Statistics for Development Division (SDD)
2018-2020 Business Plan

March 2019

TRUSTED PACIFIC DATA SUPPORTING

WELL INFORMED POLICY DECISIONS

THAT HELP IMPROVE PACIFIC PEOPLE'S LIVES

Contents

A.   STRATEGIC CONTEXT

1. Over recent years, there has been progress in statistical development, as indicated by the growing number of member countries that have bought into the calls of Pacific Leaders for greater harmonisation of statistical systems, standards and classifications, and the development of a core set of statistics across sectors. The Ten Year Pacific Statistics Strategy 2011-2020 (TYPSS) has provided the strategic underpinning and guidance for the development of statistics in the region.

2. The development of common methodologies has strengthened data quality, improved comparability of statistics and indicators between countries, and ensured greater adherence to international statistical standards. Tangible efficiency gains in technical support have included the use of common survey questionnaires, training materials, data processing and tabulation systems, and reporting templates, which have not only assisted in reducing collection costs and processing times, but have also led to the improved timeliness of outputs.

3. This success, while positive, has been variable. Recent reviews of the TYPSS identified that coordination among technical partners, donors and member countries is a significant challenge, made more difficult by the increased demand for statistics driven by the 2030 International Development Agenda's Sustainable Development Goals (SDGs).

4. Funding uncertainties have also been a significant challenge, both for SDD and for member countries, for whom many of the national core statistics collections are reliant on external funding. This uncertainty has threatened the sustainability of ongoing statistical collections at the national levels, as well as technical assistance, commitments to capacity building as outlined in the TYPSS, and SDD's ability to respond to the increase in demand for support at the commencement of the 2030 International Development Agenda's SDGs.

B.   ORGANISATIONAL CONTEXT

5. SPC's Strategic Plan 2016–2020 mission is "to work for the well-being of Pacific people through the effective and innovative application of science and knowledge, guided by a deep understanding of Pacific Island contexts and cultures". SPC contributes to three regional-level development goals:

    (i)   Pacific people benefit from sustainable economic development;
    (ii)   Pacific communities are empowered and resilient; and
    (iii)   Pacific people reach their potential and live long and healthy.

    SDD's principle focus is on meeting Development Objective 4 within Goal 1, namely, "Strengthen access to and use of development statistics in policy development and monitoring progress."

6. The cross-cutting nature of SDD's work means it contributes directly to SPC's five strategic organisational objectives, all of which are focused on maximising the unique capabilities of SPC's people, systems and processes to deliver efficient and effective solutions to Pacific Island Countries and Territories (PICTs.). The objectives are as follows:

    (i)   Strengthen engagement and collaboration with members and partners;
    (ii)   Strengthen technical and scientific knowledge and expertise;
    (iii)   Address members' development priorities through multi-disciplinary approaches;
    (iv)   Improve planning, prioritisation, evaluation, learning and innovation; and
    (v)   Enhance the capabilities of our people, systems and processes.

7. In 2016-17 each division within SPC underwent a systematic review to assess whether the division was "fit for purpose" and to determine how each should be adapting to the changing global and regional

environment. As part of this process, SDD underwent its performance review in late 2016 to identify ways in which SDD could improve its performance in the medium term and be adaptive to change.

8. The review acknowledged SDD's comparative advantage in having the knowledge, connections and insights into the whole regional statistical system, however the perception amongst members, partners and donors was that SDD had not shifted its strategic focus in line with stakeholder thinking and this had impacted on its ability to remain relevant. The review found that there were many agencies and specialists providing statistical technical assistance, capacity building and training in the region, but SDD was the only agency in a position to have a regional perspective, and therefore best placed to lead and coordinate statistical development, data production and be the central point for access to statistical products and services.

C.   THE ROLE AND PURPOSE OF SDD

9. The SDD 2018–2020 Business Plan was developed to reflect key recommendations from SDD's Performance Improvement Framework (PIF) Review (2016); Pacific Statistics Steering Committee Meeting (PSSC–13) (2016); Sustineo Pacific Statistics Assessment (2016) and the TYPSS Phase 2 Review (2017), while also aligning to the SPC's current Strategic Plan.

10. There are six key aspects of SDD's new role under the Business Plan:

10.1. **System leader –** SDD has been designated a 'system leadership' role of coordinating the oversight functions of five governance bodies[1], coordinating delivery of statistical support for all statistical collections using a partnership model, offering statistical advice, developing and promoting 'a 'Pacific Statistics Methods Board' (PSMB) to research and approve best practice methods and standards, and focusing the largest part of its resource base on data quality, analysis, and dissemination (rather than collection). This leadership role was endorsed during the 2017 HOPS meeting.

10.2. **Partnership model –** SDD's shift towards a leadership and coordination role does not mean SDD has stepped away from ensuring National Statistics Offices (NSOs) get the right level of support at the right time to deliver their statistical work programmes and collections. To the contrary, SDD continues to work in close collaboration with NSOs to support their ongoing statistical needs and priorities, but using a partnership model for delivering statistical support. This means generating designated roles with other partners to ensure support is both coordinated and comprehensive. Refer to Table 1 for the proposed partnerships and roles.

10.3. **Prioritisation –** Prioritisation of assistance is essential in order to ensure quality technical support. Through the Business Plan, SDD is focusing its own statistical collection resource to supporting two key collections: Population and Housing Censuses; and Household Income and Expenditure Surveys (HIES); and targeting this resource to smaller PICTs. All remaining technical support is to be delivered via the partnership based model.

10.4. **Technical lead and best practice –** With this shift, SDD also aims to progressively expand its sphere of influence across national statistical systems of PICTs to raise awareness of best practice methods with regards their data collection activities. In its leadership and coordination role, and through the PSMB, SDD is focusing on providing improved documentation on methods, systems and processes, and developing best practice "blueprints" for NSOs to use. Much of this work will occur through SDD's technical input into, and coordination of, the new PSMB, which is part of the statistics governance framework.

10.5. **Capacity building –** Statistical capacity building remains an important part of delivering technical support. This will occur through a statistical support 'Help Desk", on-the-ground support through collections, South-South exchange, and training on specific aspects of statistics development. SDD plans to develop guidelines to assist NSOs and other producers of statistics in PICTs to apply best practice methods, systems and processes to national statistical collections. SDD intends to partner with

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[1] *The regional statistics governance framework comprises: Forum of Economic Ministers Meeting (FEMM), Heads of Planning and Statistics (HOPS), Pacific Statistics Standing Committee (PSSC), Pacific Statistics Methods Board (PSMB), and Donor and Development Partners Group (DDPG).*

other agencies such as Statistics New Zealand (StatsNZ), the Australian Bureau of Statistics (ABS), the World Bank (WB) and the Statistical Institute for Asia and the Pacific (SIAP), to deliver general statistical training when and where needed.

10.6. **Analysis and dissemination –** SDD is also beginning to focus its skilled technical resources on analysis, with an emphasis on data integration and analysis approaches to improve policy development in key sectors, such as: trade, prices, poverty, population and demography and SDGs as inputs into social and economic development policies; and household survey data as inputs to food security policy development. In addition, SDD intends to lift user demand, generating understanding of the importance of official statistics and data, and supporting the dissemination and use of Pacific statistics for the betterment of PICTs and the region. For SDD to succeed in its new role, it will be important that it channels its statistical expertise into lifting statistical standards, improving quality and timeliness of outputs, improving metadata and associated documentation, harmonising classifications and developing a "first class" data dissemination service.

11. The Business Plan has SDD in a broader role and illustrates how SDD will lead and influence the region's statistical system moving forward. Sitting alongside this is SDD's new operating structure, designed to facilitate evolution as SDD shifts focus and strengthens its leadership role in coordination, data analysis and coordination **(Refer to <u>Annex 1 and 2</u> for SDD's new operating model and structure).**

D.   PRIORITY SETTING: SDD OBJECTIVES AND KEY RESULT AREAS

12. SDD's Business Plan has four high-level objectives:

   12.1.   improved regional statistics system coordination and governance;

   12.2.   coherent Census and survey technical support and coordination;

   12.3.   improved data quality, analysis and packaging, and

   12.4.   user-driven data dissemination products and services.

13. SDD's Business Plan also recognises that in order to achieve its development objectives, the Division needs a very clear framework. The number of **objectives, key result areas, activities and key performance indicators** that the Division will deliver on for the three years (2018–2020) are outlined in **Table 2 and Annex 3,** respectively.

SDD Development Objective 1: Improve regional statistics system coordination and governance

14. SDD is leading, supporting and coordinating the ongoing development, production and dissemination of official statistics. SDD is strengthening its relationships across the region and internationally, as the region's data hub and coordinator for the delivery of statistical development and support, statistical products and data services.

15. To support its coordination role, SDD facilitates the following regional governance bodies and coordination groups, for which it provides both secretariat support, as well as technical input on specific topics:

   - Heads of Planning and Statistics Meeting (HOPS)
   - Pacific Statistics Steering Committee (PSSC)
   - Pacific Statistics Methods Board (PSMB)
   - Donor/Development Partners Group (DDPG)
   - Brisbane Accord Group (BAG).

16. Coordination and communication with and between partners and countries is essential for achieving good results. While SPC and other partners have made important contributions to the progress of statistical development, improved coordination is necessary, in order to reduce duplication and ensure that resources are being utilised effectively, are aligned with national priorities and synergies encouraged. The *Brisbane*

Accord Group (BAG - which comprises 12 technical and financial partners) provides a model for such coordination, in the area of Civil Registration and Vital Statistics (CRVS).

17. To this end, SDD is establishing more formal (and binding) arrangements for Census and survey support that clarify how coordination and collaboration will work in practice. These arrangements include a Five-Year Data Collection Plan, coupled with partner agreements on support delivery. The oversight of this plan sits with the governance bodies (see footnote 1).

SDD Development Objective 2: Coordinate Census and survey technical support

18. The coordination and delivery of statistical support remains a core component of SDD's work programme. SDD is shifting its focus and reprioritising how support is delivered. Given its limited resource base, SDD is now playing a stronger leadership and coordination role with NSOs, technical partners and donors to ensure cohesive integrated statistics collections planning for the region, in order to facilitate more efficient resource mobilisation, allowing member countries to get "value for money" services with SDD playing a more central coordination and leadership role.

