrative registers for official statistics.

Increased and Improved Resources for Statistics.

Each MDA will be required to determine the staffing and other resources required to improve their respective statistical operations in order to address the increased data demands. A training needs assessment should be undertaken in order to address the skills gap in statistics. The gaps will be filled through training of existing staff and/or the recruitment of trained staff.

The strengthening of the CSO will require additional staff in statistical production and information technology units to manage the production and analysis of data. As a body corporate, the CSO will have to employ technical and administrative staff in new areas required to support the structure of the new entity.

A technology audit of the NSS is required to assess the availability and compatibility of the technology systems that are currently in use by the MDAs.

Comprehensive review of the potential financial resource availability and where these could be sourced should be undertaken to better define opportunities for the support of the NSS. The regional and international development partners have supported the development of statistics in the past and it is recommended that partnerships with these agencies be strengthened to tap into possible resources for implementing the NSDS.

Data Production & Management

The monitoring of the SDGs requires that attention be given to improving data production and management, as new indicators are required (i.e. those relating to the environment, climate change, settlements, justice and peace, etc.). The assessment of the data availability needs to be completed to determine the resources required for the production of those data to fill the data gaps. The demand for other economic indicators, e.g. the tourism satellite account (TSA), should be a part of the country's information system.

The production of the current series of indicators that are being produced within the NSS are to be continued and strengthened through improved process management, the application of quality assurance techniques and more timely dissemination. In addition, the currency of the data sets are to be maintained,

as there are a number of indicators that need to be up-dated. Data sharing agreements are to be documented and formalised among the MDAs and with the CSO to improve timely flow of data from one agency to the other. Quality assurance techniques are to be applied to the various phases of the data production cycle to ensure that each statistical product meets the required standard. Improved efficiencies in the production process will lead to timely dissemination of the statistical information to stakeholders.

Data Dissemination Communication and Analysis

It is also recommended that in addition to the data release calendar, other dissemination tools be used that would allow for wider dispersion of the data and to targeted audiences such as the younger generations. Another recommendation is for the development and implementation of a data dissemination policy, which would provide the structured framework in which all data are disseminated.

Accordingly, it is recommended that the CSO publish some basic analytical information for the socio-economic statistics that are being published.

All sectors of the state need to understand the importance of being involved in providing the necessary information for statistical purposes. The development and implementation of a communication plan with messages targeted to the various sectors, is therefore an integral part of the statistical development process.

Data Utilization

The government is the largest user of the data produced within the NSS. From the information provided, some of the data are being used by MDAs other than those by which they were produced. Notwithstanding the data availability, some decisions are being made without reference to the statistical data. The capacity building techniques will have to be targeted to the technical officers and policy analysts in the MDAs, parliamentarians and legal officers responsible for the constructing of legislation and the media. It is recommended that partnerships be developed between the CSO and tertiary institutions in the country for the delivery of the training needs.

In order to enhance the value and use of statistics, it is recommended that the CSO, in conjunction with the Ministry of Finance and the Ministry of Economic Development, Trade, Planning and Cooperatives work together to develop the M&E framework for the development agenda, incorporating the statistical output from the respective MDAs.

User-Producer Relations

The change in the culture of the statistical system from supply driven to being “customer oriented” or supply driven is required. This will come through training of staff in the MDAs and more user-producer consultations on a regular basis.

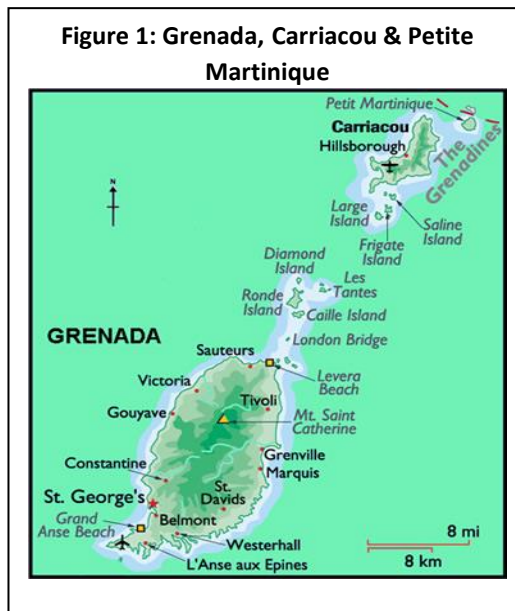
Grenada National Statistical System Assessment Report

1.0 Introduction

1.1 About Grenada

Grenada is listed as one of the small island developing states within the Caribbean Region, located at 12.07° north, 61.40° west. The country has two small dependencies, Carriacou and Petite Martinique. The physical size of the three islands combined is 344 km² (133 sq. miles). The geographic location of Grenada, north of Trinidad, makes it vulnerable to tropical storms and hurricanes.

The population of Grenada is estimated at 110,910¹ and is largely English speaking based on the British heritage. The island gained independence in 1974 and the constitution has maintained a political system fashioned off the Westminster model. It is a bicameral system consisting of two legislative branches – the Upper House called the Senate, which consists of thirteen (13) appointed members – ten by the governing party and three by the party in opposition, and the Lower House called the House of Representatives of which there are fifteen (15) elected members. The head of state is the Queen of England who is represented by the Governor General on the island.



Grenada is a largely tourism-based, small, open economy. Over the past two decades, the economy has shifted from being one of agriculture-dominant into that of services-dominant, with tourism serving as the leading foreign currency-earning sector. The country's principal export crops are the spices nutmeg and mace (Grenada is the world's second largest producer of nutmeg after Indonesia). Other export crops include cocoa, citrus fruits, bananas, cloves, and cinnamon. Manufacturing industries in Grenada operate mostly on a small scale, including production of beverages and other foodstuffs, textiles, and the assembly of electronic components for export. The estimated structure of the economy in 2016 emphasises the shift:

- Agriculture - 9.6%
- Industry - 13.8%
- Services - 76.6%

In addition to overcoming severe environmental shocks, the country is also faced with a mounting national debt. In 2012, the total debt was 110% times the GDP. Some economic indicators on the country are shown in **Table 1**.

Table 1 - Economic Indicators on Grenada

Year/Indicator	GDP Growth Rate	Inflation Rate – CPI
2016	2%	1.72%
2015	5.6%	-0.58%
2014	6.5%	-0.98%

Source: Central Statistics Office

¹ CSO Grenada 2016 Mid-Year Population Estimates

1.2 Overview of Policy Frameworks

A number of frameworks at the national, regional and global levels guides national policies and plans in Grenada.

The National Strategic Development Plan 2030

Grenada, like other countries in the region, is in the process of preparing the National Strategic Development Plan (NSDP) 2030 that is aligned to the Agenda 2030 on Sustainable Development. The NSDP aims to build on other national policies, plans and programmes that had been previously crafted, including:

- The Growth and Poverty Reduction Strategy (GPRS) 2015-19;
- The National Strategic Plan (NSP) 2007;
- The National Strategic Plan 2015 -2017 (review of strategic plan for 2007);
- The 2015 Strategic Plan to Modernize the Public Sector;
- Strategic Plans of Ministries, Statutory Bodies, and State owned Enterprises;
- Other national sector and thematic strategic plans

In addition to the Agenda 2030 framework, the NSDP will draw on other supporting development frameworks outlined in the following conventions:

1. Addis Abba – Financing for development
2. Sendai Framework – Disaster Risk Reduction
3. SAMOA Pathway – SIDS focus
4. Beijing Platform for Action – reproductive health and rights
5. Paris Agreement – climate change

The design process for the national development plan is ongoing and consultations are currently taking place. The database to collect and store the data sets has been developed to accommodate five (5) data streams: basic geographic factors, natural environment and resource factors, ecological environment and natural disaster factors, infrastructure factors and socio-economic factors. Statistical data analysis is a critical component of the proposed methodology.

The overall objective of the NSDP is outlined in its Vision Statement and Slogan:

- **Vision statement:** “A caring society that promotes human dignity and celebrates sustainable economic and social progress for all”.
- **Slogan:** “BETTER.EVER-STRONGER.TOGETHER” (BEST)

The plan identifies six (6) strategic thematic areas, each having its own goals and strategies:

- Governance
- Caring Society
- Competitive Private Sector
- Innovation
- Infrastructure
- Climate Change, Disaster Management and Ecology

The SAMOA Pathway

The United Nations, in general assembly in November 2014 held in Apia Samoa, adopted the outcome document of the Third International Conference on Small Island Developing States (SIDS) entitled the “**SIDS Accelerated Modalities of Action (SAMOA) Pathway**”.

The SAMOA Pathway is a call to action to address the development needs of SIDS, taking account of their peculiarities, such as small landmasses, small population numbers, and extreme vulnerabilities to economic shocks and natural disasters. The document recommends 14 key areas in which action and support are required for the development of SIDS.

The document also addresses the implementation modalities through which support to the less developed nations could be provided, one of which is *Data and Statistics*. The Data and Statistics section reflects the global commitment to support to SIDS' efforts to strengthen the availability and accessibility of their data; to utilize UN statistical standards and resources in social and environmental statistics; and to improve the collection, analysis, dissemination and use of disaggregated data. In addition the UN and the multilateral development partners have been called upon to: a) make greater use of the national statistics and development indicators of SIDS; b) support a sustainable development statistics and information programme for SIDS; and c) elaborate appropriate indices for assessing the progress made in their sustainable development that better reflect their vulnerability and guide them to adopt more informed policies and strategies for building and sustaining long-term resilience.

Agenda 2030 on Sustainable Development (SDGs)

The Agenda 2030 on Sustainable Development, which was adopted in 2016, consists of 17 goals, 169 targets and 232 indicators. Agenda 2030 is a global *“plan of action for people, planet and prosperity”*.

SIDS are going to be challenged to meet the data revolution requirements of the SDGs. The baseline data for many of the indicators are not available and the current data collection system need to be strengthened and expanded to fill some of the data gaps. Accordingly, in Article 78 and 79 of the Declaration all member states of the UN have been advised to take action to address the challenges envisaged:

“78. We encourage all member states to develop as soon as practicable ambitious national responses to the overall implementation of this Agenda. These can support the transition to the SDGs and build on existing planning instruments, such as national development and sustainable development strategies, as appropriate.

79. We also encourage member states to conduct regular and inclusive reviews of progress at the national and sub-national levels, which are country-led and country-driven. Such reviews should draw on contributions from indigenous peoples, civil society, the private sector and other stakeholders, in line with national circumstances, policies and priorities. National parliaments as well as other institutions can also support these processes.”

Member states of the UN are also required to report on a voluntary basis selecting the year in which they will report. The Economic & Social Council of the UN selects the theme for the year and the goals pertaining to the theme for the contents of the reports. In addition to the selected goals, each report must also include reference to Goal #17 on strengthening the means of implementation and revitalize the global partnership for sustainable development. The themes for this and the ensuing years are:

2017 – Eradicating poverty and promoting prosperity in a changing world

2018 - Transformation towards a sustainable and resilient society; and

2019 - Empowering people and ensuring inclusiveness and equality.

CARICOM has been working with members states to agree on a core set of indicators that would satisfy the overall objectives of the SDGs, but would be less onerous for the countries of the region. The indicators were reviewed based on four (4) major criteria that address the strategic priorities of the region, the diverse population groups in terms of leaving no one behind, reconciling the SDGs indicators with the SAMOA Pathway and comparability at the regional and international levels.

At the local level, the focal point for the SDGs, has started discussions with the various MDAs pertaining to data collection and have started compiling the available data. The process has identified a number of challenges that need to be addressed:

- Inability to provide the data requested in some of the new areas targeted, e.g. Climate Change, Innovation, Sustainable Consumption;

- Data quality issues; and
- Limited financial and human resources for all the priority areas;

1.3 Regional Membership

Grenada is an independent small island Caribbean state, which has membership in three regional organisations: the Organization of Eastern Caribbean States (OECS), the Caribbean Community (CARICOM) and the United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC). Arising out of the Treaties in respect of these organizations, the Grenada NSS is required to satisfy not only the statistical needs of the country, but also provide information for monitoring of the regional and sub-regional growth and development.

