



16 JUL 1996

GENERAL
LC/CAR/G.483
1 August 1996
ORIGINAL: ENGLISH

ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN /
CARIBBEAN DEVELOPMENT AND COOPERATION COMMITTEE (ECLAC/CDCC)

EASTERN CARIBBEAN CENTRAL BANK (ECCB)

**REPORT OF SEMINAR ON
IMPROVING THE DATA SUPPLY MODALITY**

13 - 14 May 1996
Basseterre, Saint Kitts and Nevis



REPORT AND RECOMMENDATIONS

INTRODUCTION

A seminar on "Improving the Data Supply Modality" was convened at the Fort Thomas Hotel, St. Kitts and Nevis, from 13 - 14 May 1996 under the joint auspices of the Economic Commission for Latin America and the Caribbean/Caribbean Development and Cooperation Committee (ECLAC/CDCC) and the Eastern Caribbean Central Bank (ECCB). The seminar had become necessary in the light of the continuous deterioration in the data supplied to the statistical offices and, consequently, in the weakening of the estimates produced. The seminar sought to identify the causes of the poverty of data and information produced and to seek ways of improving the data collection, quality and the effectiveness of the communication of information to all strata of Caribbean society.

The seminar brought together heads of Caribbean statistical offices, permanent secretaries with jurisdiction over statistical offices, researchers from central banks, development banks, the Caribbean Centre for Monetary Studies, the Central Bureau voor de Statistiek (CBS) of the Netherlands, one company engaged in telecommunications, representatives of the World Bank, the International Monetary Fund (IMF), the International Labour Organisation (ILO) and the Organization of American States (OAS). An interesting exchange of experiences and ideas was facilitated by the presentations and the time allocated to open discussion.

Opening remarks were made by Mr. Daniel Blanchard, Director of the ECLAC Subregional Headquarters for the Caribbean, Mr. Errol Allen, Deputy Governor of the ECCB and Mr. Jan Van Eyndhoven, Resident Coordinator of the United Nations system in Port-of-Spain and Resident Representative of the United Nations Development Programme (UNDP).

The seminar was opened by the Deputy Prime Minister of St. Kitts and Nevis, the Hon. Sam Condor, who recognized the problem of the lack of quality data for decision-making and urged the seminar to find ways to overcome the data poverty of the Caribbean countries. The seminar was attended by some forty-four participants - a clear indication of the importance accorded the topic under discussion. A list of participants appears at Annex II.

OBJECTIVE OF THE SEMINAR

The purpose of the seminar was to seek ways of creating an information infrastructure that would support the decision-making process at all levels of social, economic and political activity in the Caribbean countries. Such an infrastructure would be propitious for the strengthening of statistical systems to provide improved data and information in the form and with the quality and frequency required by users.

To achieve this objective, a number of processes would have to be changed since the governments were operating within the constraints imposed by the imperative for structural adjustment. This meant that employment in the public sector would be reduced at a time when the need for its output, especially in the provision of statistics, would be greatest.

The usefulness of Information Technology (IT) and Information Systems (IS) was readily appreciated by the statistician or other knowledge worker, but was not as obvious to the administrator. The only manner in which an improved quality of statistics and a greater and more relevant and timely output could be achieved would be through the Information Technology-led redesign of the processes involved. This would, in effect, change the manner in which business was conducted at the statistical offices and other entities that generate statistics.

The achievement of the objective of empowering the statistical services in the interest of economic survival would require a sharp break with traditional ways of doing things at the statistical offices and other centres for the production of statistics.

The seminar brought together the statisticians and a cross-section of users and administrators to examine a number of "best practices" that obtained throughout the world. Their enlightenment would provide the impetus for them to press for reforms of the statistical system in their countries. At the same time, the seminar considered an approach to the donor community for assistance in strengthening the statistical services of the OECS countries. This would be regarded as a pilot, after which other modalities of funding would be sought.

OPENING STATEMENTS

The Director of the ECLAC Subregional Headquarters for the Caribbean, Mr. Daniel Blanchard, in welcoming the participants to the seminar, traced the decision to locate the forum in St. Kitts and Nevis to a long-standing alliance that had existed between ECLAC/CDCC and the ECCB through its Governor, Dr. Dwight Venner. He was particularly pleased at the observed balance that the programme presented. While making a clear point that part of the data supply solution lay in the technology, the programme indicated that the technology should be applied to a sound subject matter base, hence the importance of training and the pursuit of excellence in applied statistics. To complete the requirements for the breakthrough in data and information supply, it was necessary to pay attention to the organizational aspect of the problem. ECLAC/CDCC had detected the need to bring the organizational structure of the statistical offices in line with the data demands that were being made of them; and had been at the forefront of Caribbean thought on this matter and stood ready to assist any country or agency in that regard.

The Deputy Governor of the ECCB, Mr. Errol Allen, in his address, stated the concern of the ECCB for the development of statistics in the OECS member States. He traced the Bank's involvement in statistics by citing its work in the compilation of balance of payments statistics and

in the training of statisticians from the member States in its methodology. He recalled the Bank's involvement a decade earlier in the introduction of the Debt Recording and Management System of the Commonwealth Secretariat and the Summer Intern Programme, in which help was given to statistical offices in the subregion through university students on vacation. Despite those inflows of assistance, several gaps remained, some of which, he hoped, would be filled by the United Nations and other funding agencies. The Deputy Governor hoped that the seminar would help the participants to find new and more efficient approaches to the delivery of statistical services.

The Resident Representative of the UNDP, in Port of Spain, Mr. Jan Van Eyndhoven, outlined the role that his organization had been playing in statistics in the Caribbean and observed the perennial need for training, especially in statistics, as the high degree of mobility of trained personnel continued. He drew the attention of the meeting to the fact that governments were in the process of changing organizational structures in the interest of providing relevant, timely and high quality statistics and information. Recognizing the importance of an enunciated national information infrastructure policy, he urged heads of government to take urgent action in that regard in the interest of economic growth and improved social conditions. He offered the experience and assistance of the UNDP, to the extent possible, towards the solution of the problems as identified by the seminar. He commended ECLAC/CDCC and the ECCB for facilitating the gathering of statistical minds for the scheduled deliberations.

The Honourable Sam Condor, Deputy Prime Minister of St. Kitts and Nevis, observed the timeliness of the seminar at a time when there was an increased need for timely statistics to inform the decision to enter or not to enter into one or more of the array of trading agreements that have become the order of the day. He acknowledged the high rates of staff turnover and low levels of computing capability that generally obtained in the OECS countries and noted the need to turn to the new technologies and human resource development in order to keep abreast of the new requirements of the globalized and economically interdependent world.

Because of the small and open nature of the Caribbean economies, it was necessary for them to be in step with developments in the rest of the world. That would involve the management and exploitation of the information resources of the subregion to the extent possible, in an approach that would involve the government as well as the private sector. To that extent, St. Kitts and Nevis was treating the issues related to information and data interchange in the broader context of the need to provide a national information infrastructure. The Honourable Minister pledged his Government's active support in the strengthening of the statistical services of the nation.