19. SDD is targeting its own resources onto priority NSOs (primarily smaller PICTs), and establish third-party arrangements for others requiring assistance. SDD's focus is on directly supporting Population Census and HIES, and providing indirect support to the Disability Survey, DHS, Agriculture Census and Labour Force Survey via partnership and out-sourcing arrangements. This work is occurring as part of SDD's contribution towards collecting official data for Pacific SDG indicators reporting.

20. A key component of this new role is making common tools, methods and standards, and case studies available as part of a "shared services" concept and incorporating the South-South approach where relevant with the medium-term goal of "minimising its direct support role in favour of increased leading and coordinating". The new operating model allows for a stronger focus on data quality through improved documentation of datasets generated through Census and surveys.

SDD Development Objective 3: Improve data quality, analysis and packaging

21. Greater attention is being directed to data being properly archived, analysed, and packaged, whilst ensuring that data confidentiality is maintained at all times. This occurs through SDD's ongoing engagement with BAG members and member countries on analysis of CRVS, with PFTAC and other agencies on economic statistics, and through support in geo-mapping and analysis of other SPC priority areas.

22. SDD is working to ensure (as far as practicable for the region) adherence to international best practice and increase data availability through the appropriate electronic platforms. The aim will be to improve quality and timeliness with overall goal of becoming the region's focal point for data that is "trusted" by stakeholders and users. Trust is a key theme in SDD's work going forward and its longer term vision for the region.

23. Through this objective, the Division is also working to ensure that core indicators, such as the National Millennium Development Indicators (NMDI) and Pacific SDG indicators, are kept up-to date and readily available on SDD's website. Population projections and other indicators based on household surveys will continue to be updated once new data are available.

24. Packaging data for policy users is also being undertaken, to provide off-the-shelf targeted products for different users.

SDD Development Objective 4: Deliver user focused data dissemination products and services

25. SDD's fourth objective is on the production and dissemination of user-focused products and online services. A core priority of the dissemination function is to create more efficient and increased use of statistics for decision making. To achieve this, SDD must regularly review the statistical needs of key users to ensure user

demands are being met. The "User Focus Project" assesses, in detail, the key users of Pacific statistics and the products and services they need.

26. Alongside this, SDD is working on strengthening its web-based data dissemination products and services, which includes:

- A SDD website that is consolidated and easy for customers to navigate
- A portal – linked to the Pacific Data Hub – that allows fast easy access to statistics
- A front-line service that can help customers to find the data they need in a timely and easily access manner
- A suite of products and services visible and easily accessed by customers and are fit for purpose, and
- A Pacific Microdata Access Laboratory where researchers can have controlled access to micro data for "bone fide" research purposes.

27. During the Business Plan period, a high priority in the area of data compilation and dissemination is around the SDG indicators. SDD has been designated the lead role in data compilation and production of the 132 SDG indicators identified in the Pacific Roadmap for Sustainable Development, with a focus on data sourcing, mapping, and reporting. The Division is also a member of the SDG Taskforce as part of its system leader role, and therefore able to influence ongoing requirements in these areas. SDD works closely with other international partner organisations to ensure roles are clarified in this high-demand, but complex, area.

28. SDD, in collaboration with NSOs, aims to establish "in-country" data release forums where new statistics are jointly presented to key users (e.g. ministers, policy analysts), with the aim of raising awareness of the importance of the use of official statistics and data in informing key policy decisions within countries. These forums will target policy ministries and other key customers (regional and international) within countries.

SPC's Strategic Organisational Objectives

29. For SDD to contribute effectively to SPC's development goals, it must also ensure that it contributes to SPC's organisational objectives. These are meant to strengthen the relevance, effectiveness and efficiency of divisions' work towards development objectives.

SDD Organisational Objective 1: Strengthen engagement and collaboration with member countries and partners

30. The focus of this organisational objective is in three areas:

(i)   to ensure there is a well-established partnership put in place with technical partners who are ready to collaborate with SDD in delivering on TYPSS Phase 3;

(ii)   to ensure MoUs are in place with NSOs that are transparent and easy to understand and clearly define both parties roles and responsibilities; and

(iii)   to ensure a calendar of statistical events is in place that can be updated regularly and made available to all key stakeholders including member countries and donors.

31. SDD is working to ensure there is stronger and more effective coordination among development partners and with NSOs so that there is no duplication of effort, and available resources are being utilised efficiently. Table 1 summarises potential partners that SDD is collaborating with in the delivery of technical support to member countries' national statistical collections. SDD is coordinating with these partners to ensure that partnership arrangements are in place and methods, systems and processes are aligned with international best practice. This will be reported to the DDPG as appropriate.

Table 1: Partnerships in National Core Statistical Collections

Statistics Collections	Proposed Technical Partners
Population and Housing Census	UNFPA, ABS, SNZ
Demographic and Health Survey (DHS)	UNFPA
Multiple Indicators Clusters Survey (MICS)	UNICEF
Disability Survey	UNICEF
Household Income and Expenditure Survey (HIES)	World Bank
Agriculture Census and Survey	FAO
Labour Force Survey (LFS)	ILO

SDD Organisational Objective 2: Strengthen technical and scientific knowledge and expertise

32. SDD aims to maintain a team of high performing staff that are up to date with the latest international best practice statistical methods and techniques, and will support staff to share these developments with member countries. Part of these efforts will be supporting the work of the Methods Board through providing technical input to new or innovative methods. SDD is also encouraging opportunities for staff to keep abreast of new developments around statistical product development, data and customer services, by attending relevant fora and training courses. SDD is committed to ensuring staff learning from these fora are directly translated into practice with member countries, as appropriate.

SDD Organisational Objective 3: Address members' development priorities through multi-disciplinary approaches

33. SPC's prioritisation process has identified the need to improve internal data integration. SDD has a critical role to play in supporting other SPC Divisions around analysis and utilisation of Pacific statistics in project planning, implementation, monitoring and evaluation. In particular, SDD is prioritising supporting the use of SDG indicators as an active planning and measurement tool.

34. SDD will undertake a stocktake of the data currently collected, held by other Divisions with a view to assessing their "fit for purpose" status for potential integration and linking with official statistical data sets and dissemination through SPC's Pacific data platform. This work will occur as part of SDD's efforts on SDGs.

35. SDD will work on an ongoing basis with relevant SPC Divisions to strengthen statistical knowledge and provide advice and leadership on statistical standards, methods and processes.

SDD Organisational Objective 4: Improve planning, prioritisation, evaluation, learning and innovation

36. An important goal of shifting to the new operating model for SDD is to achieve improved budget and work planning, regular performance monitoring (in line with both SDD Business Plan Results Framework) and through the PSSC, monitoring the implementation of Phase 3 of TYPSS (2018–2020).

37. With the support of Strategy Planning and Learning (SPL), SDD is working to develop its monitoring, evaluation and learning skills to better assess projects undertaken and extract maximum benefits from these that will flow on to new projects. As part of these efforts, SDD is strengthening the collection of different forms of evidence to assess whether the division is achieving its intended results.

SDD Organisational Objective 5: Enhance the capabilities of our people, systems and process

38. Skilled motivated staff, robust systems and efficient processes are at the heart of SDD's future success and sustainability and staying relevant. To ensure the successful implementation of SDD's new role and functions, it is important for SDD to build a strong performance culture, grow the skills and capability it needs for the future and position the division's people, practices, processes, and systems for an agile working

environment. SDD is focusing on building a strong performance-based culture in the division where knowledge sharing and operational transparency are the norm.

E.   SDD OBJECTIVES, RESULTS AND ACTIVITIES

39. Table 2 details SDD's objectives, expected outcomes, results and activities. Linked to this is SDD's Results Framework 2018–2020 in **Annex 3**, which details the indicators that will be used to assess progress towards results.

Table 2: Details of SDD's Objectives, expected outcomes, results and activities

	2018	2019	2020
SDD Development Objective 1: *Improve regional statistics system coordination and governance* **Expected Outcome 1:** *Through SDD's system leadership, there is coordinated governance and stakeholder collaboration to support PICTs in their efficient development and production of quality Pacific statistics.* **Responsible:** *Office of the Director with relevant support from respective units*			
Key Result Area 1.1: Improved regional statistics governance and coordination			
1.1.1 Develop a regional statistics governance framework paper with recommendations to be discussed and endorsed during 2017 HOPS. Implementation to start in 2018 subject to HOPS approval.	X		
1.1.2 Develop and formalise generic MOUs with member countries, which clearly lay out roles, responsibilities and priorities with each country.	X	X	X
1.1.3 Provide technical input and Secretariat support for HOPS to fulfil their ToR related to oversight of TYPSS, focusing on regional statistics development and alignment with national priorities.	X		X
1.1.4 Provide technical input and Secretariat support for PSSC (a sub-committee of HOPS) to fulfil their ToR related to oversight of implementation of TYPSS and other regional statistics strategies and plans, in years when HOPS is not meeting.	X	X	
1.1.5 Establish a Pacific Statistics Methods Board (PSMB) and ensure it is operational by mid-2018.	X		
1.1.6 Provide Secretariat support for the PSMB to fulfil their ToR related to ensuring best practice standards, and standardised methodologies, systems and processes.	X	X	X
1.1.7 Lead technical input into the work program of the PSMB, and engage with relevant technical partners to ensure they adopt agreed standardised methods, systems and processes.	X	X	X
1.1.8 Report on strategically significant statistics development issues to the Forum Economic Ministers' Meeting (FEMM).	X	X	X
1.1.9 Establish a Donor/Development Partners Group (DDPG) and ensure it is operational by mid-2018. This is subject to approval at 2017 HOPS.	X		
1.1.10 Provide Secretariat support for the DDPG to better coordinate their actions and resources.	X	X	X
1.1.11 Provide Secretariat support for the Brisbane Accord Group (BAG) to strengthen oversight of issues related to vital statistics.	X	X	X
1.1.12 Oversee and coordinate 5-year collection plan, report on progress to HOPS/PSSC, and use the plan to inform the PSMB work program and other regional planning.	X	X	X
1.1.13 Lead the development of National Strategy for Development of Statistics (NSDS) to remaining and interested PICTs.	X	X	X
SDD Development Objective 2: *Coordinate Census and Survey Technical Support* **Expected Outcome 2:** *Technical support to Censuses and surveys is being delivered through a coordinated regional technical program using standardised methods, systems and processes.* **Responsible:** *Census and Survey Technical Support Team*			