The OECS

Grenada is one of the founding member of the Organisation of Eastern Caribbean States (OECS), which is the inter-governmental organisation dedicated to economic harmonisation and integration, protection of human and legal rights, and the encouragement of good governance between countries and dependencies in the Eastern Caribbean. The Organisation of Eastern Caribbean States (OECS)² came into being on June 18, 1981, when seven Eastern Caribbean countries signed the Treaty of Basseterre, agreeing to cooperate with each other and promote unity and solidarity among the Members. OECS is currently under a sub-regional economic integration arrangement. In May 2017, OECS member states discussed the procedural requirements for the OECS to develop a customs union, which would further advance the scope and intensity of the integration efforts. The Revised Treaty of Basseterre established the OECS Economic Union as a single financial and economic space within which goods, people and capital move freely, monetary and fiscal policies are harmonized and countries continue to adopt a common approach to trade, health, education and the environment, as well as to the development of such critical sectors as agriculture, tourism and energy.

The Revised Treaty provides for the establishment of a number of important institutions, which include the East Caribbean Supreme Court, Eastern Caribbean Central Bank, the Eastern Caribbean Telecommunications Authority (ECTEL), Eastern Caribbean Civil Aviation Authority (ECCAA), and the Eastern Caribbean Energy Regulatory Authority (ECERA).

The OECS recently launched the regional strategy for the development of statistics (RSDS) under the theme *Revolutionising our Statistics, Developing our Societies; A transformative Agenda for Official Statistics for the OECS Region 2017 to 2030*³. The OECS RSDS seeks to develop the statistical capacity of the member states under the following strategic thematic areas:

- Design and formalize the OECS Regional Statistical System;
- Consolidate and fortify the National Statistical Systems;
- Join and respond to the data revolution;
- Extract insights and share knowledge; and
- Trumpet and value statistics.



² Member states of the OECS are Antigua and Barbuda, Dominica, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines. The associate member states are Anguilla, the British Virgin Islands and Martinique.

³ The official launch took place on April 20, 2017 in Roseau, Dominica

The OECS RSDS implementation plan and the activities therein are linked to the SDGs and the the CARICOM Regional Strategic Work Programme (RSWP) and Action Plan for the Improvement of Statistics, costing, responsibility centres and expected results.

CARICOM

The Caribbean Community (CARICOM) is a grouping of twenty countries: fifteen Member States and five Associate Members and is home to approximately sixteen million citizens, 60% of whom are under the age of 30. The integration policies of CARICOM rests on four main pillars: economic integration; foreign policy coordination; human and social development; and security. These pillars underpin the stated objectives of the Community:

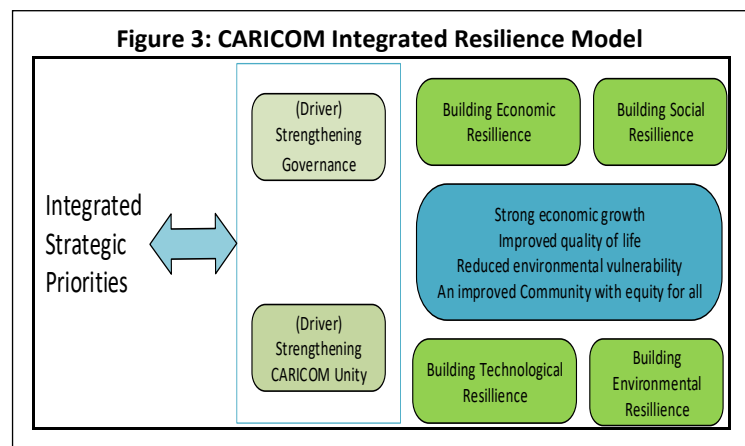
- to improve standards of living and work;
- the full employment of labor and other factors of production;
- accelerated, coordinated and sustained economic development and convergence;
- expansion of trade and economic relations with Third States;
- enhanced levels of international competitiveness;
- organization for increased production and productivity;
- achievement of a greater measure of economic leverage;
- effectiveness of Member States in dealing with Third States, groups of States and entities of any description; and
- the enhanced coordination of Member States' foreign and foreign economic policies and enhanced functional cooperation.

CARICOM, in monitoring the development of the region and the impact of the various treaties, recognised the need for harmonization, comparability and the improved quality and quantity of a wide range of statistics of its member states. Recently, in addition to the Regional Statistics Work Programme, CARICOM, with the support of PARIS21, has embarked on the preparation of a Regional Strategy for the Development of Statistics (RSDS). It is

expected that a regional framework will enhance and promote regional solutions and approaches that will strengthen the weaker statistical offices and systems and take advantage of economies of scale in the region during implementation. The RSDS is being developed within the contextual issues of the SDGs and the integrated strategic priorities of the Caribbean Community as outlined in the strategic plan. The overall objectives of the strategic plan are sustainable economic growth, improved quality of life, reduced environmental vulnerability and an integrated Community with equity for all. The top strategic priorities in the resilience model are: building economic resilience, building social resilience, building environmental resilience and building technological resilience. The two drivers in the model are strengthening the governance systems and strengthening CARICOM unity. The Resilience Model is demonstrated in **Figure 3**.

UN ECLAC

The regional body of the United Nations, the Economic Commission for Latin America and the Caribbean (ECLAC), provides support to the development of member states in the region through improvement and monitoring and evaluation of socio-economic development, sustainable development, planning for development, statistics and other areas. In its statistical work, ECLAC aims to promote the creation and use of internationally comparable, accurate and timely statistical information of relevance in the formulation, follow-up and evaluation of economic, social and environmental development policies in the region.



1.4 Assessment of the NSS

The process for formulation of the National Strategy for the Development of Statistics (NSDS) consists of five stages, namely – the preparatory activities; the assessment of the NSS; the constructing of the vision for the NSS and the strategies; the formulation of the action plan; and the implementation of the NSDS. This report presents the findings of the assessment of the Grenada NSS.

Objectives of the Assessments

The objectives of the assessment are to determine the statistical capacity of the country; identify the resource requirements, constraints and opportunities necessary for strengthening the statistical capacity of the country; and understand the relationship between users and producers within the country.

Methodologies Applied in the Assessments

The assessment of the Grenada NSS has utilized the following methodologies:

- a. The preparation of the SWOT analysis by workshop participants from key members of the NSS user-producing public sector agencies and representatives of some NGOs. The preparation of the SWOT was one of the group activities in the training workshop on the NSDS ;
- b. Completion of the PARIS21 Statistics Evaluation and Progress (STEP) questionnaire and analysis of the results; and
- c. Consultations/interviews with stakeholder representatives.

2.0 Current State of the NSS

2.1 The Grenada National Statistics System

Central Statistics Office

The national statistics system in Grenada is decentralized with the main producer of official statistics being the Central Statistics Office (CSO). The 1960 Statistics Act of Grenada specifies the functions of the CSO as: (a) *To take any census;* (b) *To collect, compile, analyse, abstract and publish statistical information relating to the social, agricultural) economic, commercial, industrial and general activities and conditions of the inhabitants of Grenada;* (c) *To collaborate with Ministries and Departments of Government, and with public bodies, in the collection, compilation, analysis and publication of statistical records of administrations and departments;* and (d) *Generally, to organize a co-ordinated scheme of social and economic statistics relating to Grenada.* The CSO is required to lead the development and coordination of the NSS. The office is structured around the production of statistical products but there is cross training, as individuals are required to address shortfalls/vacancies when they occur.

Statistical Units in MDAs

In addition to the CSO, there are other statistical and data management units within the various ministries, departments and agencies (MDAs), which produce official information on the state of the country. Many of the statistics produced by these MDAs are derived from administrative data generated in the course of normal operations. The production of the information is done in accordance with the imperatives of the respective MDA and any legislation under which the particular MDA operates and not necessarily for statistical purposes.

Table 2 provides a list of the producers of official statistics and the information, which they provide. In addition to the specific uses identified, the information from the CSO and the MDAs are published annually in the Abstract of Statistics, which is coordinated by the CSO. The information produced are likewise disseminated to the regional and international organisations, which monitor development of the country.

Table 2: Data produced in Grenada NSS

Data Producing Agency	Data/Statistics Produced	Use of Data
Central Statistics Office	Balance of Payments National Accounts Trade Statistics Consumer Price Index Other Economic Statistics Population Census Household Expenditure Survey Survey of Living Conditions & other Welfare Survey Demographic Statistics Labour Force Indicators Poverty & Welfare Indicators Other Social Statistics	To monitor performance of the economy
MDAs	Data/Statistics Produced	Use of Data
Ministry of Finance, Inland Revenue, Customs, Debt Unit, Budget Unit	Government's Revenue & Expenditure, Trade, Debt Statistics, Licences, etc.	National Accounts and Quarterly Economic Statistics Report
Ministry of Education	All education statistics: e.g. - Enrolment – gross and net - Dropout rates - Repeats - Examination results - No. of teachers at all levels -primary, secondary & tertiary	Educational Digest
Ministry of Health	Births Deaths Communicable Diseases Non-communicable diseases Other diseases	Population projections Life expectancy Birth rates Death rates Infant mortality rates Maternal mortality rates Vital Statistics & Demographic Reports
Ministry of Social Development & Housing	Domestic violence	Measure frequency & contributory causes
Police	Crime, traffic & immigration statistics	
Prisons (Correctional Inst.)	Convictions & Remands	
Ministry of Agriculture	Land use Crop production & value Fish Production Agricultural Census	Quarterly Economic Statistics Report
Ministry of Legal Affairs	Divorce	Vital Statistics & Demographic Reports
Ministry of Labour	Work permits Wage agreements	Quarterly Economic Statistics Report
National Insurance Scheme	Registration, active contributors	Quarterly Economic Statistics Report
Grenada Tourism Authority	Tourism Statistics (visitor arrival, length of stay, expenditure, etc.)	National Accounts & Quarterly Economic Statistics Report

2.2 Results of the SWOT Analysis and STEP

The Strength, Weaknesses, Opportunities and Threats (SWOT) analysis is one of the output from the NSDS training workshop that was held on July 10, 11 & 13, 2017. The SWOT analysis forms the basis on which the strategic goals in the NSDS will be developed and the strategies to achieve them will be drawn to enhance the existing strengths in the system, address the weaknesses identified, make use of the opportunities presented, and mitigate against the threats articulated.

The workshop participants were organised into three groups according to specific statistical areas, such as Economic Statistics, Social Statistics, and Environment and Natural Resources Statistics, to complete the SWOT analysis. Each group was tasked to complete the assessment based on the following statements:

1. The extent to which statistics have been used and recognised as important in national development policy;
2. The organization, coordination and management of the National Statistical System;
3. The extent of data availability from the national statistical system and the ability to access them
4. The capacity of the national statistical system to produce quality statistics.

Some of the major findings of the SWOT analysis are presented:

Strengths: There is a Statistics Act, even though there is need for modernization of the Act;
Some collaboration and data sharing are taking place among the MDAs but not in a structured format; hence the opportunity for more work to be done in this area;
CSO is recognised as the core of the NSS.

Weaknesses: There are inadequate data to, in some instances, to support policy formulation and not all policies are supported by data analysis;
There are delays in data dissemination;
There are insufficient resources, human and financial;
Inconsistent collection and dissemination of social statistics;
CSO does not have a dedicated website for the dissemination of statistics;
There is need for capacity building and training;

Opportunities: The development and implementation of an advocacy, communication and public relations plan and strategy for statistics;
Use of the SDGs to develop a structured system of coordination and collaboration among the stakeholders of the NSS;

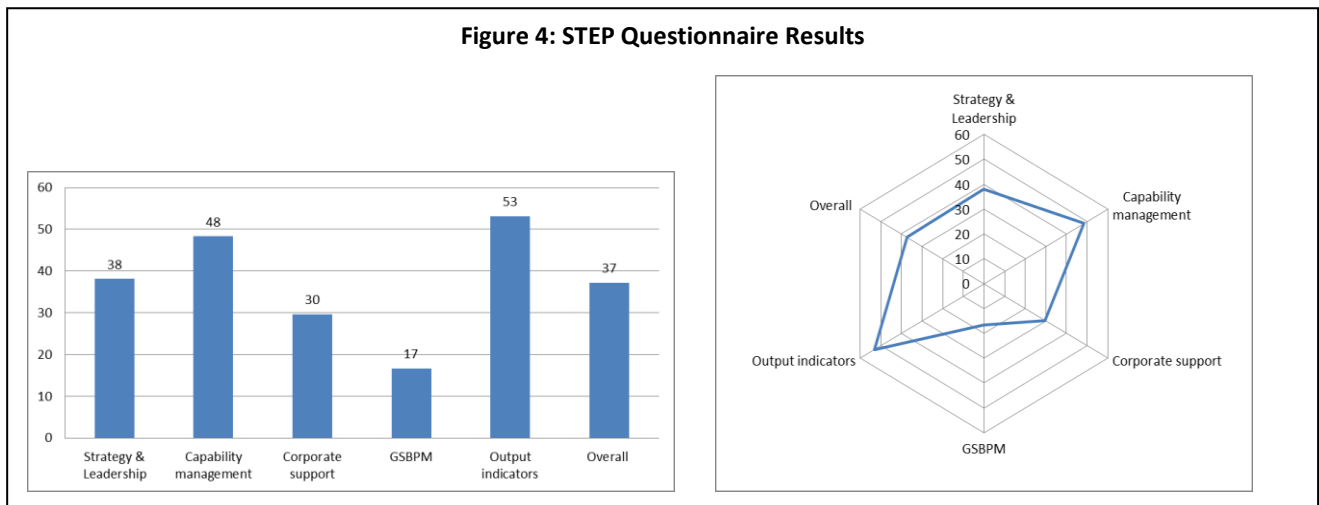
Threats: There are low and in some cases inaccurate responses for fear of taxation;
Natural disasters;
The heavy reliance on external donors/partners for policy development and funding of statistical indicators;
Staff turnover coupled with the Government's attrition policy impacts the staffing of the MDAs.

