

# **Statistics for Development Division**

## **Business Plan 2016 – 2018**

*(FINAL 3 May 2016)*



## 1. Development context

Despite a long period of census-taking across the Pacific, which was a major administrative exercise that was carried out by colonial administrations from at least the 1940s and 1950s onwards, the importance of data and analytics that pertain to policy development and planning (the monitoring of developmental progress and accountability for the developmental results) has had a much shorter history in the region. Three major international development conferences were convened by the United Nations in the early- to mid-1990s. These meetings focused on the environment (Rio in 1992), population (Cairo in 1994) and the status of women (Beijing in 1995), and paved the way for statistical development and the emergence of development statistics, but it was not until the onset of the Millennium Development Goal (MDG) period in 2000 that these developments really took off across the region. However, most Pacific Island countries struggled to get reliable access to quality development statistics and associated indicators across the full range of the development goals. A subsequent data assessment by the Pacific Community (SPC) in 2003–2004 documented a sizeable gap in available and accessible statistics across most MDG goals, targets and indicators. But it was the Pacific Plan of 2005 – the region’s first overarching development policy framework – that really put statistics on the regional map; under its Good Governance strategic objective, it called for an expansion of statistics in order to support the development and recording of Pacific development indicators that relate to integrational development goals, including the MDGs.

SPC has provided some limited technical and capacity building support in statistics since the late 1970s in the form of two small technical programmes that focus largely on economic and survey statistics on one hand and demography, and population and development on the other. Against the backdrop of MDG-related statistical challenges and developments, the programmes merged into a combined Statistics and Demography programme in 2006, in order to combine forces for responding to the growing pressure on statistical collections – starting with household economic surveys (HIES), and then demographic and health surveys (DHS). These surveys address key regional data gaps in relation

to the first 6 MDG goals, given that most of this information cannot yet be ascertained from administrative data sources or other statistical collections.

Against this backdrop of a growing demand for what were largely population-based statistics and indicators, and given that Pacific Island countries had experienced a slow start to getting actively involved in the MDG process, it became clear that ‘business as usual’ (that is, implementing annual work plans that are developed in consultation with our members as well as continuously responding to ad hoc requests for technical support and training in the context of short-term operational and funding cycles) had outlived its use-by-date as a viable business model. SPC developed a *Statistics2020* discussion paper in 2008 that outlined its vision for a long-term approach to statistical development in the region in order to serve as the basis for discussions with its development partners. Around the same time, the Pacific Plan was followed up at the Forum Economic Ministers Meeting (FEMM), which led to a commissioned regional statistical benchmarking study to identify viable options for addressing the prevailing data and statistical systems deficiencies, the growing demand for the monitoring of national data and indicators, and a report on MDG progress. In 2009, SPC commissioned the development of a long-term strategy and action plan to guide statistical development across the region, which was built on both its *Statistics2020* vision and the FEMM regional benchmarking study findings and became known as the *Ten Year Pacific Statistics Strategy, 2011–2020*, or more commonly referred to as *TYPSS*.

The TYPSS provides a framework for improving the range, timeliness and quality of official statistics through statistical compilations and analyses, national statistical planning, donor coordination and better utilisation of resources. It also recognises the importance of strategic sequencing of statistical development initiatives in three phases: 2011–2014 (Phase-1), 2015–2017 (Phase-2) and 2018–2020 (Phase-3).

Following the endorsement of TYPSS by its key stakeholders, at the 2<sup>nd</sup> *Regional Conference of Heads of Planning and Statistics* in 2010, SPC’s

Statistics for Development Division (SDD) developed its first strategic Plan for 2011–2014 (Phase-1). By addressing the core strategic priorities identified in Phase-1 of TYPSS, this SDD strategic plan was not only nested in a comprehensive and long-term regional strategy for the development of statistics, but it also addressed core recommendations contained in the Pacific Plan’s Strategic Objective 12.4, which spelt out immediate regional statistical priorities: a pragmatic focus on plugging key data gaps, and to develop common statistical systems and standards. In other words, the pre-eminent regional development policy framework at the time (Pacific Plan), plus a ten-year regional statistical development strategy provided solid **strategic guidance** and **political relevance** for the development of SDD’s inaugural 2011–2014 strategic plan.

## 2.1. Development and Organisational Challenges

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The key development and organisational challenges to SDD’s work are perhaps best reflected in two reviews of SDD’s activities in recent years, which involved extensive consultations with national, regional and international stakeholders – including statisticians and thematic subject matter specialists (e.g. demographers, economists, epidemiologists, public health specialists) – that represent the views of both data producers, national policy-makers and planners, as well as consultations with regional and international development partners that primarily represent data users. Four thematic challenges were identified, which helped shape the strategic priorities of the current second phase (2015–2017, Phase-2) of the Ten Year Pacific Statistics Strategy. The final two years of Phase-2 overlap with the first two years of this SDD Business Plan: broadly speaking, these concern statistical development, collections, outputs and governance.

- (i) Statistical Development: Less *ad hoc*, more strategic engagement

Pacific Island governments and national statistical offices emphasised that a **national strategy for statistics** (such as a *National Strategy for the Development of Statistics* – NSDS) is essential in order to guide national statistical capacity development, which has to be country-owned and driven by national priorities. It must build on

accountable and transparent partnerships; maximise efficient utilisation of resources; focus on common systems and standards; be innovative and leverage off change; include a commitment to excellence and quality; and have clear and achievable outcomes.

At the core of developing such national strategies is the need to **move towards a broader focus, from National Statistical Offices (NSO) to National Statistical Systems (NSS)**. This move recognises that better integrated and coordinated systems are required to improve statistical production and use of statistics. It also recognises that to make real progress, NSSs need to engage regularly with data users to ensure statistical collections and outputs support policy analysis and planning, monitoring and reporting of policy performance and developmental progress, and measurement of results. At the end of 2015, four countries had completed their NSDS and there were three countries where the NSDSs were ‘works-in-progress’. This underlines the importance of the stepped-up efforts in this area during the current Business Plan.

A move towards more strategic rather than ad hoc engagement also extends to the way that statistical development assistance is delivered. Good 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, greater coordination is necessary in order to reduce duplication and ensure that resources are utilised effectively, are aligned with national priorities and encourage synergies. The *Brisbane Accord Group* (which comprises 12 technical and financial partners) provides a model for such coordination in the area of Civil Registration and Vital Statistics (CRVS). Unfortunately, this collaborative spirit is not emulated in other areas, where there is continued ‘going it alone’ by some, where the ignoring of agreements on existing governance structures represents an ongoing challenge to statistical developments.

- (ii) Statistical Collections: Consolidate, diversify, add value

Real progress has been made in recent years in the collection of core statistics through censuses and household surveys, but the preoccupation with plugging existing data gaps, which has been

identified as a top priority by both the regional benchmarking study and Phase-1 of the TYPSS, meant less attention was paid to improving data use and developing sustainable collection systems. Addressing this challenge will require a careful balance between consolidating existing core collections and stepping up efforts to improve administrative databases and associated management information systems in order to lay the foundation for sustainable ongoing collection of key economic, social and demographic statistics that provide real-time statistical information for data users. It will also require concerted efforts to 'bring data to the users'.

Diversification means statistical producers must look beyond the conventional menu of statistics that they currently provide. For NSOs, the menu includes demographic, economic and social statistics, and for line ministries, such as education and health, the standard fare is descriptive statistics with a focus on service delivery. In the case of education, this means statistics on children in school and teachers per classroom, but not on access to learning materials and quality of education. A similar scenario applies in health where there is little emphasis on statistics that can inform policies and improvements in health care, such as accurate and timely data on morbidity and cause of death. And in relation to gender and human rights, it is imperative that population-based statistics and indicators are disaggregated by sex, relevant age and population grouping, as a matter of routine in order to add value to evidence-informed policy development and planning.

A further challenge concerns the accurate benchmarking of new or more recently acknowledged development challenges, such as those reflected in the post-2015 International Development Agenda's *Sustainable Development Goals*, where climate change and disaster risk, oceans, and cross-sectoral topics such as food security and non-communicable diseases (NCDs) are of particular and acute relevance to the Pacific region. In the case of climate change and disaster risk, relevant statistics and collection methods lie outside the scope of national statistical agencies, and most national agencies responsible for these 'sectors' across the region do not have well-developed statistical and information management capacities. And as for food security and NCDs, given their multi-sectoral nature, the development of appropriate indicators and regular collection of relevant statistics will require more effective

coordination and collaboration within existing work plans and budgets of sectoral agencies and programmes.

(iii) Statistical Outputs: Improved accessibility and use

Diversification of data collection, with administrative databases and associated management information systems, is meant to complement, not replace, all censuses and surveys. The value of diversification in getting data out to users in accessible forms needs to be strongly promoted. Info-graphics briefs – written in simple language and containing a text box describing what these data mean for policy – work well for policy-makers and the media, whereas a comprehensive analytical reports maybe more useful for subject-matter specialists. Spatial analysis and the use of maps are very powerful means of getting a message across if the message has spatial connotations (e.g. to show pockets of poverty or the outbreak and spread of a disease, or to document spatial imbalances in access to infrastructure and services). Some users prefer receiving specific information through a live presentation at a data-user's seminar or policy dialogue, or through an audio-visual presentation. Other audiences prefer data at their fingertips, through web-based access to aggregated data (ready-made tabulations), or even unit-record databases. The bottom line is to know your audience and develop appropriate dissemination strategies for different groups of data users.