Key Result Area 2.1: Undertake testing and research into innovative data collection systems, methods and processes, as guided by the PSMB			
2.1.1 Complete oversight of the RMI HIES experiment.	X	X	
2.1.2 Manage and/or implement other experimentation guided by the PSMB (e.g. IDA project).		X	X
2.1.3 Conduct other experimental work (e.g. Kiribati HIES, World Bank sampling guidelines).	X	X	X
Key Result Area 2.2: Provide technical support to data collection and quality assurance processes using standardised methods, systems and processes			
2.2.1 Provide ongoing technical support to Population Censuses in partnership with UNFPA and other partners as appropriate, ensuring priority is given to smaller member island countries.	X	X	X
2.2.2 Provide ongoing technical support to HIES in partnership with World Bank and other partners as appropriate, ensuring priority is given to smaller member island countries.	X	X	X
2.2.3 Provide targeted technical support to other surveys including MICS, DHS, LFS and Agriculture Census on a full cost recovery principle**.**	X	X	X
Key Result Area 2.3: Ensure proper documentation and timely access to Pacific development data			
2.3.1 Ensure that datasets housed by SDD (including microdata) are documented (metadata) and curated according to international standards.	X	X	X
2.3.2 Develop procedures/processes for users to access Pacific microdata via the Pacific Data Library.	X	X	X
2.3.3 Support the standardisation of data over time and among member countries' datasets.	X	X	X
Key Result Area 2.4: Strengthen local capacity through training and South-South exchange			
2.4.1 Promote and encourage the use of South-South technical support to enhance data collection, documentation and access.	X	X	X
2.4.2 Lead and/or partner in statistical training programs on all aspects relating to Census and surveys, data documentation and access.	X	X	X
SDD Development Objective 3: Improve data quality, analysis and packaging **Expected Outcome 3:** All statistics and data held by SDD meet the required quality standards and are easily accessible. **Responsible:** Data Analysis and Dissemination Team			
Key Result Area 3.1: Provide support in quality assurance, packaging and analysis of datasets			
3.1.1 Provide ongoing technical support, training, packaging and analysis to assist national efforts to improve and maintain the quality of civil registration and vital statistics.	X	X	X
3.1.2 Provide ongoing technical support, training, packaging and analysis to assist national efforts to improve and maintain the quality of economic statistics, especially trade and prices.	X	X	X
3.1.3 Provide ongoing technical support and training to assist national efforts to undertake geospatial mapping of Census and survey data.	X	X	X
3.1.4 Provide ongoing technical support on analysis for the HIES and Census.	X	X	X
3.1.5 Assist countries with data compilation and analysis in other priority areas (including DHS and LFS).	X	X	X
3.1.6 Undertake a review and revision of the NMDI database for incorporation into new .stat/SDMX platform and Pacific Data Hub.		X	X
3.1.7 Ensure that population projection and estimates are kept up-to-date.	X	X	X
Result 3:2 Collaborate with member countries and technical partners on relevant topics to strengthen analytical capacity			
3.2.1 Collaborate with PFTAC and other economic statistics agencies to ensure there is a well-coordinated technical support program on economic statistics.		X	X
3.2.2 Continue working with BAG partners to ensure technical support for CRVS is well coordinated.			
3.2.3 Provide technical input into partner projects aligned with or supporting SPC priorities (including on food security and data related to women, children and people with disabilities).		X	X

3.2.4 Support South-South technical exchange related to data analysis and packaging.	X	X	X
3.2.5 Lead and/or partner in statistical training programs on data analysis and packaging.	X	X	X
SDD Development Objective 4: Deliver user driven data dissemination products and services			
Expected Outcome 4: _Engaged and better informed users are able to access quality and timely statistical products and services and Pacific policy-makers and planners are making greater use of more readily accessible data._			
Responsible: _Data Analysis and Dissemination Team_			
Key Result Area 4:1 Identify statistical needs of key users of Pacific data, and raise awareness of products and services			
4.1.1 Use the outcomes from the "User Focus Project" to develop and disseminate targeted statistical products, and re-administer survey on a regular basis.	X		X
4.1.2 Showcase SDD data dissemination products and services through advocacy at universities and tertiary orientation programs, SPC hosted regional meetings, and SPC divisional meetings.	X	X	X
4.1.3 Advocate for increased use of data (including microdata) for policy and research.	X	X	X
Key Result Area 4:2 Ensure timely delivery of user-driven statistical products and data services			
4.2.1 Produce knowledge products on topical issues and/or tailored to user needs/requests based on available data.	X	X	X
4.2.2 Redevelop SDD website to target user needs, and install .stat/SDMX database platform to strengthen interoperability between users.	X	X	X
4.2.3 Compile SDG data from national and other sources as necessary, and feed into user-friendly SDG products, including SDG dashboard and 'progress wheels' and the regional/global databases.	X	X	X
4.2.4 Assist PIFS with the preparation of the First Quadrennial SDG Report for the Pacific.	X		
4.2.5 Ensure that all key indicators derived from household-based surveys are kept up-to-date and are included in the "revised" NMDI and SDG regional indicators.	X	X	X
4.2.6 Ensure availability of data housed by SDD is available through the Pacific Data Hub.		X	X
Key Result Area 4:3 Strengthen internal and external Pacific data dissemination			
4.3.1 Support implementation of Regional Dissemination Strategy in partnership with other development partners, including through support to member countries in establishing national dissemination strategies, as requested.		X	X
4.3.2 Support member countries to improve national data and information dissemination through their websites.	X	X	X
4.3.3 Provide leadership on data compilation and dissemination to the Pacific SDG Taskforce.	X	X	X
4.3.4 Work with PIFS and SDG Working Group members to support member countries with their Voluntary National Reviews (VNRs).	X	X	X
4.3.5 Maintain close collaboration with other SPC Divisions working on cross-cutting topics, including gender, health, nutrition, environment, and education, to disseminate relevant data and to support SPC's programmatic approach.	X	X	X
4.3.6 Collaborate with other agencies (World Bank and UN Agencies) to identify areas for alignment, exchange information and technical support in disseminating Pacific statistics.	X	X	X
4.3.7 Support South-South technical exchange related to data compilation and dissemination.	X	X	X
4.3.8 Lead and/or partner in statistical training programs on data compilation and dissemination.	X	X	X

SDD Organizational Objective 1: Strengthen engagement and collaboration with members and partners **_Expected Outcome 5_**_: Close and clear collaboration between SDD, technical partners and NSOs to improve coordination of the statistics technical support program_			
Key Result Area 5.1: Agree with technical partners, donors and NSOs on a coordinated technical support program to deliver on the TYPSS Phase 3 (this is directly related to SDD Development Objective 1)			
5.1.1: Agree with UNFPA on joint technical support on Population and Housing Censuses.	X		

5.1.2 Agree with UNFPA/UNICEF regarding technical support on DHS and Multi Indicators Clusters Surveys (MICS).	X		
5.1.3 Agree with World Bank on joint technical support HIES.	X		
5.1.4 Coordinate with relevant agencies technical support; with FAO for the Agriculture Census, and with ILO for the Labour Force Survey and any other census and surveys required for Pacific SDG indicators reporting.	X	X	X
5.1.5 Continue collaboration with other key partners (eg BAG partners, PFTAC)	X	X	X
SDD Organizational Objective 2: Strengthen technical and scientific knowledge and expertise *Expected Outcome 6: SDD up to date and sharing latest statistical development trends and techniques*			
Key Result Area 6.1: SDD staff stay abreast of new statistical developments and introduce them into work with member countries, as relevant			
6.1.1 Participate in regional and international statistics fora to stay abreast of new developments		X	X
6.1.2 Share knowledge with member countries through workshops, training, attachments		X	X
6.1.3 Initiate experimentation on statistical developments with member countries	X	X	X
SDD Organizational Objective 3: Address members' development priorities through multi-disciplinary approaches *Expected Outcome 7: Acceptance of evidence-based design and planning as standard SPC business practice*			
Key Result Area 7.1: SPC promotes the use of statistical best practice across SPC Divisions			
7.1.1 Provide statistical support/advice to SPC technical divisions and program areas, especially with regards to integrated programming and SPC priority areas	X	X	X
7.1.2 Work with other SPC divisions on compilation and utilisation of SDG indicators		X	X
7.1.3 Support opportunities to introduce gender, human rights and culturally responsive indicators into surveys, as appropriate		X	X
SDD Organizational Objective 4: Improve planning, prioritisation, evaluation, learning and innovation *Expected Outcome 8: SDD has an enhanced Planning, Evaluation, Accountability, Reflection and Learning (PEARL) performance system*			
Key Result Area 8.1: Ensure effective implementation and monitoring of SDD's Business Plan			
8.1.1 Continue working with SPL to enhance its PEARL performance system (including evidence for monitoring, and use of reflection workshops for planning and learning)	X	X	X
8.1.2 Introduce MEL tools into one project to track progress (eg South-South project)		X	X
8.1.3 SDD business units produce an annual work plan for the following year by end November.	X	X	X
8.1.4 SDD business units provide a bi-annual Progress Performance Report against SDD's Business Plan Objectives and Performance Indicators.	X	X	X
8.1.5 SDD Finance provides the Director with a monthly budget report for regular tracking.	X	X	X
8.1.6 SDD develop a resource mobilisation plan to support SDD's operational budget.	X	X	X
SDD Organizational Objective 5: Enhance the capabilities of our people, systems and processes *Expected Outcome 9: SDD develops a high performing team backed up by efficient, robust systems and auditable processes to deliver cost effective services, build agility and stay relevant*			
Key Result Area 9.1: Develop a high performing team			
9.1.1 Ensure there is core funding set aside for staff training as part of their development.		X	X
9.1.2 Ensure that performance management is followed through with staff allowing time for regular catch-ups Performance Development System (PDS) discussions and feedback.	X	X	X
9.1.3 Establish a regular communication process to ensure staff and management are kept informed of progress and issues.	X	X	X

F.   IMPLEMENTATION

40. During 2018, SDD transitioned away from its previous operating model and into the new model focused more on engagement with donors, partners, members and users. It has also focused on building partnerships, improving coordination in the provision of statistical support, improving the timeliness and quality of official statistics and developing a comprehensive service for data users through fast and easy

access to statistical products and data services. Internally SDD has taken a stronger leadership role and strengthened its position as the SPC's primary source of statistics for data integration and expert advice.