AGENDA OF THE SEMINAR

The seminar adopted the provisional agenda that had been placed before it. The following are the captions of the sessions:

1. A review of data collection, information dissemination and interchange modalities in force in Caribbean countries;

2. A report of the Seminar of OECS Statisticians and Financial Secretaries (29-30 March 1996);
3. Making the future happen now - A series of lecture/demonstrations;
4. Training and technology requirements for improved data collection, processing, storage, retrieval and communication;
5. Information Technology - How can it help in addressing the data collection, processing and interchange problem?
6. A planner's vision of a modernized information infrastructure;
7. Developing for Caribbean countries an information policy that includes a statistical information policy;
8. Presentation of a draft project document for the OECS countries - Empowering the statistical services in the interest of economic survival;
9. Working groups to draft recommendations for the improvement and empowerment of the statistical services in Caribbean countries;
10. Plenary session to receive and discuss recommendations to be forwarded to the CARICOM Secretariat and thence to the Caribbean governments.

THE TECHNICAL DISCUSSIONS

Topic: *A review of data collection, information dissemination and interchange modalities in force in Caribbean countries*

Mr. Lancelot Busby of ECLAC/CDCC presented the above-captioned document. He stated that one could be negative in describing the data collection problem in the Caribbean and classify the region as being "data poor". Alternatively, one could examine the nature of the information that was to be collected and the suggested manner of data collection, examining the organizational problems that surrounded the issue of data collection and arriving at a preferred approach.

The presentation viewed the poor data supply that characterized the Caribbean countries not as the problem, but as the manifestation of a greater problem - the lack of a national information policy which would include a policy on data collection. Such a policy would pay attention to outreach programmes that would educate the public and encourage a higher rate of response to survey questionnaires. This outreach strategy would be preferable to a situation in which the statistical office resorted to legal process in order to extract information from an establishment.

Mr. Busby suggested that the problems of the statistical offices might have solutions that were rooted in strategic planning and management approaches. He advocated that governments should do, with urgency, the following:

- (a) Acknowledge at the highest levels of decision-making that increasingly our survival is based on information;
- (a) Officially enunciate and support the development of strategic plans at both national and subnational (including ministerial) levels;
- (c) Demonstrate a commitment to efficiency and effectiveness within the constraints of economy of operations.
- (d) Effectively communicate their position on information to the public at large.

Even after governments' actions as per above, there remained the need to address the gathering of data from households and from establishments in an integrated approach to the establishment of a family of data sets.

The paper warned against the adoption of a strategy of incrementalism in the attempt to solve the problems of poor data supply and quality. It advocated the use of information technology in an attempt to introduce profound change in the production structures and modus operandi of the Caribbean countries so as to secure a chance for progress in a globalized world market. The case of Singapore and its rapid people-led transformation was presented as a possible paradigm for emulation.

Topic: *A report of the Seminar of OECS Statisticians and Financial Secretaries : 29 - 30 March 1996, held at Headquarters of ECCB in St. Kitts and Nevis*

Ms. Elizabeth Temprow of the ECCB presented the report of the seminar, the objective of which was to identify the main bottlenecks to the production and dissemination of certain key statistics in the OECS region and to decide on specific approaches for remedying the situation. Presentations were made by the Governor of the ECCB, Dr. Dwight Venner, Mr. Lancelot Busby of ECLAC/CDCC and Mr. Simon Quin of the IMF.

The Governor of the ECCB underscored the need for small island States to develop a statistical capability which would provide a benchmark for informed policy decisions. He noted that, too often, critical decisions in developing countries were made solely on the basis of gut feelings, rather than on sound, theoretical and practical principles.

Mr. Busby's presentation highlighted the following four main problem areas of concern:

- (a) The decentralization in the statistical activities of the countries, which led to duplication of effort,
- (b) The lack of a national information policy;
- (c) The lack of coordination among government departments; and
- (d) The lack of leadership in information and inadequate official support.

A report was presented on the working groups on the following topics:

- (a) National accounts and prices;
- (b) Balance of payments and trade; and
- (c) Social statistics and employment.

Recommendations as to the way forward in each of the above areas were presented. Among the general issues raised were the following:

- The need for an information policy for the OECS member States;
- The need for a review of the structure and organization of the statistical offices;
- The need to revise and update the Statistics Act in member countries;
- Greater collaboration and networking in all statistical activities between the Central Statistical Office and other government agencies;
- Greater public awareness on the uses and understanding of statistics.

Topic: *Making the future happen now - A series of lecture /demonstrations*

The purpose of this topic and session was to depart from the previous approaches to the discussion of statistical inadequacies in the region that dwelled on the negative and overlooked a number of positive initiatives being pursued elsewhere, including the Caribbean. To this end, contributions were invited from several countries and agencies that had done pathbreaking work in an area of statistics that could be adopted by others. Presenters for this session included the following: Jamaica, the World Bank, the Netherlands and the Central Bank of Trinidad and Tobago.

An approach to the establishment of an information policy - Jamaica

The Director-General of the Statistical Institute of Jamaica, Mr. Vernon James, presented a paper that acknowledged the importance of information in the process of national development and traced Jamaica's progress along that road. He pointed out as critical the establishment of sound national information policies. Such policies addressed the acquisition, generation, storage, retrieval and use of information and the development of the human resources required for all aspects of information provision. He cited the Jamaican information infrastructure as comprising research institutions, libraries, archives, documentation centres, print and non-print media facilities, communications networks, publishing programmes, statistical collection, analysis and dissemination, human resource development and introduction of new technologies.

Past governments in Jamaica had initiated and maintained information policy instruments, such as legislation, budgetary provision, administrative rules, regulations and procedures, institutions with specific terms of reference relating to the provision of information, development plans, programmes and projects and human resource development. The Government had to solve problems very similar to those now experienced in most Caribbean countries, as were identified in the papers of Messrs. Busby and Quin. The policy identified the following seven areas for special treatment:

- Information technology;
- Publishing and production;
- Media and communication;
- statistical and numerical data;
- Libraries, archives and documentation services;
- Human resource development; and
- Science and technology.

In treating statistical and numerical information, the policy makers recognized the specialized nature of statistics and their importance in facilitating important information flows. The policy catered for timely, high quality and consistent data sets. The policies for statistical and numerical information sought to :

- (a) Ensure the timely production of quality data relevant to the changing needs of the society;
- (b) Provide the resources - human, financial and physical - to ensure consistency, validity and availability of needed data;
- (c) Provide the mechanism needed to access needed statistical data wherever available;
- (d) Heighten consciousness among users and potential users and the general public of the need for and use of statistical data in the determination of plans and policies in the assessment and evaluation of agreed plans and policies.

The paper identified major inadequacies of existing statistical and numerical information systems and services and made recommendations for corrective governmental action.

The representative of the World Bank, Mr. David Cieslikowski, presented a lecture-demonstration on access to research information on the Internet. He approached the topic with a discussion of information and the virtual library, demonstrating the productivity gains to be derived from the use of the Internet for research purposes. He discussed the challenges that faced the producers of data and information to make their information available within their policy constraints. Drawing attention to the possibility of effecting a change in process as a result of easy and profitable access to the Internet, he demonstrated his points by accessing a number of websites and conducting some queries. He highlighted, as a possible productivity gain, the sharing of information and analysis on a network. A major example of a website accessed was that of the Instituto Nacional de Estadística, Geografía e Informática (INEGI) of Mexico.