(iv) Statistical Governance: Improved coordination and accountability

Most development reviews, assessment reports, situation analyses and evaluations have highlighted marked improvements in statistical coordination, communication and collaboration since the development of the TYPSS, and the establishment of the Pacific Statistics Steering Committee (PSSC) in 2011 (which provides the governance structure for regular monitoring of TYPSS implementation). As with most governance structures of this nature, PSSC is not compliance-based but relies on goodwill, with all members subscribing to the committee's or working group's rules of engagement. It is critical for the success of such entities to have a shared vision, balanced membership, willingness to leave "agency flags outside the room", and tangible contributions to the work of the group from every member.

Members of the *Brisbane Accord Group* embrace these principles in monitoring and coordinating the implementation of the Pacific Vital Statistics Action Plan, and the group itself has also implemented components of the plan, which illustrates the working of an effective governance structure.

**Regarding *organisational challenges***, the two most immediate challenges refer to:

- ongoing tensions regarding national statistical agencies' desire for sovereignty over statistical processes, while acknowledging the importance of adhering to regional standards in statistical systems and classifications;
- funding uncertainties amidst declining global international development finance, which threatens both the sustainability of ongoing statistical technical assistance, the capacity of development commitments as outlined in the Ten Year Pacific Statistics Strategy, 2011–2020, and SDD's capacity to respond to a likely increase in demand for support to countries at the outset of the 2030 International Development Agenda's *Sustainable Development Goals*.

(v) National: Regional tensions

Although there have been positive signs in recent years – as indicated by the growing number of member-countries that have bought into the early Pacific Plan's call for greater harmonisation of statistical systems, standards and classifications, and the development of a core set of statics across sectors – success has been mixed. While tangible progress has been made regarding the development of this core set of statics in the form of developing the *National Minimum Development Indicator* database ([www.spc.int/nmdi](http://www.spc.int/nmdi)), the true value of the NMDI c compromised when indicators are not truly comparable, as the result of NSOs not always adhering to common definitions and classifications, and ways of capturing the data. While tangible success has been made with population-based indicators that are derived from Demographic Health Surveys (DHS), and is currently being made by countries that are implementing a standard Pacific Household Income and Expenditure Survey (HIES), the same cannot yet be said about the oldest, and most common and basic statistical collection – the national population census. Given that two earlier attempts, in 1996 and 2006, to reach an agreement to implement a common census

questionnaire have failed prior to the 2000 and 2010 world round of population and housing censuses, the situation looks more promising for the 2020 round, with Pacific Heads of NSOs or their census commissioners having attended the 2015 Pacific census planning meeting in Noumea in August 2015, and committed to use the proposed sets of core question modules in their next census.

The most obvious and tangible value of common methodologies is increased data quality, in terms of comparability of statistics and indicators between countries, and adherence to statistical standards. A second advantage lies in tangible efficiency gains in technical support that include the use of common questionnaires, training materials, data processing and tabulation systems, and reporting templates, which not only significantly reducing costs and processing times, but also lead to a speedier release of information.

(vi) Funding uncertainties

As the successful implementation of the Ten Year Pacific Statistics Strategy has shown thus far, long-term political commitment and medium-term, multi-year funding certainty, were crucial to an effective and efficient programming and delivery of technical support and capacity building. Having just passed the half-way mark of TYPSS implementation, global uncertainty about international development finance poses a serious threat to both the sustainability of ongoing commitments and the implementation of planned statistical support over the coming years. An even more pronounced threat would be to the capacity of SDD and other providers of statistical support to respond to a likely increase in demand for support to countries at the onset of the 2030 International Development Agenda's *Sustainable Development Goals*.

***Sustaining ongoing commitments to improving administrative databases – The role of CRVS***

While there have been significant achievements in improving **Civil Registration and Vital Statistics** (CRVS) systems across the Pacific over the last several years under the work of the Pacific Vital Statistics Action Plan, a substantial increase in investment is essential in order to capitalise on the growing political awareness and cross-sectoral collaboration, ensure the sustainability of the changes to date, and support those countries that are struggling to ensure that everyone in the

region is *'in the picture'* by the end of the UN Decade for CRVS in Asia and the Pacific (2015–2024), and in the language of the SDG agenda – that *'no one is left behind'*. Conversations about additional resources are underway with the World Bank and Canada, which are key players in the Global CRVS alliance.

Having also made substantial inroads in redeveloping or building more effective **Education Management Information Systems** after a much delayed start of the EMIS Regional technical support facility project in mid-2015, the most pressing challenge here concerns a different set of resources – time and human resources. An extension of the project time beyond mid-2017 would be required to ensure that the current momentum and the sustainability of improvements that have been achieved thus far are not jeopardised, as an already overly ambitious agenda that is pressed into 30 months will not be able to be delivered with six months less.

## 2.2. Role and Purpose of the Division

The SDD, as the youngest of SPC's technical divisions, was established in 2012 on the recommendation of an Independent External Review of SPC, which 'in view of the important role of statistics in policy development and investment decisions recommended that the Statistics for Development Programme be converted into a self-standing Division within SPC, and be managed consistent with the other six existing divisions'. The review team also acknowledged the consistent positive support of the Statistics for Development programme by SPC member states, for the level and content of its technical support, as well as the recognition by donors in the region for its statistical capacity building 'for which there was no real alternative'.

In response to the challenges outlined above, last year SDD developed a strategic plan, where a vision and five strategic objectives align with those proposed earlier by an independent design team to ensure strategic concordance, political legitimacy and relevance. These five core objectives address the critical importance for countries to:

1. have the capacity to manage and implement all core statistical collections, including key administrative databases;
2. produce the agreed core set of statistics across key sectors including but not restricted to economics, population, CRVS, education and health, as required by their national plans and agreed-upon regional and international reporting frameworks;
3. have in place some form of a national statistics strategy or plan, in line with their national development strategies;
4. receive advice on an ongoing basis about emerging statistical tools and systems, processes for effective data analysis, communication and quality assurance; and
5. benefit from well-functioning national and regional statistics governance.

The strategic plan also fits with SPC's own corporate strategic and operational priorities for 2016–2020, where SDD is recognised for playing two critical roles:

- Its regional lead role in providing technical support and capacity building to Pacific Island countries' national statistical systems to enable evidence-based planning and policy development, and to assist countries in achieving and reporting on their desired development outcomes.
- Its contribution to achieving SPC-wide cross-divisional and multi-sectoral development outcomes.

Both roles include technical support for sector-specific statistical benchmarking; assisting colleagues in other technical divisions to define accurate baselines from which to embark on specific development activities; and advising on or providing suitable indicators to monitor developmental progress and ultimately account for results.

In addition, SDD's recognised professional expertise in the following areas enable it to add value through high-end analytical contributions across SPC's technical divisions: Demography, economics, epidemiology and statistics, and technical expertise in population and agricultural censuses, household and establishment surveys, administrative databases and associated management information systems, GIS and data visualisation.



## 2. Priority Setting: Key Objectives and Result Areas

### 2.1. Contribution to Development Goals and Resultsts

SDD's organisational mandate, as reflected in its current Strategic Plan 2015–2017, is to contribute to a 'greater use of national and regional statistics to assist PICTs to plan, achieve and report on their desired development outcomes'. Not only does this provides a solid fit with the SPC Strategic Plan's Development Objective 4, but it also illustrates the truly cross-cutting nature of SDD's work and thus touching upon many of the nine development goals of Pacific Community members. While the principal focus of SDD's Business plan (below) will elaborate more comprehensively on Objective 4, there are explicit divisional synergies with objectives 5, 6, 7 and 9, which will be addressed in a more succinct manner.

While this plan focuses on the period 2016–2018, in line with other SPC Divisional Business plans, full

details can only be provided for the period 2016–2017 (the final years of Phase-2). These details include agreed-upon strategic objectives and associated activities and expected outcomes, which are the result of wide-ranging national and regional consultations with both national stakeholders (such as national statistical systems and planners, and policy-makers as users of data and information) as well as regional and international technical and financial partners. This means that while some known activities will carry on into 2018 and can be addressed at this time, the overall strategic focus and priorities for the final Phase-3 (2018–2020) will only be determined following a review of the progress of Phase-2 along with consultation with stakeholders on their needs and priorities for the final phase, which is scheduled for early 2017 and will feed into the formal acceptance of these recommendations by the 4<sup>th</sup> Regional Conference of Heads of Planning and Statistics. The latter has been postponed from 2016, to allow these processes to take place.

| <b>Goal 1: Pacific people benefit from sustainable economic development</b>  |      |      |      |
|--|------|------|------|
| <b>Development Objective 4: Strengthen access to and use of development statistics in policy development and monitoring progress</b>   |      |      |      |
| <b>Outcome-1: Pacific policy-makers and planners are making greater use of more readily accessible data to inform development policy and planning, and regularly monitor and report on development progress</b>  |      |      |      |
| Result / Priority Action:  | 2016 | 2017 | 2018 |
| <b>Result 1.1: Improved access to statistics and statistical databases.</b>  |      |      |      |
| <b>Action:</b><br>Provide ongoing technical support, including capacity development and refresher training pertaining to successful conduct of major national statistical collections: population and housing censuses, agricultural censuses; demographic and economic household surveys; and establishment surveys and business registers. | X    | X    | X    |
| <b>Action:</b><br>Develop and implement technical support activities to assist national efforts to improving and maintain quality national Civil Registration programs (recording of births, deaths and causes of death).  | X    | X    | X    |
| <b>Action:</b><br>Provide a regional technical support facility to strengthen and sustain national education management information systems  | X    | X    | X    |
| <b>Action:</b><br>Implement post-collection data-user workshops and policy dialogues to bring data and statistical information to key users.   | X    | X    | X    |