The group activity results are attached, as **Appendix I**.

In further assessing the national statistical system, the PARIS21 STEP tool was used. The tool builds on various existing tools for assessing statistical capacity. Its primary objective is to provide a comprehensive assessment of the country's statistical capacity by identifying needs, constraints, and opportunities to strengthen the capacity of the national statistical system taking into consideration inputs, outputs and user satisfaction. It is intended to establish an accurate reference in - statistical capacity; tracking NSS progress over time; improving targeted support of development partners/government; and assessing the impact of capacity building initiatives.

The STEP questionnaire, copy attached **Appendix II**, is a self-administered instrument that assess the Overall Performance of the NSS, taking account of five dimensions - *Strategy & Leadership; Capability Management; Corporate Support; GSPBM; and Output Indicators*.

These dimensions in the STEP were structured to be aligned with the Generic Activity Model for Statistical Organizations ([GAMSO](#)) Version 1.0, which describes and defines the activities that take place within a typical statistical organization. The results of the Grenada STEP questionnaire are presented in **Figure 4**.



Based on the responses generated from the STEP Questionnaire submitted by five (5) agencies, the Grenada's statistical system overall performance is rated at 37% with the highest score of 53% in Output Indicators which looks at the availability of key indicators in the statistical system. The lowest score is 17% on the GSBPM, which assess the fitness of statistical programmes with user needs, availability of metadata, open licenses, and dissemination through website.

Further to the use of the STEP and SWOT analysis, key informant interviews were undertaken with NSS representative stakeholders to obtain information on their relationship with the CSO, see **Appendix III** for a summary their perspectives on the quality of statistics and the preferred direction and development of the statistical system. The consultations with the stakeholders indicated the following points – 1) that there are good working relationships with the NGOs; 2) there is political support for the development of statistics and the CSO; and 3) the data provided are of a good quality.

The stakeholders also noted their concerns relating to 1) delays in the dissemination of the data; 2) the need for harmonization and coordination of the data dissemination system; 3) the unavailability of the data from the agricultural and population censuses; 4) the need for data disaggregated by sex; 5) the need for higher frequencies of some data, (e.g. the labour force data); 6) the need for community level data for planning; 7) the need to update the indices (e.g. rebasing the CPI); and 8) the need to strengthen the planning and M&E framework in all of Government.

2.3 Legal framework

The Grenada Statistics Act of 1960, Chapter 311, establishes the CSO and outlines the functions⁴ of the Office including the list of subjects on which data maybe collected and reports published.

Under the provisions of the Act, respondents are required to furnish/provide the head of the CSO or his nominee with the information requested. Where information is required for statistical purposes, persons who are in custody of public records or documents shall provide the CSO *with access to the information notwithstanding the provision of any other law enjoining secrecy*. The Act also provides for the protection of the privacy of the data provider and confidentiality of the information collected and where there are breaches in the operation, there are penalties.

With the support of PARIS21 in 2017, the Statistics Act of 1960 was reviewed and a draft update, aligned to the CARICOM Model Statistics Bill and other developments, which have taken place in statistics, has been

⁴ Statistics Act - Section 3

prepared. This review aims to update the statistical law and move forward the modernization of the statistical system.

A major point considered in the review, is the governance of the NSS. The CSO is a critical component of the NSS. The governance of the NSS, as far as possible, should therefore be separated from that of the CSO to avoid conflicts of interest. The governing body should have the authority to establish the priorities for statistical production in collaboration with the users and producers and ensure that statistical standards are maintained throughout the system. Dispute resolution is an important element of the governance system and the mechanisms for resolving issues should be established. During the interim period, before the revised Act is promulgated, an NSS Oversight Committee should be established to begin the coordination process and establish the coordinating mechanisms.

In addition to the Statistics Act, there are other legislative requirements that affect the production of national statistical information. These are laws to which the respective MDAs are required to adhere to in their normal course of operations. These include the laws, which affect commodity standards and sale, as in the case of banana and cocoa, the registration of births, death and marriages, and the Tourist Board Act.

2.4 Statistical Infrastructure

Statistical infrastructure has been defined as those tools that support the operation of the statistical system. The tools commented on are:

Statistical Frameworks and Methods

A number of statistical frameworks and methodologies that are adopted in the NSS conform to international standards (i.e. the System of National Accounts, CPI, Labour Force Survey, Merchandise Trade Statistics, census methodology; and coding and classification systems such as ISIC, ISCO, ISCED, ICD, etc.) These are used in the data generated by the CSO and other MDAs such as the Ministries of Education, Health and Agriculture. Adoption of these statistical frameworks and methodologies allow for the production of high quality statistics such as education and economic statistics.

The education data are compiled based on the Organization of Eastern Caribbean States (OECS) guidelines, drawn from the UNESCO guidelines, and are summarised annually in the Education Digest. These data sets are compiled through the completion of survey questionnaires that are submitted by both public and private schools to the Ministry of Education.

CARICOM requires common and harmonised data from each member state and associate member state, which are aggregated at the regional level for analysing and reporting. Harmonised statistical data are an essential ingredient for planning, monitoring and evaluating the development of the region. A Common Core Census Framework has been developed and used by member states and associate member states in the 2010 Round of Population Census. The regional strategy promoted the use of uniform concepts and definitions, a common core of questions on the Census questionnaires, technical co-operation and possibilities for the sharing of expertise and facilities. Recommended core questions for the 2010 Census Round included statistics on Free Movement, on Internet access/usage and on Disability. Grenada, a CARICOM member state, used the CARICOM core questions in their census questionnaire. The ILO Regional Office has also been working with CARICOM member states to standardise the concepts and definitions used in Labour Force Surveys in the region.

The information collected in the Grenada Drug Epidemiology Network (GRENDEN) is also used by other MDAs as source data, this system has been cited as one of the best practices in the country. The other data produced within the NSS are compiled from administrative registers that are compiled in the normal course of business of the respective MDAs. The areas of environmental and resource management statistics are comparatively new to Grenada but some data have been collected as a result of the implementation of projects and some surveys. There is a need to expand the data collection in these new areas to meet the requirements of the National Strategic Development Plan and the SDGs.

Standards and Classification

The SWOT analysis points to deficiencies in the NSS with regards to consistency in definition of terms used for statistical purposes, lack of data quality standards and methodological guidelines for data collection and compilation, and adoption of statistical classification across all data producing entities, among others. This is particularly the case in social, environmental and cross-cutting statistical areas. The classification systems used in the compilation of the statistical indicators are based on the internationally recommended classification systems except where there are regional variations as in the case of the Caribbean Specific Millennium Development Goals (CSMDGs) versus the MDGs. The classification systems used form part of the metadata for the indicator and are highlighted in the methodologies.

Some work has to be done among the users and producers of various statistics, specifically in establishing and using common definitions and classifications. One of the areas of need identified is the geographic definition of communities and the collection and analysis of data in those areas. It would be good if these needs were included in the plans being made for the 2020 round of Population Census.

Quality Assurance

The OECD Glossary of Statistical Terms 2007 defines Quality Assurance as “*A planned and systematic pattern of all the actions necessary to provide adequate confidence that a product will conform to established requirements*”. This definition of quality assurance is applicable to all statistical production regardless of the source of data. Quality awareness and mechanisms are also applicable to the other aspects of managing the operations of the CSO and other MDAs.

Findings from the assessment suggest that in Grenada some dimensions of data quality are positive while others are not. The data produced by the CSO satisfy methodological soundness and adhere to the statistical frameworks established within the international community - (e.g. the national accounts are compiled based on the SNA 1993; the CPI on ILO Manual for the CPI; the education data on the UNESCO & OECS guidelines). The Caribbean Regional Technical Assistance Centre (CARTAC) has validated the methodological soundness of the economic statistics produced in the NSS⁵. The data from the other MDAs would have to be assessed to determine their quality.

Some of the challenges in the system pertaining to data quality points to the timeliness of the release of data; use of common definitions, concepts and classifications particularly in social sector statistics; and the absence of harmonised production methodologies among the various MDAs. There is no formal documented quality assurance framework, but the production process of major statistical indicators follow the established procedures, as in the case of population census, sampling, national accounts, trade, and demography.

Administrative Registers

The assessment process did not focus on the use of registers in the statistical system. There are however a number of administrative registers which are being used to produce official statistics. These include those for the education system; the health system that produces information on births, deaths, and diseases; and police records from which crime statistics, including domestic violence, are extracted. With increased use of administrative registers as a source of statistics, it is necessary for the information contained in these registers to be validated on an annual basis.

⁵ The Caribbean Regional Technical Assistance Centre (CARTAC) is one of eight IMF Regional Technical Assistance Centers (RTACs) located around the world in the Pacific, the Caribbean, in Africa, the Middle East, and Central America. These Centres were created to help countries strengthen human and institutional capacity to design and implement sound macroeconomic policies that promote growth and reduce poverty. See <https://caricom.org/about-caricom/who-we-are/institutions1/caribbean-regional-technical-assistance-centre>.

2.5 Resources

The results of the STEP questionnaire yielded a score of 48% in capability management, whereas corporate support was at 30%, *see Figure 4*. Capability management addresses the successful development, management and monitoring of the activities that are essential to the conduct of statistical operations. Capability is a critical resource based on the nature of the operations, statistical production, and particularly in a dynamic environment where there are major changes to be effected as in the case of the CSO.

Corporate support addresses the more tangible aspects of resources, such as management of overall business and performance, finances, human resources, ICT, statistical methodology, information and knowledge, consumers (data users), data providers, physical plant and quality. The result of the STEP is consistent with that of the findings in the SWOT analysis, which indicates that there are resource constraints within the NSS, specifically in terms of human, financial and technological resources.

Human Resources

The CSO, as a Department of the Ministry of Finance and Energy, consists of two functional units, the statistics office and the Office of the Price and Consumer Affairs (PCA). The approved establishment structure consists of 22 persons but currently there are 42 persons employed in the Department, *Table 3*. Approximately 50% of the persons employed in the Department have temporary positions and are likely to be moved at any time. The staff are transferred to and from the Department with very little consultation with the Director of Statistics.

The present structure of the Department poses an administrative problem because the PCA is required to monitor and report on the prices of price controlled items in the market place. Price control on some items is directly linked to the implementation of government's policy. In addition, as there is no permanent field staff attached to the CSO, the staff of the PCA unit assist with the monthly collection of prices for the CPI, thereby presenting a conflict of interest as the price collected for the CPI should be unbiased and impartial.

A more detailed examination of the placement and levels of staff, *see Table 4*, within the functional areas indicate that the professional and technical staff are in the minority; only 32% are in statistics and the overall Department 28%. The Director of Statistics and the Deputy Director of Statistics are included among the professionals. The post of Deputy Director did not increase the number of professional as one statistician post was upgraded. This situation affects major statistical undertakings in the country, for instance planning for the 2020 round of Census should have commenced already, but there is not a dedicated statistician assigned to this area of work yet. There is clearly a need to review the overall structure of the CSO in order to fill the human resource gaps to ensure it will be able to respond to its mandate to provide relevant data for policy use and in coordinating the NSS.

