Medium-Term Strategy
2002 - 2007
Foreword

It is an honour to present the first Medium-Term Strategy for the years 2002-2007 of the UNESCO Institute for Statistics (UIS). The importance of statistics to inform sound policies and to enable people throughout all nations of the world to judge the quality of their governance cannot be underestimated. UNESCO has recognised this in the creation of the UNESCO Institute for Statistics. The expectations placed upon this new Institute are very demanding given the limited resources at its disposal and the Medium-Term Strategy has inevitably been constrained accordingly. The challenge is to build strong foundations for the Institute to enable it to provide high quality statistical services in all areas of UNESCO’s competence - education, science and technology, the social sciences, culture and communication. The Institute has a key role in servicing the needs of other international agencies alongside those of Member States and UNESCO.

I wish to take this opportunity to express my gratitude to the Chairperson of the UIS Governing Board, Mr Jozef M. Ritzen, to the Board members, to the UIS staff and to many colleagues of UNESCO who have provided valuable contributions to the establishment of the Institute and the formulation of the work programme.

Denise Lievesley
Director,
UNESCO Institute for Statistics
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Introduction

Following the establishment of the UNESCO Institute for Statistics (UIS) at the 30th session of the UNESCO General Conference in November 1999, this first UIS Medium-Term Strategy has been formulated within the context of an increasing recognition of the value of statistics. The trends include:

- An increasing appreciation of the need for accountability and transparency to enable citizens to judge the quality of their governance and to play an active role in shaping their societies;

- An explosion of information, made accessible particularly through the use of technologies, and the need for assistance to enable people both to locate the information they require and to be able to evaluate its fitness for their purpose;

- Calls for a wider range of timely, relevant and accurate indicators to help decision-makers to formulate policies and to assess their impact;

- An associated increasing demand for the introduction of good practices in information use and for assistance in building national capacities to promote the sustained production and dissemination of quality information.

These days large volumes of statistical tables comprising raw data are no longer an appropriate way to distribute statistical information; users want to access quickly and directly the
salient information in an appropriate form and to be guided in their interpretation of such data. Alongside this there is a growing interest in data which have been processed in order to create indicators. These are often in the form of rates, ratios and percentages which have been derived from raw statistics. Their value lies in monitoring change especially in relation to judging progress towards agreed international development goals (see Box 1). The increasing demands identified above have exerted pressures on the national capacities to collect quality data and to transform them into meaningful and reliable indicators. Statistical capacities in many countries are simply unable to meet the demands for more and better indicators and information, and there is an urgent need to strengthen and upgrade statistical services.

The UIS has been established in order to assist countries evaluate and respond to the demands for data and to improve the supply and use of quality cross-national information on education, science and technology, culture and communication. A successful implementation of this First Medium-Term Strategy should pave the way towards achieving this aim.

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**Box 1: International development goals**

- **Reducing extreme poverty:** The proportion of people living in extreme poverty in developing countries reduced by at least one-half by 2015.

- **Universal primary education:** Universal primary education in all countries by 2015.

- **Gender equality:** Progress towards gender equality and the empowerment of women as demonstrated by eliminating gender disparity in primary and secondary education by 2005.

- **Infant and child mortality:** The death rates for infants and children under the age of five years reduced in each developing country by two-thirds the 1990 level by 2015.

- **Maternal mortality:** The rate of maternal mortality reduced by three-fourths between 1990 and 2015.

- **Reproductive health:** Access available, through the primary health-care system, to reproductive health services for all individuals of appropriate ages, no later than the year 2015.

- **Environment:** A current national strategy for sustainable development, in the process of implementation, in every country by 2005, so as to ensure that current trends in the loss of environmental resources are effectively reversed at both global and national levels by 2015.