41. SDD has also supported putting in place better internal processes that allow it to operate efficiently and effectively as a "One SDD" and has led to greater transparency and a more integrated approach within the Division.

42. SDD will continue to build on it competitive advantage and the unique contribution it can make to the region. SDD has been placed at the heart of the statistical landscape in the Pacific region. The Division has the knowledge, connections, and insights across the whole system and these will be used to maintain a strong coordinating role for the delivery of census, survey and, where appropriate in partnership, administrative data collection. SDD will continue to support reducing duplication of effort and will build genuine partnerships, agreed priorities and best practice standards and methods.

43. SDD's priorities will continue to evolve in response to emerging statistical developments as well as NSO and user needs. SDD will consolidate its position as the region's preferred agency for coordinating statistical developments and data production support and the focal point for users to acquire statistical products and data services.

G.   SDD BUDGET

44. The budget presented here shows that from 2018-2020, 77 percent of the total SDD budget (2018–2020) is allocated to SDD's new areas of work, namely:

- SDD Development Objective 1: Improve regional statistics system coordination and governance;
- SDD Development Objective 3: Improve data quality, analysis and packaging; and
- SDD Development Objective 4: Deliver user driven data dissemination products and services.

45. The budget shift clearly reflects the transition from direct technical support to data collection to statistical system coordination and leadership and governance, data quality, analysis and dissemination. This is in line with the outcomes and recommendations of the SDD-PIF and TYPSS Phase 2 Reviews. The three upcoming tables reflect SDD budget by objectives; category and funding sources. Further strengthening of the new operating model will be subject to SDD securing additional funding through targeted resource mobilisation as reflected in the budget shown in **Annex 4**.

Table 3: SDD Budget (2018–2020) by funding sources

	SHARE AMONG MULTIPLE PARTNERS			TOTAL (3 years)
	2018	**2019**	**2020**	
	EURO	**EURO**	**EURO**	**EURO**
SPC Core funding	963,500	963,*500*	963,500	2,890,500
DFAT - 1,500,000 AUD/year	942,750	942,750	942,750	2,828,250
MFAT - 300'000 NZD/year	180,000	180,000	180,000	540,000
World Bank - 500'000 USD	187,962	237,038		424,999
DFAT - bilateral agreement	248,053	248,053		496,107
UNICEF - Survey Technical support	49,282			49,282
Other funds	34,131	40,739	41,873	116,743
TOTAL SDD PROGRAMME COSTS	2,605,678	2,612,080	2,128,124	7,345,882

Table 4: SDD Budget (2018–2020) by category

Costs per Category	CONFIRMED FUNDING			TOTAL (3 years)
	2018	2019	2020	
	EURO	EURO	EURO	EURO
Human Resources	**1,658,934**	**1,758,680**	**1,599,881**	**5,017,496**
Operational Costs	**138,899**	**120,183**	**88,717**	**347,800**
Programme Activities Costs	**558,304**	**482,761**	**258,413**	**1,299,479**
Objective 1: Improve regional statistics system coordination and governance	261,025	250,028	47,970	**559,023**
Objective 2: Coordinate Census/Survey Technical Support and Methods Board	158,414	86,245	86,297	**330,956**
Objective 3: Improve data quality, analysis and packaging	65,403	86,178	51,943	**203,525**
Objective 4: Deliver user focus data dissemination products and services	73,462	60,310	72,204	**205,975**
Total Direct Costs	**2,356,138**	**2,361,624**	**1,947,012**	**6,664,774**
Monitoring, Evaluation and Learning (MEL)	35,342	35,424	29,205	**99,972**
Programme Management Fee (PMF)	214,197	215,032	151,907	**581,137**
TOTAL SDD PROGRAMME COSTS	**2,605,677**	**2,612,080**	**2,128,124**	**7,345,882**

Table 5: SDD Budget (2018–2020) by objectives

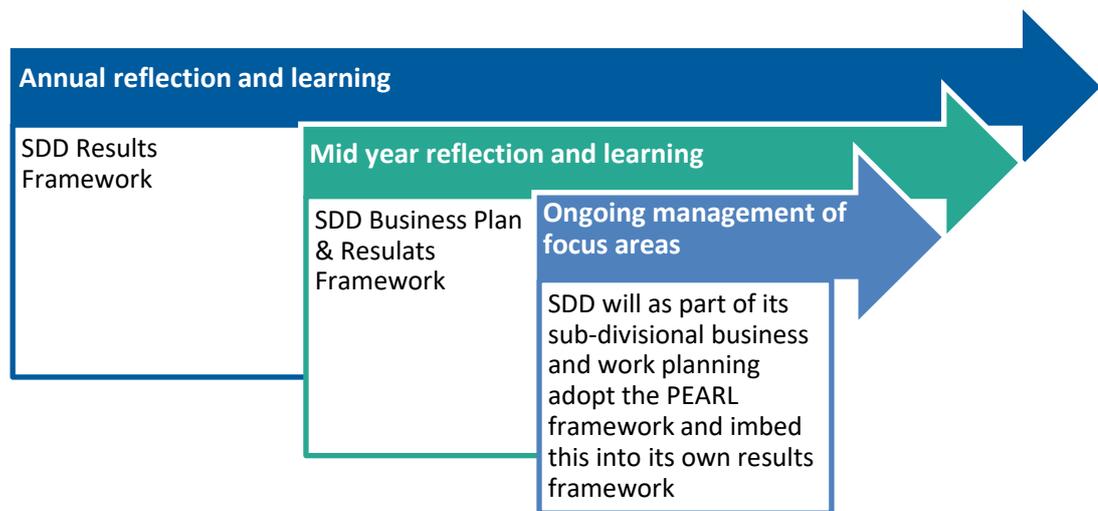| Costs per Category	CONFIRMED FUNDING			TOTAL (3 years)
	2018	2019	2020	
	EURO	EURO	EURO	EURO
Objective 1: Improve regional statistics system coordination and governance	696,407	665,556	416,792	**1,778,755**
Objective 2: Coordinate Census/Survey Technical Support and Methods Board	563,674	541,664	567,111	**1,672,449**
Objective 3: Improve data quality, analysis and packaging	908,377	912,150	623,475	**2,444,001**
Objective 4: Deliver user focus data dissemination products and services	437,220	492,711	520,746	**1,450,676**
TOTAL SDD PROGRAMME COSTS	**2,605,677**	**2,612,080**	**2,128,124**	**7,345,882**

Key assumptions that underpin this budget include the following:

- Level of core funding's remains the same as per revised 2018 budget
- DFAT funds 1,500,000 AUD for 2018, 2019 and 2020
- MFAT funding continues beyond 2019
- 1.5% for Monitoring and Evaluation
- 15% for SPC Project Management Funds (PMF).

H.   MONITORING, EVALUATION AND LEARNING

46. Monitoring, Evaluation and Learning (MEL) activities across SPC are informed by the PEARL policy. SPL plays a critical role in supporting divisional practice.

47. SDD MEL work requires significant strengthening over the Business Plan period to ensure its work programme lines up with key events and processes in the SPC PEARL calendar. This is to form one line of enquiry and evidence to support SPC MEL around implementation of the Pacific Community Strategic Plan 2016–2020. It is also meant to enhance the quality of each division's work.

48. The diagram below describes the line of sight between activities at SDD focus areas level, through SDD Business Plan to the Strategic Plan.

Planning, Evaluation, Accountability, Reflection and Learning (PEARL) performance system;

Annual reflection and learning

SDD Results Framework

Mid year reflection and learning

SDD Business Plan & Resulats Framework

Ongoing management of focus areas

SDD will as part of its sub-divisional business and work planning adopt the PEARL framework and imbed this into its own results framework

49. The following logic model, together with the results framework in Annex 3, are used as SDD's guide in assessing whether it is making progress in achieving its intended results, and evidence used to assess this. Supporting this process are bi-annual divisional reflection and learning workshops (and reporting), which provide an opportunity to both analyse and synthesise learning across the division's work. SDD is working to ensure these workshops feed directly into the division's planning cycle, and also trying to expand the sources of evidence used to assess progress.

50. A key area where the logic model and Results Framework will assist SDD, is in assessing and monitoring risk, something that is not currently part of SDD's standard operating model. Robust and regular production reporting that includes a risk framework is part of SDD's normal day to day business.

SDD's Logic Model

**Contribution to Pacific Community's Development Objective 4:
Strengthen access to and use of development statistics in policy development and monitoring progress**

LONG-TERM OUTCOME

Trusted Pacific data supporting well informed policy decisions that help improve Pacific people's lives

MEDIUM-TERM OUTCOMES

Improved regional statistics system coordination and governance

Improved data availability, quality, analysis and packaging

Improved data dissemination and use to inform policy decisions

SHORT-TERM OUTCOMES

Coordinated governance and stakeholder collaboration to support PICTs in their efficient development and production of quality Pacific statistics.