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| <b>Action:</b><br>Develop and implement more user-relevant user-friendly data dissemination (e.g. infographics, factsheets, posters, policy briefs, GIS applications/spatial databases, web-based data access, access to micro-data, statistical videos).  | x | x | X |
| <b>Action:</b><br>Undertake regular updates of Pacific regional database ( <a href="http://www.spc.int/nmdi">www.spc.int/nmdi</a> ) which contains a core set of regional (NMDI) and international (MDG, SDG) indicators, to assist national and regional monitoring, and reporting on development progress. |   |   |   |
| <b>Result 1.2: Strengthened human resources base.</b>  |   |   |   |
| <b>Action:</b><br>Continue to pursue a mix of on-the-ground technical collaboration/on-the-job learning, as well as delivering formal/structured training across a broad range of statistical applications (e.g. data processing, editing, tabulation; data analysis; report writing)                        | x | x | x |
| <b>Action:</b><br>Make expanded use of South-South type technical support, including capacity supplementation, which also enhances and helps maintain a regional human resources basis.  | x | x | x |

| <b><i>Outcome-2: National and regional statistical strategies and governance structures guide national statistical developments and implementation of technical assistance</i></b>   |      |      |      |
|--|------|------|------|
| Result / Priority Action:  | 2016 | 2017 | 2018 |
| <b>Result 2.1: Strengthened (institutional) capacity of national statistical systems.</b>  |      |      |      |
| <b>Action:</b><br>In collaboration with Paris21/OECD, extend development of <i>National Strategies for the Development of Statistics</i> (NSDS) to interested Pacific Island countries not yet covered by this joint SPC-PARIS21 initiative. | x    | x    |      |
| <b>Action:</b><br>Develop NSDS-related business plans and regional plans for core statistical collections and compilations;  | x    | x    |      |
| <b>Result 2.2: Strengthened regional governance structure that guides statistical developments and implementation of technical assistance.</b>   |      |      |      |
| <b>Action:</b><br>Establish effective contributions to the workings of the Pacific Statistics Steering Committee (PSSC) that guide the implementation of the Ten Year Pacific Statistics Strategy.   | x    | x    | x    |
| <b>Action:</b><br>Establish common regional statistical methodologies and classifications  | x    | x    | x    |
| <b>Action:</b><br>Strengthen SDD's capacity to continue to support national statistical systems in improving the regularity of data collection, data quality and timely release of statistical information.                                  | x    | x    | x    |

**Contributions to Development Goals primarily addressed by other SPC technical divisions**

| <b><i>Goal-2: Pacific communities are empowered and resilient</i></b>   |      |      |      |
|---|------|------|------|
| <b><i>Development Objective 5: Improve multi-sectoral responses to climate change and disasters</i></b>   |      |      |      |
| Result / Priority Action:   | 2016 | 2017 | 2018 |
| <b>Result 5.1: Improved availability of and access to statistics and indicators pertaining to the monitoring of climate change, and to assist national disaster response strategies and operations.</b> |      |      |      |

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| <b>Action:</b><br>In collaboration with National Statistical Offices, develop and implement technical support activities to assist national agencies that deal with climate change agencies in the regular collection of data and updating of related climate change indicators.                                       | x | x | x |
| <b>Action:</b><br>In collaboration with National Statistical Offices, develop and implement technical support activities to assist national disaster agencies maintain up-to-date databases that contain information on population, dwellings and basic infrastructure to guide national disaster response strategies. | x | x | x |

**Development Objective 6: Advance social development through the promotion of human rights, gender equality, cultural diversity and opportunities for young people**

| Result / Priority Action:  | 2016 | 2017 | 2018 |
|--|------|------|------|
| <b>Result 6.1: Improved availability of and access to statistics and indicators pertaining to the benchmarking and monitoring of national and regional social development policies and programmes.</b>   |      |      |      |
| <b>Action:</b><br>In collaboration with National Statistical Offices, relevant line ministries and key NGOs, ensure all currently collected population-based statistics and associated indicators are disaggregated by sex, significant age groupings (e.g. Teenagers, Youth), and other important personal attributes, such as disability and well-being (including poverty), that are deemed essential for the implementation of this development objective. | x    | x    | x    |
| <b>Action:</b><br>Where such disaggregation is currently not possible, review collection methodologies and introduce required improvements.  | x    | x    | x    |

**Goal-3: Pacific people reach their potential and live long and healthy lives**

**Development Objective 7: Improve multi-sectoral responses to non-communicable diseases and food security**

| Result / Priority Action:  | 2016 | 2017 | 2018 |
|--|------|------|------|
| <b>Result 7.1: Better health outcomes as a result of informed policy development and planning of interventions due to improved access to statistics and indicators pertaining to NCDs and food security.</b> |      |      |      |
| <b>Action:</b><br>Improve measurement of food consumption, via individual and daily food consumption diaries.  |      | x    | x    |

**Development Objective 9: Improve education quality**

| Result / Priority Action:   | 2016 | 2017 | 2018 |
|---|------|------|------|
| <b>Result 9.1: Establishment of a regional Education Management Information System (EMSI) technical support facility.</b>   |      |      |      |
| <b>Action:</b><br>Close technical collaboration with SPC EQAP (Educational Quality and Assessment Programme): improve education statistics by aligning data on <i>access, efficiency</i> and <i>equity</i> with information on education <i>quality</i> , and engaging stakeholders in utilising EMIS data in relation to trends in student performances to lead to improved education quality and overall student learning outcomes. | x    | x    | x    |

## 2.2. Contribution to Organisational Objectives and Results

With the multi-thematic focus and cross-cutting nature of SDD's work that contributes directly to several of the organisation's nine development goals, the same applies to SDD's direct contributions to the five organisational objectives and results as identified in the Pacific Community's Strategic Plan 2016–2020 (see below).

| <b>Organisational Objective 1: Strengthen engagement and collaboration with members and partners</b>   |      |      |      |
|--|------|------|------|
| <i>Expected Result 1: Strong engagement by members in SPC's programmes and closer collaboration between SPC and its partners to enhance the relevance and effectiveness of SPC's work.</i>   |      |      |      |
| Result / Priority Action   | 2016 | 2017 | 2018 |
| <b>Result 1.1: Development of Ten Year Pacific Statistics Strategy and its three distinct operational phases in close collaboration with key national and regional/international stakeholders.</b>   |      |      |      |
| <b>Action:</b> All multi-year SDD projects and activities demonstrate member country engagement in programme design (extensive consultations), implementation (in-country technical collaboration), monitoring and evaluation (Pacific Statistics Steering Committee).                         | X    | X    | X    |
| <b>Organisational Objective 2: Strengthen technical and scientific knowledge and expertise</b>   |      |      |      |
| <i>Expected Result 2: SPC's scientific and technical expertise is further enhanced to increase the relevance and effectiveness of its work in supporting the achievement of members' development goals</i>   |      |      |      |
| <b>Result 2.1: Improved data quality (including comparability and timeliness), user-relevance of dissemination and analytical outputs contributing to PICT policy development and planning, and monitoring/reporting on development outcomes.</b>  |      |      |      |
| <b>Action:</b><br>Adhere to international statistical standards, classifications, systems, and means of data collection and management   | X    | X    | X    |
| <b>Action:</b><br>Involve key national and regional/international stakeholders in statistical planning /development to ensure peer scientific/technical feedback (QA) and member country buy-in.   | X    | X    | X    |
| <b>Organisational Objective 3: Address members' development priorities through multi-disciplinary approaches</b>   |      |      |      |
| <i>Expected Result 3: Enhanced, evidence-based, multi-disciplinary approaches to the design and implementation of programmes that address national and regional development issues (including the analysis and prioritisation of responses to social, environmental and economic issues).</i>  |      |      |      |
| <b>Result 3.1: Acceptance of evidence-based design and planning, on the basis of statistical benchmarks that are guided by robust indicators as standard SPC business practice, and are indispensable to a programmatic planning and results-delivery approach.</b>                            |      |      |      |
| <b>Action:</b><br>Implement new programme/project initiatives that have a robust data and analytics component, including as a minimum empirical benchmark that justifies programme logic, performance and outcome (results) indicators, and plans to regularly capture the required statistics | X    | X    | X    |
| <b>Action:</b><br>Provide statistical support/advice to SPC technical divisions/ programme areas that contribute to multi-disciplinary work.   | X    | X    | X    |