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**Note:** The selection does not imply a diminished commitment to other goals accepted by the international community, including those adopted at other international conferences.
In order to contribute to the fulfilment of these goals, the Medium-Term Strategy of UNESCO for 2002-2007 has adopted 12 strategic objectives and two cross-cutting themes. The chart below shows the substantive themes and strategic objectives constituting the Medium-Term Strategy of UNESCO for the period 2002-2007:

<table>
<thead>
<tr>
<th>UNIFYING THEME</th>
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<tr>
<td>UNESCO contributing to peace and human development in an era of globalization through education, science, culture and communication</td>
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<tr>
<th>THREE MAIN STRATEGIC THRUSTS</th>
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<tr>
<td>Developing and promoting universal principles and norms, based on shared values, in order to meet emerging challenges in education, science, culture and communication and to protect and strengthen the “common public good”</td>
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<tr>
<td>Promoting pluralism, through recognition and safeguarding of diversity together with the observance of human rights</td>
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<tr>
<td>Promoting empowerment and participation in the emerging knowledge society through equitable access, capacity-building and sharing of knowledge</td>
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<th>TWELVE STRATEGIC OBJECTIVES</th>
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<tr>
<td>EDUCATION</td>
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<td>Promoting education as a fundamental right in accordance with the Universal Declaration of Human Rights;</td>
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<tr>
<td>Improving the quality of education through the diversification of contents and methods and the promotion of universally shared values;</td>
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<tr>
<td>Promoting experimentation, innovation and the diffusion and sharing of information and best practices as well as policy dialogue in education.</td>
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<tr>
<th>TWO CROSS-CUTTING THEMES</th>
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<tr>
<td>Eradication of poverty, especially extreme poverty</td>
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<tr>
<td>The contribution of the new information and communication technologies to the development of education, science and culture and the construction of a knowledge society</td>
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The Mission of the UIS

The UNESCO Institute for Statistics (UIS) has been established in order to foster a culture of evidence-based policy both nationally and internationally through the collection and use of high quality, timely data in education, science and technology, culture and communication.

The mission of the Institute was elaborated in its Statutes within the context of UNESCO’s broad mandate to contribute to the advancement and sharing of knowledge and the free flow of ideas. The UIS has an overall aim of improving the use of statistical information on education, science, culture and communication in decision-making in Member States and international organizations, and thus to facilitate democratic debate in UNESCO’s areas of competence. To this end, the UIS must strive to deploy the highest professional standards and intellectual integrity in data collection and analysis. In order to accomplish this mission with success, it is necessary for the UIS to ensure the convergence of the following four main action areas:

- the collection, production, analysis and timely dissemination of policy-relevant statistics, indicators and related documentation at the national, regional and global levels;
- the development of statistical methodology for the collection of data which are reliable, cross-nationally comparable, robust and feasible to collect;
- assistance to Member States to help them improve their statistical and analytical capacities;
- the provision of analytic and data support services.
In line with its Statutes, the UIS serves the Member States and UNESCO through its core work programme, but is also responsive, subject to adequate financial provision, to the needs of other users in national and international organizations. To this end the UIS will seek to strengthen its partnership arrangements with national, subregional, regional institutions and international organizations both within and outside the United Nations system. In conformity with the priorities of UNESCO, the UIS will give special attention to matters pertaining to statistics concerning the requirements of UNESCO’s Member States in Africa, the less developed countries, the island countries and the E-9 countries and will exercise selectivity in the choice of projects which are of relevance to the themes of the Medium-Term Strategy of UNESCO. It will strive to ensure that data are disaggregated to permit the examination of inequalities within societies, with a special focus on gender differences.

Building partnerships in statistics
Main programme priorities

Close relationships with data producers and users in the countries will be maintained to ensure that the programme of the UIS is responsive to current and emerging policy information needs and takes full account of existing country situations and capacities. The UIS will seek to involve both producers and users of statistics within the countries and international organizations to help determine the information they need for the formulation of policy and to assist in the prioritisation of such needs. Emphasis will be given to establishing networks of experts for each of the main policy areas of UNESCO. These networks will share experiences and good practice in relation to data collection and use and will help the UIS to develop and pilot new methodologies with the aim of improving the international comparability, reliability and validity of the resulting statistics and indicators.
Programme Priority 1
Guardianship of cross-national data

Overall strategy

There is an urgent need to improve the quality of existing cross-national statistics (in terms of policy-relevance, scope, coverage, reliability, timeliness, and comparability). In addition, new indicators should be developed to reflect changing aspects of education, science and technology, communications and culture which have not been addressed adequately in the past and to meet emerging needs.