Standardised methods, systems and processes that are tested and endorsed

Coordinated delivery of Census and survey using standardised methods, and aligned with regional statistics frameworks

Quality packaging, analysis and access to data

Strengthened local capacity and coordination in development, production and dissemination

Improved engagement and brokering with data users

User driven data dissemination products and services

OUTPUTS

Coordination of strategies, convening of bodies, brokering and building partnerships, technical input and strategic planning

Testing and trialling of new, innovative and standardised methods

Coordination and capacity building of Census and survey technical support delivery

Documentation, analysis, technical input and systems support

Partnerships and technical input, Training, advice, South-South exchange

User-focused products and on-line services, targeted awareness raising, information/ education/ communication, advocacy, and relationship building

INPUTS

SDD's financial and human resources, expertise, skills, competencies, experience, partnerships, relationships, networks, technology
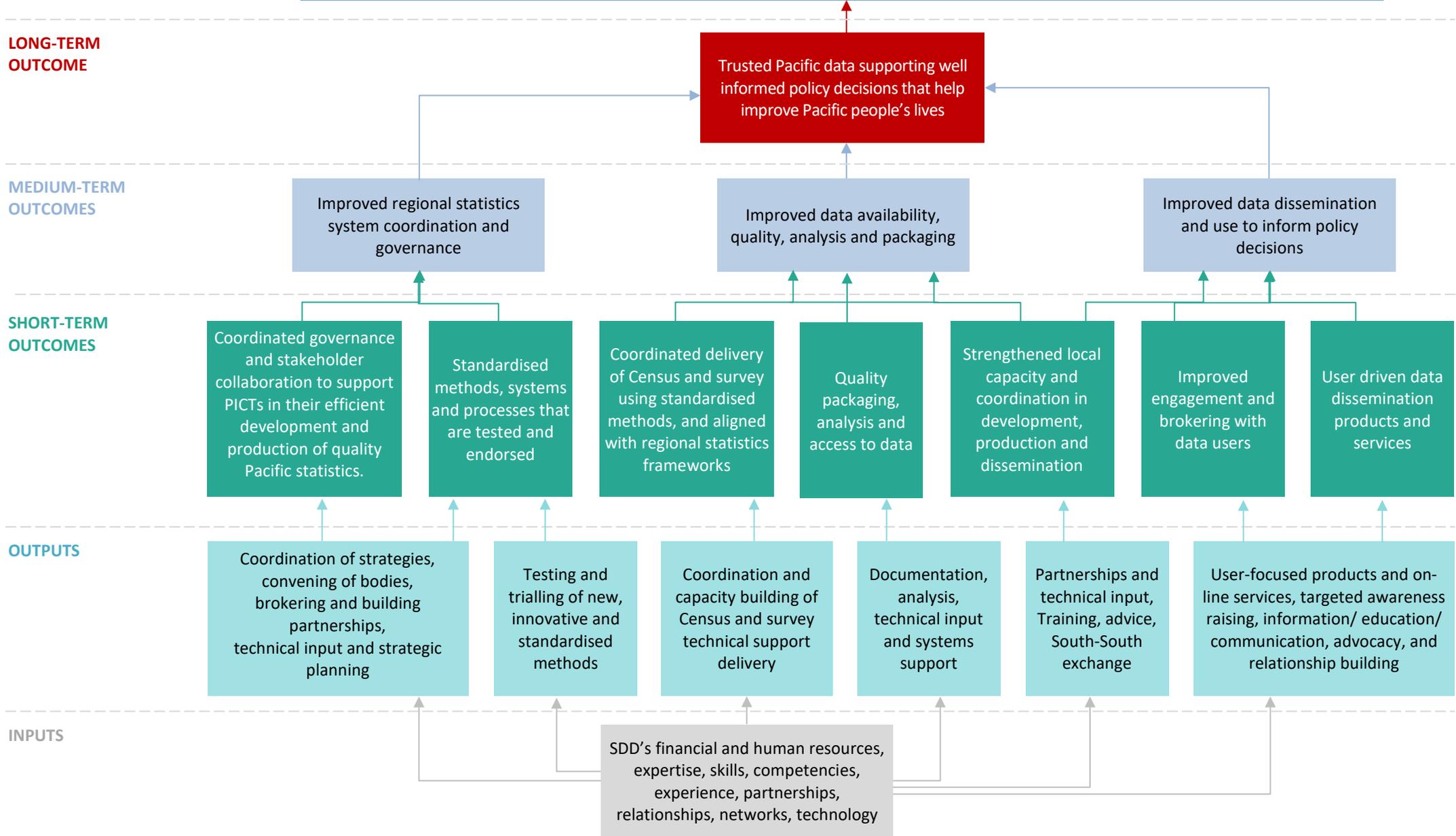
I.   SDD TRANFORMATION

Business Continuity

51.   In moving to its new operating model and organisational structure, SDD is working to ensure any existing commitments it has made in its forward planning are still able to be delivered. Key to this is managing its customers (members) and its stakeholders (donors and partners) well. Members need assurance that commitments are being honoured, and donors and partners need confidence that this is occurring while changes are also being made. There is a fine line in ensuring stakeholder needs are satisfied.

Resource Management

52.   SDD is one of SPC's smaller divisions, comprising a core team of specialists supported by a small administration and finance team. Technical support is provided through the Collections Team and the Data Analysis and Dissemination Team. While each advisor or specialist has their own programme of work and these are shared and coordinated across regular team and Divisional meetings. However, specialist knowledge is held within individuals, creating a significant risk for SDD and SPC generally. Through more regular team and Divisional meeting SDD is fostering grater share knowledge sharing and adopting a more transparent culture, both internally and externally.

Financial Impacts

53.   SDD is heavily reliant on DFAT funding to support its statistical development programme. Keeping key funding partners such as DFAT is critical over the three-year Business Plan period as "all eyes" are on SDD and SPC. Delivering on the review's recommendations has been a priority, and this has been reflected in the Divisions performance monitoring. There is a real opportunity for SDD to demonstrate its leadership role in the region and through this to assist in ensuring financial security through attracting more funding, on the basis that "success breeds success".

Performance Culture

54.   Part of SDD's transformation has reinforced the performance-based culture within the Division. This is in line with donors' expectations. To deliver on this Business Plan, there is a set of Performance Indicators referred to in **Annex 3** that are used to monitor the performance and progress against each objective. Any risks identified will be mitigated as they arise.

J.   RISKS

55.   Many PICTs are struggling to self-finance a Population Census, HIES or DHS every five years, and tend to rely on external financial support to conduct their population and housing censuses, which are mandated by law in all countries. This continues to be a challenge in the implementation of TYPSS. Continued and scaled-up support from national governments, development partners and donors will be critical for maintaining momentum, sustaining achievements, and implementing the recommended developments over the final years of the third phase of TYPSS, particularly in the light of SDG regional reporting data requirements. A review of TYPSS and the development of a new strategy for the ten-years to 2030 will be undertaken in 2019/2020.

56.   The additional demands for data collection and indicator development for assisting countries in the monitoring of their progress towards the SDG also increases the pressure on NSOs. Considering the widespread human and financial capacity constraints experienced by most NSOs and NSSs across the Pacific region (particularly in the smaller Pacific Island states), and the additional volume of data required, the challenge is daunting for most.

57. The large number of additional indicators required in the Pacific Roadmap and other regional and global reporting commitments will continue to require a very significant injection of financial support over and above existing commitments; first and foremost to enable implementation at the national level, plus dedicated additional financing for data collection, indicator development and regular monitoring of SDG progress. This challenge highlights the importance of collaboration and partnerships between countries, donors, technical partners, and SDD in delivering positive development outcomes.

58. Table 6 outlines key risks identified and possible mitigations for each.
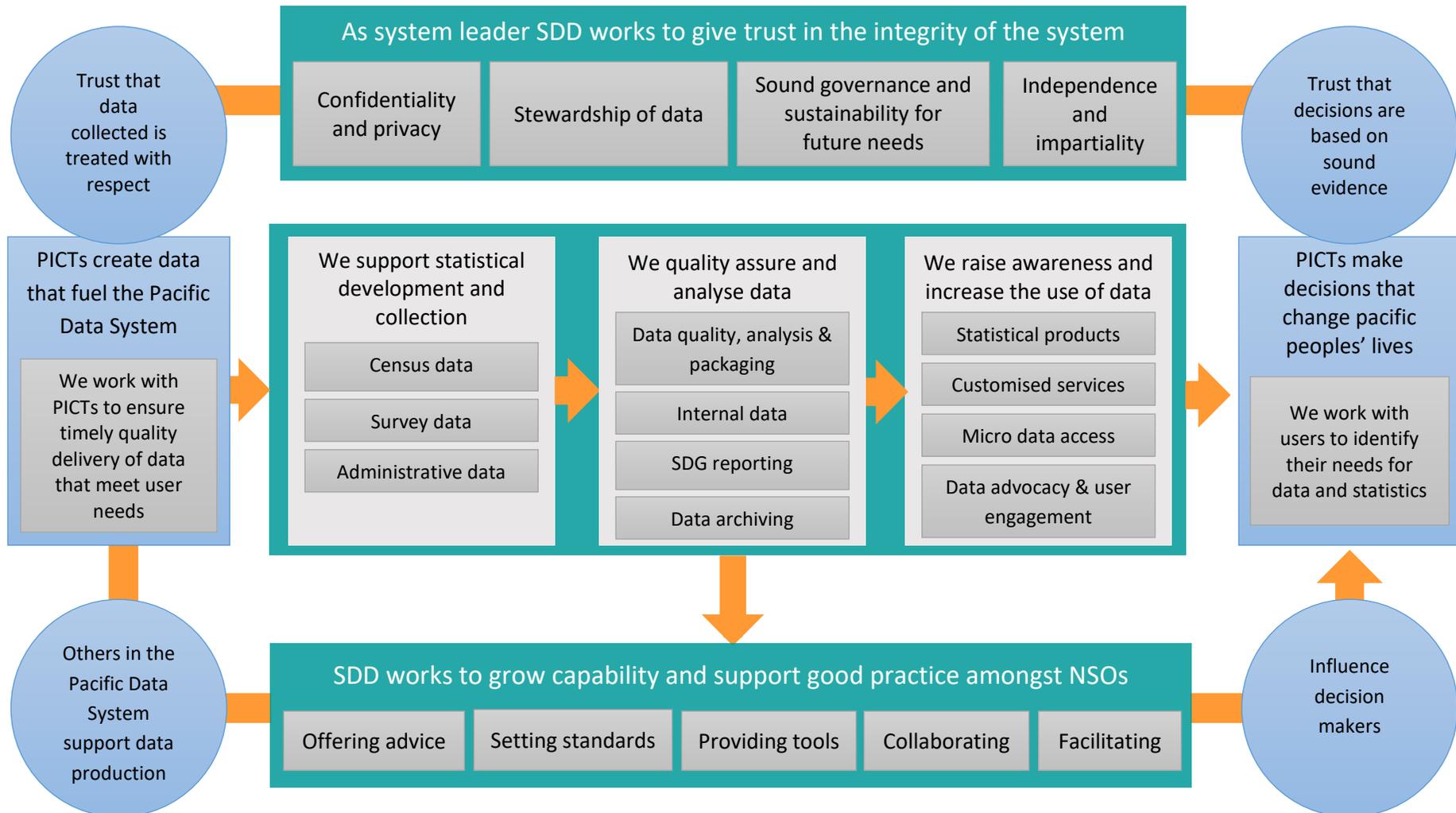
Table 6: Risks and Mitigations

