



**PARIS21 Task Team on Strategic Statistical Development Plan (SSDP)
15 October 2002**

International Initiatives on SSDP's¹:

Building Synergy at Country Level.

A proposal by Gérard CHENAIS, Task Team convenor.

GENERAL INTRODUCTION.

Although the necessity to prepare a well-balanced, overall national strategic framework and work programme for national statistical development is commonly recommended, very little is said about how to elaborate it.

Regarding strategic management of a statistical system, there are two broad aspects to consider:

- one of a technical nature dealing with strategic management, quality management, analysis and conceptual frameworks, statistical techniques and methodology, etc.
- the second dealing with the governance of a statistical system which is basically a sub-system of the public administration, providing services to the community and accountable to a government, and a parliament.

Concerning technical aspects, a large volume of technical literature already exists (see also the documentation on our Task Team web page: http://www.paris21.org/htm/TT_SSDP.htm), together with the institutions capable of providing the necessary transfer of knowledge and expertise.

What is less readily available is advice in overall governance of a national statistical system and it is an area where the PARIS21 Consortium has a comparative advantage.

PARIS21 aims to build statistical capacity as the foundation for effective development policies by helping to develop well-managed statistical systems that are appropriately resourced.

In the longer term PARIS21 aims to help to promote a culture of evidence-based policy making and monitoring in all countries, but especially in poor developing

¹ See appendices

countries. This in turn will serve to improve transparency, accountability and the quality of governance.

ELABORATION of an SSDP and GOOD GOVERNANCE.

It is vitally important to consider the governance arrangement.

- The formal adoption of a Strategic Statistical Development Plan (SSDP) is of the sole responsibility of the government through the Council of Ministers or an Inter-ministerial Committee on statistics of some sort. The process of preparing and adopting the Plan has to be launched and organised according to national laws and regulations on statistics and more generally according to those on civil service. It is always feasible to have ad hoc committees formally set by the political authorities to advise and/or to make recommendations.
- An SSDP cannot simply be a project but has to be a national programme consisting of numerous projects, integrating all contributions whether national or external, and encompassing all aspects of the national system of official statistics, starting with stakeholders concerns, users needs and including ongoing commitments to sub-regional, regional and international institutions (SDDS, GDDS, PROSMIC, statistics program of economic and monetary communities, etc.)². A multi-annual integrated statistical plan (MISP) as proposed by Eurostat, is a part of it, dealing with the timing of implementation and integrating all the contributions to statistics, whatever their sources.
- Timing is also a constraint; you need to proceed at a speed that is sustainable. You have to move at the speed that the national administrative and political agendas allow. You have to follow the accepted decision making and implementation processes. Of course, this does not mean that all activities have to stop until the plan is formally approved. A work program already exists and its course cannot be radically changed on demand. However, to care for the short term, steps can be recommended and, additional resources permitting, taken to quickly improve the efficiency of ongoing activities. For example facilitating better access and better use of statistical data already produced (data mining), in respond to urgent needs (those of the PRSPs or MDGs).
- The whole process has to be launched at the highest national political level responsible for statistical matters (Committee on Statistics, Minister in charge of statistics, Council of Ministers or Cabinet, depending on country lawful arrangements). Before the final decision on whether or not elaborate an SSDP is taken, advice and recommendations could be sought from key institutions, public or private, users or producers, as well as from external partners.

PHASING

The phasing of the whole process could be:

- an opportunity study (few weeks),
- the elaboration of the strategic plan (few months),
- the implementation of the plan (few years).

For all phases, the PARIS21 Secretariat, in consultation with all other partners, can provide advice and facilitate the identification and the supply of technical assistance and financial

² see appendices

resources. Peer review, South-South co-operation, high-level consultant's missions, short term training on strategic management, and sub-regional and national workshops, would be the preferred options.

The WorldBank Trust Fund for Statistical Capacity Building could be tapped to ease financing during the first two phases.