Partnership and co-operation

The UIS will consult widely within UNESCO but also with other users of cross-national data (UN and other international agencies, national policy-makers, researchers, NGOs) in order to ensure that the regular data collections incorporate the key data needed to understand changes over time in UNESCO’s areas of responsibility and, in particular, that they include the data required for monitoring progress towards internationally-agreed goals. Advantage will be taken of the opportunities provided by relevant conferences and meetings for the assessment of information needs. Advice will be sought on strategies and co-operative actions to improve the scope, coverage and quality of the UNESCO statistical database, and its accessibility and functionalities. Relationships will be developed with policy-makers so as to consult them about emerging policies and to ensure that UNESCO databases better meet their needs.

Strategic partnerships will be created with those within countries who have responsibility for collecting the data in order to consult them on their perception of the data needs, work with them to develop methodology, assist them in data use and ensure that they have the resources and capacity for the required data collection. Networks of national statisticians working on similar issues will be supported by UIS staff in order that relevant experiences may be shared. Many of the UIS activities will be carried out in close liaison with UNESCO regional offices and will take advantage of existing regional groupings and networks.

Reviewing data sources and quality

New international statistical surveys in UNESCO’s fields of action will be designed and carried out to collect more policy-relevant data and to improve the quality of the information and accompanying contextual information. The UIS will make increased use of new information and communication technologies to collect and deliver the data electronically, and provide support to countries in managing these developments.

Greater exploitation of relevant data from secondary sources will take place so as to avoid duplication of data collection, to add rich new dimensions to existing data and, through the process of triangulation, to improve data coverage and quality. Similarly, data collection through alternative channels such as demographic censuses and sample surveys will be expanded in co-operation with the Member States and the agencies which organize these data collections. It will not be feasible to incorporate all data needs within the regular data collection, so occasional ad-hoc data collection exercises on specific topics of policy concern will be mounted.

Data quality assurance procedures within the UIS will be enhanced and incorporated into the regular processing operations, including those for metadata, and good practice guidelines will be prepared so that the quality processes are transparent. The UIS will initiate debates on the measurement of quality for cross-national data.
When the collection of statistical data is organized by sectors and offices of UNESCO, the UIS will have an important quality assurance and co-ordination role. The role of UNESCO within the international network of data-producing agencies is taken very seriously through membership of the UN Statistical Commission and relevant UN Advisory and Co-ordination Committees (where UNESCO is represented by the UIS) in order to ensure that duplication of data collection is eliminated and that all data collection is fully justified. This will entail data-sharing with other agencies and it means that the UIS must be a focal point within UNESCO for statistical data collection.

Data use and dissemination

The aim will be to promote informed and wide use of the cross-national data. To this end, further development will take place in expanding data dissemination utilizing the Internet and other electronic means as appropriate but also ensuring that users without access to such facilities can be supported. The contents, functions and user interface of the UNESCO statistical database will be upgraded in order to increase on-line access. A resource centre for data access and use will be created within the new accommodation of the UIS in Montreal. Since it is important that data are used intelligently, these developments will also ensure that access to clear, full and accurate metadata will be provided and that users will be encouraged to use them appropriately. The UIS holds unique and important datasets and it is therefore critical that the data are preserved over time so that the historical perspective is not lost. The archiving policy of the UIS will be completely overhauled taking advantage of the improved IT expertise and facilities available to the UIS in the future.

Expected results

- **Improved communication and collaboration both with and among data producers and users** in the Member States and in partner agencies through the formation of networks, conduct of annual workshops, increased use of new information and communication technology, and enhanced methods of consultation;

- **Greater relevance of information in support of policy-and decision-making** through the development of new international statistical surveys using improved data instruments and methodology in order to gather more complete, timely and reliable data in UNESCO’s fields of competence;

- **Better co-ordination and complementarity with other international organizations** and statistical agencies in international data collection and dissemination in order to strengthen the overall statistical supply whilst avoiding data duplication and reducing the response burden falling on countries;