Mr. Maarten Schuerhoff of the CBS in the Netherlands delivered a presentation of a software package that could be of use to small Caribbean statistical offices. He demonstrated the savings in time, in revisits and in data transmission that could be effected through the use of the BLAISE software that had been developed in the Statistical Office (CBS) of the Netherlands. This demonstration supported an earlier advocated link between Information Technology and business process re-engineering as had been alluded to by a previous discussant. The BLAISE software has been used in over one hundred countries throughout the world. Mr. Schuerhoff also discussed future plans to place BLAISE on the worldwide web to facilitate the query and online generation of user-defined output tables. The general view was that the BLAISE package held some promise of optimizing the scarce human resources in the Statistical Offices of the Caribbean.

Mr. Christopher Clarke of the Central Bank of Trinidad and Tobago presented FAME to the seminar.

FAME is a leading Time-Series Management Environment software package. It incorporates a certain amount of time intelligence and supports time conversion. It performs well as a data management environment that has an integrated graphics, reporting, statistical analysis and application development capability. It interfaces with other applications such as Excel and Oracle. FAME is supported by a strong user community. It provides a robust development environment.

The presenter traced the development of an automated system for the storage and processing of statistics in the Research Department of the Central Bank of Trinidad and Tobago. The traditional approach of multiple data storage and retrieval platforms was replaced with a pervasive standard which became, with the use of FAME, the reference environment. FAME then became the central link in a value chain of data from the collection stage to the dissemination. The decoupling of dissemination from production ensured greater flexibility and quality of the end-product as well as the integration of other quality data sets in order to produce an output that could not before have been attempted with the largely manual and un-coordinated approach that characterized the Bank's operations. Despite the limitations of FAME's sample size capacity (less than 500 records), the

software was useful now and would continue to be in the foreseeable future. A major feature of FAME was that it made extensive use of electronic data capture and thereby minimized errors due to data transcription. The value added by the ability to merge data sets and produce camera-ready copy spoke very much in favour of the use of the package in a small statistical office.

Topic: *Training and technology requirements for improved data collection, processing, storage, retrieval and communication*

Mr. Pedro Sainz, Chief of the Division of Statistics and Quantitative Methods of ECLAC, Santiago, made a presentation on training and technology requirements for improved data collection, processing, storage, retrieval and communication.

Mr. Sainz traced four platforms of computing that had been observed in Latin America over a period of time. These were:

- **Mainframes**, which platform saw the emergence of ad hoc programming;
- **Stand alone computing** which saw micro computers working alongside mainframes;
- **PC compatibles**. This represented a convergence of manufacturers to a common standard and a move away from proprietary hardware and software that had previously characterized the PC world;
- **Local Area Networks (LANs)** which made for greater office productivity by virtue of their ability to facilitate group work and use of the same files. Quickly following this platform was the appearance of the Internet.

The Internet influenced a change in the concept of dissemination - a change that is still being worked through today.

In elaborating on the concept of dissemination, Mr. Sainz identified three different formats of databases. These were:

- **Tables;**
- **Time series; and**
- **Other types of format.**

The technology had, to date, not made any one form of output universally satisfactory. The type of dissemination used described a way of working - a manner of doing business. Mexico, Brazil, Argentina and Colombia had developed websites on the Internet and had placed elements of their output there.

The presentation demonstrated the state of the art and emphasised the benefits to be gained by making fuller use of information technology.

Topic: *Standards for the dissemination by countries of economic and financial statistics*

Mr. Simon Quin of the International Monetary Fund (IMF) presented a document that addressed data dissemination standards for four sectors across the economy. These were the real sector, the fiscal sector, the financial and the external sectors. Work had begun on the document in early 1995. The first stage of that effort had been concluded with the opening of the Special Data Dissemination Standard (SDDS) for subscription by Fund members on a voluntary basis.

In introducing the Standards, Mr. Quin identified the purpose as being that of guiding member countries in the provision of comprehensive, timely, accessible and reliable economic and financial statistics in a world of increasing economic and financial integration. He presented the main points of the Special Standard and discussed them under the following heads:

- The data: coverage, periodicity and timeliness;
- Access by the public;
- Integrity; and
- Quality.

In commenting on the Standards, the presenter looked at the short and long-term objectives and was aware of the divergence of views as to whether short-term objectives would harm the long term. He reminded the meeting that in no country did the IMF expect to find the entire range of statistics as defined by the IMF produced by a single statistical office. There existed the need to coordinate the efforts of all data-producing agencies involved in the production of the statistics in question. In so doing, support systems for the production of the statistics should be established. In addition, a vehicle should be provided to bring the data to the users. In this regard, the bulletin board solution could be utilized. This would provide both data and meta-data. On the subject of currency and authoritativeness of data published, it was possible that neither the IMF nor the international agencies would be the best poised to publish current data in preference to the countries themselves. One positive thing that the IMF would be happy to see was a systematic timetabling by countries of their publications. Mr. Quin noted the apparent practice of some countries that published web pages on the Internet. The observation was that the pages enticed users to browse the holdings of the Offices. However, the higher value-added products would have to be paid for. The IMF had stayed clear of the debate on whether or not countries should charge a fee for information. The IMF was extremely keen on making data available to all at the same time. In reflecting on the beneficiaries of the dissemination standard, Mr. Quin observed that the IMF might itself be a major beneficiary of the dissemination standards.

Topic:*Information Technology - How can it help in addressing the data collection, processing and interchange problem?*

Mr. David Cieslikowski of the World Bank made a presentation entitled "Information Technology - How can it help in addressing the data collection, processing and interchange problem?"

Advances in information technology and communications (ITC), and an increasing need of "knowledge based" organizations for information placed a greater demand on data producers to provide fast, reliable information. This came at time when the private sector in many countries was playing a greater role in the economies, and it needed up-to-date information in new areas. Private companies were usually willing to pay for information that readily helped them to analyze the economic environment in which they were operating. Governments were realizing that the development issues that needed to be resolved went well beyond traditional socio-economic measures such years of schooling received or expenditures on health. Questions about natural resource depletion, how learning and acquiring marketable skills affected productivity, or how to break the vicious cycle of poverty needed to be answered with effective policies based on accurate and timely information.

To meet these challenges, and to better position themselves in the global market place, statistical agencies needed to become more efficient and selective in the work they chose to do. After the decisions had been made of what to do and how to organize the work, IT provided the tools to improve data collection and processing as well as to communicate the information to partners and to users. It was important to recognize that IT alone was not going to solve the problems; an understanding of clients' needs and a commitment to excellence were also needed.

Demonstrations of how data collection could be done quickly and efficiently (BLAISE software) had also shown how the raw data could be quickly edited and validated. Other software, such as FAME or PC Express could be used by a relatively small office (or networked between offices) to provide a common database that could be shared and accessed easily. Although good technical support was needed to develop and maintain these systems, savings came in the form of less duplicated work, less time-consuming work of checking data for consistency, faster delivery through local area networks (or Internet), and in building partnerships and learning and collaborating with distant colleagues.

Topic:*A planner's vision of a modernized information infrastructure*

This vision was shared by Mr. Martin Cox, Permanent Secretary in the Ministry of Economic Affairs of Barbados.