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| <b>Result 3.2: Accept programmatic approach across SPC.</b>  |   |   |   |
| <b>Action:</b><br>Provide statistical support/advice to SPC technical divisions/ programme areas that contribute to multi-disciplinary work.   | X | X | X |
| <b>Organisational Objective 4: Improve planning, prioritisation, evaluation, learning and innovation</b>   |   |   |   |
| <i><b>Expected Result 4:</b> An enhanced organisational performance management system is implemented, which strengthens the alignment between planning, prioritisation, evaluation and learning, and improves the effectiveness of SPC's work with members.</i>                              |   |   |   |
| <b>Result 4.1: Effective implementation and monitoring of SDD Business Plan.</b>   |   |   |   |
| <b>Action:</b><br>Regular performance monitoring in line with both SDD Business Plan Results Framework and through six-monthly progress reports to Pacific Statistics Steering Committee that monitor the implementation of Phase-2 (2015–2017) of the Ten Year Pacific Statistics Strategy. | X | X | X |
| <b>Organisational Objective 5: Enhance the capabilities of our people, systems and processes</b>   |   |   |   |
| <i><b>Expected Result 5:</b> An efficient organisational culture championed by motivated and committed staff. Enhanced organisational support services and improved financial and risk management that underpin efficient service delivery and organisational sustainability</i>             |   |   |   |
| <b>Result 5.1: See Result 3.1 of the organisational objectives.</b>  |   |   |   |
| <b>Action:</b><br>Refer to both actions associated with Result 3.1, in terms of potential contribution of SDD to achieving this organisational objective.  | X | X | X |

### 3. Risks

Despite the many achievements of the Ten Year Pacific Statistics Strategy implementation thus far, **gains are reversible and possibly not sustainable in all cases.** Not surprisingly, statistical achievements and success go hand-in-hand with the political recognition that is accorded to statistics, to national statistical agencies and national statistical systems by their respective governments, and by their development partners' investment in statistical activities and development. Countries that have taken significant steps to acquire or have continued to build on existing statistical agencies and systems are also those where NSOs have solid budgetary support from their governments, which allows them to undertake core collections on a regular basis. But these countries are in the minority, with most Pacific Island countries and territories struggling to self-finance a HIES or DHS every five years, and some have to rely on external financial support to conduct their population and housing

censuses, which are mandated by law in all countries.

**Continued and scaled-up support from national governments and from development partners**, on a bilateral (two countries) and regional basis (to SPC, for example), is **critical for maintaining the momentum, to sustain early achievements**, and implement the recommended developments over the second half of the Ten Year Pacific Statistics strategy. This support entails, first and foremost, greater attention to building and maintaining core administrative databases and associated management information systems that will provide countries and partners with ongoing, real-time access to major development planning and policy-relevant data and information. At present, these data are only available from costly household surveys, which are carried out, at best, at five-year intervals – a time lag that is clearly not conducive to effective monitoring of development

implementation and progress. A priority concern will be up-scaled development of:

- effective civil registration systems to accurately capture births, deaths and cause of death;
- education and health management information systems; and
- sustainable collection/recording of core economic data (prices, trade statistics, revenue/ tax receipts).

Another unknown risk is then likely to be **substantial additional demand** for data collection and indicator development for assisting countries in the monitoring of their progress towards the **Sustainable Development Goals (SDGs)**. 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 will be daunting for most, if not all countries that are transitioning from the MDG to the SDG agenda, given that:

- the number of goals has more than doubled, from 8 to 17;
- the number of targets has increased nearly eightfold, from 21 to 169; and

- the number of indicators has nearly almost quadrupled, from 60 to 230.

This huge increase in goals, targets and proposed indicators will require massive additional global financial support over and above current 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**. Should additional demands for statistical collections and indicator development under the post-2015 development agenda become a priority for member countries that cannot be addressed under the current Phase-2 Action Plan framework and within the current total funding envelope available to SDD, some TYPSS strategic priorities and associated activities will have to be revisited in consultation with these countries and our respective development and financial partners.

Some of the many challenges and risks we face in successfully implementing the Ten Year Pacific Statistics Strategy, as well as associated mitigation strategies that highlight the importance of partnerships in delivering positive development outcomes, between countries, financial and technical partners, and SDD, are illustrated in the table below.

| Risks  | Risks Mitigation Strategy   |
|--|---|
| <p><b>Country-1: Lack of political and financial support to statistics.</b></p> <p>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.</p> <p>As a result, NSO leadership and staff feel undervalued, which impacts on morale/motivation, and activities and outputs begin to suffer.</p> | <ul style="list-style-type: none"> <li>• Seek regular engagement with political leadership that is responsible for statistics and jointly explore ways to resolve bottlenecks.</li> <li>• Encourage/support NSOs in having regular communication with their data-users/clients to seek their views on data needs, etc.</li> <li>• Step-up advocacy on importance of statistics for development, in collaboration with key development partners/successful NSOs.</li> <li>• Show-case Pacific NSO success stories and engage with political/statistical champions from these countries.</li> </ul> |
| <p><b>Country-2: Human resources constraints</b></p> <p>Shortage of skilled staff in most NSOs; loss of skilled staff; high-staff turn-over.</p> <p>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.</p>  | <ul style="list-style-type: none"> <li>• Provide training opportunities, where the capacity is there to benefit from training, including on-the-job training and Noumea-based professional attachments.</li> <li>• Provide the capacity for supplementation via South-South type arrangements wherever possible.</li> <li>• Undertake higher-end technical/analytical work ourselves (SDD).</li> </ul>  |

|   |  |
|---|--|
| <p><b>Country-3: Lack of buy-in into regional statistical developments</b></p> <p>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.</p>   | <ul style="list-style-type: none"> <li>• Step-up/repeat advocacy and highlight multiple benefits for NSOs and partners: better quality data (reputation of office increases), comparable data across the region and benefits to development partners (increased TA efficiencies, lowering costs).</li> <li>• Ongoing stakeholder management, including regular three-way engagement between SDD, country (NSO, line ministry) and development partners.</li> </ul>   |
| <p><b>Partner-1: Long-term planning/operational uncertainty without medium- to long-term funding commitment</b></p> <p>SDD has been fortunate throughout TYPSS Phase-1 (2011–2014) and current Phase-2 (2015/2017) implementation:</p> <ul style="list-style-type: none"> <li>• Strong political and financial support from <b>Australia</b>, SDD’s principal partner, highlighted by former Minister for Development at 2009 SPC conference in Tonga, committing to four-year funding (the first such long-term commitment to statistics by any partner); support continuing throughout Phase-2.</li> <li>• Similar multi-year financial commitment by <b>New Zealand</b> to economic statistics (since 2003 and continuing).</li> <li>• Multi-year financial support by <b>ADB</b> SDD-managed regional household survey programme throughout Phase-1.</li> <li>• A multi-year financial support by Australia to one of SDD’s major technical partners, <b>Paris21</b>, which has allowed continuous technical collaboration to support strategic statistical planning through TYPSS implementation.</li> </ul> <p>Such long-term financial commitments by partners allow long-term planning and SPC commitment to its member countries. It also provides much welcomed project management flexibility, which is imperative when potentially dealing with 22 PICTs, and where activity slippage invariably occurs requiring frequent rescheduling of TA support, often from one Financial Year to another.</p> <p>One invariable downside of being locked into a multi-year operational plan is the lack of flexibility to cope with emergencies as well as addressing new priorities. <b>Not addressing such challenges</b> (e.g. such as future data requirements pertaining to the SDG agenda), will have a damaging impact on national/regional/international statistical systems’ credibility.</p> | <ul style="list-style-type: none"> <li>• <b>Continuous partner engagement/communication</b> to show-case results, review work-in-progress, alert them early to operational hiccups and jointly review mitigation strategies, allowing them to be involved in monitoring their investments. This happens in two ways: <ul style="list-style-type: none"> <li>○ Six-monthly round-table discussions with key financial and technical partners, and a select number of Pacific heads of statistical and planning agencies (<i>Pacific Statistics Steering Committee</i>) reviewing TYPSS implementation by countries and partners; and</li> <li>○ Yearly visit by the Director of SDD to DFAT and MFAT for bilateral reviews of TYPSS activities that are funded by these organisations.</li> </ul> </li> <li>• <b>Regular and active search for additional funding</b> to address <b>emerging priorities</b> associated with specific aspects of TYPSS strategic priorities (e.g. CRVS), which cannot be covered from current financial and human resources. Not addressing these issues then and there to consolidate specific previous achievements, has the potential to jeopardise success thus far (illustrating the importance of monitoring and learning).</li> <li>• <b>Undertake regional SDG data/indicator gap analysis</b> to inform both countries and their development partners about likely financial and TA support requirements for additional statistical collections in order to benchmark and regularly monitor agreed-upon SDG indicators (SDD work-in-progress).</li> </ul> |
| <p><b>Partner-2: Ineffective coordination/collaboration between technical partners</b></p> <p>Duplication of efforts, waste of resources, potential of conflicting advice to countries.</p>   | <ul style="list-style-type: none"> <li>• Step-up efforts/commitments, within existing frameworks (PSSC).</li> <li>• Establish more formal (and binding) arrangements that outline coordinating and collaborating modalities on-the-ground.</li> <li>• Avoid being played against each other by other countries.</li> </ul>   |
| <p><b>SDD-1: Sustainable Financing</b></p> <p>Sustainable financing is essential for an effective,</p>  | <ul style="list-style-type: none"> <li>• Continue to look for <b>additional external funding</b> to address new or scaled-up priority activities associated with current strategic priority areas (e.g. CRVS), which</li> </ul>  |