- **Improved UNESCO statistical database** in terms of data content and quality together with appropriate metadata, and better user access and utilization of the data, both current and historical, to inform policy-making and evaluation;

- **Reinforced partnerships** with other agencies, national networks, NGOs, researchers and the civil society to facilitate the sharing of statistics, indicators, good practices and related information.
Major Action Themes

Development of methodologies and standards

Statistical capacity building

Improving the UNESCO International Statistical Database

Policy analysis and indicators dissemination
Programme Priority 2
Development of appropriate methodology and standards

Overall strategy

Methodological development

It is essential that data collected nationally, regionally and internationally are based on sound methodology and, where possible, take account of international standards. The development of new indicators and improvement of existing indicators will be a key part of the work of the UIS over the period 2002 to 2007. The selection of indicators to be developed or improved will be made in consultation with UNESCO sectors and other data users, and will involve data-providers within countries. In this aspect of the work of the UIS in particular, there may be potential for nurturing partnerships with other international and regional agencies, and for seeking extra-budgetary funding. Without additional resources it will be necessary to be very circumspect in the choice of new indicators since the work involved is intensive and time-consuming.

Methodological development will utilize international and national expertise to clarify concepts and to develop methodologies. A small number of countries will then be selected to take part in feasibility studies. It is envisaged that a wider pilot study would then be conducted before incorporating the new methods into regular data collection. Thus long lead-in times are required and therefore new data needs ideally should be anticipated several years in advance.

UNESCO will continue to participate in international methodological evaluations and developments in relation to science and technology data, in particular those organized by OECD and Eurostat. National networks will be created to help develop and implement the appropriate methodologies.

The UIS will identify and invite the agencies and institutions currently collecting and disseminating international statistics on communication to form a network aimed at harmonizing and improving the existing statistical and measurement methodologies and at identifying gaps in data provision which the users feel are a priority. Special attention will be given to developing appropriate concepts and methodologies for indicators on access to information and communications technologies and more particularly on the ‘Digital Divide’.

Co-operation with the Culture Sector of UNESCO will be reinforced and consultations will take place with agencies and Member States interested in developing improved culture indicators. The Framework for Cultural Statistics will be updated to provide the conceptual and methodological basis for a new range of international data on culture, and associated operational guidelines for the collection and analysis of such data will be prepared and disseminated.

Special attention will be given to the data needs of the cross-cutting projects of UNESCO and to the requirements of key publications and conferences. Throughout all areas of UNESCO’s interests, the UIS will explore the possibility of carrying out specific projects on methodological development in partnership with other agencies which may have complementary expertise.

In addition to the use of up-to-date methodology in the field, it is also important that the statistical methods employed by the UIS centrally are kept under review. Thus methodological
work will also include internal UIS procedures such as those for imputing for missing data and for making projections. The statistical and technical methods used within the UIS in data processing, analysis and dissemination will also be reviewed in order to develop a plan of action for their detailed evaluation and updating. External experts will be involved in the evaluations in order to ensure that the most effective and up-to-date methods are being employed. As methods are reviewed, they will be fully documented both for reasons of quality assurance and transparency.

Not all statistical demands can be fulfilled by the UIS because of a lack of resources at UNESCO and because of the weak statistical capacities of many national agencies. The UIS will have to mobilize support from interested countries, agencies and institutions in developing, testing, disseminating and promoting new methodologies. The proliferation of indicators has caused great concern within the Economic and Social Council of the UN and the UIS will need to work in close partnership with other agencies to make sure that methodological development work is carried out by the most suitable organization and that there is no duplication of activities.

International standards

In addition, the UIS will continue to develop international statistical standards with regard to priority new data areas, and to upgrade and revise the existing international standard definitions and classifications in partnership with the competent institutions. The ISCED (International Standard Classification on Education) Operational Manual and the Manual on Fields of Education and Training will be finalized and disseminated widely together with relevant training material to assist the Member States in implementing the revised ISCED with a view to improving international comparability of educational data.

Existing international statistical standards in the areas of science and technology, culture and communication will be revised as required as a result of the consultations on policy information needs, and new quality standards will be developed.