Table 3: Structure of Statistics Department

Tenure	Area of Work		Total
	Statistics	Office of Price & Consumer Affairs (PCA)	
Established	18	4	22
Unestablished	6	7	13
Imani	7	-	7
Total	31	11	42

Table 4: Staff Structure & Numbers – Statistics Department

Category of staff Areas of Work	STATISTICS							PCA	TOTAL
	Economics	Trade	Social Stats	Census & Survey	Data Process.	Genl. Admin.	TOTAL STATS.	Prices & Consumer Affairs	
Professional/ Statistician	1	1	1	0	1	1	5	1	6
Asst. Statistician/ Technical	2	0	1	1	1	0	5	1	6
Statistical Officers/PCA Officers/Clerks	4	7	2	2	3	1	19	4	23
Other	-	-	-	-	-	2	2	5	7
TOTAL	7	8	4	3	5	4	31	11	42

The MDAs also face the constraint in terms of limited qualified statistical staff to undertake statistical work. Few agencies have statistical units established - (i.e. Ministries of Education and Health, the National Insurance Scheme and the Grenada Tourism Authority. Often statistics work is subsumed under the Information or Data Management Units. The Ministries of Health and Education have one statistician each, one police officer is responsible for crime statistics and another for traffic accidents, and GTA has two statisticians. The Ministry of Agriculture has a planning project officer who is responsible for data compilation.

The statistical system faces another challenge in respect of staff development or capacity building as formal training in statistics, at the tertiary level (Bachelor's degree in Statistics), is not available in the island. Training on official statistics is not provided regularly in the country to benefit data producers outside of the CSO. Majority of official statistics training attended by the CSO staff comes from external providers/donors. The UWI Open Campus provides courses in Management Studies and the St. George's University provides courses in the Sciences and Finance. These courses only provide an overview of statistics in respect of the various programmes, but not an in-depth study of statistics.

In the current economic environment, the Government is using an attrition policy to reduce the number of employees within the public sector. Accordingly, even though there may be vacancies, the positions cannot be filled thereby creating gaps within the system. The inadequate number of trained personnel in the various MDAs present an additional challenge, particularly as the SDGs require the production of a larger number of indicators at higher frequencies for monitoring and evaluation than are currently being produced.

Technological and Physical Resources

With respect to ICT, there are constraints with regard to compatibility and duplication of activities/transactions due to incompatibility of the various systems and equipment within the NSS. Incompatibility of the systems and or hard copies of the data require that the data be re-entered into the receiving system thereby extending the processing time, one of the factors contributing to the delay in dissemination of the results.

It is also a major concern that the CSO does not have its own website for the proper dissemination of data. This gap is being addressed as a website is currently being developed with assistance from PRASC⁶ and the Ministry of Finance's Web Developer. The completion date is scheduled for March 31, 2018. The physical

⁶ Project for Regional Advancement of Statistics in the Caribbean (PRASC) is a Department of Foreign Affairs, Trade and Development Canada (DFATD) sponsored programme, which aims at building statistical capacity within the Caribbean region. Statistics Canada is executing the Project.

space occupied by the CSO was not configured specifically for its function, as it does not facilitate an efficient operating environment. The layout should be redesigned to better accommodate the workflow of the CSO.

Financial Resources

One of the findings of the SWOT Analysis is that there are “inadequate resources” including finances but definitive amounts were not identified. A comprehensive assessment needs to be done of the MDAs to determine the amount of financial resources required to support the maintenance and development of statistics on an annual basis. In respect of the CSO, the comparative Approved Budgets for 2016, 2017 and 2018 have been provided, see **Table 5**. In 2017, there was a change in methodology for the presentation of the Estimates based on the implementation of the Public Financial Management Act. The survey programme that was formerly treated as “Capital Expenditure” has been transferred to Recurrent Expenditure and Furniture and Fixtures under Capital Expenditure are now allocated through the Ministry of Finance. There were no provisions in 2017 and 2018 for Local Revenue, which is an additional contribution towards the expenses of the CSO and Grant Funding and represents funding from the international development partners (IDPs). The fiscal year is January to December. The Actual Provision for each fiscal year, 2016 and 2017 show that the actual amount provided is less than the approved budgeted for the year.

Table 5: Budget Comparisons 2016 to 2018.

DETAILS	2016		2017		2018
	Estimate EC\$ ⁷	Actual Provision EC\$	Estimate EC\$	Actual Provision EC\$	Estimate EC\$
Recurrent Expenditure					
Personnel Direct	1,121,078	1,079,557	1,178,692	1,145,532	1,260,580
Personnel Indirect	77,432	74,598	114,240	68,492	114,240
Utilities	15,000	7,633	15,000	16,765	15,000
Overhead	141,200	150,272	313,736	260,835	821,588
Other	0	0	0	0	0
Total Recurrent	1,354,710	1,312,060	1,621,668	1,491,624	2,211,408
Capital Expenditure					
Purchase of Computer, Furniture and Equipment	0	0	0	0	0
Labour Force Survey/Literacy Survey	60,000	54,614	0	0	0
Publication / Trade Statistics Update	10,000	0	0	0	0
Repairs to Building / Relocation of Stats Office	20,000	0	0	0	0
Dev Info MDG / Country Poverty Assessment	300,000	0	0	0	102,500
Job Opening and Labour Turnover Survey	30,000	0	0	0	0
National Strategy for the Development of Statistics	5,000	0	0	0	0
IT Infrastructure Setup	20,000	0	0	0	0
Women’s Health Survey	0	0	0	0	699,200
Total Capital Expenditure.	445,000	54,614	0	0	801,700
Local Revenue	115,000	6,900	0	0	0
Grant	330,000	47,714	0	0	0
TOTAL EXPENDITURE	1,799,710	1,366,674	1,621,668	1,491,624	3,013,108

⁷ Conversion Rate: 2EC\$ = 1US\$

2.6 Data Production & Management

Data production encompasses all the steps necessary to manage the entire statistical business process through the phases of data production cycle, compilation of the indicator through to the dissemination. The Generic Statistical Business Process Model (GSBPM) outlines the eight (8) phases of the production cycle and facilitates quality and validation checks to be applied at each stage of the process. The results of the STEP in Grenada yielded a low score of 17% for the GSBPM. Attention must therefore be given to improved process management for each statistical product and the application of quality tools at the various phases of the process.

The SWOT analysis and the discussions with the staff identified other production and operational challenges which include a) low response rates to requests for survey data; b) some of the larger companies, and in particular those which have foreign direct investments are not responding to requests for data; c) some of the larger firms are not filing returns with the Inland Revenue; the returns include their Balance Sheet and Profit & Loss Statements which are sources of the information for the System of National Accounts (SNA); d) the production of trade statistics in a timely manner is being hampered by the challenges being experienced with the application of the Automated System for Customs Data (ASYCUDA); e) the sharing and use of the data among the MDAs take place in response to requests as there are no formal arrangements or agreements in place as to the structure of the data, the form and time of delivery of the data; and e) there is the need to maintain the currency of the indices; the CPI was last rebased in 2008 and the GDP is based on SNA 1993.

The process leading up to the preparation of the NSDP has not yet been completed but the implementation of the Growth and Poverty Reduction Strategy (GPRS) 2015 - 2019 continues. The four thematic areas of the GPRS: Building Resilience, Developing Competiveness with Equity, Governance, Justice & Citizen Security, and Reducing Vulnerability, have all been aligned to the SDGs. In the initial assessment undertaken with regards this alignment, data gaps were identified as there are only fifty-five (55) of the SDG indicators for which data are available and there are four (4) which are not applicable to Grenada because of the size of the country. The data gaps were identified particularly in the new areas such as Climate Change, Innovation, and Sustainable Consumption. It is apparent in the outcome of the STEP that the environment indicators are not largely available.

In terms of the Output Indicators in the STEP, Grenada got 53% notwithstanding the resource constraints and other operational challenges in the NSS. This finding is mainly due to the availability of data arising from the conduct of the periodic censuses of population and agriculture, the annual labour force survey, monthly consumer price index, estimation of the annual gross domestic product (GDP), and the generation of MDG related indicators (i.e., malnutrition, mortality, accesses to water, HIV/AIDS). The list of statistical products produced within the NSS is provided, see **Table 6**.

Table 6: Schedule of Statistics Produced by Category

Demographic & Social Statistics	Economic Statistics	Environment & Multi-domain Statistics
Crime Statistics Demographic Statistics Education Statistics Health Statistics – births, deaths, diseases, etc. Labour Force Indicators Population & Housing Census Wage Agreements Work Permits	Agriculture Statistics – agricultural census, crop production & value, fish production, land use, Balance of Payments Consumer Price Index Government Debt Government Revenue & Expenditure National Accounts - GDP Tourism Statistics – visitor arrival, expenditure, etc. Trade Statistics	Household Expenditure Survey Poverty and Welfare Indicators Survey of Living Conditions

The transfer of data from one MDA to another is not being done in a formal and structured manner. The opportunity exists for standards to be established among the MDAs to agree on the format of and schedules for data transfer.

The relationship with the business community is challenging, as there are low response rates to surveys and in some instances, there is no response. Associated with this challenge is the call for a communication and public education strategy to be developed for statistics in order to improve the response rates to surveys.

2.7 Data Dissemination, Communication & Analysis

Dissemination is one of the phases of the GSPBM process and it is described as the phase that *“manages the release of the statistical products to customers. It includes all activities associated with assembling and releasing a range of static and dynamic products via a range of channels. These activities support customers to access and use the outputs released by the statistical organisation.”* Dissemination occurs with each iteration of each product.

The findings from the assessment indicate persistent challenges in the accessibility and timeliness of data dissemination as well as publication of up-to-date statistical reports from the conduct of the population census. For instance, the results of the 2011 Population Census have not been published and is only made available upon requests.

There are also delays in the release and dissemination of key economic indicators. The publication of the Abstract of Statistics, which is an annual publication that covers the available information from the CSO and the MDAs, has been irregular. The last publication of the Abstract of Statistics covered data only up to 2006. The Quarterly Economic Statistical Report is now being published electronically to the ECCB, the policy unit of the Ministry and anyone else who may require it. In terms of social sector statistics there is no consistent flow of information from the MDAs to the CSO, accordingly, the dissemination of information on the social sector is unpredictable. There is no policy with regard to the submission of statistics from the MDAs and neither is there a dissemination policy adopted NSS-wide

Another critical challenge facing the CSO is the lack of a dedicated website that will facilitate improved dissemination, better accessibility and availability of data to reach a wider range of users.

This is further compounded by the lack of skilled staff to adequately manage data dissemination. Having a website is considered an essential resource. This gap is being addressed with the assistance of PRASC who are working with the Ministry of Finance’s team to have a website for the CSO completed by the end of March 2018.

Grenada is a subscriber to the IMF General Data Dissemination System (GDDS) since March 2001. The information on the IMF website includes the metadata for a number of statistical products, most of which date back to 2002 and are in the format of the Data Quality Assessment Framework (DQAF). There is also a summary dissemination schedule based on the available metadata. The Summary Dissemination Schedule, see **Table 7**, shows the lags in the dissemination of the economic data. This is further confirmed in the IMF report, **Grenada: 2014 Article IV Consultation and Request for an Extended Credit Facility Arrangement—Staff Report; and Press Release**, as of May 2014, citing as well the need for additional economic data on the country, e.g. GDP by expenditure at current prices, producer prices and trade indices.

Table 7: Summary Dissemination Schedule

e-GDDS Data Category	Periodicity ⁸		Timeliness		Metadata last updated
	e-GDDS	GRD	e-GDDS	GRD	
Macroeconomic and Financial Data					
National Accounts (GDP)	Q	A	1Q	4M	2002
Consumer Price Index	M	M	2M	15D	2002
Central Government Operations	Q	Q	1Q	1Q	2002
Central Government Gross Debt	Q	A	2Q	10M	2002
Depository Corporations Survey	M	M	1Q	6W	May 2012
Central Bank Survey	M	M	2M	6W	Sept. 2007
Interest Rates	M	M		6W	Sept. 2007
Balance of Payments	Q	A	1Q	11M	2002
External Debt	Q	A	2Q	10M	2002
Official Reserve Assets	M	Q	1M	6W	2002
Merchandise Trade	M	M	12W	4W	2002
Exchange Rates	D	D		1D	2002
Macroeconomic and Financial Supplementary Data					
Production Index ⁹	M	M	12W	1M	2002
Employment	A	2Y	3Q	3M	2002
Demographic and Selected Socio-Economic Indicators					
Population	A(census every 10 years)	A 10Y	3-6M for annual updates; 9-12M for census	15M	2001

As part of the coordination and the collaboration within the NSS, the CSO will be required to take the lead in working with the MDAs to establish a release calendar with the aim of moving towards the GDDS standards and updating the metadata on the IMF website. The standards should address the releases from the respective MDAs and the release from the CSO to the many stakeholders, including the public. Reporting on the environment and natural resources is a comparatively new area for Grenada. The CSO will be required to work with the relevant MDAs and NGOs, which are collecting and reporting on the information in this new area to achieve similar reporting standards.