|  |  |
|--|--|
| <p>efficient and timely delivery of agreed-upon divisional deliverables and results outlined in SDD's endorsed Ten Year Pacific Statistics Strategy, and its 2015–2017 Phase-2 action plan.</p> <p>Funding uncertainties come from both external and internal sources: a decline in global development finance, domestic budgetary pressures and changing priorities by key bilateral development partners (Australia, New Zealand), changing priorities or newly emerging priorities by member countries, including the Pacific Community.</p>  | <p>cannot be covered by current staff on a long-term basis. If that proves unlikely, do not address these additional demands.</p> <ul style="list-style-type: none"> <li>• Should that, then, prove unacceptable to key stakeholders, invite them to indicate which other SDD business areas they would be prepared to dispense with.</li> <li>• Regarding continued <b>SPC core allocation</b> to SDD activities, ensure that all core positions remain covered, to provide a basic statistical support service to our membership.</li> <li>• Ensure that SDD activities remain relevant to SPC member countries' development objectives, and continue to contribute to SPC's organisational objectives and results.</li> <li>• Following the Phase-2 review in early- to mid-2017, progress consultations with principal TYPSS financial partners (DFAT, MFAT) about the likelihood of their continued support for Phase-3.</li> </ul> |
| <p><b>SDD-2: Staff well-being and retention</b></p> <p>Being a small division, with overall staff numbers and operational funding linked to the Ten Year Pacific Statistics Strategy priorities, creates unique management challenges for balancing divisional performance with staff well-being.</p> <p>While long-term funding provides obvious financial security with funds tied to deliver specific results, less obvious is the growing pressure on staff when new/additional priorities emerge, or current priorities require a scaling-up on efforts, which both compete with the <b>time</b> allocated to their work programme.</p> <p>With only limited staff available to undertake specific technical tasks, new priorities cannot easily be handed to someone else. This means long working hours for some staff, which can delay work outputs, lead to unnecessary stress affecting the overall performance and potentially health issues that could lead to resignations.</p> | <ul style="list-style-type: none"> <li>• Look at <b>time as a resource</b> in its own right and ensure all business areas include four weeks of un-allocated work-time in their annual work plans, to be able to attend to emerging priorities.</li> <li>• Regularly monitor staff-wellbeing to avoid resignations, or worse – staff ill-health.</li> </ul>  |

## 4. Budget

The SDD budget for 2016 – 2018 reflects on current strategic priorities concerning national and regional statistical development and associated activities, as identified in Phase-2 (2015 – 2017) of the *Ten Year Pacific Statistics Strategy*, following extensive consultations by an Independent Design Team in 2014, with national, regional and international stakeholders. It also echoes thematic and cross-sectoral priorities identified in the Pacific Community Strategic Plan (2016 – 2020). Budget figures for 2018 are estimates based on activities initiated during Phase-2 of the *Ten Year Pacific Statistics Strategy*, and will be confirmed once

strategic priorities for the final Phase-3 (2018 – 2020) are developed in consultation with our membership during 2017.

As illustrated in Table-1, the budget to implement the work of the Division during this period amounts to A\$ 5,3 million in 2016, A\$ 4,8 million in 2017 and 3,2 million in 2018. The lower figures for 2018 have to be read in the context of earlier comments that some figures only represent estimates, as the division's final three year strategic action plan corresponding to Phase-3 of the *Ten Year Pacific Statistics Strategy* will only be



developed in 2017, and also because new dedicated project funding for a regional technical support facility for national Education

Management Information Systems (EMIS) only became operational in mid-2015 with a fixed time line of 30 months.

**Table-1:** SDD Business Plan Budget, 2016 – 2018

| SDD Business Plan Budget | 2016                   | 2017                   | 2018                   |
|--------------------------|------------------------|------------------------|------------------------|
| SPC Core Funding         | XPF 109,300,000        | XPF 116,780,325        | XPF 122,519,965        |
| DFAT - TYPSS phase 2     | XPF 145,263,495        | XPF 155,808,761        | XPF 99,393,791         |
| MFAT - TYPSS phase 2     | XPF 30,680,064         | XPF 21,000,000         | XPF 21,000,000         |
| DFAT - EMIS project      | XPF 111,215,793        | XPF 68,648,425         | XPF 0                  |
| <b>Total (XPF)</b>       | <b>XPF 396,459,352</b> | <b>XPF 362,237,511</b> | <b>XPF 242,913,756</b> |
| <b>Total (AUD)</b>       | <b>AUD 5,286,125</b>   | <b>AUD 4,829,833</b>   | <b>AUD 3,238,850</b>   |

Note: A more detailed budget is provided in Annex 1.

With a long-term regional strategy and early political buy-in by SPC member countries guiding SDD activities since 2011, with strategic priorities organized along three discrete phases – this has provided a useful context for establishing multi-year financial and technical partnerships, as illustrated in the budget underpinning the current SDD Business plan, which comprises of four discrete funding streams (Table-1):

- **SPC: annual** (support of technical expertise in critical statistical business areas (Population census and Household surveys; sectoral statistics; data analysis and dissemination)
- **Australia: multi-year** (financial support to TYPSS Phase-2 priorities, following on from Phase-1 support)
- **New Zealand: multi-year** (financial support earmarked to economic statistics)

- **Australia: fixed term** (financial support to EMIS Regional technical support facility)

Although not specifically contributing to SDD’s business plan budget *per se*, it is important to acknowledge other financial arrangements, such as the **pooling of resources** for activities involving multiple partners. This is illustrated:

- In SDD’s work with a consortium of 12 agencies known as the *Brisbane Accord Group*, which pools technical and financial resources in regional CRVS development;
- our close collaboration with Paris21 in the development of *National Strategies for the Development of Statistics* (NSDS) across the region; and more recently, in technical and financial collaboration with the UNESCO Institute of Statistics (UIS) in education statistics and associated Education management information systems.

## 5. Monitoring, Evaluation and Learning

The SDD Programme Results Framework was developed in 2015 in close collaboration with an external consultant who also assisted in the development of the SPC Strategic Plan 2016–2020 Results Framework, in order to ensure strategic concordance and political legitimacy. Annex Table 1 illustrates a link between SDD Strategic Plan objectives, and associated indicators, and the SPC Strategic Plan’s nine development objectives. Table 2 does the same in terms of establishing

cross-references between SDD and SPC organisational objectives.

Monitoring, evaluation and learning have been parts of the SDD operational culture since the development of the Ten-Year Pacific Statistics Strategy in 2010, and they have also been applied to several SDD business areas with a substantive development financing component for an even longer period, given that the financial partners

have had a much established M & E requirements for much longer.

### Monitoring

Monitoring is an ongoing process in SDD and operates at three levels with a different focus on inputs/outputs, and contributions to outcomes and results. It comprises:

1. **monthly** meetings: between the Director of SDD and SDD Finance and Administrative officer to track SDD monthly income and expenditure; between the Director of SDD and team leader of statistical collections (the business areas with the most staff in SDD), to track team progress against annual work-plan deliverables; between SDD Finance and Administrative officer and team leader of EMIS, for monthly financial monitoring. Regular, more informal meetings between the Director of SDD and staff under his direct supervision to track progress against annual work plan.
2. six-monthly meetings of Pacific Statistics Steering Committee  
  
Comprising nine representatives of PICT statistical (6) and planning (3) agencies, and up to 10 financial and technical partners, where the focus is on reviewing their respective contributions to TYPSS Phase-2 implementation, in terms of progress being made towards achieving desired results, as well as sharing lessons learned during the preceding six months.
3. **annual results report** by the Director of SDD to SPC' Governing body, the *Committee of Representatives of Governments and*

*Administrations* (CRGA), with additional and more comprehensive reporting provided to DFTA, with a strong focus on challenges, lessons learned and how these impact on work planning and implementation for the year ahead.

### Evaluation

This can, and has, taken many forms over the years. From mid-term evaluations of *progress made* (e.g. TYPSS Phase-1) to gauging if deliverables are on track, results are likely to be achieved, and to draw on lessons learned in order to guide, and where needed, modify the next steps. A more comprehensive process takes place at the end of a discrete work programme period (e.g. completion of four-year Phase-1), to gauge if results have been achieved, and again, ascertain what lessons that were learned can inform continued or improved performances, and where strategic and operational adjustments need to be made. The key to credible evaluation outcomes are subject-matter expertise, a good understanding of Small Island Developing States' statistical systems (their governance, political and bureaucratic interfaces), and professional independence.

### Learning

This illustrates the very purpose and legitimacy of the monitoring and evaluation that is already referred to in previous paragraphs. It is not just a desirable by-product of these processes and as such ought to be planned with equal care, as an integral component of everyday good business practice.

## 6. Management Arrangements

As already referred to earlier, SDD's long-term strategic focus and associated operational priorities have been jointly determined by many different stakeholders:

- First and foremost by its member countries' own developmental needs, and their governments' endorsement of and commitment to various international development agendas and legal frameworks that require technical support in data and analytics, in the form of support to national statistical collections (censuses and

surveys), sectoral analyses, development bench-marking and regular monitoring of national development activities and outcomes across a broad range of sectors, along with;

- member countries' technical and financial partners, including SPC, also contributing to shaping this agenda, with an eye on both their bilateral development collaboration with individual countries in the context of prevailing regional (*Pacific Plan, Framework for Pacific Regionalism*) and global (*MDG, SDG*) policy frameworks looking, of course,

to achieve strategic concordances with their own respective long-term development outlooks.

Regular consultations and debriefs on activities and progress, and well-planned and coordinated technical collaboration on-the-ground are essential to manage and sustain effective partnerships.