Mr. Cox presented an idea of the scope of subject matter areas that were covered by statistics in Barbados and noted the inadequacy of the present information system. This inadequacy was ascribed to missing databases in some areas. Looking at the information infrastructure, he observed the lack of disaggregation to the individual, household and to the local area level in many cases. Planning needed to be informed at these levels so that the impact of planning could be assessed. The paper recognized the move to a decentralized statistical system. There was need to ensure the generation of needed data of quality and timeliness. That could become possible only through networking and the technical leadership of the statistical office. A Bulletin Board would assist in the distribution of information, albeit in the first instance to a restricted group. The traditional hardcopy format for distribution was also effective and continued to hold a place in the publication solution. Mr. Cox raised the question of whether the Bulletin Board should be managed by the CSO or by some other agency. He thought that it might be better to leave this activity to the telecommunications agency. He expressed the feeling that there should be connectivity between the Statistical Office and other users, either on a "dial-up" basis or via a Wide Area Network (WAN).

Citing the construction of a database as of extreme importance, Mr. Cox saw the need to institute training in database construction and operation so as to ensure its proper and productive use. He underscored the strong political and administrative support that were necessary to bring about the realization of those objectives about which he spoke. The statistical offices should see the need to develop strategic plans and provide institutional strengthening and offer a career development plan to its employees.

Topic: *Developing for Caribbean countries an information policy that includes a statistical information policy*

Mr. Vernon James, who had earlier presented a paper on the Development of an Information Policy for Jamaica, led the discussion with a recap of the main points of his paper. The salient features of the policy included the consideration of the following:

- Research institutions;
- Statistical collection;
- Analysis and dissemination;
- Publishing programmes;
- Print and non-print media facilities;
- Communication networks;
- Human resource development;
- Science and technology;
- Documentation centres; and
- Libraries and archives.

He narrowed his focus to a statistical information policy and highlighted the need to provide the resources to ensure the consistency and validity of the data. A facet of the policy dealt with the end

use and end users of the information. To this extent, there was need to develop a stance on the heightening of consciousness among the users of statistics and an appreciation among the general public of the use of statistical data in planning at all levels. The statistical Agency was seen by Mr. James to be the natural driver of the statistical policy by virtue of its leadership role in statistics.

An interesting response was had from participants who dealt with a number of points that had been raised in the presentation. Some countries categorized their statistical offices as centralized, while others saw decentralization in their systems. A number of speakers saw the possibility of having elements of centralization and decentralization at the same time, but noted the need for strong coordination. The example in this regard was Norway where data were shared between the top three data-generating agencies. Data were pooled by the three players in a decentralized production system and its subsequent sharing via a reference environment. Differences of periodicity would enter into such an environment. It was, therefore, necessary that quarterly data be benchmarked to the more definitive annual data. Some participants saw decentralization as a "fait accompli" in the absence of the ability of the statistical office to cover the entire range of statistics to be treated. One participant did not see the issue in terms of centralization or decentralization, since several different agencies were involved. It seemed rather an issue of coordination and communication. The coordination would be effected from the stage of concepts and definitions, while coordination and communication would be important to the identification of needs and the achievement of synergy. Others agreeing that the issue was not one of centralization or decentralization, wondered whether the de facto decentralization was the result of a default in production by the statistical offices or whether it was planned. One participant sought to put to rest the idea that centralization meant that all statistics should be produced in one location.

The need for networking among data producers was very strongly expressed. This strategy would ensure that scarce statistical resources would be used to the fullest and to the exclusion of "turf wars". The networking being advocated included both human and computer networking. Participants agreed that Caribbean people should be trained into an appreciation of the value of information. National policies should be developed and honed before the notion of a Caribbean Information Policy could be entertained. The meeting was informed of the establishment of a CARICOM Regional Information Infrastructure Task Force. The meeting agreed that ILO and ECLAC/CDCC should be included in that forum.

While at least one participant thought that publication, especially by electronic means, should be the province of another agency, some participants agreed that the statistical office should take ownership of published information. One participant suggested that the statistical policy to be developed should address the question of how long should information remain classified and be inaccessible to the public. Participants also thought that the policy should recognize the shared responsibility for the production of data and information.

The establishment of a statistical policy should allow an input by the private sector, particularly the Chamber of Commerce. The need for a redesign of the present information infrastructure was expressed in the light of scarce resources that plagued the production of integrated

statistics of quality. Part of the redesign process would address the concept of sharing and networking among the producers and users of data and information.

One participant clarified the difference between statistics, information and knowledge. The essential difference was the level of processing and use of the basic data. He observed that dissemination was also a component part of the information policy. In that regard, the statistical office was, in addition to being a producer of information, also a user. ECLAC's Social Panorama was intended to highlight issues relating to social policy. Such issues would include the topic of working children. Household survey data yielded data on :

- What is the implication of children working. Does it effectively remove two years of education from the reach of the child?
- What is the implication on income?
- What is the cost of education?

Topic: *Presentation of a draft project document for OECS countries - Empowering the statistical services in the interest of survival*

ECLAC presented the above project document which sought to attract funding from at least two sources for improving the economic and financial statistics of the OECS countries, on the one hand, and, on the other, to develop the social statistics of those countries. It was agreed that the document should be split into two using the same chapeau so that it could be more easily considered by a donor who might be interested only in part of the package. To this extent, the two documents should address economic and social statistics, respectively.

While there was general agreement on the need for the projects, one of the international agencies wished to see some evidence of commitment on the part of the governments of the OECS countries to the objectives and the success of the projects. Such commitment should be manifested in an element of counterpart funding by the relevant governments.

One participant advised that three or four project documents should be prepared under one umbrella. This approach would present a greater chance of success in attracting funding. Two pillars on which improvement of the statistical offices of the subregion would rest were :

- A capability in information handling; and
- Institutional organizational development.

Dr. Dwight Venner addressed the project document and expressed support for it. He recalled the ECCB's involvement in statistics in the OECS countries and appreciated the support over the years of the World Bank and the IMF and traced the work in statistics that had been done by the

ECCB over the period 1992 to the present. Collaboration with the Economic Affairs Secretariat of the OECS had resulted in the formulation of an optimum size of statistical office for the OECS countries. In underscoring the need to convince the donor community and the governments, he suggested that there be a mission comprising personnel from the ECCB, ECLAC/CDCC, OECS (EAS), UWI and the IMF to advise the prime ministers and ministers of finance of the OECS countries on the urgency with which the issue of data supply should be treated and enlist their support for the project. He thought that the time was propitious and that the moment should be seized.

Noting the interest and active support of ECLAC/CDCC in promoting statistics in the OECS countries, he stated that a large responsibility devolved on the IMF and on the World Bank to support the OECS in seeking funds.

The seminar broke into two working groups to discuss and draft recommendations for the improvement and empowerment of the statistical services in the OECS as a group and also in the wider CARICOM grouping.

The groups duly met and reported back to the group meeting in plenary. The recommendations of the two groups are presented below.

RECOMMENDATIONS

Group I - Comprising mainly OECS statisticians with participation from other persons. This group identified four main areas in which the improvement of the statistical services of the OECS countries could be approached. They are presented below:

(a) The log frame approach should be used to reorganize the project that had been presented to the seminar. This would highlight objectives and activities in an easily discernible manner;

(b) The activities based on the ECCB report and the project document should be redefined and should consider the following component parts:

- Institutional strengthening;
- Training;
- Acquisition of equipment and software; and
- Technical assistance in terms of training in survey methodology and specialized statistics such as tourism statistics.