RISKS	MITIGATIONS
- Country 1: Lack of political and financial support to statistics. - This is reflected in inadequate annual budget appropriation, a lack of demand for statistical outputs; and a general lack of culture of evidence-informed decision-making. - As a result, NSO leadership and staff feel undervalued, which impacts on morale/motivation, and activities and outputs begin to suffer.	- Seek regular engagement with political leadership that is responsible for statistics and jointly explore ways to resolve bottlenecks (ie through regional governance bodies). - Find ways to get regional statistics development discussed at FEMMs.
- Country 2: Human resources constraints - Shortage of skilled staff in most NSOs; loss of skilled staff; high-staff turn-over. - This has a negative impact on quality of statistical operations and outputs. And it also compromises SDD effectiveness in-country, and it not achieving its objectives there.	- Donors and development partners to support the University of the South Pacific (USP) official statistics training program. - Provide training opportunities, where the capacity is there to benefit from training, including on-the-job training and Noumea-based professional attachments. - Provide the capacity for supplementation via South-South type arrangements wherever possible.
- Country 3: Lack of buy-in into regional statistical developments - Reluctance by NSOs to subscribe to regional and international standards, classifications and systems. - This impacts data quality, leads to TA inefficiencies and creates unnecessary divisiveness between countries.	- Step-up/repeat advocacy and highlight multiple benefits for NSOs and partners: better quality data, comparable data across the region and benefits to development partners (increased TA efficiencies, lowering costs). - Put in place coordinated technical support program for HOPS to approve.
- Partner/Donor-1: Long-term planning/operational uncertainty without medium- to long-term funding commitment - For TYPSS Phase 3 the following developments have changed the financial landscape for its implementation: - DFAT reduces its funding to TYPSS Phase 3 by AUD 0.5 million a year or AUD 1.5 million over the duration of TYPSS Phase 3 (2018–2020).	- Continuous partner engagement/communication - Establish donor/partners group and have annual round-table discussions reviewing TYPSS implementation and funding position of SDD. - Yearly visit by the Director of SDD to DFAT and MFAT for bilateral reviews of TYPSS activities that are funded by these organisations.

	• **Active resource mobilisation** where SDD looks for new donors and funding agencies outside of the existing donors.
• Partner/Donor-2: Ineffective coordination/collaboration between technical partners • Duplication of efforts, waste of resources, potential of conflicting advice to countries. • For SDD to be effective in its system leader role it needs the cooperation of development partners, donors and member countries.	• Develop a coordinated regional technical support program that all partners, donors and member countries agree to during the 2017 HOPS conference. • Establish more formal (and binding) arrangements that clarify how coordination and collaboration will work in practice. • SDD will need to support of donors.
• SDD-1: Resource Mobilisation is slow to materialise • Given the current global financial environment resource mobilisation can be challenging.	• Resource mobilisation through partnerships. • Identifying new donors.
• SDD-2: Skill gap • Some of SDD's new functions will require new skills such as relationship management.	• This will require ongoing discussion with SDD staff members to identify gaps and upskill in areas where it is feasible to do so.

ANNEX 1: SDD's Operating Model

The Pacific Data System

"Trusted Pacific data supporting well informed policy decisions that help improve pacific people's lives"

As system leader SDD works to give trust in the integrity of the system

| Confidentiality and privacy | Stewardship of data | Sound governance and sustainability for future needs | Independence and impartiality |

Trust that data collected is treated with respect

Trust that decisions are based on sound evidence

PICTs create data that fuel the Pacific Data System

We work with PICTs to ensure timely quality delivery of data that meet user needs

We support statistical development and collection
- Census data
- Survey data
- Administrative data

We quality assure and analyse data
- Data quality, analysis & packaging
- Internal data
- SDG reporting
- Data archiving

We raise awareness and increase the use of data
- Statistical products
- Customised services
- Micro data access
- Data advocacy & user engagement

PICTs make decisions that change pacific peoples' lives

We work with users to identify their needs for data and statistics

Others in the Pacific Data System support data production

Influence decision makers

SDD works to grow capability and support good practice amongst NSOs

| Offering advice | Setting standards | Providing tools | Collaborating | Facilitating |

ANNEX 2: SDD's Operating Structure
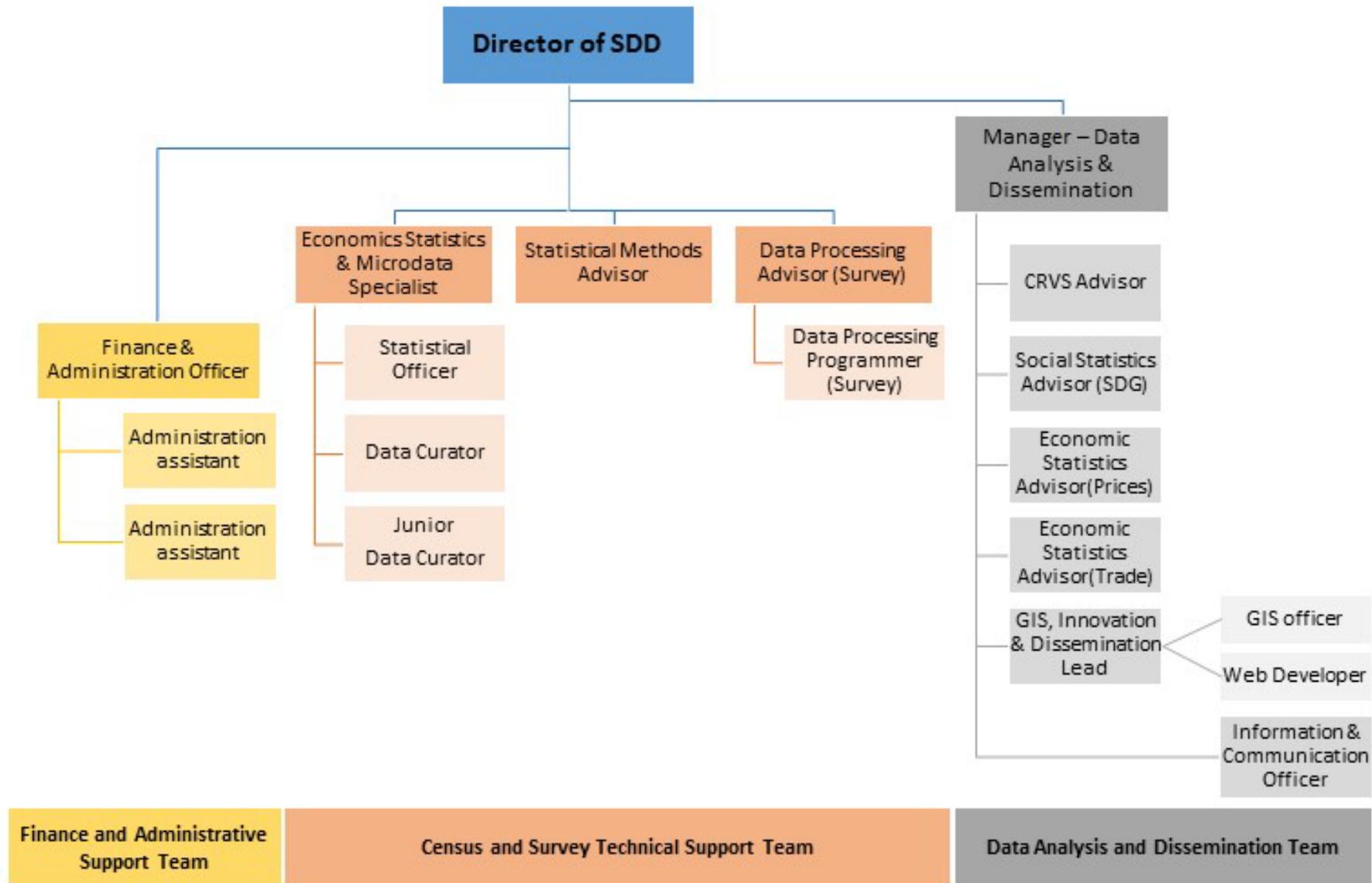
ANNEX 3: SDD's results framework (2018–2020)

RESULTS	INDICATOR	BASELINE (JAN 2018)	MILESTONE (END 2019)	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY	NOTES
SDD Development Objective 1: Improve regional statistics system coordination and governance							
Expected Outcome 1: *Through SDD's system leadership, there is coordinated governance and stakeholder collaboration to support PICTs in their efficient development and production of quality Pacific statistics.*							
Key Result Area 1.1 Improved regional statistics governance and coordination	**Indicator 1.1a** HOPS, PSSC, FEMM and BAG are meeting regularly and adhere to their mandate. *(Output indicator)*	Meeting minutes are published within agreed timeline, with recommendations being followed up actions for <u>some</u> of the bodies.	Meeting minutes are published within agreed timeline, with recommendations being followed up for <u>all</u> bodies.		HOPS, PSSC, FEMM and BAG meeting minutes. HOPS, PSSC, BAG Terms of Reference documents	SDD.	Includes HOPS, PSSC, FEMM and BAG only. PSMB are reported under 1.1b, and DDPB under 1.1c.
	Indicator 1.1b The Methods Board endorses standardised methods, systems and processes for surveys, and communicates these to members. *(Change in practice indicator)*	No endorsed methods in place	PSMB established in 2018. 2019 – 1 standard method/ system/ process with evidence of communication.	1 additional standard method/ system/ process with evidence of communication for 2020.	PSMB meeting minutes. Correspondence with member countries.	PSMB, SDD, technical partners.	Emphasis of this is on status of PSMB endorsements, rather than just meetings of the PSMB.
	Indicator 1.1c The 5-Year Data Collection Plan generates efficiencies and coordination between technical partners in their survey assistance to PICTs. *(Change in practice indicator)*	No joint programming agreements in place.	2018 – 3 joint programming agreements in place. 2019 – 2 new agreements in place.	2020 – An additional 2 new agreements in place.	Partnership agreements.	SDD and technical partners.	Emphasis on clear evidence of collaboration and coordination between partners, through DDPG and other means.
	Indicator 1.1d Number of member countries that have an easy to understand and fit-for-purpose NSDS in place. *(Change in practice indicator)*	6 PICTs have an NSDS in place.	2018 – 3 NSDS developed. 2019 – 2 NSDS developed.	2020 – 2 NSDS developed.	Completed NSDS. Communication on completion and/or release.	SDD, technical partners and members.	Both draft and final NSDS should be reported.