The focus of communication in statistics is to increase use of statistics and to improve understanding of the content, caveats, contexts and limitations of the data and to assist users to make informed assessment about the fitness for purpose of the statistics for relevant decision-making. How the statistics, metadata and the statistical stories are presented will determine how effectively the information has been communicated. Communication is therefore more than publishing the data; it is reaching out to the users of the data and addressing their statistical needs. Communication strategies and standards have to developed and adhered to in order to achieve and maintain effective communication with the varied stakeholders.

In the SWOT analysis, the stakeholders have requested that the data be disaggregated at lower levels and by sex in order that they may be applied in policy development. In the final stages of the analysis phase, that the disclosure techniques are applied to ensure that the published statistics and metadata do not breach the disclosure requirements as specified in the legislation. From the information available, not much analytical information is published with the data.

2.8 Data Utilization

Official statistics is a public good and are intended to be used by all stakeholders. The situation in Grenada indicates that the government of Grenada is the largest user of the published data but more needs to be done as not all decisions are being made based on evidence. The assessment reports show that MDAs are

⁸ Periodicity and timeliness: (D) daily; (W) weekly or with a lag of ## week(s) from the reference date; (WD) working days, or business days; (M) monthly or with a lag of ## month(s); (NLT) not later than; (Q) quarterly or with a lag of ## quarter(s); (A) annually; (SA) semiannual; and (...) not applicable."

⁹ Grenada does not produce a Production Index but uses the production of commodities and services as a proxy.

using the data they produce to support some decision-making and planning initiatives and programme implementation. For instance, in the environment and natural resource sector demographic data are heavily used in risk management and the Ministry of Social Development & Housing are using the data from the Police Department, the CSO and the Ministry of Education to monitor gender based violence, gender disparities and to inform the design of policies that are gender sensitive. The economic and financial data are used to monitor the performance of the economy and support the applications for loans, as in the case of the application to the IMF for an Extended Credit Facility, and for debt restructuring. The data are also being utilized in the regional and sub-regional agencies, CARICOM, ECLAC, CDB, OECS and the ECCB to monitor regional development.

2.9 User-Producer Relationships

Strategy & Leadership in the STEP analysis, which scored a moderate grade of 38% (**Figure 4**), is broken down into three (3) sub-activities, Define Vision, Govern and Lead and Manage Strategic Collaboration and Cooperation. An analysis of the responses to the questionnaire indicates that there is some collaboration among the producers of statistics but this is not being done in a formal and structured manner. The CSO has assumed the leadership role in statistical training as data producers are normally invited to national training activities coordinated by the CSO, such as Devinfo Training, Statistics Canada International Statistical Fellowship Training that focussed on building bilateral relations, NSDS consultations and other statistical initiatives. These activities assist in building collaboration among the data producers. There has been no user-producer engagement except the NSDS sessions conducted in 2012 and 2017.

The SWOT analysis re-iterates this position as participants at the NSDS Workshop identified lack of coordination and lack of a clear understanding of the stakeholders' role in the NSS. Consultations with some non-governmental organizations (NGOs) have also pointed to the lack of coordination and harmonization of the various systems but expressed "good working" relationships with the CSO.

The Grenada CSO has maintained excellent strategic relationships with the Regional and International partners as evidenced by those who provided support at the Launch of the NSDS and who have pledged to continue supporting the development of statistics within the country. **Table 8** provides a schedule of the support that has been provided to the CSO for the development of statistics by the regional and international partners during the past five (5) years.

Table 8: Support for the Development of Statistics

Development Partner	Statistical Development Projects
PARIS21	Statistics Legislation Review and NSDS Relaunch & Assessment
World Bank	Sampling, weighting and estimation Data cleaning analysis and documentation CAPI data capture with survey solutions Data dissemination and report writing
UNDP	Technical assistance and training in Multidimensional Poverty Assessment Providing support to labour Force Survey Providing tablets for data collection
CARICOM Secretariat	Census data analysis, interpretation and report writing Support in Devinfo Support in Environment Statistics
OECS Commission	Support to Labour Force Survey Providing tablets for data collection Support in preparation for Country Poverty assessment Support in producing data on agriculture, environment, tourism, health, social protection and child poverty
CARTAC	Technical Assistance in National Accounts-GDP by expenditure, quarterly GDP Statistics External Sector Statistics Producer Price Index

Development Partner	Statistical Development Projects
Statistics Canada	ISFP meeting to improve Bilateral Relation and training in Basic Statistics PRASC assistance with website development, designing structure for quarterly LFS estimates and Survey National Statistical Council Population estimation
ECCB	National Accounts compilation, BOP compilation - Transitioning to BPM 6
EU	Funding of Statistical Projects- Trade Statistics Support to training activities- conference facilities refreshment
UN ECLAC	Data Anonymisation
ILO	Support to Labour Force Survey
CDB	Support to CPA preparatory Activities Training in Census Data analysis and interpretation Support to Women's Health and Life Experiences Survey
UN WOMEN	Support in developing the CARICOM Gender Equality Indicators Support to Women's Health and Life Experiences Survey

2.10 Review MDG Report – Grenada

The Draft MDG Report, November 2010, for Grenada has indicated that despite the fact that the country had suffered from severe economic and environmental shocks during the past decade some progress had been made towards achieving the MDGs. MDG2 – universal primary education had been achieved and significant progress is being made towards attaining MDG4 – reduction of child mortality and MDG5 – reduction of maternal mortality.

The report further indicated that noticeable progress was being made towards attaining the other goals. One of the major challenges being experienced is the level of poverty in the country. It is estimated that approximately 37% of the populations lives below the national poverty line. Another major concern is that national debt servicing has been on the increase. The **recommendations** included in the report are summarised:

- Integration of the MDGs in national and sectoral policy and planning along with the necessary budgetary allocations and an M&E reporting frame work
- The localisation of the MDGs
- In respect of MDG1, the disaggregation of data by age and sex to enhance targeting
- In respect of MDG2, targets should include improved standards and quality and emphasis placed on technical and vocational training.
- Advocacy and partnership building through training among the several rights holders.

Grenada's national statistical system has benefitted greatly from the capacity building activities and resources geared towards data collection for some indicators. The 2007/2008 Country Poverty Assessment which was funded by CDB, the 2005 Core Welfare Indicator Survey (CWIQ) which was sponsored by UNDP, and the 2011 Population Census were rich sources of data for the MDGs. Grenada also benefitted significantly from technical assistance from UN ECLAC in the development of the metadata for the MDGs and CARICOM Secretariat in relation to the development of the Caribbean Specific MDGs.

3.0 Recommendations & Way Forward

3.1 Strengthening the Central Statistics Office

The CSO is expected to lead the overall development and coordination of the Grenada national statistics system; however, its present structure will not be able to support the recommended mandate proposed in the revised statistical law. The CSO will have to be strengthened to take on a much broader role in the NSS and it is recommended that an in-depth institutional and organizational review of the current CSO situation

be carried out at the earliest time to identify areas that need to be improved. The assessment should examine in detail the following:

- a. The organizational structure – review of the current organizational structure vis-à-vis its new mandate (possibly as the National Statistical Institute, a body corporate, as proposed in the draft revised statistical law); the CSO's position within the overall government structure; its governance arrangements and reporting responsibilities; technical and professional independence; and evaluation of staff profile and their technical competences vis-à-vis what is required/expected;
- b. Adequacy of ICT Infrastructure – the appropriate technology (hardware and software) to support the operations of the CSO, the required linkages into the other MDAs to ensure improved data collection and sharing, and the expanded data storage facilities required to support the data management; and
- c. The availability and adequacy of the funding/financial resources required to support the CSO mandate based on the proposed new structure and additional data demands including any developmental efforts to deliver on its functions.

The priority activity in the implementation process is the strengthening of the CSO. The modernisation of the NSS is highly dependent upon an adequately resourced CSO to lead the process. The assessment and implementation of the findings of the assessment should be expedited to facilitate the advancement of the work required to support the NSS and the increased data demands of the NSDP and the SDGs. These activities should not await the promulgation of the new Statistics Act.

The current Statistics Act does not provide for governance of the NSS. In the interim, between now and the promulgation of the revised act, the coordination of the NSS should be done by an oversight committee with the secretariat established in the CSO. The terms of reference of NSS Oversight Committee are to be drafted and the Committee appointed. The NSS Oversight Committee and the CSO in conjunction with the Ministries of Finance and Development are required to establish a priority framework for the implementation of the various strategies and tasks. Resource availability will be a major constraint and the framework would determine priorities and assist in reducing some of the envisaged conflicts.

In view of the recent experiences of natural disasters in the region, business continuity planning and recovery need to be incorporated into all planning exercises, particularly statistical development plans.

3.2 Endorsement of the Statistics Act

The review of the Statistics Act has already been undertaken in early 2017 and draft Bill has been prepared by the Grenada Legal Office and approved by the Cabinet. What is required is to **advocate** for the endorsement of the revised Statistics Act by Parliament and promulgation of the revised Act.

3.3 Statistical Governance and Coordination

The CSO is required to lead the activities that are necessary for the improvements to the statistical infrastructure through the formation of the three (3) technical working groups (TWGs), namely, (i) Sustainable Economic Development, (ii) Sustainable Human and Social Development and (iii) Sustainable Natural Resources & Environmental Management and Development. Each working group would have representatives from the respective MDAs whose work is related to the particular sector. The membership in these groups should also be expanded to include representatives of non-state organizations whose work is affiliated to the area of work under review. The TWGs form part of the governance structure and collaborate within the NSS, as they are required to:

- Identify the indicators required to monitor performance of the particular sector;
- Understand the data needs required to support the indicators, any data gaps that may exist and assign responsibilities for the data collection in the areas of need;
- Determine the resources required to produce the required data sets;

- Examine the data quality standards and make recommendations for improvements;
- In coordination with the CSO, determine the data dissemination standards; and
- Periodically, report to the NSS Oversight Committee.

The CSO is required to lead the decision-making processes on the statistical methodologies and the quality assurance techniques to be applied and the standard concepts, definition and classifications that are applicable to each sector. These standards used must mirror the international standards as far as possible. The standards being used in the economic statistics conform to the international standards. In the demographic and social statistics, some products, such as the population census, the labour force indicators and the education statistics, do conform to the international standards. The assessment of the requirements of the SDGs has not yet been completed but it is expected that new data sets are going to be required in the demographic and social and the environment and natural resource sectors. It is in these new products that care must be taken to ensure that the methodologies and other standards conform to the international requirements. Agreements must also be reached on the mechanisms for the validation of information in administrative registers that are to be used for statistical purposes.

3.4 Increased and Improved Resources for Statistics

The MDAs, that produce statistics, also face the challenges of inadequacy of statistical staff, infrastructure and financial resources to cope with the increased demand for data and statistics to address the monitoring and evaluation requirements of the SDGs.

Human Resources

Each MDA will be required to determine the staffing and other resources required to improve their respective statistical operations in order to address the increased data demands. A training needs assessment should be undertaken in order to address the skills gap in statistics. The existing staff should be trained and where additional staff are required, efforts should be made to recruit trained staff. Staff training could be accomplished through internal and external short-term courses, on the job training and/or assignment to other countries for hands on experience. It is to be noted here that statisticians have to become more technology proficient, particularly in programming and data science, as the use of statistical software facilitates more expedient processing and analysis of the data, while data science would be more valuable in handling non-traditional data sources such as big data.

A strengthened CSO will be required to have additional staff in the statistical production and information technology units to manage the production and analysis of data. As a body corporate, the CSO will have to employ technical and administrative staff in new areas required to support the structure of the new entity.

Technological and Physical Resources

Among the resources required by the MDAs is the need for adequate and appropriate technology that is interoperable across the NSS to facilitate the transmission of data in a safe and secure environment. Accordingly, the audit of the NSS that is to be undertaken must also include the availability and compatibility of the technology systems that are currently in use by the MDAs. Those systems that are not compatible may have to be deployed elsewhere and replaced. It is to be noted too that where additional staff are required, additional physical space and equipment (hardware and software) are required for the support of the staff. It is expected that the completion of the website for the CSO will be expedited.