Expected results

- **Strengthened co-operation** with the UNESCO Programme Sectors, Member States and partner agencies to identify emerging policy information needs, refine existing indicators and develop new indicators to monitor international development goals;

- **New and better international statistical methodologies and quality standards** established in the areas of education, culture, communication, science and technology;

- **Improved dissemination**, utilizing electronic methods whenever possible, of best practice guidelines, methodological descriptions and quality standards.
Programme Priority 3
Capacity-building in the collection and use of statistics

Overall strategy

The availability and quality of data are critically dependent upon the statistical capacities of relevant government departments and national agencies.

The demand for relevant, reliable and timely statistics and indicators among policy-makers and the international community has increased tremendously during recent years but the experiences of the EFA 2000 Assessment and of other recent UIS data collection exercises show that a large number of Member States still suffer from weak statistical capacities and cannot supply adequate information to support policy- and decision-making. There is an especial problem in relation to many line ministries since their staff are often not part of the statistical community. The fast turnover of staff and their lack of professional training and career development leaves these statisticians in a vulnerable position, often with an inadequate sense of the value of data integrity, and they can be subject to pressure to provide data which serve particular political ends. For national statistical capacity-building efforts to be effective, the training of national statisticians has to be relevant to their immediate needs and sensitive to their circumstances, but also must address the long-term sustainability of the statistical production.

Partnership for capacity-building

The UIS will assist countries in their effort to improve their capacities for data collection, processing, quality control, analysis and dissemination through training and other support, and will seek to work with other parts of UNESCO, such as the institutes and field offices, to deliver assistance cost-effectively. Such assistance will draw upon the knowledge of the UIS of the strengths and weaknesses of national statistical systems and will be closely linked to methodological work on international statistical standards, indicators and cross-national analysis. A statistical capacity-building strategy will be developed in cooperation with the UNESCO programme sectors and partner agencies. It will be fully integrated with the main actions in regular data collection and methodological developments. Active partnerships will be established with the relevant sectors and agencies in project identification, formulation, negotiation, implementation and evaluation in relation to national statistical capacity-building. Resources permitting, the UIS will participate in supporting sector analysis and policy reforms, and in multi-agency and multisectoral country assessment and programming (such as the Common Country Assessments/UNDAF/Poverty Reduction Strategy Papers) with a particular focus on strengthening national statistical capacities in UNESCO’s fields of action.

Wherever possible, support for building statistical capacities will be provided either in the context of the regular data collections of the UIS or as an integrated part of a UNESCO-wide capacity-building initiative. Within Africa, the UIS will employ its staff based in Harare and Dakar who work in the NESIS network in order to promote and foster good practice in education statistics.

Most important of all the UIS will need to work closely in partnership with other international and bilateral development agencies through initiatives such as PARIS21 (Partnerships in Statistics for the 21st Century). The UIS will also play an advocacy role to raise the awareness of national policy- and decision-makers of the importance of statistics in UNESCO’s areas of interest and their linkages to other aspects of development, as well as national commitments to statistical capacity-building.
Statistical capacity-building strategy

Mobilization of national commitment, donor support, and technical expertise

Assessment of country statistical capacities and formulation of statistical development plan/project

Preparation and dissemination of advocacy and technical materials

Regional and national training; planning of statistical actions

National implementation

Monitoring, evaluation and technical support
Technical Training

Outlines of the new concepts of statistics and indicators and the associated methodologies, together with the best practices in national statistical activities, will be documented in the form of operational technical guides and manuals including case study material and other practical examples. Some of these manuals may also outline alternative strategies together with guidance as to which is appropriate in particular circumstances to enable national statisticians to choose the right package of methodologies. These will be widely disseminated for use in training and also provided as references to aid the production of statistics and indicators at the national level. Assistance will also be given to help statisticians to produce their own codes of practice which will help them to ensure data integrity.

A team of external consultants competent in the development and management of information systems will be established so that expertise is available to the Member States on request, resources permitting. Quality assurance procedures will be introduced to improve confidence in the quality of assistance being supplied.