RESULTS	INDICATOR	BASELINE (JAN 2018)	MILESTONE (END 2019)	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY	NOTES
	Indicator 1.1e Generic MoUs are completed with member countries. *(Output indicator)*	Generic MoU is in draft.	MoU finalised and signed by 0 PICTs in 2018 and 3 in 2019.	MoU finalised and signed by an additional 3 PICTs in 2020.	Signed MoU.	SDD and members.	Focus is on finalised MoUs but also describe progress around engagement with PICTs on them.
SDD Development Objective 2: Coordinate Census and survey technical support							
Expected Outcome 2: *Technical support to censuses and surveys is being delivered through a coordinated regional technical program using standardised method, system and process*							
Key Result Area 2.1: *Undertake testing and research into innovative data collection systems, methods and processes, as guided by the PSMB*	**Indicator 2.1a** Data collection methods, systems and processes are tested to strengthen quality and standardisation. *(Output indicator)*	No methods, systems or processes are being tests.	1 completed test in 2018. 1 completed test in 2019.	1 completed test in 2020.	Final report of test. PSMB meeting minutes.	SDD, technical partners and PSMB.	This is the number and progress of tests and experiments conducted. Relates to those related to PSMB and other testing.
Key Result Area 2:2 *Provide technical support to national data collections and quality assurance processes using standardised methods, systems and processes*	**Indicator 2.2a** An increasing proportion of planned Census and HIES surveys are executed in line with the 5-year data collection plan. *(Change in practice indicator)*	No data collection plan in place.	2018 – data collection plan established. 2019 – 70% of each of planned Censuses and HIES planned for the year are executed.	2020 – 70% of each of planned Censuses and HIES planned for the year are executed.	5-Year Data Collection Plan. Statistical outputs' metadata.	SDD contributes, alongside key technical partners, to the implementation of the regional data collection plan (through coordination, direct technical support, partnerships including South-South).	This can be reported against the most updated version of the Data Collection Plan
	Indicator 2.2b Evidence of member country adoption of quality or standardised collection methods, technologies and	PSMB not in place.	2018 – PSMB established. 2019 – 50% of countries undergoing Census and surveys	2020 – 60% of countries undergoing Census and surveys adopt the relevant	PSMB meeting minutes. Study description for HIES follows recommendation by PSMB.	PSMB, SDD, technical partners and members.	Proportion calculated based on the number of PICTs where this method is relevant.

RESULTS	INDICATOR	BASELINE (JAN 2018)	MILESTONE (END 2019)	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY	NOTES
	systems. *(Change in practice indicator)*		adopt the relevant PSMB methods (where appropriate).	PSMB methods (where appropriate).			
	Indicator 2.2c Members establish a rational and logical series of statistical collections to ensure trends under the SDG can be established. *(Impact indicator)*	1 member country (CK).	By the end of 2021, 7 members have a rational and logical series of statistical collections.		5-year Data Collection Plan. NSDS (if available).	Member countries with support from SDD, donors and technical partners.	This will only be reported in 2020 once Census conducted to see whether review of the stage of collections occurs.
Key Result Area 2.3: *Ensure proper documentation and timely access to Pacific development data*	**Indicator 2.3a** Publication of metadata from all Census and surveys as set out in 5-year collection plan within 6 months. *(Change in practice indicator)*	None published within six months.	2018 – 60% of all Censuses and surveys have metadata published within 6 months. 2019 – 80% of all Censuses and surveys.	2020 – 100% of all Censuses and surveys.	Documented metadata. Availability on SDD website.	SDD.	Focus is on the 6-month timeframe and publication.
	Indicator 2.3b Microdata requests made for policy and research through the Pacific Data Library. *(Output indicator)*	Average of 10-15 per year.	By 2020, an average of 20-25 microdata requests received and actioned.		Microdata request. Published research report with microdata used.	SDD.	Track both the number of requests, and if possible whether used for policy or research.
	Indicator 2.3c Guidelines for data standardisation are published. *(Output indicator)*	No guidelines in place.	By 2021, guidelines published and distributed to member countries.		Completed guidelines. Correspondence of distribution.	SDD.	Track stage of development, completion and distribution of guidelines.
Key Result Area 2.4: *Strengthen local capacity through training and South-South exchange*	**Indicator 2.4a** South-South recipients are able to continue the work on their own after the South-South exchange (exchanged related to collections and documentation). *(Change in knowledge indicator)*	South-South technical support is delivered to member countries on an ad hoc basis depending on when funding and resources are available.	No survey conducted in 2018. In 2019, 80% of South-South recipients described they are able to continue work on their own after the exchange.	In 2020, 90% of South-South recipients described they are able to continue work on their own after the exchange.	End of project evaluation form (survey) delivered to each South-South recipient. South-South recipient report.	SDD.	Requires a survey to be administered at end of project for all South-South recipients.

RESULTS	INDICATOR	BASELINE (JAN 2018)	MILESTONE (END 2019)	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY	NOTES
SDD Development Objective 3: Improve data quality, analysis and packaging							
Expected Outcome 3: *All statistics and data held by SDD meet the required quality standards and are easily accessible.*							
Key Result Area 3.1: Provide support in quality assurance, packaging and analysis of datasets	**Indicator 3.1a** Number of countries and/or analytical products assisted with analysis of Census, survey, CRVS and trade and prices data, divided by training, mission or other. *(Output indicator)*	Not applicable (there is not intended to be an increase in number of countries assisted as this is resource constrained but for this indicator to track which member countries have been assisted).	N/A		Analytical reports. Training and mission reports.	SDD, NSOs and other technical partners.	Includes all type of analysis conducted, including population projections.
	Indicator 3.1b SDD knowledge of how analytical reports are used by member countries and other users. *(Change in knowledge indicator)*	Ad hoc understanding of use.	SDD has an understanding of utilisation among key users *(where 'key users' can be defined by SDD annually).*		Rapid survey or other related engagement with key users. Survey is administered on a regular basis	SDD.	Emphasis is on understanding analysis usage. Key users of analytical products will be defined by SDD. Rapid survey undertaken annually to identify usage. Survey targeted to those directly or indirectly engaged with analytical reports.
Key Result Area 3:2 Collaborate with member countries and technical partners on relevant topics to strengthen	**Indicator 3.2a** South-South recipients are able to continue the work on their own after the South-South exchange (exchange related to packaging and analysis). *(Change in knowledge indicator)*	South-South technical support is delivered to member countries on an ad hoc basis depending on when funding and resources are available.	No survey conducted in 2018. In 2019, 80% of South-South recipients described they are able to continue work on their own after the exchange.	In 2020, 90% of South-South recipients described they are able to continue work on their own after the exchange.	End of project evaluation form (survey) delivered to each South-South recipient. South-South recipient report.	SDD.	Requires a survey to be administered at end of project for all South-South recipients.

RESULTS	INDICATOR	BASELINE (JAN 2018)	MILESTONE (END 2019)	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY	NOTES
analytical capacity	**Indicator 3.2b** Analytical outputs relating to SPC priorities are disseminated as evidence-based policies (eg food security). *(Change in knowledge indicator)*	1 output.	2018 – 1 output (food security systems). 2019 – 2 outputs.	2020 – 2 outputs (including one published).	Analytical outputs.	SDD and relevant partners involved in research/project.	Focuses on publication or dissemination of technical pieces of work/ research from SDD.
SDD Development Objective 4: Deliver user focus data dissemination products and services							
Expected Outcome 4: *Engaged and better informed users are able to access quality and timely statistical products and services and Pacific policy-makers and planners are making greater use of more readily accessible data*							
Key Result Area 4:1 *Identify statistical needs of key users of Pacific data, and raise awareness of products and services*	**Indicator 4.1a** Targeted engagement and advocacy with Pacific data users on statistical products and services. *(Output indicator)*	Partial knowledge of existing users and their needs. Results of the User Focus Project available by end of 2017. Further mapping of Pacific data users and needs 2018.	SDD has an understanding through User Survey (2018, 2020) and analysis of website users (annual); and is proactively raising awareness of products in at least 1 advocacy event per year.		Results of User Survey. Website user trend analysis. Record of advocacy events and participants.	SDD.	Emphasis is ongoing analysis of user preferences, as well as engagement with these users through advocacy events and other.
	Indicator 4.1b Timely response to customer enquiries. *(Output indicator)*	N/A	By the end of 2018, 60% of non-complex customer enquiries are responded to within 5 working days. 80% of non-complex customer enquiries are responded to within 5 working days.	100% of non-complex customer enquiries are responded to within 5 working days.	Customer enquiry database.	SDD.	Emphasis is on timely response.
Key Result Area 4:2 *Ensure timely delivery of user-driven statistical products and data services*	**Indicator 4.2a** Statistical products developed are user driven. *(Output indicator)*	Unknown.	75% of products developed each year are informed by user needs or demands.		SDD website. Media releases on products. User survey results.	SDD.	All types of products to be included here, from SDG progress wheel to reports etc. Documentation that results from rapid survey in