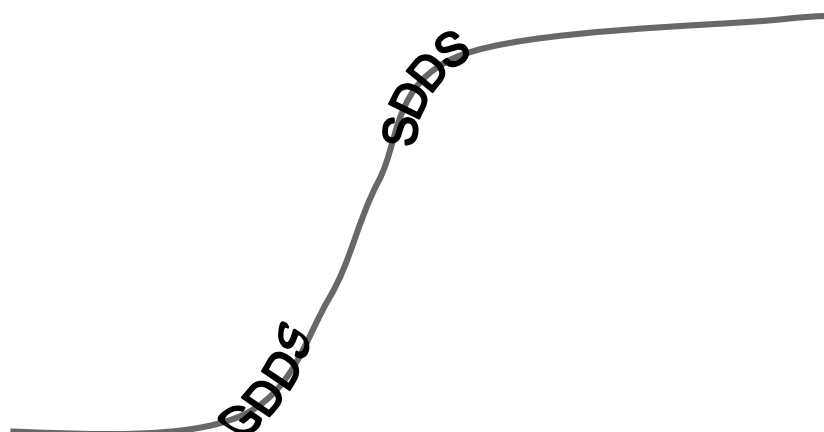
Building skills in strategic management should be a concern, throughout the process from preparing to implementing the SSDP. Principles as identified by the European Foundation for Quality Management (www.efqm.org), the Balanced ScoreCard (www.bscol.com) and ISO 9000-2000 (<http://www.iso.ch/iso/en/iso9000-14000/index.html>) seem suitable.³

1. The opportunity study phase.

This phase is aiming at informing Cabinet about the overall situation and the major problems the national statistical system is facing, and at making recommendations on possible long term solutions and primarily about whether or not (and eventually how) to launch the process of elaborating a Strategic Statistical Development Plan for the country.

All the stakeholders should be consulted on their expectations and the external partners, ready bring support over the long term, should be identified. The major commitments related to statistical matters should be listed (GDDS, SDDS, sub-regional programmes, ongoing projects, planned operations, etc.) and their overall compatibility evaluated.

If the country has already subscribed to the GDDS or the SDDS (about a hundred ⁴have done so to date), then their objectives in terms of statistics to be produced, the available metadata and the plans for improvement will have to be incorporated in the SSDP. If not, subscribing might be recommended. The long (very long for the smallest and/or poorest countries) term development path (S shape) could be: toward subscribing to GDDS, aiming at GDDS objectives, aiming at SDDS level, expanding from SDDS level.



At the same time urgent actions may be identified and recommended for quick but independent implementation (i.e. data mining).

³ see appendices

⁴ see appendices

2. The elaboration and adoption of the strategic plan phase.

At the national level it is recommended to proceed by stages:

- Preparation: this involves putting the machinery in place and adopting a framework for action, overall political objectives, designation of the persons and institutions involved, explanation of the approach, material resources available, provisional timetable.
- Diagnostic: Review of the existing situation, adoption of general policies and identification of strategic axes; detailed inventory of structures, production, human resources, user satisfaction; on this basis a realistic assessment must be made of the demand to be satisfied by the end of the SSDP (the target system) and the guidelines to be followed in order to improve the mechanism as a whole.
- Scenarios and definition of strategies: make a rational choice between several possible routes to reach the target system set by the previous stage; in particular, the authorities must be presented with a choice between genuine alternatives (three or four), with their advantages and disadvantages described. Strategies may relate to leadership, organisation, funding, learning and human resources improvement, standardisation, IT infrastructure, communication, partnerships, technical assistance, survey programmes and statistical processes, etc.
- Design of the multiyear programme of actions: translating all the decisions taken and the strategies adopted in the previous stages into a series of interrelated actions, including resource allocation and monitoring, revision and evaluation processes.

At the end of each stage, a report and recommendations are submitted to the authorities for approval so that the next stage can proceed on a sound basis. Data Quality Assessment Framework (DQAF), Report on Observance of Standards and Codes – Data (ROSC-Data), Strength Weakness Opportunity Threat (SWOT), and Statistical Capacity Building Indicators (SCBI) are suitable instruments for the diagnostic stage and later on as elements of the adopted monitoring and evaluation processes.