Expected results

• **A coherent UNESCO statistical capacity-building strategy** to provide the framework within which actions will be taken in partnership with the sectors and development agencies;

• **Policy information needs and statistical gaps assessed** in an increasing number of Member States and statistical development plans formulated as well as capacity-building components in UNESCO’s fields of action incorporated into sectoral development projects;

• **Strengthened co-operation with other development agencies** in the area of statistical capacity-building;

• **Technical guides and tools** produced and disseminated for use in training and as reference tools for national statistical production, together with improved career development and an increased sense of professional identity for national and local statisticians;

• **Responsive and efficient national statistical systems** with streamlined data-collection channels, instruments and procedures, user-friendly databases, rigorous data quality control mechanisms, regular analysis and dissemination of information;

• **Improved communication and collaboration between users and producers of data** in the Member States, and between statisticians in line-ministries or local and regional offices and the national statistical agencies;

• **Reinforced networks of countries, experts and institutions** for sharing experiences and best practices and for mutual help in statistical capacity-building.
Programme Priority 4
The analysis and interpretation of cross-national data

Overall strategy

Promoting data analysis and use

Relevant and reliable statistics and indicators are essential to the development and formulation of sound policies and for determining appropriate targets and monitoring progress. Very often data are under-exploited and under-utilized in the decision processes. It is essential for UNESCO to play a catalytic role in developing innovative approaches to statistical analysis and in spreading the practice of evidence-based policy-making by helping users to better interpret and utilize statistics in support of decision-making. Such analyses will focus on data collected in UNESCO's fields of interest and their relationship to broader issues such as poverty reduction and human development.

Given that data are time-consuming and expensive to collect, it is essential that UNESCO should try to ensure their maximum exploitation to inform policy development and monitoring. The UIS will work in partnership with a wide range of other researchers and data users in order to analyse and interpret cross-national data. It will also produce occasional key publications itself in order to provide initial data analyses and to raise the profile of important data.

It is also vital to try to promote the use of data at a national level and the UIS will assist the Social and Human Sciences Sector in their initiatives to support the establishment of a network of data centres established throughout the world and will participate in UNESCO activities to promote the free flow of information across and within nations. The UIS will work in close co-operation with national statisticians and researchers in order to help them to analyse data relating to their own countries in a comparative context. The experience gained in the World Education Indicators project will continue to be helpful in these activities.

The distribution of a wider range of statistical material which reaches out to a variety of audiences and which incorporates analysis which speaks directly to international and national policy needs is an aim of the UIS. It is anticipated that a significant proportion of the value-added statistical analysis of this kind will be conducted by the UIS in partnership with staff from other parts of UNESCO - sectors, institutes and field offices. It will be necessary to develop a programme of research and statistical analysis at the UIS and to build networks and partnership with policy analysts and experts not only within UNESCO but also in research institutions and other regional and international organizations. A key goal is to incorporate data from other sources with those from the UNESCO statistical database to inform policy debates. Academic partners with particular expertise will be sought in relation to this work and co-operation with the four Universities based in Montreal will prove especially fruitful in this regard. The possibility of national statisticians spending time at the UIS, funded by bursaries which might also enable them to study for a PhD at one of the Montreal universities, will also be explored as will the idea of an annual UIS summer school on data confrontation.

Expected results

- Establishment of a UIS programme of research and statistical analysis that promotes collaboration with UNESCO staff, research institutions and other organizations in statistical analysis on policy issues;
- **Systematic analysis of the available data** from the UIS database, together with data from various other sources especially demographic censuses and surveys, and wide dissemination of the results in support to policy-making and monitoring of development;

- **Significant growth in analytical and statistical communication capacities** among the Member States and partner agencies and institutions;

- **Positive impact on the quality and effectiveness of policies** based on reliable information, and on the spread of informed decision-making and the use of statistics for public accountability.
The Education for All Observatory

The most important function of the UIS during the period covered by this strategy will be the statistical work in support of the Education for All programme. The UIS has been designated the Observatory for Education for All (EFA) with the objective to ‘collect, analyse and disseminate up-to-date information on the state of education required by countries, regions and the international community monitoring progress towards the goals of Education for All’.

