



**Strengthening National Statistical Systems in Developing Countries
International statistical fellowship program - A034091PR1**

Pre-Mission Report

Section I.

Name of Expert(s): Gaetan St-Louis and Jamie Brunet (see résumés of experts attached)

Statistics Canada Division and/or Branch: Business Register Division

Dates of mission: October 14th to October 16th, 2013

Meeting **Workshop** **Training Session** **Technical Assistance**
Other (explain)

Mission Purpose: ISFP follow-up mission – Additional guidance on how to improve CSO's Business register

Hosting Organization: Central Statistics Office of Saint Lucia
Cheriki Building,
Micoud Street,
Castries, St. Lucia

(See attachment for a short description of the CSO, including the names of officials who have completed the ISFP prior to the proposed mission).

Location (City, Country): Castries, Saint Lucie

Executive Summary:

Contribution to ISFP Results:

During this mission, the CSO should increase their knowledge of different dimensions to consider in developing a Business Register and using administrative data to maintain it. They should increase their knowledge of the different requirements, processes and communication strategies to obtain collaboration and enhanced quality data from the owners of administrative data. This will contribute directly to the first ISFP immediate outcome (Increased knowledge of African, Latin American and Caribbean Heads of Statistical Offices and/or senior statisticians to manage a national statistical office)

By contributing to the development of a better strategy to improve Saint Lucia Business register, the mission will also directly support the first intermediate of ISFP (i.e enhanced technical and managerial capacity of Statistical Offices). The implementation of this strategy in a longer term will enhance the quality of the business/economic data produced. This means that it will improve the quality of the decisions based on these data and therefore, indirectly, contributes to the ultimate outcome.



The International Statistical Fellowship Program (ISFP) aims at developing managerial and technical capacities of up to 150 senior statisticians and managers in Africa, the Caribbean and Latin America. The ISFP training starts with a two-week seminar followed by the implementation of a project, which goal is to enhance at least one aspect of governance within the national statistical system (NSS). For its ISFP project, the Central Statistics Office of Saint Lucia has chosen to develop and implement a strategy to improve the quality and relevance of its business register (BR) which will ultimately improve the quality of the national accounts of Saint Lucia and other economic statistics which rely on the use of the BR as a frame of reference.

Right now, the CSO is at the planning stage of its ISFP project. They have submitted a very detailed concept paper describing the different features that they would like their BR to have and have raised multiple questions on the scope of the project and the different approaches that could be used. The objectives of this mission would then be to support the CSO in (1) determining a feasible level of coverage for Saint Lucia’s business register, (2) determining the role that administrative data and tax data regime can play in the BR development and maintenance, (3) examining the type of database table framework, data flow chart, data feedback model and software that better fit Saint Lucia’s needs and resources; (4) determining the type of project management and governance model that could be adopted during the development phase of the project and after its completion; (5) examining the timeframe for this project; (6) discussing sources of funding, and (7) discussing areas where Statistics Canada’s expertise could be required during the implementation of this project (if needed).

In other words, by the end of the mission, the CSO should be able to develop a comprehensive draft of their ISFP full document project (including the project’s logic model, a two-year work plan, a risk register and a simplified performance management framework) to improve its business register through the use of updated procedures, methods, processes and software. The full project document will identify actual and potential sources of funding, and steps taken to ensure no duplication of technical assistance from other national, regional or global statistical initiatives.

Originally, this mission was supposed to be combined with a similar mission to Antigua and Barbuda and to Suriname who also choose to work on their Business Register following their participation in ISFP. However, these two countries NSOs are not as advanced in defining the terms of their project and providing enough evidence that a similar mission is relevant right now given the lack of resources dedicated to their project at this point. Therefore, it was decided not to postpone the mission to Saint Lucia and the progress of their project any longer. Lessons learnt for this mission will however help the program to (1) better guide the conduct of a combined mission to Suriname and Antigua and Barbuda and to (2) provide some first impressions on the feasibility of a common approach in the CARICOM/OECS region for the development of business registers or some BR related-tools.