National stakeholders should be given the task of organising inquiries and consultations, as well as drafting the reports and presenting recommendations. Donors must be systematically involved for advice and information, and consulted about their likely contributions whether financial (WB and Statcap, regional development banks or foundations, donor countries, ...) or technical (IMF Technical Assistance Centers, UN System, EU and Eurostat, sub-regional institutions, developed countries).

(See appendices for sound and universal management principles.)

In addition to facilitating the process with all donors, and acting as a catalyst, the PARIS21 Secretariat could sponsor country workshops, at the beginning (focusing on the assessment of user satisfaction and user needs in relation with development and poverty reduction issues) and after approval but before implementation (communicating on the commitments and the future integrated actions).

3. The implementation and evaluation phase

Implementation of the program as adopted, with permanent monitoring and regular adjustments; co-ordination among external partners is key to the success as well as strong national leadership; independent evaluation may be considered.

Overall evaluation of the impacts and the outcomes of the plan must be part of the plan itself.

But if you cannot measure it, you cannot manage it! This is also true for an efficient management of the national statistical system. So there are needs for data and indicators to assess progress made towards the objectives set in the plan (staff increases and budget increases, users and stakeholders satisfaction, timeliness of releases and improvement of data quality, productivity of major processes, etc.). Some of the data used for evaluation, could be official statistics (satellite accounts?), some DQAF assessment, some results of the Statistics Capacity Building Indicators questionnaire or any other some benchmark.

The PARIS21 Secretariat could be in charge of facilitating and organising the periodic evaluation of the progress made at national level in statistical capacity building.

Relation with PARIS21 work programme

PARIS21 has already organised several regional and national workshops and more are planned for 2002 and 2003. Preparing an SSDP will be an item on the agenda, together with assistance that PARIS21 could provide to facilitate, along with other partners, the process at the country level.