RESULTS	INDICATOR	BASELINE (JAN 2018)	MILESTONE (END 2019)	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY	NOTES
							3.1b and larger User Survey in 4.1a have fed into product.
	Indicator 4.2b Improvements to SDD website, .stat, SDMX, NMDI, and Data Hub to strengthen user engagement. *(Change in knowledge indicator)*	Plans to update systems in place. 2018 – Services under development.	2019 – Improvements completed to SDD website, .stat, SDMX and NMDI.	2020 – Increased number of users coming to website.	Website hits. Launch of website and other systems.	SDD, alongside technical partners involved in system upgrades.	Track stage of development of these pieces and ways in which each respond to user needs.
	Indicator 4.2c Number of member countries using SDG indicators and other statistical products to inform their policies (eg through VNR, FEMM papers, or Ministerial papers). *(Change in practice indicator)*	Unknown.	2018 – 1 VN. 2019 – 5 PICs through VNR and 2 demonstrating use of statistics to inform policies in other ways.	2020 – 5 PICs through VNR and 4 demonstrating use of statistics to inform policies in other ways. Other ways include appearance of indicators/ statistics in FEMM meeting policy papers or other key Ministerial papers).	VNR report. FEMM meeting minutes. Ministerial papers.	SDD, FEMM, member countries and other technical partners.	Research may be required into Ministerial paper, FEMM meeting minutes or other to find evidence of usage of statistical products.
Key Result Area 4:3 *Strengthen internal and external Pacific data dissemination*	**Indicator 4.3a** Collaboration with other partners on analysis and dissemination. *(Output indicator)*	3 partnerships in place for data collection but collaboration on analysis and dissemination not yet occurring.	Existing partnerships around collections (eg UNFPA, UNICEF) carry into coordinated activities on analysis and dissemination.		Correspondence with technical partners. Release/ events related to products and services.	SDD, other technical partners and donors.	Emphasis on joint planning and dissemination.
	Indicator 4.3b South-South recipients are able to continue the work on their own after the South-South exchange (exchange related to production and dissemination). *(Change in knowledge indicator)*	South-South technical support is delivered to member countries on an ad hoc basis depending on when funding and resources are available.	No survey conducted in 2018. In 2019, 80% of South-South recipients described they are able to continue work on their own after the exchange.	In 2020, 90% of South-South recipients described they are able to continue work on their own after the exchange.	End of project evaluation form (survey) delivered to each South-South recipient. South-South recipient report.	SDD.	Requires a survey to be administered at end of project for all South-South recipients.

RESULTS	INDICATOR	BASELINE (JAN 2018)	MILESTONE (END 2019)	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY	NOTES
	Indicator 4.3c Countries utilise Regional Dissemination Strategy to inform national dissemination. *(Change in knowledge indicator)*	Regional Dissemination Strategy not yet in place.	2018 – Dissemination Strategy endorsed. 2019 – Strategy launched and socialised with member countries.	2020 – 4 member countries utilising strategy to inform national dissemination through national dissemination strategy or other activities.	Regional Dissemination Strategy and communication. National dissemination strategy. Correspondence on other dissemination.	SDD and members.	Track distrib of Regional Strategy, as well as what PICTs are doing around dissemination. Includes both national strategies and other dissemination activities.
SDD Organisational Objective 1: Strengthen engagement and collaboration with member countries, development partners and donors							
***Expected Outcome 5**: Close and clear collaboration between SDD, technical partners and NSOs to improve coordination of the statistics technical support program*							
Key Result Area 5.1: Agree with technical partners, donors and NSO on a coordinated technical support program to deliver on the TYPSS Phase 3 (refer to SDD Development Objective 1)	**Indicator 5.1a** Partnership agreements on data collection technical support arrangements.	No regionally based partnership agreements currently in place. There are MoUs relevant to specific data collection events only between SDD and member countries.	Partnership agreements to be developed and signed with UNFPA, UNICEF, World Bank, MFAT, DFAT and ABS. See Indicator 1.1c and 1.1e on status of partnership agreements and MoUs, respectively.		Partnership agreements.	SDD, UNFPA, UNICEF, World Bank.	
SDD Organisational Objective 2: Strengthen technical and scientific knowledge and expertise							
***Expected Outcome 6:** SDD up to date and sharing latest statistical development trends and techniques*							
Key Result Area 6.1: SDD staff stay abreast of new statistical developments and introduce them into work with member	**Indicator 6.1a** Evidence of knowledge transfer related to new or innovative statistical developments shared with member countries.	Staff exposure to new and innovative developments. Active engagement with member countries in disseminating knowledge on developments.			Correspondence with member countries on new developments.	SDD.	

RESULTS	INDICATOR	BASELINE (JAN 2018)	MILESTONE (END 2019)	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY	NOTES
countries, as relevant							
SDD Organisational Objective 3: Address members' development priorities through multi-disciplinary approaches							
Expected Outcome 7: Acceptance of evidence-based design and planning as standard SPC business practice							
Key Result Area 7.1*: SPC promotes the use of statistical best practice across SPC divisions*	**Indicator 7.1a** SDG dashboard is used by other divisions in their programming.	SDG dashboard not established.	2018 – SDG dashboard established but not widely used across divisions. 2019 – Cross-SPC working group on SDGs is active and used to inform divisional planning.	2020 – SDG dashboard integrated into the planning of all divisions.	Cross-SPC SDG working group meeting minutes. Divisional and SPC results frameworks.	SDD, relevant SPC divisions.	
SDD Organisational Objective 4: Improve planning, prioritisation, evaluation, learning and innovation							
Expected Outcome 8: SDD has an enhanced Planning, Evaluation, Accountability, Reflection and Learning (PEARL) performance system							
Key Result Area 8.1: *Ensure effective implementation and monitoring of SDD's Business Plan*	**Indicator 8.1a** Utilisation of MEL practices to inform divisional and project improvement.	Limited adherence to PEARL.	2018 – Results framework and bi-annual workshops in place. 2019 – Development of enhanced MEL practices in one project (South-South).	2020 – Development of enhanced MEL practices in two projects and divisional planning.	South-South project survey. Bi-annual reflection workshop notes.	SDD, SPL.	
	Indicator 8.1b Improved project and budget management practices.	No integrated work planning. Limited project level budget monitoring practices.	Integrated work plans for each business unit. Monthly business unit progress reports. Bi-annual performance reports. Project level budgets are monitored on a monthly basis.		Work plans. Progress reports. Performance reports. Budget monitoring reports.	SDD.	
SDD Organisational Objective 5: Enhance the capabilities of our people and process							
Expected Outcome 9: SDD develop a high performing team backed up by efficient, robust systems and auditable processes, to deliver cost effective services, build agility and stay relevant							
Key Result Area 9.1: *Develop a high performing team*	**Indicator 9.1a** SDD staff provided with opportunities to attend formal	Unknown.	One opportunity per staff member per annum, subject to budget availability, to participate in specialised training.		Performance development plans.	SDD.	

RESULTS	INDICATOR	BASELINE (JAN 2018)	MILESTONE (END 2019)	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY	NOTES
	training or, regional and international fora.						

ANNEX 4: SDD's Resource Mobilisation Budget (2018–2020)

By Category:

Costs per Category	Budget Needed per Year to achieve Prorgamme's Objectives						TOTAL (3 years)	FUNDING GAP Per Year *(after all confirmed funding)*			TOTAL (3 years)
	2018		2019		2020			2018	2019	2020	
	EURO	%	EURO	%	EURO	%	EURO	EURO	EURO	EURO	EURO
Human Resources	1,696,870	56%	2,337,441	58%	2,275,783	62%	**6,310,095**	37,936	578,761	675,901	**1,292,598**
Operational Costs	165,897	5%	245,634	6%	224,835	6%	**636,367**	26,998	125,451	136,118	**288,567**
Programme Activities Costs	754,447	25%	882,876	22%	623,038	17%	**2,260,362**	196,143	400,115	364,625	**960,882**
Objective 1: Improve regional statistics system coordination and governance	332,405	**11%**	300,355	**7%**	165,611	**5%**	**798,371**	71,380	50,327	117,641	**239,348**
Objective 2: Coordinate Census/Survey Technical Support and Methods Board	251,676	**8%**	288,042	**7%**	290,466	**8%**	**830,184**	93,262	201,797	204,169	**499,228**
Objective 3: Improve data quality, analysis and packaging	65,403	**2%**	132,148	**3%**	68,695	**2%**	**266,246**	0	45,970	16,752	**62,721**
Objective 4: Deliver user focus data dissemination products and services	104,963	**3%**	162,332	**4%**	98,266	**3%**	**365,560**	31,501	102,022	26,062	**159,585**
Total Direct Costs	2,617,215	86%	3,465,951	86%	3,123,656	86%	**9,206,824**	261,077	1,104,327	1,176,644	**2,542,048**
Monitoring, Evaluation and Learning (MEL)	39,258		51,989		46,855		**138,102**	3,916	16,565	17,650	**38,131**
Programme Management Fee (PMF)	398,471		527,691		475,577		**1,401,739**	184,274	312,659	323,669	**820,602**
TOTAL SDD PROGRAMME COSTS	3,054,944	100%	4,045,632	100%	3,646,087	100%	**10,746,665**	449,266	1,433,551	1,517,963	**3,400,781**

By Objective:

Costs per Programme's Objectives	Budget Needed per Year to achieve Prorgamme's Objectives						TOTAL (3 years)	FUNDING GAP Per Year *(after all confirmed funding)*			TOTAL (3 years)
	2018		2019		2020			2018	2019	2020	
	EURO	%	EURO	%	EURO	%	EURO	EURO	EURO	EURO	EURO
Objective 1: Improve regional statistics system coordination and governance	864,495	28%	870,195	22%	723,880	20%	**2,458,571**	168,088	204,639	307,088	**679,815**
Objective 2: Coordinate Census/Survey Technical Support and Methods Board	713,023	23%	860,909	21%	875,211	24%	**2,449,143**	149,349	319,245	308,100	**776,694**
Objective 3: Improve data quality, analysis and packaging	969,990	32%	1,491,860	37%	1,300,661	36%	**3,762,512**	61,613	579,710	677,186	**1,318,510**
Objective 4: Deliver user focus data dissemination products and services	507,435	17%	822,667	20%	746,336	20%	**2,076,439**	70,216	329,956	225,590	**625,762**
TOTAL SDD PROGRAMME COSTS	**3,054,944**	**100%**	**4,045,632**	**100%**	**3,646,087**	**100%**	**10,746,665**	**449,266**	**1,433,551**	**1,517,963**	**3,400,781**