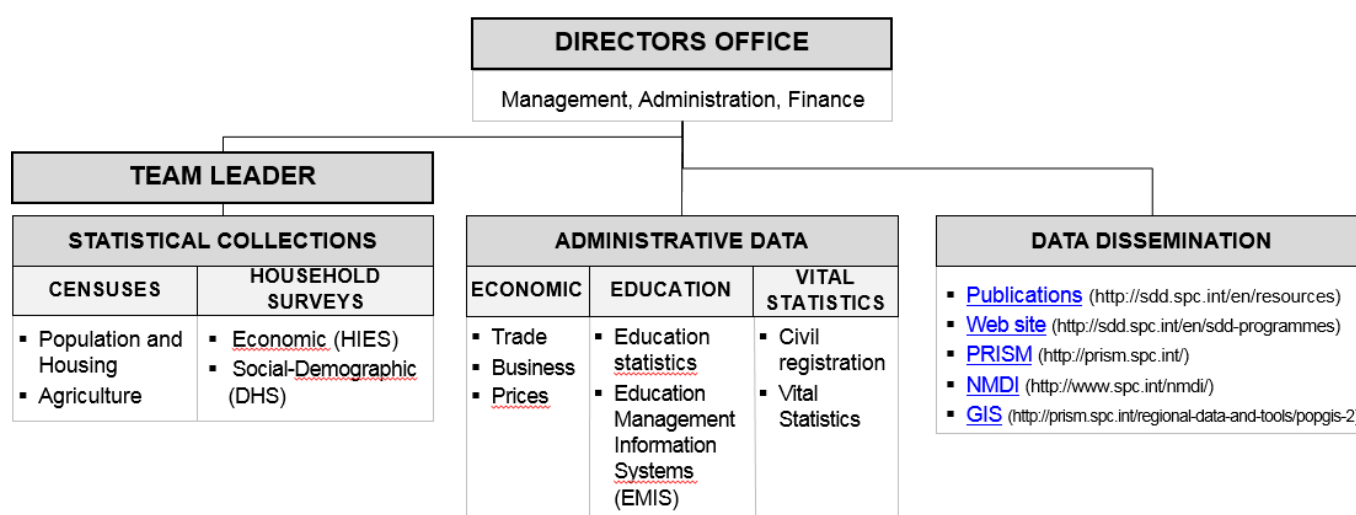
The key forum for such deliberations on regional statistical development is the triennial *Regional Conference of Heads of Planning and Statistics* (HOPS), with a membership that comprises 22 Pacific Island countries and territories, and SPC's four metropolitan members, Australia, France, New Zealand and the United States. Important technical and financial partners, such as specialised United Nations technical agencies and development banks, Paris21, and the University of the South Pacific, are regular participants at these governance meetings, as are the statistical agencies and Foreign Affairs and Trade ministries from Australia and New Zealand, in their capacity as SPC member states. As is the case with all of SPC technical divisions, it is this forum that helps to shape, and ultimately endorse, the SDD's multi-year work programme as well provide oversight over its successful implementation.

Convening only every three years due to financial reasons, is not conducive to maintaining a regular dialogue between SDD and partners. Three-year intervals are equally inappropriate for regular divisional performance and output monitoring. It was this realisation at the 2010 2<sup>nd</sup> *Regional Conference of Heads of Planning and Statistics* that led to the establishment of the *Pacific Statistics Steering Committee* (PSSC), where members and observers were all in agreement that more frequent, six-monthly gatherings were needed in order to do a competent job of monitoring not only SDD's, but all partners' contributions to the Ten Year Pacific Statistics Strategy implementation.

As a technical division of SPC, SDD also has annual reporting requirements that it must meet for SPC's governing body, CRGA, as already referred to earlier. This takes place in the form of a consolidated SPC report, where SDD, like each technical division, reports on progress and achievements against their respective results' frameworks.

Being a small technical division, SDD is organised along three functional and thematic business areas (Figure-1).

**Diagram-1:** SDD Organisational structure



- **Statistical collections** is the largest group and is managed by a designated team leader. It covers population and housing censuses, household economic (HIES) and social (DHS) surveys, and in recent years it has also provided support to agricultural censuses – the latter in collaboration with the SPC Land Resources Division’s Agricultural Statistician. This team is also responsible for the production of demographic/population statistics, SDD’s biannual regional population projections, and household-economic data and statistical information. Regional gender statistics are compiled and managed by a designated gender statistician with SPC’s Human Development Programme, who works in close collaboration with SDD.

- **Administrative Data**

Three smaller units are responsible for assisting countries in the compilation and production of statistics that are sourced mainly from **administrative records**.

- **Macro-economic statistics** (trade and business registers; prices – with regional technical support to other macro-economic statistics, like National

Accounts, and balance of payments that are dealt with by our colleagues from the IMF’s Pacific Financial Assistance Centre (PFTAC).

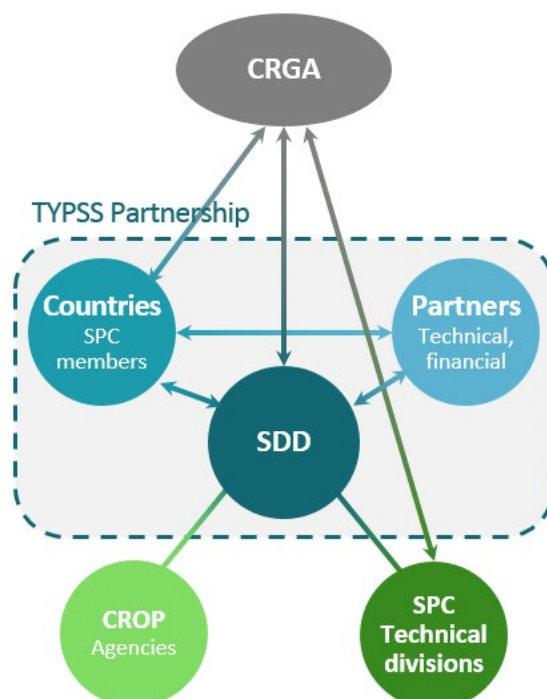
- **Education statistics** and associated Education Management Information Systems (EMIS).
- **Civil Registration and Vital Statistics**.

- **Data Dissemination**

SDD’s third business area deals with data dissemination, which cuts across all of SDD’s statistical work.

SDD’s interaction with multiple stakeholders in the implementation of the Ten Year Pacific Statistics Strategy is illustrated in Figure-2, which is centred on close and well established partnerships with Pacific Island countries’ national statistical systems and various technical and financial partners referred to throughout this document, with the Pacific Statistics Steering Committee enabling bilateral and trilateral technical collaboration, coordination and regular monitoring of progress. It also illustrates SDD’s technical engagement in data and analytics with other SPC technical divisions, and fellow CROP agencies, as well as its ultimate accountability of results to SPC’s governing body – CRGA.

**Diagram-2:** SDD relationship with key national regional and international stakeholders



## Appendices

**Appendix-1:** SDD Business Plan Budget

**Appendix-2:** Illustration of link between SDD Strategic Plan objectives and associated indicators and the SPC Strategic Plan's nine development objectives.