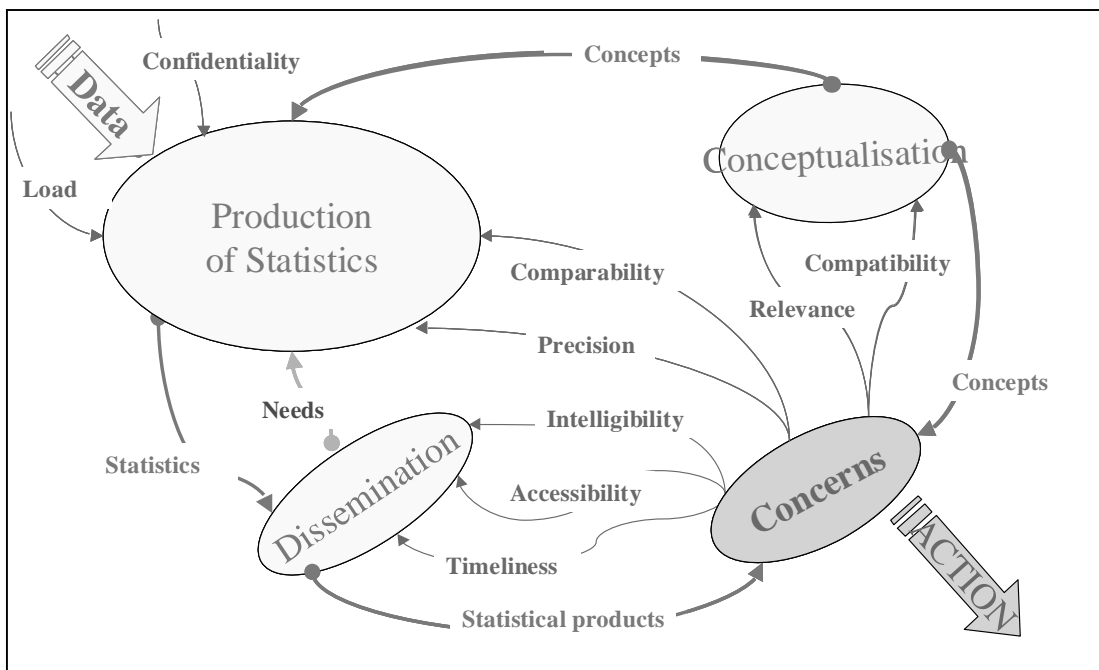
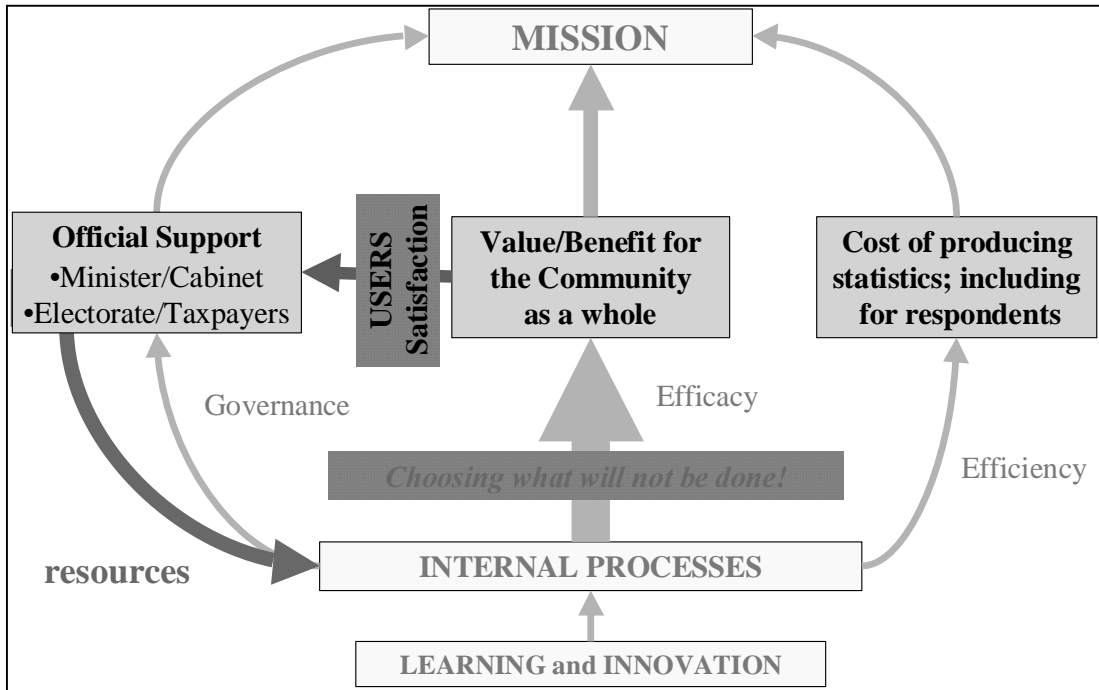
At the country level, and if requested by the government, PARIS21 could arrange for an opportunity survey to be conducted and later on could (co)-sponsor a country workshop launching the elaboration of an SSDP integrating all contributions and initiatives, and primarily aiming at making available the statistical data necessary to inform the decision making processes at all levels, private or public, national or international.

APPENDICES

A Strategic Statistical Development Plan (SSDP):

1. A document, or a set of documents, officially endorsed, spelling out what the country's national authorities intend to achieve during the next 3 to 5 years, and how it will be done, in order to improve the statistical service provided to all components of the national community and to all country's partners.
2. These documents include :
 - a diagnostic
 - a strategic or business plan
 - annual plans for the next 3 or 5 years and cover :
 - the National Statistical System (NSS) as a whole,
 - the Central Statistical Office,
 - and each of the other components of the NSS.
3. They spell out the mission to fulfil and the values believed in.
4. The objectives and strategies globally concern the following themes :
 - the coverage of the statistical service
 - the value of statistics for users
 - the excellence of internal processes
 - the public service
 - the support from government, parliament and partners ; in particular financial support.
5. Amongst broad strategic objectives, two are permanent and independent of the state the NSS is in :
 - satisfy needs of influential users
 - improve public image of statistics
6. The implementation will be such that :
 - the strategy is translated into operational actions
 - the organisation fits the strategy
 - the strategy is everybody's daily concern
 - the strategy is a continuous process
 - change is driven by NSS's officials
7. The initial decisions should establish :
 - how to draft these documents, (who, method, timetable, resources) ?
 - who will endorse them thereafter?
8. The content of the SSDP is country specific and must provide answers to the following questions:
 - What are the most important needs to fulfil?
 - What is our mission?
 - Who are we? and Who do we want to be?
 - Where are we? and Where do we want to be?
 - How to get there?
 - What will be the most likely threats?
 - What will be the promising opportunities?
 - Which are the suitable good practices?
 - What we are not going to embark on?

