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Pacific Community (SPC) / Communauté du Pacifique (CPS)

Statistics for Development Division (SDD)

2022–2026 Business Plan

December 2022

**“HIGHLY COMPETENT AND SUSTAINABLE NATIONAL STATISTICS SYSTEMS
THAT MEET NATIONAL AND INTERNATIONAL STATISTICS NEEDS
FOR EVIDENCE-BASED POLICY, PLANNING AND MONITORING”**

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ACRONYMS

ABS	Australian Bureau of Statistics
ADB	Asian Development Bank
BAG	Brisbane Accord Group
CRVS	Civil Registration and Vital Statistics
DDPG	Donor and Development Partners Group meeting
DFAT	The Australian Department of Foreign Affairs and Trade
FAO	Food and Agriculture Organization of the United Nations
FEMM	Forum Economic Ministers' Meeting
HoPS	Heads of Planning and Statistics
ILO	International Labour Organization
IMF	International Monetary Fund
KRA	Key Results Area
MFAT	The New Zealand Ministry of Foreign Affairs and Trade
NSDS	National Strategy for the Development of Statistics
NSO	National Statistics Office
NSS	National Statistical System
PACSTAT	Statistical Innovation and Capacity Building in the Pacific Islands Project
PIFS	Pacific Islands Forum Secretariat
PFTAC	Pacific Technical Assistance Centre
PICT	Pacific Island Countries and Territories
PSMB	Pacific Statistics Methods Board
PSSC	Pacific Statistics Standing Committee
SDD	Statistics for Development Division
SDG	Sustainable Development Goal
SIAP	United Nations Statistical Institute for Asia and the Pacific
SPC	Pacific Community
SPTO	South Pacific Tourism Office
TYPSS	Ten-Year Pacific Statistics Strategy 2011-2020
TYPSS II	Strategic Framework for Pacific Statistics 2022-2030
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
UNITAR	United Nations Institute for Training and Research
UNGIST	United Nations Global Network of Institutions for Statistical Training
USP	University of the South Pacific

A. SETTING THE SCENE FOR THIS DOCUMENT

Introduction

1. This Business Plan 2022–2026 is a working document to meet two purposes:
 - Assist managers and staff in SPC’s Statistics for Development Division (SDD) set their annual and rolling multi-year work programs and budgets, define individual key results areas (KRA), monitor progress, determine the fashion in which they work, and in general make prioritisation and implementation decisions.
 - Communicate to external stakeholders – member countries and territories, donors, implementation partners, and the public – the broad priorities, activities, and resourcing available or needed to fund SPC’s activities supporting statistics for development in the Pacific.
2. This Business Plan is *not* a substantive policy document for the future of statistics in the Pacific; but rather, a plan for the SDD to “do our part” in supporting that policy, which is decided elsewhere. In particular, SDD operations under the Business Plan 2022–2026 are directed towards the goals set out in (i) the “TYPSS II” Strategic Framework for Pacific Statistics, which establishes a central role for SDD in its implementation, and (ii) the SPC Strategic Plan, 2022–2031. Relevant donors’ and development partners’ engagements in statistics further influence SDD operations, as do the Pacific Community’s values. A summary of these frameworks and their implications for SDD operations follows this background and introduction. The role of SDD can then be described. This sets the stage for a statement of SDD’s objectives and activities, including the SDD logic model or theory of change.
3. SDD Key Results Areas (KRAs) are derived from SDD’s overall framework, and its role, purpose, and objectives. Implementation of the KRAs is then described, followed by a budget for SDD future activities and the framework for monitoring and evaluation including risk and mitigation measures. Annexes present SDD’s organisational structure and details of the resource mobilization budget.
4. In the substance of the work conducted by SDD, this Business Plan is broadly continuous with – rather than a decisive break from – the preceding Business Plan 2018–2020 and its recent extension through 2022. However, in presentation and in emphasis, important aspects have changed. It is intended that in future, the Business Plan will be revisited each year on a rolling basis.

Background

5. The Ten-Year Pacific Statistics Strategy (TYPSS) 2011–2020 ended in 2020. A final review was conducted in 2021 to identify its achievements and work that either needed further attention or presented emerging issues for the future.¹ The Review and its findings and recommendations provided the basis for the development of a successor Strategic Framework for Pacific Statistics (TYPSS II) 2022–2030. The TYPSS Review also identified that the Statistics for Development

¹ Sustineo. *End of Ten-Year Pacific Statistics Strategy Evaluation Final Report*. Department of Foreign Affairs and Trade, Canberra (page 54)

Division (SDD) of the Pacific Community (SPC) should be the coordinator and principal implementing agency for the new “TYPSS II”.