At the World Education Forum in Dakar, governments and the international community recognized that education is a fundamental human right and collectively committed themselves to "ensure that by 2015 all children, particularly girls, children in difficult circumstances and those belonging to ethnic minorities, have access to, and complete, free and compulsory primary education of good quality". Education policies are essential to achieve these goals. Monitoring systems will be required to regularly inform whether the goals are achieved and what the shortfalls and difficulties are. The experience of the first ten years of the EFA programme highlighted many problems with data collection, analysis and dissemination of the statistics and indicators needed to monitor countries' progress towards achieving universal access to basic education for all people. A rush to acquire data towards the end of the evaluation period is wasteful of resources, inefficient and of limited value.
The EFA Observatory will establish the priority needs for data and indicators. It will ensure that to the greatest extent possible these data are met by the regular data collections of the UIS. The identification of new indicators will be carried out in close collaboration with the Education Sector and EFA partner agencies. The allocation of responsibility for the development of new data will be informed by the willingness of other agencies to take responsibility for this work in any of the priority areas and will be fully integrated into the core activities of the UIS.

Regular assessment must be focused on helping governments to develop, review and amend national policies as necessary in order to ensure that the EFA goals are achieved in all countries and as soon as possible. Statistical systems, which provide early warning of possible failure to attain the long term targets, will need to be developed.
Human and financial means at the disposal of the UIS

Human resources

The loss of experienced staff due to the relocation to Montreal will cause particular difficulties over the first few years. The situation of the human resources of the UIS will be critical during the first part of its first Medium-Term Strategy. The newly recruited staff have excellent potential but need to build their understanding of international statistical work. They will also be too few in number (40) for the large number of responsibilities which fall on the UIS. In order to fulfil the work programme, the UIS will require a core staff of about sixty, partly financed from the special account of the Institute and partly financed by donors and Member States, under the various schemes they operate with UNESCO such as the Associate Expert scheme, through secondment and other such arrangements. Even if the material resources are available, it will require time in order to reach the critical mass of trained and experienced staff. International recruitment procedures will be followed and the recruitment will be planned in such a way as to facilitate speedy integration of staff in the UIS team.
Financial resources

The financial resources of UIS will consist of: (i) a financial allocation approved by the General Conference under the regular programme; and (ii) voluntary contributions from Member States, international organizations, foundations and other donor bodies as well as fees received for training and research projects and statistical services.

The UIS has full financial autonomy and operates its resources within a special account set up by the Director-General of UNESCO with the endorsement of the UNESCO Executive Board. In the year 2001, UNESCO contributed approximately $3.4 million to the UIS. Given the zero budget growth principle decided by the Member States for UNESCO, there will be continuing constraints upon the finances during the period of this First Medium-Term Strategy. To this allocation from UNESCO some additional resources will be added in view of the fact that the UIS will act as the Education for All (EFA) Observatory and has been successful in the competition for cross-cutting proposals. In planning the programme the assumption has been made that the contribution from UNESCO will amount to about $22 million over the period 2002 - 2007.

The voluntary contributions to the UIS have to date been inadequate but as the Institute becomes established and develops its programmes, the amount will no doubt increase. In a climate of fierce competition for very limited resources, a realistic target for the Strategy's period for voluntary contributions would be an amount of $15 million. With an amount estimated to be between $35 and $37 million for the period 2002-2007 from UNESCO and from voluntary contributions, the UIS would be able to carry out most of the major actions as defined in its core programme and make a valid contribution as the EFA Observatory. These funds would not, however, allow the UIS to have a significant impact on capacity building and assistance to Members States in their statistical endeavours. It is therefore in the field of capacity-building where the UIS will need to concentrate its fund-raising activities during the First Medium-Term Strategy.

In the latter part of 2001, with the generous support of the Governments of Canada and Quebec, the UIS moved to its permanent premises at the University of Montreal. The accommodation is of exceptionally high standard with state-of-the-art IT facilities. Naturally, as happens with all new premises, there will be a period of disruption to the services of the UIS. However, with the beginning of the First Medium-Term Strategy in 2002, it is hoped that the transitional period will be completed satisfactorily and that the physical arrangements for the Strategy's execution will be functioning efficiently.