Official Statistics as a Public Service

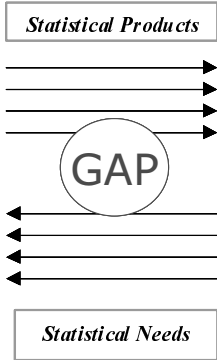


Fundamental Principles of Official Statistics
Internationally agreed statistical conceptual frameworks and their extensions

SNA, BP, GFS, IFS, SEAFSA, IEEA, Satellite accounts (Education, Health, Social Protection, ...), SAMs, SESAME, Human Resources Accounts, Gender analysis, ...

GOVERNMENT PRODUCERS of STATISTICS

Management
 Vision - Professional Ethics - Quality



USERS - USES

Government Policy-makers
 Civil Society & NGOs
 Enterprises & Private Sector Organisations
 Academic Institutions
 International & regional institutions

National Development Programs
 MDG - *INDICATORS*
 CDF - PRSP – *SOURCE BOOK*
 UNDAF- *CCA*
 GDDS SDDS- *Guide*
REGIONAL PROGRAMS : Prosmic
MEDSTAT

Donors assistance - PARIS21
 Guiding Principles for Good Practice in Technical Cooperation in statistics (UN) - Handbook of Statistical Organization (UN) - DAC partnership Guidelines Good Practices in Statistics – DQAF (IMF)

ISO 9000-2000 : Quality Management Principles

Principle 1 Customer focus

Organisations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

Principle 2 Leadership

Leaders establish unity of purpose and direction of the organisation. They should create and maintain the internal environment in which people can become fully involved in achieving the organisation's objectives.

Principle 3 Involvement of people

People at all levels are the essence of an organisation and their full involvement enables their abilities to be used for the organisation's benefit.

Principle 4 Process approach

A desired result is achieved more efficiently when activities and related resources are managed as a process.

Principle 5 System approach to management

Identifying, understanding and managing interrelated processes as a system contributes to the organisation's effectiveness and efficiency in achieving its objectives.

Principle 6 Continual improvement

Continual improvement of the organisation's overall performance should be a permanent objective of the organisation.

Principle 7 Factual approach to decision making

Effective decisions are based on the analysis of data and information.

Principle 8 Mutually beneficial supplier relationships

An organisation and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

European Foundation for Quality Management (EFQM): Fundamental Concepts of Excellence

Results Orientation

Excellence is dependent upon balancing and satisfying the needs of all relevant stakeholders (this includes the people employed, customers, suppliers and society in general as well as those with financial interests in the organisation).

Customer Focus

The customer is the final arbiter of product and service quality and customer loyalty, retention and market share gain are best optimised through a clear focus on the needs of current and potential customers.

Leadership & Constancy of Purpose

The behaviour of an organisation's leaders creates a clarity and unity of purpose within the organisation and an environment in which the organisation and its people can excel.

Management by Processes & Facts

Organisations perform more effectively when all inter-related activities are understood and systematically managed and decisions concerning current operations and planned improvements are made using reliable information that includes stakeholder perceptions.

People Development & Involvement

The full potential of an organisation's people is best released through shared values and a culture of trust and empowerment, which encourages the involvement of everyone.

Continuous Learning, Innovation & Improvement

Organisational performance is maximised when it is based on the management and sharing of knowledge within a culture of continuous learning, innovation and improvement.

Partnership Development

An organisation works more effectively when it has mutually beneficial relationships, built on trust, sharing of knowledge and integration, with its Partners.