Financial Resources

Comprehensive review of the potential financial resource availability and where these could be sourced should be undertaken to better define opportunities for the support of the NSS. The compilation of the statistical projects supported by regional and international development partners in the past may inform any future strategy for statistical funding. This would be particularly important when the NSDS is prepared as the needs would be quantified and more specific. In many instances, however, direct funding may not be available but support would be provided through technical assistance for development of statistical

products and capacity building. The schedule, *Support for the Development of Statistics, Table 7*, has provided a list of partners who have provided support in recent years, and many of whom have indicated their continued support, such as CARICOM, CDB, ECCB, Statistics Canada, CARTAC and the OECS Commission. It is recommended that partnerships with the IDPs be strengthened and continued to tap into resources for implementing the NSDS in the short and medium term.

3.5 Data Production & Management

The monitoring of the SDGs requires that attention be given to improving data production and management, as new indicators are required (i.e. those relating to the environment, climate change, settlements, justice and peace, etc.). The assessment of the data availability for monitoring the SDGs need to be completed to determine the data gaps and the resources required to fill those gaps, for instance the limited number of data sets available on the environment and natural resources would require considerable resources for the NSS to develop this area. Tourism is a key earner of foreign exchange for the country, the information on tourism should also be expanded to include a tourism satellite account (TSA) to determine the value of the direct contribution of tourism to the economy.

The production of the indicators as outlined in *Table 2* is to be continued and strengthened through improved process management, the application of quality assurance techniques and more timely dissemination. In addition, the currency of the data sets are to be maintained. The national accounts are being prepared in accordance with the provisions of the SNA 1993 and it is to be upgraded to the SNA 2008. The CPI was last rebased in 2008 and should now be rebased. The poverty assessments need to be updated (poverty assessment 2005 and CWIQ 2011). Planning for the 2020 Round of Population Census should have already begun.

The data production process requires the sharing of data among the MDAs and with the CSO, as in many instances the output from one MDA is the input in another. Data sharing protocols are to be established among the MDAs and where necessary, data sharing agreements should be documented and formalised. The data sharing agreements should stipulate the data to be shared, the data format and structure and the time of delivery. The increased use of technology in the production process by each MDA will reduce the duplication of activities, facilitate improved data sharing and reduce the production turn-around time, thereby reducing the lags in dissemination of the data.

The challenges being experienced with data collection need to be addressed through public education and training and the support of the parent Ministry is required to address some of the other challenges. The formation and operation of the Technical Working Groups (TWGs) will greatly assist the process of data management and production. The TWGs are required to ensure that the data audits are conducted to determine data availability for each indicator that is required for the monitoring and evaluation of the NSDP and the SDGs and assign responsibility for data collection to fill the gaps.

In general, quality assurance techniques and tools are to be applied to the various phases of the production cycle to ensure that each product meets the required standard. Improved efficiencies in the production process will lead to timely dissemination of the statistical information to stakeholders.

3.6 Data Dissemination, Communication & Analysis

In order to improve data dissemination, particularly the availability, accessibility and timeliness of data releases, it is recommended that the CSO in collaboration with the technical working groups establish and an annual release calendar that follows the requirements of the GDDS¹⁰. Other dissemination tools that could be applied are:

- Press releases to accompany the release of each official statistical product;

¹⁰ Details on the GDDS are available at www.imf.org/external/pubs/ft/gdds/guide/2013/gddsguide13.pdf

- The use of visualization tools and graphics to enhance the communication process;
- The use of social media tools particularly targeted at the younger generations; and
- The use of the website for publishing the information.

Statistics offices are mandated to make official statistics available to all users and potential users. The challenge, however, has been that the availability of the data is not always well known. The objective therefore is to increase the dispersion of the data in a structured framework that will provide accessibility and information. It is recommended that a dissemination policy be developed and implemented. The policy should include, among other things, the following policy principles:

- A statement that treats all constituencies equally and this should be presented well in advance;
- A clear statement to identify the information that should be made available to the press and the medium through which additional information will be made available; and
- A statement regarding the cost of accessing detailed and/or non-published information.

It is not the usual practice for statistical agencies to provide in-depth analysis of published official statistics but they are expected to provide sufficient information to assist the users of the data to understand the contributing factors to the changes in the period. It is therefore recommended that the CSO publish some basic analytical information along with the statistics for the socio-economic indicators that are regularly published. The basic analysis would assist the users of the data to make better use of the data. The disaggregation of data, which is a part of the overall analysis, allows for the analysis of subgroup differences in areas of importance, such as gender differences, age groups and geographic locations. As part of the analysis process it is recommended, that where possible, the published data should be disaggregated to lower levels, to facilitate better monitoring and evaluation of the policy frameworks.

The state needs to be mobilised around the national development plan and all the related activities associated with achieving the goals identified. An improved NSS is required to provide the information (the indicators) that will be used in the monitoring and evaluation process. In addition, the general public, the business communities and all sectors have to be encouraged and stimulated to provide the required information. In particular, the civil society, at all levels, has to understand the benefits of being involved in the process of providing the necessary information. The development and implementation of a communication plan with messages targeted to the various sectors, is therefore an integral part of the statistical development process.

3.7 Data Utilization

The information provided in **Appendix I** advises that some of the data be used by MDAs other than those by which they were produced and that most of the data produced are published in the Quarterly Economic Statistics Report. Notwithstanding, the availability of the data, some decisions are being made without reference to the statistical data. In order to encourage and stimulate the use of the data in decision making processes, a component of the capacity building techniques will have to be specifically targeted to the technical officers and policy analysts in the MDAs, parliamentarians and legal officers responsible for the crafting of legislation and the media. The training should focus on understanding the data, data analysis and the proper use of data. In order to build sustainability, it is recommended that partnerships be developed between the CSO and tertiary institutions in the country for the delivery of the training on a periodic basis.

The NSDP is being developed and it is expected that each MDA will be assigned performance targets that will be used to monitor the goals and objectives of the Plan. It has been proposed that these targets will be aligned around the SDGs. Accordingly, it is recommended that the CSO, in conjunction with the Ministry of Finance and the Ministry of Economic Development, Trade, Planning and Cooperatives work together to develop the M&E framework for the development agenda, incorporating the statistical output from the respective MDAs as this would increase the use and value of the statistics in the long run.

3.8 User-Producer Relations

The statistical system has been supply driven. The modernisation of the system must reshape it into being more “customer oriented” or demand driven in order to satisfy the needs of the many and varied clients. The change will come through training of the existing and new staff in customer service relations and establishing user-producer consultations on a regular basis. These consultations would serve a number of purposes, namely building the relationship between the parties, training in the use of the available statistical information and most importantly understanding the needs of the clients. In order to obtain the synergies from the groups, it is recommended that the user groups be organised around the same subject areas of the proposed technical working groups – economic development, human and social development and natural resources and environmental management. The groups should consist of public and private sectors and civil society representatives.

Appendices

Appendix I: SWOT Analysis

1 The extent to which statistics have been used and recognised as important in national development policy

	Strengths	Weaknesses	Opportunities	Threats
Gr.1	<ul style="list-style-type: none"> ○ It takes a scientific approach to Policy Formulation and Direction ○ Budget Formulation ○ Assess the overall performance of the strategies that have been implemented (Monitoring & Evaluation). ○ Helps your country in setting goals and strategic planning ○ Meet reporting needs of International Agencies like IMF, World Bank, ETC 	<ul style="list-style-type: none"> ● Inadequate Statistics to support policy formulation ● Lack of timely statistics ● Poor Quality ● Lack of real time data ● Relevance of the data in the changing economic system ● Enforcement of the legislation (Statistical Act) 	<ul style="list-style-type: none"> ○ A Communication & PR Strategy for Statistics ○ Create indicators to measure economic performance (ICT, Blue Economy, etc.). ○ Aid in alleviating Poverty. ○ Funding & Technical Assistance from International Agencies. ○ Investments & Promotion (Tourism & Investments) 	<ul style="list-style-type: none"> ○ Low response rates ○ A legal framework that needs to be enforced ○ Respondent Burden (Small Pool of Respondents in the case of Grenada). ○ Inaccurate/Disaggregation from Stakeholders for fear of taxation ○ Natural Disaster ○ Hacking (ICT Related threats)
Gr.2	<ul style="list-style-type: none"> ● Data exists/available, and shared ● Qualitative data exists to influence policy ● GEPAP was developed after both quantitative and qualitative data ● GRENDEN was developed from data on drugs and its uses ● Recognition of the need for more analysis of data and putting structures in place to produce them ● Commitment from the Statisticians to make available data to influence policy decisions ● Strong political support 	<ul style="list-style-type: none"> ● Timeliness ● Disaggregation by sex etc. order to draft policies ● Lack of adherence/compliance to policy documents ● Policies are often not informed by statistics ● Policies are drafted and are not being implemented ● Lack of consistent collection and dissemination ● Limited human resource assigned to collecting data 	<ul style="list-style-type: none"> ○ Capacity building ○ Increase use of statistics for result based management ○ In depth data analysis to arrive at more evidence based policies drafting ○ IT development for data collection etc. ○ Exchange of best practices example GRENDEN across the region ○ Professionals in leadership and management create the demand and ability to better produce quality data 	<ul style="list-style-type: none"> ○ Government policy on staffing (attrition policy) ○ The belief system for example dogmas may assume to be contrary to policy decisions and statistical evidence ○ Development policies are heavily reliant on funding from external donors and are drafted based on what they requires and sometimes the changing demands of external donors ○ If external donors pull out the policy and indicators are not focused on
Gr.3	<ul style="list-style-type: none"> ○ Have signed on to various 	<ul style="list-style-type: none"> ● Lack of political will and leadership to 	<ul style="list-style-type: none"> ○ SDG's provide a framework for 	<ul style="list-style-type: none"> ○ Gaps in policy could impact

	Strengths	Weaknesses	Opportunities	Threats
	environmental conventions ○ Have legislation /plans /policies ○ Demographic data used for disaster risk management	move environmental issues forward ● Lack of cohesion in legislation / plans ● Weak implementing environmental plans	cohesive working together ○ Improvement in technology	future environmental issues ○ Industrialization ○ Importation of substandard goods

#2 The organization, coordination and management of the National Statistical System

	Strengths	Weaknesses	Opportunities	Threats
Gr.1	○ Data Sharing ○ A political System that supports the development of statistics ○ Decentralised system (traceability of leaks, etc.)	○ Duplication of Efforts (Double Counting) ○ Data Sharing ○ Lack of coordination ○ Definitions (Classification of Data)	○ Coordination among stakeholders. ○ Open Data (Access Electronically) ○ CSO function as a Statutory Body	○ Duplication
Gr.2	○ CSO as repository of all statistics ○ Availability of data ○ Coordination of data between ministries, departments and CSO through a fairly good network ○ An established professional working relationship ○ Ministries and departments have protocols and standards in data collection ○ Follow international guidelines	○ inadequate resources ○ lack of systematic reporting to CSO ○ different reporting formats of data within ministries and departments ○ clear understanding of stakeholders role within the system ○ lack of clearly defined parameters by data producers ○ outdated legislative framework	○ recognise role within system and working towards efficiency ○ Training available to management and comprehensive database systems ○ Formulation and implementation of the NSS	○ Data security ○ Cost of maintaining and setting up effective security system
Gr.3	○ Data from environmental projects are available ○ Good collaboration with other organisations/ ministries	○ Relatively new area for collection ○ Inability to adequately collect data – lack of personnel (no focal point / dedicated staff), finance, training ○ Focus is not on collecting data - ministries, organisations ○ Turnover of staff	○ Restructure and improve the data collection system ○ Strengthen the capacities of the various stakeholders in an incremental manner ○ Get funding and support to develop stats through projects	no response

#3 The extent of data availability from the national statistical system and the ability to access them