(c) The Governments of the OECS countries should declare a commitment to support and contribute to the project. This support would lead to the restructuring and reorganizing of the statistical offices.

(d) Governments should review and revise the structure of the Statistics and Intelligence Unit of the OECS Secretariat to cope with its present work programme.

Group II - Comprising statisticians and participants from the rest of the Caribbean with participation from some OECS statisticians. This group comprised mainly the statisticians from the rest of the CDCC countries but included some from the OECS countries. The group presented six recommendations on how the statistical services of the Caribbean countries could be improved and empowered. They are as follows:

(a) A review of the existing legislation under which the Statistical Offices operate should be conducted, so as to determine its relevance to the changing environment of decentralization in the provision of statistics.

(b) The production of national statistics in the real as well as the social sectors should be coordinated to ensure consistency, quality and adherence to national and international standards in the production and dissemination of statistics.

(c) The statistical offices should determine the concrete achievable activities that could be packaged for presentation to funding agencies.

(d) Directors of Statistics should be integrally involved in governments' national planning process to facilitate the production of relevant data.

(e) The coverage of the statistics should be broadened to include relevant information on priority areas such as the environment, social statistics of a wider nature and quality of life indicators.

(f) Special projects should be established in Barbados and Trinidad and Tobago. The Barbados project would address training and computerization to facilitate a capability in the conduct of surveys, improved national accounts estimation and quality of life indicators. The Trinidad and Tobago project would address training and computerization to facilitate the production of Social Accounting Matrices and Input-Output tables.

In the discussion that followed the presentation of the two reports, the suggestion was made that in the area of training, the OECS countries could benefit from the experience of the central banks, the larger statistical offices and the Caribbean Centre for Monetary Studies, with ECLAC possibly seeking to procure Technical Cooperation among Developing Countries (TCDC) funding. The seminar also saw the desirability for greater networking among the statistical offices of the Caribbean. This would avoid duplication of work and shorten the learning curve that faced many countries as they set out to do for the first time exercises that had already been mastered by other Caribbean countries. To this extent, it was suggested that concepts and methodologies on a wide range of statistics be exchanged among countries.

On the subject of greater recognition of the statistical offices, the seminar was reminded that a great responsibility rested on the shoulders of the statistical offices to prove their worthiness of being recognised by producing, even under relatively adverse conditions, work that was valuable to the planning process. This strategy would have a good chance of success in that it would more easily attract attention and appreciation from the government. Elevation of status and greater empowerment would become an easier proposition.

CLOSING STATEMENTS

Closing remarks were made by the representatives of ECLAC/CDCC, the ECCB and the OECS Economic Affairs Secretariat. Both the ECCB and the OECS Economic Affairs Secretariat commended ECLAC/CDCC on the conception of the idea of convening the seminar at such an opportune moment. They wished to witness the fruit of the seminar and looked forward in particular to the funding of the project activities. The representative of ECLAC/CDCC thanked the participants for their valuable contributions and promised to continue to remove the label of "data poor" from the Caribbean countries.

Annex I

STATEMENTS DELIVERED AT THE OPENING CEREMONY

**OPENING ADDRESS BY MR. DANIEL BLANCHARD, DIRECTOR,
ECLAC SUBREGIONAL HEADQUARTERS FOR THE CARIBBEAN**

Chairman, members of the head table, distinguished guests, distinguished participants, allow me to register to the Government of St. Kitts and Nevis my gratitude at the willingness with which assistance was given in the hosting of this seminar on "Improving the Data Supply Modality". At the same time, I wish to give thanks to the Governor of the Eastern Caribbean Central Bank and his staff for the unfettered assistance and support that they have given at all stages of the preparation for this seminar. I make bold to say that this seminar would not be the success that it promises to be without the help of the ECCB, our well known ally over the years in the assault against data insufficiencies that at present beset these Caribbean countries. Indeed, the choice of this St. Kitts venue has been based on the known active support of the Governor of the ECCB, Dr. Dwight Venner, and his staff for statistics.

As you know, Mr. Chairman, the Caribbean has been categorized as being "data poor" - a term that causes much pain to those of us who must work with statistics and information. Our Caribbean statisticians have tried for years to break the cycle of data poverty, but without success. Several useful seminars and colloquia have been held and yet we have not benefited maximally from their recommendations. It may well be that the fundamental tactical error in the past seminars was that most of them tended to be "closed shops" between statisticians and the university community and did not have the outreach to the policy makers that they should have had. The result was no marketing, no effective sale of the ideas or recommendations. This seminar seeks to be different from past efforts in that instead of dwelling on problems, it proposes solutions. Our programme content indicates our positive stance on the breakthrough in information gathering, processing and use which must come if we as countries must continue to be economically viable in a globalized world economy that is becoming more and more dependent on quick and accurate information to inform decision making.

I am particularly pleased about the balance that the programme for this seminar presents. While making a clear point that part of the data supply solution lies in the technology, the programme indicates that the technology must be applied to a sound subject matter base, hence the importance of training. In other words, computers will be of little help if we neglect our core business of excellence in applied statistics. To complete the requirements for the breakthrough in data and information supply we must pay attention to the organizational aspect of the problem. We have detected the need to bring the organizational structure of the statistical offices in line with the data demands that are made of them. ECLAC has been at the forefront of Caribbean thought on this matter. We stand ready to assist any country or agency in this regard.

I note with interest the mix of speakers and presenters. One notes the country presentations, such as the sharing of the Jamaican experience in the creation of a national information policy. One also notes the experience of the Central Bank of Trinidad and Tobago in providing a powerful

application of a piece of software that can confront the problem of small staff size in a statistical office hard-pressed to deliver a wide variety of statistical output.

ECLAC, with headquarters in Santiago, Chile, has been pleased to be co-host of this seminar and looks forward to forging closer links with the Caribbean than have existed in the past. We at Port of Spain will continue to seek ways of contributing to the solution of the various problems that stand in the way of the realization of the full potential of the Caribbean countries. To this end we see ourselves as continuing to work together with the OECS and wider Caribbean organizations and not in competition with any of them.

Mr. Chairman, technical talk among professionals in any field of endeavour will achieve no product if the concerns are not effectively communicated to governments. We must find a way, not to relate our problems to the highest levels of government, but to inform them of possibilities for improving their competitive positions through improved and increased information flows. These flows must be developed at both the local as well as at the international levels. The challenge placed before this seminar is to make the communications breakthrough to the governments that support, for information technology and information systems is absolutely necessary for our survival. I look forward to a Basseterre appeal that will be acted on by the heads of government. I would urge the host country to do all at the highest level to ensure that its own information systems receive the support that they need and to be the model of what can be achieved through the optimized use of a carefully designed information infrastructure.

I run the risk of pre-empting the discussions of the next two days, Mr. Chairman. I wish to end by again thanking the Government of St. Kitts and Nevis and the staffs of the Eastern Caribbean Central Bank and the Statistical Office of St. Kitts and Nevis for the help afforded in assisting in the logistics and planning of this seminar. I wish every success to the deliberations that will follow.