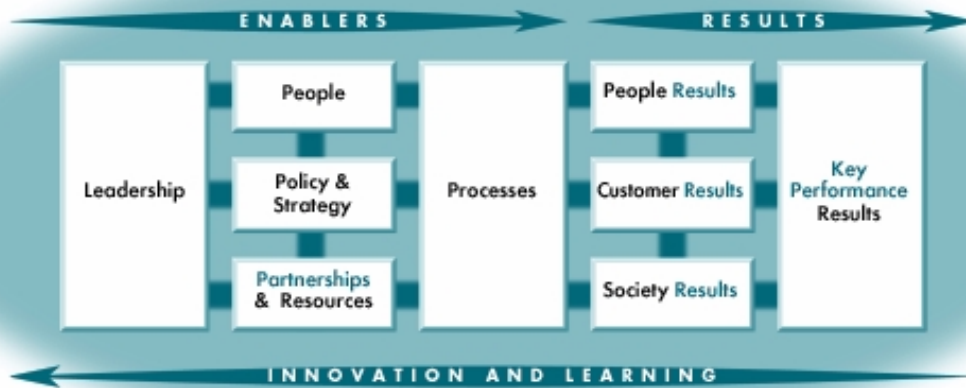
Public Responsibility

The long-term interest of the organisation and its people are best served by adopting an ethical approach and exceeding the expectations and regulations of the community at large.

Self-Assessment

Adoption of the process of Self-Assessment is the EFQM's recommended strategy for improving performance. The EFQM is convinced that, applied rigorously, Self-Assessment will help organisations, large and small, in the private and public sectors, work more effectively. Self-Assessment is a comprehensive, systematic and regular review of an organisation's activities and results referenced against the EFQM Excellence Model. The Self-Assessment process allows the organisation to discern clearly its strengths and areas in which improvement can be made. Following this process of evaluation, improvement plans are launched, which are monitored for progress. Organisations carry out this cycle of evaluating and taking action repeatedly so that they can achieve genuine and sustained improvement.

EFQM Model



Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy, People, Partnerships and Resources and Processes.

This logic states that an organisation needs to:

- Determine the **Results** it is aiming for as part of its policy and strategy making process. These results cover the performance of the organisation, both financially and operationally, and the perceptions of its stakeholders.
- Plan and develop an integrated set of sound **Approaches** to deliver the required results both now and in the future.
- Deploy the approaches in a systematic way to ensure full implementation.
- **Assess** and **Review** the approaches followed based on monitoring and analysis of the results achieved and ongoing learning activities. Based on this identify, prioritise, plan and implement improvements where needed.

When using the model within an organisation, for example for the purposes of Self-Assessment, the Approach, Deployment, Assessment and Review elements of logic should be addressed for each Enabler and the Results element should be addressed for each Results sub-criterion.

GSSD and SDDS

46 countries having subscribe to GDDS to date

Albania	Antigua and Barbuda	Armenia
Azerbaijan	Bangladesh	Barbados
Benin	Bolivia	Botswana
Bulgaria	Burkina Faso	Cambodia
Cameroon	Chad	China, People's Republic
Côte d'Ivoire	Dominica	Fiji
Gabon	Gambia, The	Grenada
Guinea-Bissau	Jordan	Kazakhstan
Kuwait	Kyrgyz Republic	Mali
Malta	Mauritius	Mongolia
Nepal	Niger	Oman
Panama	Paraguay	Romania
St. Kitts and Nevis	St. Lucia	St. Vincent and the Grenadines
Senegal	Sri Lanka	Tanzania
Togo	Uganda	Venezuela, República Bolivariana de
Yemen, Republic of		

49 countries having subscribe to SDDS to date

Argentina	Australia	Austria
Belgium	Brazil	Canada
Chile	Colombia	Costa Rica
Croatia	Czech Republic	Denmark
Ecuador	El Salvador	Estonia
Finland	France	Germany
Hong Kong SAR, China	Hungary	India
Indonesia	Ireland	Israel
Italy	Japan	Korea
Latvia	Lithuania	Malaysia
Mexico	Netherlands	Norway
Peru	Philippines	Poland
Portugal	Singapore	Slovak Republic
Slovenia	South Africa	Spain
Sweden	Switzerland	Thailand
Tunisia	Turkey	United Kingdom
United States		