**Appendix-3:** Illustration of cross-references between SDD and SPC organizational objectives.

# Appendix-1: SDD Business Plan Budget

| Specific Activities to be undertaken  |  | 2016   | 2017                   | 2018                   |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
|---|--|--|------------------------|------------------------|------------------------|------------|------------|-----|-----|-----|-----|---------------|-----|-----|--------|---------|-----|-----|------|-----|----|
| <b>HR Implications:</b>   |  |  |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| <b>Director office:</b><br>1 Director of the Division<br>1 Finance and Administration officer + 1 PA 60% (2016 only)  |  | CORE FUNDING<br>7 staff positions (wages and staff related cost + ICT full recovery) | XPF 106,814,400        | XPF 112,225,325        | XPF 116,659,965        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| 1 HIES survey specialist<br>1 Survey data processing specialist<br>1 Economist Statistician / CPI<br>1 GIS Specialist<br>1 WEB specialist (6 months 2016)<br>2 Junior professional officers (6 month each)  |  |  |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| 1 Team Leader - collection<br>1 Economic Adviser (Household surveys)<br>1 Survey data processing specialist<br>2 Vital Statistics / Civil Registration Specialist<br>1 Demographer<br>2 Support staff (1 Information assistant - 1 PA 60% from 2017)  |  | DFAT - TYPPS phase 2<br>8 staff positions  | XPF 79,935,476         | XPF 97,043,803         | <b>XPF 99,393,791</b>  | <i>(1)</i> |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| 1 Economist Statistician / Trade statistics   |  | MFAT<br>1 staff  | XPF 12,016,571         | XPF 13,676,012         | XPF 14,100,225         |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| 1 EMIS Team leader<br>1 Education statistical officer<br>1 DB developer<br>1 PROJECT Assistant  |  | DFAT - EMIS project<br>4 staff positions   | XPF 30,859,943         | XPF 25,221,912         | XPF 0                  |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| <b>Total Staff cost</b>   |  |  | <b>XPF 229,626,390</b> | <b>XPF 248,167,052</b> | <b>XPF 230,153,981</b> |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| <b>Objective 1: Pacific island countries and territories have the technical capacity (either in-house capacity or through timely accessible technical support), to manage and implement all core statistical collections, including key administrative databases, as required by national development plans, including national strategies for the development of statistics.</b>   |  |  |                        |                        | Dir office             | HIES       | CENSUS/DHS |     |     |     |     | DISSEMINATION |     |     |        | ECONOM. |     |     |      |     |    |
|   |  |  |                        |                        | BB                     | MC         | PW         | AJ  | KM  | TR  | AC  | CRVS          | PB  | PG  | JR OFF | GL      | RH  | NL  | EMIS |     |    |
| Output 1-1: Operational plans and budgets for all major statistical collections (like population census and household surveys) are finalized 12-18 months prior to scheduled collection, with all pre-enumeration activities to be completed at least six months prior to start of enumeration, with the latter taking place in line with agreed-upon schedule. TA will be provided, whenever possible, through on-the-ground technical collaboration with national counterparts, reflecting SDD commitment to human capacity building and ongoing professional development as a core SPC corporate   |  | DFAT - TYPPS phase 2   | XPF 17,711,379         | XPF 11,419,296         |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
|   |  | CORE   | XPF 1,105,605          | XPF 2,495,000          | XPF 3,800,000          |            | 40         |     | 50  | 60  | 90  |               |     |     |        |         |     |     |      |     |    |
| 1-1.4: South-South type technical collaboration: With several NSOs now having staff with skills pertaining to specific census and survey activities, SDD to make greater use of South-South type technical collaboration between countries.   |  | MFAT   | XPF 3,116,987          |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      | 5   |    |
|   |  | CORE   |                        |                        |                        |            | 40         | 90  |     |     |     |               | 75  |     |        |         |     |     |      |     |    |
|   |  | DFAT - TYPPS phase 2   | XPF 1,786,252          | XPF 1,600,798          |                        |            |            |     |     |     |     |               | 5   |     |        |         |     |     |      |     |    |
|   |  | DFAT - EMIS project  | XPF 1,865,535          | XPF 2,258,683          |                        |            |            |     |     |     |     |               | 5   |     |        |         |     |     |      |     |    |
| Output 1-2: Stepped-up activities in strengthening national administrative databases and associated management information systems – with a strategic focus on consolidating and building on CRVS Phase-1 achievements.   |  | DFAT - TYPPS phase 2   | XPF 13,262,609         | XPF 9,488,423          |                        |            |            |     |     |     |     |               | 70  |     |        |         |     |     |      |     |    |
| Output 1-3: Stepped-up activities in strengthening national administrative databases and associated management information systems – with a strategic focus to establish a  |  | DFAT - EMIS project  | XPF 54,170,305         | XPF 26,298,784         |                        |            |            |     |     |     |     |               |     |     |        |         |     |     | 45   |     |    |
| Output 1-4: Stepped-up activities in strengthening national administrative databases and associated management information systems – with a strategic focus on international merchandise trade, establishment surveys and economic statistics collections.  |  | MFAT   | XPF 15,546,506         | XPF 7,323,988          | XPF 6,899,775          |            |            |     |     |     |     |               |     |     |        |         |     |     | 75   |     |    |
|   |  | CORE   |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     | 80   |     |    |
|   |  | DFAT - TYPPS phase 2   | XPF 7,949,930          | XPF 7,465,432          |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| <b>Total Objective 1</b>  |  |  | <b>XPF 116,515,106</b> | <b>XPF 68,350,404</b>  | <b>XPF 10,699,775</b>  | 20         | 40         | 40  | 90  | 50  | 60  | 90            | 25  | 75  | 80     | 0       | 0   | 0   | 80   | 80  | 45 |
| <b>Objective 2: Pacific island countries and territories are producing the agreed core set of statistics across key sectors including but not restricted to economics, population, CRVS, education and health, as required by their national plans and agreed-upon regional and international reporting frameworks, with timely analysis and dissemination of results to national users. This refers to currently 4 thematic areas: Demography / Population statistics, Education Statistics - EMIS, Civil Registration and Vital Statistics - CRVS, economic statistics. Forthcoming will be area covered under the SDG Agenda like climate change, environment and Poverty / hardship statistics.</b> |  |  |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| Output 2-1: Production of quality statistics and indicators / All activities related to Outputs 2-1 to 2-3, are at the core of addressing the vision of TYPPS Phase-2, to produce a "core set of statistics that informs the development of all Pacific island countries and territories, supports regional benefits and is respected and utilised in global reporting".  |  | DFAT - TYPPS phase 2   |                        |                        |                        |            |            | 10  |     | 30  |     |               | 10  |     |        |         |     |     |      |     |    |
|   |  | CORE   |                        |                        |                        |            | 10         |     |     |     |     | 25            |     |     |        |         |     |     | 15   |     |    |
|   |  | MFAT   |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     | 10   |     |    |
|   |  | DFAT - EMIS project  |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| Output 2-2: Preparation of quality analytical/ technical outputs  |  | DFAT - TYPPS phase 2   | XPF 9,138,145          | XPF 17,352,233         |                        |            |            | 20  | 10  | 40  |     | 50            | 10  |     |        |         |     |     | 5    |     |    |
|   |  | CORE   |                        |                        |                        |            | 25         | 10  |     |     |     |               |     |     |        |         |     |     | 10   |     |    |
|   |  | MFAT   |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
|   |  | DFAT - EMIS  | XPF 24,320,010         | XPF 14,869,046         |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| Output 2-3: Facilitating easier access to, and greater use of statistical information   |  | DFAT - TYPPS phase 2   | XPF 7,225,761          | XPF 6,251,814          |                        |            |            | 25  |     | 10  |     |               |     | 20  | 100    | 100     | 100 |     |      |     |    |
|   |  | CORE   |                        |                        |                        |            | 25         |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| <b>Total Objective 2</b>  |  |  | <b>XPF 40,683,916</b>  | <b>XPF 38,473,093</b>  | <b>XPF 0</b>           | 40         | 60         | 55  | 10  | 50  | 40  | 10            | 75  | 20  | 20     | 100     | 100 | 100 | 20   | 20  | 55 |
| <b>Objective 3: All countries and territories have in place some form of a national statistics strategy or plan in line with their national development strategies.</b>   |  |  |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
|   |  | DFAT - TYPPS phase 2   | <b>XPF 5,923,231</b>   | <b>XPF 3,731,438</b>   |                        | 10         |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| <b>Objective 4: National level statistics stakeholder are advised on an ongoing basis about emerging statistical tools and systems, processes for effective data analysis, communication and quality assurance and Pacific Interaction and proposed responses to international statistical standards</b>  |  |  |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
|   |  | DFAT - TYPPS phase 2   | XPF 1,441,113          | XPF 1,455,525          |                        | 5          |            | 5   |     |     |     |               | 5   |     |        |         |     |     |      |     |    |
| <b>Objective 5: National and regional statistics governance is functioning effectively</b>  |  |  |                        |                        |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
|   |  | DFAT - TYPPS phase 2   | XPF 889,600            | XPF 0                  |                        |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
|   |  | CORE   | XPF 1,379,995          | XPF 2,060,000          | XPF 2,060,000          | 25         |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |
| <b>Total Objective 5</b>  |  |  | <b>XPF 2,269,595</b>   | <b>XPF 2,060,000</b>   | <b>XPF 2,060,000</b>   | 25         | 0          | 0   | 0   | 0   | 0   | 0             | 0   | 0   | 0      | 0       | 0   | 0   | 0    | 0   |    |
| <b>Total Budget - business plan 2016-2018</b>   |  |  | <b>XPF 396,459,352</b> | <b>XPF 362,237,511</b> | <b>XPF 242,913,756</b> | 100        | 100        | 100 | 100 | 100 | 100 | 100           | 100 | 100 | 100    | 100     | 100 | 100 | 100  | 100 |    |
| <b>Total Budget - business plan 2016-2018</b>   |  |  | <b>AUD 5,286,125</b>   | <b>AUD 4,829,833</b>   | <b>AUD 3,238,850</b>   |            |            |     |     |     |     |               |     |     |        |         |     |     |      |     |    |

(1) in italics salaries which would be incurred for 2018, but this depends on 2018-2020 phase 3 plan