**WELCOME REMARKS BY
DEPUTY GOVERNOR OF THE ECCB, MR. ERROL N. ALLEN**

Thank you Mr. Chairman. Honourable Sam Condor, Deputy Prime Minister and Minister of Trade and Industry and CARICOM Affairs, Mr. Blanchard, Director of the Economic Commission for Latin America and the Caribbean (ECLAC), UN Representative, Mr. Jan Van Eyndhoven, participants, distinguished guests.

It is my distinct pleasure to welcome you on behalf of the Central Bank to this seminar on "Improving the Data Supply Modality", which is jointly sponsored by ECLAC and the Central Bank. Let me however enter an apology on behalf of the Governor, who was slated to make some welcoming remarks, but is unable to be here this morning. This is, of course, no reflection on the importance he attaches to a seminar of this nature, because those of you who know him would be well aware of the near evangelical crusade he has mounted for an improvement in the quality and sources of data within the Eastern Caribbean Currency Area. He will, however, be with you at some time during the course of the seminar.

Our institution has always been at the forefront for the development of statistics in this subregion. Apart from its statutory obligation to provide financial statistics, the Bank initiated a programme under the Canadian-financed ECEMP Project for the compilation of balance of payments statistics in the eight member States, and to provide training on the methodology to the statistical departments. In addition, some 10 years ago, an initiative was also taken to introduce the Commonwealth Secretariat's Debt Recording and Management System into the area, and to manage it as a regional project for the ECCB member States. At the request of the Commonwealth Secretariat, the Bank then assisted in establishing the debt monitoring system in the British Virgin Islands and the Cayman Islands, while acting as a resource centre for the training of personnel from as far afield as the Bahamas, Belize and Guyana.

Under our Summer Intern Programme, assistance is provided to the statistical departments in all member States to update some aspect of their national statistics. Yet several gaps remain, we could not address them all on our own, hence we welcome whatever assistance can be provided by the UN and other funding agencies in this regard.

In an effort to position our region to take charge of its future development, this seminar brings together the critical players from national and regional statistical offices, as well as from departments of finance, planning and central banks. There are few things in life that can help an individual to mature more readily than to place responsibility upon his shoulders and to let him know that you have trust in him. The role of the statistician is a particularly difficult one since he, or more often these days she, is at the mercy of the sources from which data are derived, and the quality of those submissions.

The economist in his analytical work is often taken to task for making predictions, albeit in good faith, based on the material at his or her disposal. It is in this context that I would wish to reassure and encourage both disciplines not to be unduly distracted but to press on with the work ahead in their respective roles.

The doctrine of enough says that once you can work out what enough is, then you are able to stop at enough. Well, the only thing that you cannot have enough of is being better and more efficient at what you're doing. I trust that this seminar in emphasizing the fragility of the doctrine of enough in our circumstances, will help you to find new and more efficient approaches to the delivery of your services.

In closing, let me once again welcome you here on behalf of the Bank and in so doing to express the wish that at the end of this two-day seminar, the objectives that you set yourselves will have been fully accomplished, and that you would be left with sufficient time to savour some of the unique pleasures that the Federation of St. Kitts and Nevis has to offer.

**OPENING REMARKS BY MR. JAN VAN EYNDHOVEN,
RESIDENT REPRESENTATIVE,
UNITED NATIONS DEVELOPMENT PROGRAMME**

Deputy Prime Minister,
Deputy Governor of the Central Bank,
My colleague, the Director of ECLAC,
Other distinguished guests,

I welcome this opportunity to address this assembly, as we come together to form a consensus on the nature of statistical inadequacies in the Caribbean, and to explore possible solutions.

The support given by The United Nations Development Programme (UNDP) to the improvement of the quality of statistics in the Caribbean can be traced back as early as 1974. The perceived weakness in the quality, quantity and relevance of data in the Caribbean should not have come as a surprise. Starting in the early 1980s, macroeconomic theory as applied to developing countries focused primarily on deregulation and enabling the market forces to determine the shape of economies. Certainly, the prior decade - the 1970s - had seen the growth of large and inefficient government bureaucracies, over population and corresponding corruption and inefficient control of means of production which resulted in large fiscal deficits and inflation.

Governments in the Caribbean have addressed those structural weaknesses in their governmental structures and regulations. Many mistakes have been corrected, but there has also been the simultaneous realization that the market forces work imperfectly in the small island developing States of the Caribbean, and that there are great distortions, in particular at the income distribution level as a result, inter alia, of monopolistic or oligopolistic practices. In other words, gross domestic product may have increased, but income of nationals remained unchanged. Governments, therefore, had again to become more productive to ensure that the distortions of the market forces are alleviated, to create a true enabling environment, to guarantee a level playing field.

Along with this new role for government, was the growing realization that economic growth may or may not contribute to an improvement to the quality of life to the people. The development by UNDP of the human development index, which is based on education, health and GNP expressed in purchasing power parity indicators, contributes significantly to this thinking. There continues to be a high degree of mobility of trained personnel in small countries and the result is that there seems to be a perennial need for training.

Furthermore, governments increasingly realize that their direct interventions in the social sector and their efforts to alleviate poverty have also suffered from inefficiencies. Social programmes have become such a burden on national economies that governments are turning towards non-

governmental organizations and an empowerment of the individual as the solution. The concern of governments is moving towards sustainable human development.

On various occasions we have heard the Caribbean being described as a data poor area. This implies that information is not usually forthcoming with the required timeliness, quality and relevance. Over the years, several attempts have been made to confront this problem by various fora of statisticians, however, the success of these attempts has been mixed. Today, with the rapidity of change which has now become a fact of life, governments insist on effective national information structures - of which statistics is a major component. They are changing organizational structures in the interest of providing relevant, timely and high quality statistics and information. This new structure will better inform their decision to create an enabling environment wherein people will be empowered to improve the quality of their lives, now and for the future - a mission statement endorsed in varying degrees by developing countries, as they address the macroeconomic framework and its distortions.

There is no doubt that the enunciation of a national information infrastructure policy is of a very high importance in context. Recommendations to that effect, urgently need to be brought to the attention of heads of government who are in a position to take urgent action in the interest of economic growth and improved social conditions.

As I earlier stated, UNDP has for a long time been a prime supporter of statistics in the Caribbean. Today our activities continue, with particular emphasis in the areas of rehabilitation and capacity building of statistical offices. Our current projects in Aruba and Suriname bear testimony to our commitment. I shall be with you for the next couple of days, participating in the deliberations and listening to your proposals and recommendations. By doing this, I hope to become better informed of possible assistance, by way of technical advice, or otherwise, which UNDP may be able to provide, to help you realize the solution of some of the data supply and quality problems of the sub-region.

UNDP has found an effective modality of cooperating with ECLAC. Jointly, we have assisted in the implementation of a number of statistics projects which have borne, and continue to bear fruit. Consequently, to the extent relevant, we would like to proffer some of our experiences to the solution of the problems that you will identify during the course of this seminar.

In closing, I would like to commend The Economic Commission for Latin America and the Caribbean (ECLAC) and the Eastern Caribbean Central Bank (ECCB) for facilitating this gathering of statistical minds and I look forward to the transformation of these discussions into positive actions in the near future.