Section II: (to be filled out by mission expert(s))

Mission Activities:

Mission expected outcomes:

Expected outcomes	Indicators	Data sources	Responsibility
Increased knowledge of the different dimensions to consider in developing a Business Register and using	Extent to which the full project document reflects these different dimensions	ISFP full document project and opinion of mission experts	CSO – to submit of a ISFP project full document (including the project’s logic model, a two-year work plan, a risk register and a simplified performance management framework) by the end of November 2013



October 13 – Travelling time to Saint Lucia

October 14 AM

- Presentation of the general context of the Saint Lucia’s National Statistical System and its Central Statistics Office that would be relevant to this project (legal framework, coordination mechanisms in place with the other departments)
- Presentation of the Saint Lucia’s business context (number of businesses across the country and their main economic activities, key statistical concepts defining businesses in Saint Lucia, degree of complexity for business arrangements, coverage of informal businesses)
- Presentation of Saint Lucia’s business register(format, timeliness, relevance and accuracy of the information available on the BR, data model, businesses profiling, creation and update processes, current users and uses of the BR)
- Discussions on objectives/priorities for improving the current BR
- Discussions on statistical, technical and human resource capacity currently in place at the CSO and nature of investments that can be made realistically for this project

October 14 PM

- Presentation of Saint Lucia’s administrative data and tax data regime available to create/maintain the BR (description of the data, description of the current agreement in place to obtain these data, level of data quality (in terms of coverage, accuracy, timeliness and relevance to your statistical needs, openness of the data owners to collaborate)
- Discussions on how far along the administrative and tax data regime is/could become and the role they can play in BR development and maintenance

October 15 AM (Sessions opened to a broader audience)

- Presentation of the Canadian Business Register and of the Canadian experience in getting access to tax data (legal framework supporting access to the data, data sharing agreement, quality and integrity assurance of the data received, statistical uses of Tax data in support to the BR)
- Discussions how the Canadian model could be adapted to Saint Lucia

October 15 PM

- Discussions on database table framework, data flow chart, data feedback model and software that could be used (to a certain extend as two proposed experts are not IT specialists).
- Discussions on the BR project management and governance model as well as timeframe (this discussion should address both immediate development outcomes, as well as long term governance structures that would ensure ongoing maintenance, coverage expansion and the development of additional modules as future resources and needs dictate)

October 16 AM

- Open time to come back on topics previously discussed
- Open time to discuss the cost/benefit of developing a Graphic User Interface for BR users, a plan for maintaining the BR once commissioned and project’s risks and mitigation mechanisms

October 16 PM

- Open time to discuss any other topics.
- Summary of discussions and Next steps

October 17 AM– Meeting with regional DFATD representatives

October 17 PM– Travelling time to Ottawa

administrative data to maintain it			StatCan Experts – to review full document to measure to which extend how the full
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			project document reflects discussions that occurred during the mission
Increased knowledge of the different requirements, processes and communication strategies to obtain collaboration and enhanced quality data from the owners of administrative data.	Extent to which the full project document reflects the good practices shared to obtain collaboration and enhanced quality data from the owners of administrative data	ISFP full document project and opinion of mission experts	CSO – to submit of a ISFP project full document (including the project’s logic model, a two-year work plan, a risk register and a simplified performance management framework) by the end of November 2013 StatCan Experts – to review full document to measure to which extend how the full project document reflects discussions that occurred during the mission
Stronger involvement of the NSO’s senior managers in this project	Number of senior managers attending the meeting and participating in the discussions	Sign-off sheet and opinion of mission experts to assess level of participation Follow-up and feedbacks from NSO	StatCan Experts to distribute sign-off sheets and to measure level of participation
Increased commitment to the implementation of the ISFP project	TA project proposals received Evidence of NSO, government or other partners support (financial)	TA project proposals Approved budget for this project	CSO