	Strengths	Weaknesses	Opportunities	Threats
Gr.1	<ul style="list-style-type: none"> ○ The Statistical Act ○ The Use of E- devices (Tablets, etc.). ○ Geographic Size (easy to collect data) 	<ul style="list-style-type: none"> ○ CSO doesn't have a website. ○ Lack of Statistical Publication. ○ Advocacy ○ Detailed information (Micro data) ○ Incompatible Systems (eg: Treasury & IRD using different systems) 	<ul style="list-style-type: none"> ○ Constantly keeping abreast with Modern Technology 	no response
Gr.2	<ul style="list-style-type: none"> ○ Follow international guidelines ○ Wide availability of data Easily accessible upon request with little or no restrictions 	<ul style="list-style-type: none"> ○ Different data analysis tools between ministries and departments and some cases none available ○ Lack of current data in some cases example CPA (poverty data), administrative data is usually for past years ○ Data for some indicators are not collected ○ Lack of knowledge in what data is available ○ Lack of succession plans ○ No official website for statistics 	<ul style="list-style-type: none"> ○ Standardized data processing software and system ○ Training in data collection ○ Advocacy ○ Revision of data capture forms 	<ul style="list-style-type: none"> ○ Staff turnover ○ Threats to data storage from external sources ○ Financial resources ○ Lack of recognition for local expertise
Gr.3	<ul style="list-style-type: none"> ○ Reports from research and projects are available 	<ul style="list-style-type: none"> ○ Data not available in the format needed ○ Limited data available ○ Funding 	<ul style="list-style-type: none"> ○ Training in processing and interpreting environmental data ○ Greater public awareness on the importance of environmental data ○ Online publication 	<ul style="list-style-type: none"> ○ Ability to access data leads to alternative sources of data being used to develop plans for Grenada

4 The capacity of the national statistical system to produce quality statistics

	Strengths	Weaknesses	Opportunities	Threats
Gr.1	<ul style="list-style-type: none"> ○ Quality Statistics ○ Produce data based by certain Guidelines (CSO follows the UN, ILO. Tourism follows UNWTO) 	<ul style="list-style-type: none"> ○ Lack of Capacity ○ Non- response rates from large FDI companies 	<ul style="list-style-type: none"> ○ Capacity Building 	no response
Gr.2	<ul style="list-style-type: none"> ○ Human resources (committed and trained staff) ○ Validation of quality data ○ The use of correct methodology 	<ul style="list-style-type: none"> ○ The need for more training (insufficient) and some cases the statistical system does not exist 	<ul style="list-style-type: none"> ○ Sharing knowledge among the stakeholders ○ Staff training between ministries and departments 	<ul style="list-style-type: none"> ○ Staff turnover ○ Finance ○ Over reliance on external consultants without development for staff
Gr.3	<ul style="list-style-type: none"> ○ Good quality but limited data collected through surveys ○ Can cross check data with other agencies / organisations 	<ul style="list-style-type: none"> ○ Lack of training to handle environmental data within the various stakeholders ○ Lack of coordination between the CSO and the line agencies for environmental statics. Several agencies/representatives may not be aware of their role in reporting quality statistics to the CSO. ○ Absence of harmonized production methodologies among agencies (data processing) 	<ul style="list-style-type: none"> ○ Advocacy and push towards environmental stats in collaboration with stakeholders ○ To harmonize or use standards (terminology) and methodologies 	<ul style="list-style-type: none"> ○ Several stakeholders are not governmental and may not be collecting data in the appropriate format for quality control

Appendix II: PARIS21 STATISTICAL EVALUATION AND PROGRESS (STEP) TOOL**NSS Assessment**

A - Strategy & Leadership						
Define Vision						
Questions	Answers			Comments	Score	Maximum Score
NSO has a mission statement that is purposefully followed						
Please provide a link to the mission statement						
The country has an NSDS/National Statistical Plan that coincides with the national development plan which identifies organizational challenges, activities, and goals						
Governance and Leadership						
Questions	Answers			Comments	Score	Maximum Score
Law exists that creates and mandates a National Statistical System (NSS)						
Update date of Statistics Law						
Please provide a link to the Law						
Does the Statistical Act/Law comply to the UN Fundamental Principles of United Nations?						
If No, why?						
If No, is there any plans to update the statistical law?						
The Law names the National Statistics Office (NSO) as the lead or Coordinator of the NSS						
The law defines the relationships among stakeholders in the NSS (other government offices, international and supranational institutions, professional societies, other entities incidental to statistical activity)						
Who define which institution should be part of the NSS?						
List of Stakeholders of the NSS						
Law exists that mandates conduct of census at defined intervals of 5-10 years						
Law exists that mandates conduct of agricultural census at defined intervals of 5-10 years						
The law has provisions for ensuring data confidentiality for the NSO						
Law exists that mandates respondent participation in censuses and surveys						
Current legislation specifies the following concerning the head of the NSO: the selection process, job requirements, term limits, and the causes for dismissal						
Decisions on all steps of data collection and dissemination are made independently from political influence						
Does the government has an IT-wide policy/strategy that recognizes needs of the NSS (issue of data sharing, interconnectivity and compatibility of software to allow data exchange, etc.)						
Please provide a link to the Law/policy						
Is the external technical assistance or external support part of the planned activities in the NSDS?/National Statistics Plan?						
Periodicity for collection of major data collection operations is defined and followed						
Do the Line ministries undertake data collection activities?						
Procedures exist to report political or administrative pressure when producing and disseminating statistical information						

Examples of procedures						
NSO has a formal established procedure to critically evaluate past activities and recommendations are considered when developing future activities						
Do the Line ministries have Statistics Unit?						
If No, Who is in charge of the data production in the ministry?						
Are decisions about survey design, survey methods and techniques etc. made on the basis of professional considerations and strict scientific standards? (Or do other – e.g. political – considerations play a role?)						
Does the NSO have a regular methodology revision process in place?						
Percentage of line agencies and ministries with statistical support units						
NSO is able to track and report on coverage and response times for receipt of administrative data from district/provincial levels						
Does a National Statistical Council (Statistics Committee, Advisory Board, etc.) exist in the country?						
Is it defined in the Statistical Law?						
What is the periodicity/frequency of the meetings?						
When was the last meeting?						
NSO organizational chart is available to the public						
NSO organizational chart reflects actual reporting structure of the NSO						
NSO organizational chart specifies position titles						
Please provide a link to the Organisational Chart						
To whom does the head of the NSO report to?						
Does the NSO as lead coordinator ensure consistency and harmonization of statistical standards, concepts, definitions & adoption of classifications?						
Are there mechanisms to assure this role?						
if Yes, please specify						
The NSO does analytical work, publishes scientific papers, and presents them at seminars and conferences when relevant						
The Statistical Unit of Line Ministries do analytical work, publishes scientific papers, and presents them at seminars and conferences when relevant						
Is a release calendar (comprising main statistical outputs) published in advance by the NSO?						
Are micro-data from national household surveys available to access from the NSO website?						
Are policies related to microdata in place?						
Has the country adopted an Open Data policy?						
What is the year of adoption of the policy?						
Please provide a link to the Law/policy						
Has the country endorsed the Data Revolution Roadmap						
What is the year of adoption of the roadmap?						
Manage Strategic Collaboration						
Questions	Answers		Comments	Score	Maximum Score	
Are there formal provisions in place among data producing agencies to allow data sharing among statistical authorities?						
Has the country formally endorsed and implemented the regional code of practices? (If there is a regional code of practice or similar agreement)						
Are there formal provisions in place among data producing agencies to allow data sharing among statistical authorities?						

Has the country formally endorsed and implemented the regional code of practices? (If there is a regional code of practice or similar agreement)						
If Yes, Please specify						
Is the country compliant with IMF SDDS standards?						
If No, why?						
If No, are there plans to be compliant with IMF SDDS standards?						
The overall structure in terms of concepts and definitions follows internationally accepted standards, guidelines/rules, or good practices.						
What manual is currently used for the CPI?						
What methodology is currently used for the national accounts?						
What methodology is currently used to classify economic activity, occupation, education?						
Classification/sectorization systems used are broadly consistent with internationally accepted standards, guidelines/rules, or good practices.						
Does NSO always consult other administrations (Lines ministries, data producing agencies) before introducing new statistical classifications?						
Which priority statistical operation (census and survey) are funded by government?						
NSO technical needs are assessed annually						
NSO has an advocacy program that seeks domestic and international donor financial and technical support for statistics (If NSO does not require donor support = 3)						
Does the NSS have coordination mechanisms for assigning of responsibilities in the national statistical process?						
The Statistical Unit of Line Ministries do analytical work, publishes scientific papers, and presents them at seminars and conferences when relevant						
B – Capability Management						
Plan Capability Improvements						
Questions	Answers			Comments	Score	Maximum Score
The relevance and practical utility of existing statistics in meeting users’ needs are monitored.						
What is the periodicity/Frequency of the monitoring?						
Develop Capability Improvements						
Questions	Answers			Comments	Score	Maximum Score
Does the NSO conduct User Satisfaction Survey?						
What is the periodicity/Frequency of the User Satisfaction Survey?						
When was the last User Satisfaction Survey?						
Monitor Capabilities						
Questions	Answers			Comments	Score	Maximum Score
NSO has a core staff specialized in census/survey planning						
NSO has a core staff specialized in survey design						
NSO has a core staff specialized in economic account						
NSO has a core staff specialized in social statistics						
NSO has a core staff specialized in demographic statistics						
NSO has a core staff specialized in Environment statistics						
NSO has a core staff specialized in information technology						
NSO has a core staff specialized in field operations						
NSO has a core staff specialized in data processing, sampling, data analysis						
NSO has a core staff specialized in evaluation, and dissemination						

Staff in the NSO has the ability to use new data sources						
Staff in the NSO has the ability to use Big Data to fill gaps in production o SDGs indicators						
NSO utilizes ICT (e.g. PDA) in data collection during surveys and censuses						
If Yes, is it through:						
Share of total staff that have graduate qualifications						
Share of total Managerial Staff in the NSO						
Share of total Non- Managerial Staff in the NSO						
Share of total Non-Professional Staff in the NSO						
Share of total Consultants in the NSO						
Total of employees of the NSO						
Vacancy rate						
Divisions in charge of Statistical production						
Line Ministries have a core staff specialized in each of the following: census/survey planning, questionnaire development, field operations, data processing, sampling, data analysis, evaluation, and dissemination						
National Statistical Office (NSO) has an established mapping unit with dedicated staff responsible for the collection, preparation, use, and publication of maps for census and survey purposes						
Is statistical background requested in the profile of the head of the NSO and heads of other statistical services?						
Is statistical background requested in the profile of the head of the Statistical Unit of Line Ministries?						
NSO has permanent staff trained in Geographic Information Systems (GIS) including concepts, technology, database development, and basic implementation and management						
Support Capability Implementation						
Questions	Answers			Comments	Score	Maximum Score
Does the NSO have formal responsibility, mechanisms and resources to monitor quality of administrative data collected by line agencies?						
C – Corporate Support						
Manage Business and Performance						
Questions	Answers			Comments	Score	Maximum Score
National Statistical Office (NSO) has permanent staff trained and experienced in applying project management principles including budgeting, scheduling, reporting, and quality control for census and survey operations						
Manage Finances						
Questions	Answers			Comments	Score	Maximum Score
NSO assesses financial needs annually and requests funding from the central government sufficiently in advance of expenses						
NSO assesses financial needs annually and makes funding requests to donors sufficiently in advance of expenses (If NSO does not need donor support = 3)						
The other data agencies of the NSS assess financial needs annually and requests funding from the central government sufficiently in advance of expenses						
What is the proportion of the statistical budget financed by the Government in comparison to the total budget (donors included) dedicated to statistics?						
Is there a gap between Government commitment and effective disbursement in support of statistics?						