**ADDRESS BY THE HONOURABLE SAM CONDOR,
DEPUTY PRIME MINISTER OF SAINT KITTS AND NEVIS**

This seminar has been convened out of the need to improve the availability and timeliness of economic and social statistics. The seminar is being held at a time when there is increased demand for statistics as a result of the signing of various trading agreements such as the North America Free Trade Agreement (NAFTA), Central and Latin America and other trading blocs.

The Plan of Action for the Summit of the Americas also has implications for the provision of statistics in the region. It will necessitate the provision of additional statistics which are not collected currently.

The statistical departments in the region are involved in the provision of statistical data, information and analysis to meet the needs of the various users. Much effort is expended in dealing with the various traditional areas of statistics such as trade, national accounts, balance of payments, retail price indices and population.

I am aware that statistical offices in the OECS subregion are plagued with high staff turnover and are constrained by the lack of computing resources and trained staff to meet the ever-increasing demand placed on those offices for accurate, relevant and reliable data in a timely and efficient manner.

The fact that this seminar on statistics is being convened at this time is ample evidence that ECLAC and ECCB are cognizant of the need for the region to address, as a matter of urgency, the training, technology and policy matters related to the collection, processing, storage, retrieval and interchange of economic and social statistics in view of globalization of world markets.

Through these same information and communication technologies, we are able to observe how other developed and many developing countries have literally transformed their economies almost overnight with increasing use of advanced technology products and services and strategic focus on human resource development.

The new technologies pervade almost every aspect of the world's productive process and we cannot afford to be left behind in this era of globalization and economic interdependence.

CARICOM is made up of small open economies which are necessarily sensitive to economic and technological developments outside our region.

We depend on capital from outside. Most goods and services consumed in the region are manufactured outside CARICOM and we look to outside markets for our exports.

It is, therefore, necessary for us to be in step with developments outside to do business, take advantage of the opportunities and enjoy benefits of the new technology. In short, we must manage and exploit the information resources to the full potentials.

The need to define new strategies, develop definitive proposals and action plans for deployment of trained staff and new technologies to improve the supply of data necessary for informing the planning and decision-making process becomes more evident by the day.

Every day that you pick up a newspaper or magazine or tune in to a TV broadcast network there is some announcement of a new information technology product or service and the opportunities for exploiting them are enormous but there must be a plan. The plan must be regional and it must embrace the full efforts and resources of the public and private sectors in the region.

The private sector must play its part and we the governments must play our part.

Here in St. Kitts and Nevis we are treating the issues related to information and data interchange in the broader context of the need to provide a national information infrastructure which will provide a system of delivering to all Kittitians and Nevisians what information they need, when they need it, where they need it and how they need it. ... at an affordable price.

To this end, we are in the process of developing a policy framework to accelerate the arrival of the St. Kitts-Nevis information highway.

In developing and defining our information highway strategies, we must encourage investment from the private sector in developing the necessary infrastructures, we must ensure universal access to services and we must ensure interconnectivity and interoperability of the national infrastructure with the existing and emerging global information infrastructure through standardization.

The St. Kitts-Nevis information highway will allow Government to enhance service delivery to citizens, improve efficiency, help manage Government programmes and effectively deliver Government information on-line.

On taking office in July 1993, the new Labour Government recognized that no trade data were available from 1993 onwards. The reason for this situation was fully explored and the following actions were taken:

- Procurement of computer hardware,
- Personnel training in computer use and applications,
- Employment of personnel under the short-term work experience programme to assist in the processing of trade statistics.

Government is presently looking at the reorganization of the Planning Unit (The Statistical Office being a Division of the Unit). It is recognized that in order to plan and carry out the policies

of Government, a strong and vibrant Planning Unit must be in place. The Statistical Office must also be in a position to provide relevant, reliable and timely statistics.

My Government is committed to the development of statistics in the Federation and to this end is willing to provide the necessary human and technical resources for the Statistical Office.



Annex II

LIST OF PARTICIPANTS



COUNTRIES

Mr. Aidan Harrigan
 Snr. Statistical Officer
 Statistical Unit
 Ministry of Finance, The Valley
ANGUILLA B.W.I.
 Tel: 497 5693; 2451
 Fax: 497 3761
 E-mail: mofgoa@can1/w.com.ai

Mr. Lauchland Lake
 Ag. Chef Statistician
 Ministry of Finance
 Statistics Division
 Upper Redcliffe Street
 St. John's
ANTIGUA AND BARBUDA
 Tel: 462 4775
 Fax: 462 1622

Mr. Rendolf A. Lee
 Central Bureau of Statistics
 L.G. Smith Boulevard 160
 Oranjestad
ARUBA
 Tel: 297 8 37433
 Fax: 297 8 38057

Mr. Martijn Balkestein
 Head
 Department of Research and Study
 Central Bureau of Statistics
 Sun Plaza Building
 L.G. Smith Boulevard 160
 Oranjestad
ARUBA
 Tel: 297 8 37433
 FAX: 297 8 38057

Mr. Herry Minelio Koolman
 Research Department
 Central Bank of Aruba
 Havenstraat 2
 Oranjestad
ARUBA
 Tel: 297 8 22509
 Fax: 297 8 37473

Mr. Charles Stuart
 Director of Statistics
 Department of Statistics
 P.O. Box N-3907
 Nassau
**COMMONWEALTH OF THE
 BAHAMAS**
 Tel: 32 55434
 Fax: 32 55149

Mr. Martin Cox
 Permanent Secretary
 Ministry of Finance and Economic Affairs
 Government Headquarters
 Bridgetoewn
BARBADOS
 Tel: 426 2725; 436 6435
 Fax: 426 3688

Mr. Eric Straughn
 Director
 Barbados Statistical Service
 National Insurance Building
 Fairchild Street
 Bridgetown
BARBADOS
 Tel: 427 7396
 Fax: 435 2198

Mr. Peter Whitehall
Deputy Director (Economics)
Central Bank of Barbados
P.O. Box 1016, Bridgetown
BARBADOS
Tel: 436 6870 Ext. 426
Fax: 2251 CENBANK WB

Mr. Marion Palacio, Chief Statistician Ag.
Central Statistical Office
New Administration Building
Ministry of Finance, Belmopan
BELIZE
Tel: 501 8 22207; 22352
Fax: 501 8 22306

Sra. Mirtha Alarcon de Quesada
National Statistics of Cuba
Paseo #60, 3ra y Sta Vedado
Havana, **CUBA**
Tel: 30 5021
Fax: 33 3083

Mr. Michael Murphy, Chief Statistician
Central Statistical Office
Kennedy Avenue, Roseau
COMMONWEALTH OF DOMINICA
Tel: 448 2401 Ext. 3400/3405
Fax: 448 5200/0054

Mr. Crispin Boney
Director of Statistics Ag.
Central Statistical Office
Ministry of Finance, Lagoon Road
St. George's
COMMONWEALTH OF GRENADA
Tel: 440 1369/2731 Ext. 289
Fax: 440 4115

Mr. Lennox Benjamin
Chief Statistician
Bureau of Statistics
Avenue of the Republic and Brickdam
P.O. Box 542
Georgetown
GUYANA
Tel: 592 2 56150
Tel/Fax: 592 2 62036