## Appendix-2: SDD Business Plan 2016 – 2018 Results Framework

### Addressing SPC Strategic Plan 2016 – 2020 Results Framework: **NINE DEVELOPMENT OBJECTIVES**

| SPC Strategy Expected Results   | Division Objectives  | Division Key Result Area          | Key Performance Information (Quantitative and Qualitative)   | Baseline  | Target  | Risks & Assumptions   |
|---|--|-----------------------------------|--|---|---|---|
| <b>Development goals of SPC members: PICTs meet national and regional development objectives in the areas of:</b> |  |                                   |  |   |   |   |
| <b>4. Access to and use of development statistics in policy development and monitoring progress</b>               | <b>Objective-1</b> : PICT have technical capacity to manage/ implement all cores statistical collections   | 1.1, 1.2, 2.1, 5.1, 6.1, 7.1, 9.1 | <ol style="list-style-type: none"> <li>Number of PICTs showing increased in-house technical capacity (less dependent on external TA providers) with core statistical collections, as reflected in regular communication with Heads of NSOs).</li> <li>World Bank Statistical Capacity Index (Focus: Source data, Periodicity).</li> <li>Evidence of changes in capacity, working practice, priorities as a result of SDD (other technical providers) contributions.</li> </ol> | Feedback from PSSC or national NSDS committees.<br>World Bank Global Statistical capacity Indicator database.   | By the conclusion of TYPPS, all NSOs, irrespective of size, be able to undertake the following <b>regular core functions</b> , without external assistance: collections (population statistics, prices); data processing, data tabulations; basic descriptive analysis; reporting of information. | High Staff-over in some NSOs.<br><u>Possible Risk mitigation:</u><br>have access to pool of national expertise elsewhere, to be deployed regionally (South-South type arrangements) to do capacity supplementation. |
|   | <b>Objective 2</b> : PICTs are producing the agreed core set of statistics across key sectors as required by their national plans and agreed-upon regional and international reporting frameworks. | 1.1, 5.1, 6 .1, 7.1, 9.1          | <b>Increasing number of PICTs:</b> <ol style="list-style-type: none"> <li>produce timely set of core statistics.</li> <li>demonstrate timely dissemination of statistics through NSO websites to inform national planning and monitoring.</li> <li>use their own statistics (not international estimates) for regular reporting of progress</li> </ol>   | <ol style="list-style-type: none"> <li>Annual regional tracking report (used to be MDGs, will soon be SDGs).</li> <li>Establish NSO baselines on agreed-upon set of common statistical tables, and perform regular checks.</li> </ol> | Gradual improvement illustrated in regular, at least annual updates, where new data are available (if not, say so, as this in itself represents valuable information for users as well).  | (see comment above on staff turnover, and possible risk mitigation measures)  |



| SPC Strategy Expected Results   | Division Objectives  | Division Key Result Area | Key Performance Information (Quantitative and Qualitative)  | Baseline   | Target  | Risks & Assumptions   |
|---|--|--------------------------|---|--|---|---|
| <b>Development goals of SPC members: PICTs meet national and regional development objectives in the areas of:</b> |  |                          |   |  |   |   |
|   | <b>Objective 3:</b> All countries and territories have in place some form of a national statistics strategy or plan, in line with their national development strategies.   | 2.1                      | Increasing number of PICs with endorsed new, or updated national statistics plan or NSDS in place, as a result of SDD assistance in collaboration with Paris21.   | Baseline of countries with such plans.                                     | By end of 2017, have NSDS in place for the remaining larger national Statistical Systems (PNG, Fiji, Solomon Islands, FSM), and update less comprehensive but multi-year Statistics Plans for smaller PICs.     | NSDS development is a lengthy process, lasting on average between 9 - 12 months. Danger of losing critical staff (momentum!), and through that endanger the entire process.<br><u>Possible Risk mitigation:</u> doubling up of senior national consultants (working together - faster process; one drops out, back- |
|   | <b>Objective-4:</b> National level statistics stakeholder are advised on an ongoing basis about emerging statistical tools and systems, processes for effective data analysis, communication and quality assurance | 1.2                      | Actual uptake of innovation, such as number of PICs who have employed the regionally-agreed upon core set of census questions in their upcoming census. Number of countries who have implemented/are implementing the Pacific HIES methodology and questionnaire. | Feedback from PSSC meetings.   | By end of 2020 census round, all countries to have used the new regional core set of census questions. By end of current (2013-2017) HIES Surveys, all countries to have used the new Pacific HIES methodology. | Danger of countries not "walking the talk" (as shown in 2000 and 2010 World census round).<br><u>Possible Risk mitigation:</u> need for tighter/financially more binding MOUs between NSOs, financial partners and SPC.   |
|   | <b>Objective-5:</b> National and regional statistics governance is functioning effectively   | 2.1, 2.2                 | <u>Note:</u> development of suitable indicators and monitoring guidelines is the responsibility of PSSC, and work-in-progress (April 2016).   | Regular PSSC meeting notes, with action outcomes available since Oct 2010. | <u>Note:</u> responsibility for this rests with PSSC.   | <u>Note:</u> responsibility for this rests with PSSC.   |

| SPC Strategy Expected Results   | Division Objectives  | Division Key Result Area | Key Performance Information (Quantitative and Qualitative) | Baseline | Target | Risks & Assumptions |
|---|--|--------------------------|--|----------|--------|---------------------|
| <b>Development goals of SPC members: PICTs meet national and regional development objectives in the areas of:</b>         |  |                          |  |          |        |                     |
| 5. Improved multi-sectoral responses to climate change and disasters  | <i>SDD Objectives 1 and 2 also pertain to this SPC Strategic Objective</i> |                          |  |          |        |                     |
| 6. Higher social development through human rights, gender equality, cultural diversity and opportunities for young people | <i>SDD Objectives 1 and 2 also pertain to this SPC Strategic Objective</i> |                          |  |          |        |                     |
| 7. Improved multi-sectoral responses to non-communicable diseases and food security                                       | <i>SDD Objectives 1 and 2 also pertain to this SPC Strategic Objective</i> |                          |  |          |        |                     |
| 8. Strong regional public health surveillance and response  |  |                          |  |          |        |                     |
| 9. Improved education quality   | <i>SDD Objectives 1 and 2 also pertain to this SPC Strategic Objective</i> |                          |  |          |        |                     |

### Appendix-3: SDD Business Plan 2016 – 2018 Results Framework

#### Addressing SPC Strategic Plan 2016 – 2020 Results Framework: **STRATEGIC ORGANIZATIONAL OBJECTIVES**

| SPC Organizational Objectives – <i>improving SPC’s way of working</i>        |   |  |   |   |
|--|---|--|---|---|
| SPC Organisational Objectives  | SPC Expected Results  | SDD Quantitative indicators  | Qualitative Evidence  | Baseline, target, information source, responsibility etc.   |
| Strengthen engagement and collaboration with members and partners            | Strong engagement by members in SPC’s programmes and closer collaboration between SPC and its partners, which enhances the relevance and effectiveness of SPC’s work.   | <ul style="list-style-type: none"> <li>Number of SDD projects/programmes demonstrating improved member country engagement in programme design, implementation &amp; evaluation.</li> <li>Number of collaborative activities with other providers of technical support and training to data and analytics.</li> </ul>               | <ul style="list-style-type: none"> <li>Evidence of more productive engagement with CROP partners and other agencies in SDDs work.</li> <li>Positive rating in feedback on SPC statistics services.</li> </ul> | <ul style="list-style-type: none"> <li>Feedback from PICTs</li> <li>Draw information from NSS work plan reporting.</li> </ul>                                       |
| Strengthen technical and scientific knowledge and expertise                  | SPC’s scientific and technical expertise is further enhanced to increase the relevance and effectiveness of its work in supporting achievement of members’ development goals.   | <ul style="list-style-type: none"> <li>Development of new regional standards (statistical, methodology) and classifications in line with international best practice</li> <li>Number of SDD staff representing SPC and its members in international technical expert and advisory groups and committees.</li> </ul>                | <ul style="list-style-type: none"> <li>Peer scientific/technical feedback on the quality and relevance of SDD’s advice/ knowledge provided by SPC.</li> </ul>   | <ul style="list-style-type: none"> <li>Feedback from Peers.</li> <li>Nature and amount of requests to coordination unit and PSSC for SPC support</li> </ul>         |
| Address members’ development priorities through multidisciplinary approaches | Enhanced, evidence-based, multi-disciplinary approaches to the design and implementation of programmes addressing national and regional development issues (including the analysis and prioritization of responses to | <ul style="list-style-type: none"> <li>Number of SPC projects/programmes that SDD supports to improve use and understanding of statistics in informing analysis of social, economic, environmental development challenges.</li> <li>Number of project designs with robust data and analytics components, including as a</li> </ul> | <ul style="list-style-type: none"> <li>Evidence of increasing context specific nature of SDD interventions.</li> </ul>  | <ul style="list-style-type: none"> <li>Interviews with NSO and development partners</li> <li>Communications from regional and international institutions</li> </ul> |

|  |  |  |  |   |
|--|--|--|--|---|
|  | social, environmental and economic issues.   | minimum: empirical benchmarks justifying program logic; performance and results indicators; and plans to regularly collect the required statistics.                                |  |   |
| <b>SPC Organizational Objectives – improving SPC’s way of working</b>  |  |  |  |   |
| SPC Organisational Objectives  | SPC Expected Results   | SDD Quantitative indicators  | <ul style="list-style-type: none"> <li>• SDD Qualitative Evidence</li> <li>•</li> </ul>  | Baseline, target, information source, responsibility etc.                   |
| Improve planning, prioritisation, evaluation, learning and innovation. | An enhanced organisational performance management system is implemented, which strengthens the alignment between planning, prioritization, evaluation and learning, and improves the effectiveness of SPC’s work with members.           | <ul style="list-style-type: none"> <li>• Number of SDD program areas proactively engaged in six monthly reviews and reflections and using learning to adapt work plans.</li> </ul> | <ul style="list-style-type: none"> <li>• Evidence of use of learning within SDD division/across SDD program areas to inform future practice and encourage innovation.</li> </ul> | <ul style="list-style-type: none"> <li>• Revised SDD work plans.</li> </ul> |
| Enhance the capabilities of our people, systems and processes          | An efficient organizational culture championed by motivated and committed staff. Enhanced organisational support services and improved financial and risk management that underpin efficient delivery and organisational sustainability. | <ul style="list-style-type: none"> <li>• Struggling with this – need some help here please</li> </ul>  | <ul style="list-style-type: none"> <li>•</li> </ul>  | <ul style="list-style-type: none"> <li>•</li> </ul>                         |