Mission risks

Financial risk

1) Resource (IT, infrastructure, HR, etc.) capacity is or becomes inadequate to support/implement the mission's acquired learning (A3)

Mitigation measures:

- Resource capacity was already assess in the ISFP project concept paper
- Sources of funding will be confirmed during the mission

Reputation risk

2) StatCan Experts are not enough familiar with the ISFP program and knowledgeable of Saint Lucia's challenges, realities and priorities learnt during the program's seminar (A2)

Mitigation measures:

- StatCan Experts will be appropriately briefed on ISFP and Saint Lucia prior their departure. Supporting document has already been distributed to them

Provide a rationale why virtual presence or other remote meeting solutions were not applied

Replacing this mission by a virtual presence or another remote meeting solution would undermine the results of this meeting. The quality of StatCan's advices is based on the level of understanding of Saint-Lucia's current situation, capacities and goals which can not be properly assess without meeting with different levels of managers, getting a demo of the BR and its functionalities and establishing good relationships with the upper management.

If more than one traveler attends the same event or activity, please provide the rationale for the number of travellers as it relates to the stated objective

Two experts will attend this meeting. The main reason is that their expertise complements each other in the areas where St-Lucia is seeking for advice. Mr. St Louis's expertise as the Director of the tax data division is unique in order to provide advices on the use of administrative data and tax data regime in Saint Lucia's BR development and maintenance. Mr. Brunet's knowledge of the BR is more adequate to discuss the type of database table framework, data flow chart, data feedback model and software that better fit Saint Lucia's needs and resources

Will you meet with the CIDA post representative? Yes No

Name of CIDA representative: To be determined

If yes, please provide a brief summary of what you would like to discuss with them

Although there is no local office in St Lucia, the mission team would like to inform the regional DFATD representatives based in Georgetown about the mission and the outcomes of this mission. A telecom or videoconference call (pre-arranged before the mission) could take place while StatCan experts are still in the field on Thursday, October 17th am.

Topics to be discussed:

- Objectives and outcomes of the mission
- First impression on the feasibility of a common approach in the CARICOM/OECS region for the development of business registers or some BR related-tools.



Section III: (to be filled out by program manager)

Budget estimation:

Expense summary			
NAME - >	Gaetan St-Louis	Jamie Brunet	Total
Meals	CAD 457.30	CAD 457.30	CAD 914.60
Incidentals	CAD 177.75	CAD 177.75	CAD 355.50
Accommodation (commercial)	CAD 700.00	CAD 700.00	CAD 1,400.00
Transportation (flights, taxis)	CAD 1,065.00	CAD 1,025.00	CAD 2,090.00
Flights	CAD 750.00	CAD 750.00	CAD 1,500.00
Taxis	CAD 315.00	CAD 275.00	CAD 590.00
Other fees (reservation fees, water bottles)	CAD 80.00	CAD 80.00	CAD 160.00
TOTAL	CAD 2,480.05	CAD 2,440.05	CAD 4,920.10

Attachments

- Résumés of experts



Résumés of Experts.docx

- Description of the Central Statistics Office of Saint-Lucia



Central statistics office.docx

- ISFP Project Concept Paper submitted by Saint-Lucia



SaintLuciaCSOProject Concept Paper Busir



APPROVALS:

- National Statistics Office**

Name of Representative: Mr. Edwin St. Catherine

Title: Director of Statistics, Central Statistics Office, St. Lucia

13 September 2013

Signature:

Date:

For Canadian Office Use Only

- Canadian Embassy/ High Commission/ Post**

Name of Representative: _____

Title _____

Signature _____ Date _____

- Statistics Canada**

Printed Name of Representative: _____

Title _____

Signature _____ Date _____

- Canadian International Development Agency (Headquarters)**

Name of Representative: _____

Title _____

Signature _____ Date _____