Mr. Renand Dorelien
Statistical Director
Institut Haitien de Statistique
et d'Informatique (IHSI)
Blvd. Harry Truman
Cite de l'Exposition
Port-au-Prince
REPUBLIC OF HAITI
Tel: 23 1011/22; 2669
Fax: 509 1 45 1748

Mrs. Danilia Moise Altidor
Director-General, Adjoint (IHSI)
Blvd. Harry Truman
Cite de l'Exposition
Port-au-Prince
REPUBLIC OF HAITI
Tel: 23 1011/22; 2669
Fax: 509 1 45 1748

Mr. Vernon James
Director-General
Statistical Institute of Jamaica (STATIN)
97B Church Street
Kingston
JAMAICA
Tel: 967 2680/9
Fax: 967 2239

Ms. Louise Brown
 Director
 Economic Information and Publications
 Bank of Jamaica
 Nethersole Place
 Kingston
JAMAICA
 Tel: 922 0750
 Fax: 967 4265

Mr. Maarten Schuerhoff
 (BLAISE Coordinator)
 Automation Department
 Statistical Informatics Unit
 P.O. Box 4000
 2270 JM Voorburg
NETHERLANDS
 Tel: +31 70337530
 Fax: +31 703375969
 E-mail MSRF@CBS.NL.

Mr. Francis Vierbergen
 Vice Director
 Central Statistical Office
 Fort Amsterdam
 Willemstad, Curaçao
NETHERLANDS ANTILLES
 Tel: 613065
 Fax: 611696

Mr. Oliver Knight
 Permanent Secretary, Ag.
 Planning Unit
 Ministry of Development and Planning
 P.O. Box 186, Church Street
 Basseterre
SAINT KITTS AND NEVIS
 Tel: 465 2521 Ext. 1061
 Fax: 465 7398

Mr. Edwin St. Catherine
 Deputy Director of Finance (Statistics)
 Statistical Department
 Bloc C, Waterfront
 Castries
SAINT LUCIA
 Tel: 452 6653
 Fax: 452 2506
 E-mail statsdept@candw.lc

Mr. Selwyn Allen
 Chief Statistician Ag.
 Central Planning Division
 Ministry of Finance and Planning
 Kingstown
ST VINCENT AND THE GRENADINES
 Tel: 45 72921
 Fax: 45 62430

Mrs. Margaret Rampersad
 Director
 Central Statistical Office (CSO)
 Office of the Prime Minister
 35-41 Queen Street
 Port of Spain
TRINIDAD AND TOBAGO
 Tel: 624 2436
 Fax: 625 3802

Mr. Christopher Clarke
 Economist I
 Research Department
 Central Bank of Trinidad and Tobago
 Eric Williams Plaza, Independence Square
 P.O. Box 1250, Port of Spain
TRINIDAD AND TOBAGO
 Tel: 625 4835
 Fax: 627 4696
 E-mail cclarke@wow.net

ORGANIZATIONS

Ms. Averil Scantlebury-Maynard
 Economic Statistician
 Economic and Programming Dept.
 Caribbean Development Bank (CDB)
 P.O. Box 408
 Wildey, St. Michael
 Bridgetown
BARBADOS
 Tel: 431 1600
 Fax: 426 7269

Ms. Elizabeth Temprow
 Adviser, Governor's Office
 Eastern Caribbean Central Bank (ECCB)
 P.O. Box 89, Basseterre
SAINT KITTS AND NEVIS
 Tel: 465 2537
 Fax: 465 0322

Ms. Gale Averil Archibald
 Statistician
 ECCB
SAINT KITTS AND NEVIS

Mr. Thomas F. Alexander
 Economist
 ECCB
SAINT KITTS AND NEVIS
 E-mail thomasf@Caribsurf.com

Ms. Grace Strachan, Senior Specialist
 Employment and Labour Market Policies
 International Labour Organization (ILO)
 11 St. Clair Avenue, P.O. Box 1201
 Port of Spain
TRINIDAD AND TOBAGO
 Tel: 628 1453
 Fax: 628 2433

Mr. Simon Quin
 Assistant to Director, Statistics Dept.
 International Monetary Fund (IMF)
 700 19th Street N.W.
 Washington D.C. 20431
U.S.A.
 Tel: 202 623 6484
 Fax: 202 623 6460

Mr. Frits van Beek
 Assistant Director WHD
 International Monetary Fund (IMF)
 700 19th Street N.W.
 Washington D.C. 20431
U.S.A.
 Tel: 202 623 8635
 Fax: 202 623 7499

Mr. Med Chottepanda, OAS Consultant
 Organization of American States (OAS)
 Basseterre
SAINT KITTS AND NEVIS

Ms. Yolanda Lake-Goodwin
 Chief, Statistics and Intelligence Unit
 OECS Economic Affairs Secretariat
 Organization of Eastern Caribbean States
 (OECS)
 P.O. Box 822, St. John's
ANTIGUA AND BARBUDA
 Tel: 462 3500/1
 Fax: 462 1537
 E-mail ECONOMICO@candw.ag

Ms. Hazel Patricia Corbin
 Senior Statistician
 OECS
ANTIGUA AND BARBUDA

Ms. Avenelle Warde
 Saint Kitts and Nevis Telecommunications
 Ltd. (SKANTEL)
 Cayon Street
 Basseterre
SAINT KITTS AND NEVIS
 Tel: 465 1000
 Fax: 465 6111

Mr. Jan Jacques Van Eyndhoven
 Resident Representative and
 Resident Coordinator
 United Nations Development Programme
 (UNDP)
 19 Keate Street
 Port of Spain
TRINIDAD AND TOBAGO
 Tel: 632 7056
 Fax: 623 1658

Mr. Dave Seerattan
 Caribbean Centre for Monetary Studies
 (CCMS)
 University of the West Indies
 St. Augustine Campus
TRINIDAD AND TOBAGO
 Tel: 662 2002 Ext. 2534; 3550
 Fax: 645 1174

Mr. David Cieslikowski
 Economist
 IECDD N2-055
 The World Bank Group
 World Bank
 Washington D.C. 20433
 U.S.A.
 Tel: 202 473 3816
 Fax: 202 522 3669
 Internet dcieslikowski@worldbank.org

UN-ECLAC

Mr. Daniel Blanchard
 Director
 ECLAC Subregional Headquarters for the
 Caribbean
 P.O. Box 1113, Port of Spain
TRINIDAD AND TOBAGO
 Tel: 623 5595
 Fax: 623 8485

Mr. Pedro Sainz
 Director
 Statistics and Quantitative Analysis Division
 CEPAL
 Santiago
CHILE
 Tel: 562 210 2634
 Fax: 562 2102472
 E-mail psainz@eclac.cl

Mr. Lancelot A. Busby
 Economic Affairs Officer
 (Statistics)
 ECLAC Subregional Headquarters for the
 Caribbean, Port of Spain
TRINIDAD AND TOBAGO
 Tel: 623 5595
 Fax: 623 8485
 E-mail lb@undp.org

Mr. Lucio Vinhas de Souza
 Associate Economic Affairs Officer
 ECLAC Subregional Headquarters for the
 Caribbean, Port of Spain
TRINIDAD AND TOBAGO
 E-mail lus@eclacps.undp.org

Ms. Maureen Afoon
 Meetings Services Assistant
 ECLAC Subregional Headquarters for the
 Caribbean, **PORT OF SPAIN**