How much of the recurrent costs and priority statistical operation are covered by the funding of the national Government?						
Which priority statistical operation (census and survey) of the NSO are funded by government?						
NSO has sufficient autonomy and resources to 'contract out' particular analytic or experimental and demonstration projects to explore new methods or ways to improve relevance, effectiveness and efficiency of statistical products						
The Statistical Unit of Line Ministries have sufficient autonomy and resources to 'contract out' particular analytic or experimental and demonstration projects to explore new methods or ways to improve relevance, effectiveness and efficiency of statistical products						
Manage Human Resources						
Questions	Answers			Comments	Score	Maximum Score
Does the NSO have a training centre/unit?						
If yes, what is the staffing of the training centre/unit?						
Do the Ministry of Agriculture have a Statistics Unit?						
Do the Ministry of Environment have a Statistics Unit?						
Do the Ministry of Health have a Statistics Unit?						
Do the Ministry of Education have a Statistics Unit?						
Employee performance is reviewed frequently, at least annually, and new performance goals are set						
NSO has an on-the-job training program that is supported financially?						
Employees are given time to attend training						
NSO has incentives in place to enhance staff retention and reduce turnover						
New hires are always recruited based on qualifications that match the needs of the NSO						
Statisticians per 10,000 population						
Manage IT						
Questions	Answers			Comments	Score	Maximum Score
Equipment (including computers, printers, desks, office supplies, database servers, etc.) are adequate to perform required tasks						
Local area network exists, is maintained, and widely used by staff						
Which proportion of the professional staff is equipped with a modern computer?						
Which proportion of the professional staff is equipped with a modern computer in the regional offices?						
Which proportion of the professional staff has a (permanent) internet connection?						
Which proportion of the professional staff has a (permanent in the office) internet connection in the regional offices?						
Which proportion of cleaned data is managed by Data Base Management Systems? (like Oracle, MySQL, SQL Server, ...)						
Manage Statistical Methodology						
Questions	Answers			Comments	Score	Maximum Score
Do the NSO involve in the methodology of the data collection activities of the Line Ministries?						
Training concerning ethics in statistics exists and covers the importance of producing and disseminating reliable statistics						
Data confidentiality and protection practices are implemented throughout all phases of a project (questionnaires are stored in locked areas, passwords exist for all computers, sharing of						

personally identifiable information (PII) is prohibited, published data are made anonymous, etc.)						
Are microdata available and related policies are in place?						
Manage Information & Knowledge						
Questions	Answers			Comments	Score	Maximum Score
Are information on the methods and procedures used published on the NSO and other members of the NSS website?						
Is there a standard data or metadata format?						
If Yes, please specify						
Is there a standard metadata format for the statistical output of NSO and other involved in statistical production?						
If Yes, please specify						
NSO leads the National Statistical System by setting standards for nomenclatures and classifications that follow international standards and are adapted to local context						
The NSO is actively working with other statistical agencies to develop, review, promote and develop statistical standards.						
The terms and conditions under which statistics are collected, processed, and disseminated are available to the public.						
Manage Consumers						
Questions	Answers			Comments	Score	Maximum Score
Does the NSO have/manage its own website?						
Please provide the link of the NSO website						
There is a strategy and a data dissemination policy, and a clear pricing policy (if any) governing the distribution, and policies are public.						
If there is no data dissemination policy, are you planning to develop one?						
NSO currently disseminates maps and spatial data sets via the NSO website						
Has objectivity of official statistics been criticized by media, users, or the public during the last two years?						
If yes, by who and why?						
There is a formal policy or well-established customs that enable statistical agencies to comment publicly on statistical issues, critics, misinterpretations and misuse of official statistics.						
Is there a procedure in place to record information about serious errors that are discovered in published data?						
Had the NSO has a re-release of data policy? (data was revised because it was incorrect)						
Are these website regularly (weekly or monthly) updated?						
Does the reports and data are downloadable on the website of the NSO?						
Does the NSO use Social Media (Facebook, Twitter, etc.) to disseminate statistical output						
If yes, provide the facebook page link						
If yes, provide the Twitter account link						
Advance notice is given of major changes in methodology, source data, and statistical techniques.						
There is an advisory council with members of the public and private sectors and civil society that advises the NSS						
What is the periodicity/frequency of the meetings?						
When was the last meeting?						
Are there formal processes in place to consult users about their statistical needs?						
Are there mechanisms of cooperation between the NSO and the						

representatives of line ministries, regional or provincial or local governments, CSOs, media?						
Are there user-producer dialogues on regular basis?						
What is the periodicity of the user-producer dialogues?						
When was the last user-producer dialogue?						
There is an advisory council with members of the public and private sectors that advises the NSO						
Is there a tool that allows building tables, graphs or maps using the available data?						
If Yes, Please specify						
Manage Data Suppliers						
Questions	Answers			Comments	Score	Maximum Score
Are data available with some sort of open license? (Creative Commons or similar)"						
Please specify						
NSO leads the National Statistical System by coordinating data sharing among domestic data collecting and producing agencies so that the needs of users are met and duplication of effort is prevented						
Manage Buildings & Physical Space						
Questions	Answers			Comments	Score	Maximum Score
Physical facilities are adequate to perform required tasks (such as power sources, space for work, places for meetings, space for training, etc.)						
Manage Quality						
Questions	Answers			Comments	Score	Maximum Score
Does the NSO monitor the quality of administrative data in official statistics?						
Does the NSO monitor the use of administrative data in official statistics?						
Is statistical quality management (the quality control of related to reliability, timeliness, etc.) a policy issue and are real and systematic efforts (including the promotion of well documented quality management guidelines/rules) made to enhance the quality of statistics?						
Is the quality of the different stages always in the statistical production process regularly monitored? (Scheduling operation, data collection, data entry, data analysis, data dissemination)						
Is there a policy in place that states that data sources and statistical techniques are selected by statistical considerations (quality, methodological soundness etc.) only?						
Are there internal handbooks / guidelines/rules / recommendations for the statistical production processes?						
D – GSBPM						
Questions	Answers			Comments	Score	Maximum Score
Do mechanisms exist to ensure that statistical work programs are relevant for the various user groups?						
Are data accessible/downloadable without any restrictions/registrations from website of agencies producing statistics;						
Are data available with some sort of open license? (Creative Commons or similar)"						
Is there a standard data or metadata format?						
Does the country provide metadata following the						

recommendations of the ADP (Accelerated Data Program)					
Are the data of the surveys downloadable?					
Is the usability of the NSO website for different groups of users tested at least one a month?					
Do the Line ministries disseminate the data of their surveys?					
Average elapsed time (in weeks/months) between initiation and dissemination of most 2-3 most recent household surveys					
E – Output Indicators					
Questions	Answers	Comments	Score	Maximum Score	
Number of Population census conducted within last 10 years					
Number of poverty surveys conducted within last 10 years (IES, LSMS, etc.)					
Number of Agriculture census conducted within last 10 years					
Number of health surveys conducted within last 10 years (DHS, MICS, Priority survey, etc.)					
CRVS Coverage (Coverage of Birth and Death Registration)					
National accounts base year					
Balance of payments manual in use					
External debt reporting status					
Consumer Price Index base year					
Industrial production index					
Import/export prices					
Government finance accounting concept					
Enrolment reporting to UNESCO					
Vaccine reporting to WHO					
IMF's Special Data Dissemination Standard					
Periodicity of income poverty indicator					
Periodicity of child malnutrition indicator					
Periodicity of child mortality indicator					
Periodicity of Immunization indicator					
HIV/AIDS indicator					
Periodicity of maternal health indicator					
Periodicity of gender equality in education indicator					
Primary completion indicator					
Access to water indicator					
Periodicity of GDP growth indicator					
Periodicity of National Accounts					
Periodicity on unemployment rate					
Does the Country have a National Environment Information System?					
Does the Country have a National Agriculture Information System?					
Does the Country have a National Health Information System?					
Does the country have a National Education Information System?					
Does the country have a National Crime and Justice Information System?					
Number or proportion of SDGs Indicators generated by the country					
Number or proportion of MDGs Indicators generated by the country					
What are the other characteristics relevant in national contexts of the country?					
Share of total data needed for national reporting produced by the NSS					

Appendix III: SCHEDULE OF INTERVIEWS

Date	Agency	Officer(s)	Comments
12/07/2017	ECCB	Ms Theresa Smith	ECCB operates as central bank for region and as such works with countries in finalising annual BOP. The data out of Grenada good is but there are concerns about timeliness. The data are provided ¼ly but would like to get monthly data for real sector. Noted too that the ECCB monitors economic data and the OECS social sector.
	GNOW (NGO)	Ms Laurice Pascal	GNOW operates in a project-based environment through which it earns its revenue. Data are required to support each proposal. Concerns have been expressed about the coordination and harmonization of the data system, the need for having a centralised source for accessing the data, and the capacity of each organization to deliver on its mandate. It has been noted that there have been improvements at the CSO in recent years but more needs to be done. Not all data are being captured and stored in a structured manner. There needs to be a link between domestic violence and the health care system but the data capture at the hospitals are incomplete. Tertiary students, local & international, assigned to GNOW assist in data collection at the CSO. The information they have is made available to users but they do not have any information on the users.
13/07/2017	Inter-Agency Group on Development Organization & Agency for Rural Transformation (NGO)	Ms Sandra Ferguson	Her agency has a good working relationship with the CSO. Her Group finds that there are concerns about timeliness of the data and there needs to be some method of making the data more accessible to the users. They use the socio-economic data sets, but mainly the demographics. One of their main concerns is that the reports on the population and agricultural censuses are not available. Quarterly Statistical Reports used to be published by the CSO but these are no longer being done.
	CDB	Dindial Ramrattan, Statistician	The CDB is prepared to continue providing support to the development of Grenada. It however requires the final Development Plan and the implementation strategy. The CDB is likely to use a regional approach and provide capacity building through CARTAC. The CDB would like to obtain the release calendar and a wide cross section of data on the country.
14/07/2017	CSO	Mr Halim Brizan, Director of Statistics, & Senior Staff members	
17/07/2017	Min. of Social Development & Housing	Mrs Lima Fredericks, PS., Director Social Development, Gender Specialist & Mr. Charles Timon, CSO.	It was noted that statistics does not currently have a focal point in the Ministry. There is, however, a relationship with the CSO and some data are forwarded. Some data are collected within sponsored projects and there is the recognition that some additional data will have to be collected for the SDGs. Here it was noted that the GPRS had been developed without any input from this Ministry, multi-dimensional poverty is being examined in conjunction with the OECS. Generally, the PS noted

Date	Agency	Officer(s)	Comments
			<p>that the data culture does not exist within the country and she recommended that this should be addressed in the school system. She recognises however that here is the need for empirical data disaggregated by sex.</p> <p>Another recommendation was made for the inclusion of an M&E framework in projects.</p> <p>In respect of her own ministry, there is an annual corporate plan and a budget for the period but there is no M&E plan for evaluating results achieved. Some reporting and evaluation is done on the projects under the PSIP.</p> <p>In respect of the data required and being used, it was noted that:</p> <ul style="list-style-type: none"> - The disaggregation and classifications need to be drilled down to lower levels; - Population data are required at t[he community levels – other agencies require data at this level but not sure that there has been a national discussion on this matter; - The information on disabled person and the assistance they may need is not available. Here it was recommended that the Ministry seek to develop an official Register of such persons. - There are challenges with the crime data and how they are collected. The reports on domestic violence and the classification system used are not always clear. Here it was recommended that discussions be held with the Police to get the necessary clarifications. - Ministry of education produces an Educational Digest form, which the information is used. <p>The Ministry is about develop a project to establish an electronic database to manage the work of the ministry and they will be seeking the guidance and advice of the CSO. As part of the development process they will also require capacity building/training in data analysis.</p>
	Min. Finance & Energy	Dr Wayne Sandiford, PS, Deputy PS. & Mr. Brizan	<p>The PS noted that he was strong on statistics and would like to see the development of the CSO. He noted that not all decisions were being made based on evidence. He noted that there is the need to improve some data sets & provided some examples:</p> <ul style="list-style-type: none"> - Education – there is the systematic recoding of exam results but more is required - Crime & punishment - need to be disaggregated - Traffic accidents – location and disaggregation - Poverty data to be mapped - Community level data are required for planning - LFS – quarterly results are required - CPI – last rebased in 2008 now needs to be rebased <p>The current structure and the challenges being experienced were also discussed. Among these</p>

Date	Agency	Officer(s)	Comments
			<p>were data collection issues with some MDAs and Customs in particular with ASYCUDA. The recommendation was made for the CSO to request the ASYCUDA team to visit their office and see the problems they were experiencing. In respect of the overall development of the CSO, the recommendation was made for CSO to prepare a policy paper, as early as possible outlining their requirements under the proposed new act. It should provide the new structure, the grading of staff, an operational budget and ICT requirements.</p>
	Min. Economic Development & Planning	Ms Kim Fredericks, PS, & Mr Brizan	<p>The PS was asked about the availability of funding under the Development Planning Project as the presentation on the Plan indicated that small sums of money could be made available for projects linked to the Plan. She noted that there were some funds available to the focal points that would be preparing the reports but not directly to the CSO. In respect of data availability, she noted that some funds may be available to create the baseline data but the question of frequency for monitoring the targets in the SDGs raises some concern.</p> <p>The Planning and the monitoring and evaluation processes need strengthening within the entire government and in particular this Ministry. For this process to be effective higher frequency of data are required on a timely basis. Some support is also required for the alignment and integration of the data into the planning, and M&E framework</p>

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