6. SDD was a key player in the implementation of TYPSS and SDD’s core activities have been built to serve the delivery of the objectives of the original strategy. Under its Business Plan 2018–2022 (as extended) SDD envisioned the development of trusted Pacific data supporting well-informed policy decisions that would help improve the lives of Pacific people in accordance with the objectives of SPC’s Strategic Plan 2022–2031.²
7. In accordance with the mandate provided by the Heads of Planning and Statistics meeting in 2017 (HoPS6), SPC’s SDD has established itself as the statistical systems leader for the Pacific region. This includes being the region’s focal point and coordinator for regional statistical governance, the coordination of regional statistical initiatives and developments, the delivery of statistical technical assistance, and support in the conduct of statistical collections, statistical analysis, dissemination of regional statistical products, and other data services. These services are expected to be maintained and strengthened under the new TYPSS II. A new Business Plan (2022–2026) is now needed to enable SDD to coordinate support for and deliver support services to the TYPSS II.
8. The goals of TYPSS, and those anticipated under TYPSS II, centre on improving the scope, frequency, quality, analysis, dissemination, and access to Pacific data. SDD supports all aspects of this statistical cycle in partnership and collaboration with other stakeholders in the region. In its statistical system leadership role, SDD supports improved regional statistics governance and coordination. It also facilitates the coordination of statistical support for all statistical collections, and the development of standardised statistical methods, systems, and processes. In delivering these services SDD contributes alongside key technical partners, to the implementation of the regional five-year core statistical collection plan through coordination, direct technical assistance, and support, including partnerships through South-South cooperation.
9. Key changes for SDD in the business plan from 2022 onwards include: (i) a more strategic approach to capability/capacity development; (ii) increased secretariat support to regional statistics governance arrangements; (iii) a stronger focus on coordination and brokerage of partnerships; and (iv) an explicit recognition of the on-going vital work of SPC in providing pooled regional capacity for statistical infrastructure, collections and dissemination.

B. FRAMEWORK FOR SDD OPERATIONS

TYPSS II, people-centred approach and the SPC Strategic Plan

10. The Business Plan 2022–2026 adopts the five Key Focus Areas from the TYPSS II without amendment as SDD’s five Key Result Areas (KRAs):³

² SPC (2022) Strategic Plan 2022–2031 Sustainable Pacific development Through science, knowledge and innovation. Noumea.

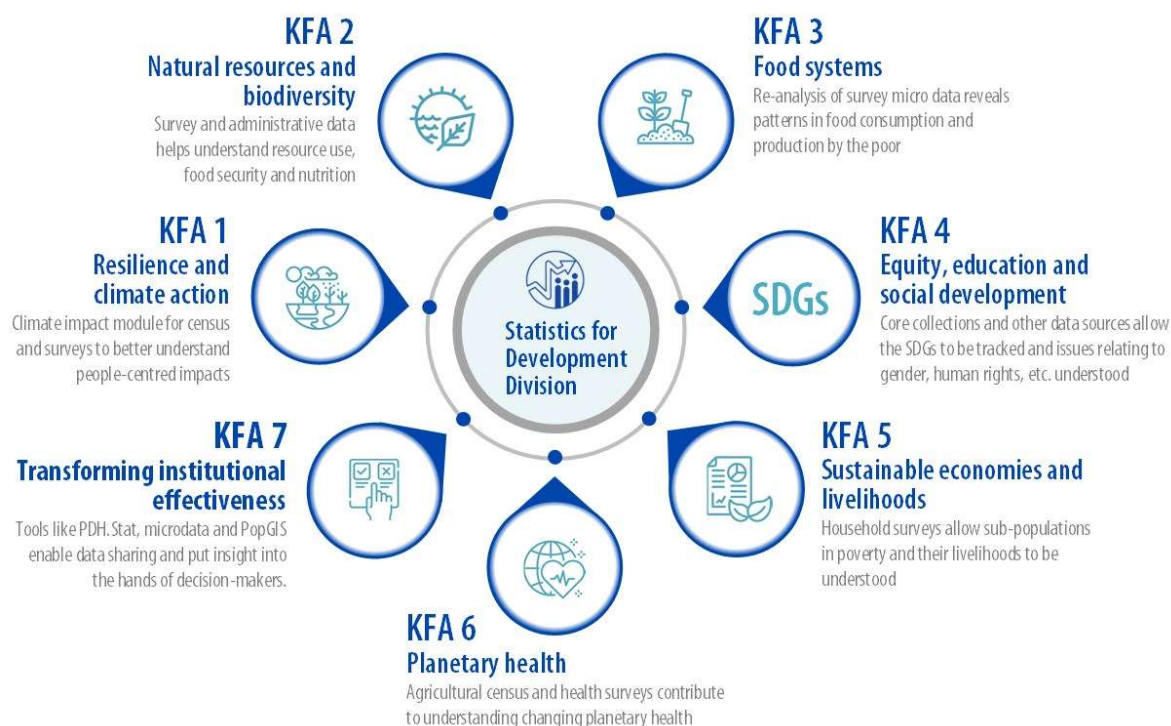
³ In this list these are described as KRAs to be consistent with other SPC Business Plans, but any other divergence from the TYPSS II Key Focus Areas is accidental; in the event of the TYPSS II Key Focus Areas changing, the wording in TYPSS II takes precedence.

- i) Well-resourced and stronger national capacities for analysis, interpretation and evidence-based policy development
 - ii) Relevant, timely, reliable, well maintained and accessible data, statistics and indicators (including official statistics, administrative data and alternative data sources).
 - iii) Nationally prioritised NSO and NSS work programmes and policy analysis needs supported and aligned with National Development Plans and meeting regional and global development reporting commitments
 - iv) Data collection, analysis and dissemination methodologies and statistical assets and indicators tailored to Pacific capabilities and needs
 - v) Regional statistical governance, coordination and financing support NSO, national and regional needs and inform regional agendas
11. The SPC supports sustainable development by applying a people-centred approach to science, research and technology across all of the Sustainable Development Goals (SDGs). This places people and their environment at the centre of development planning, implementation, decisions, monitoring, and reporting. This approach consists of four pillars: human rights, gender and social inclusion, Pacific culture, and environmental sustainability. The unique social and cultural fabric of each Pacific island country and territory affects how these pillars are interpreted and translated for local application.
12. The people-centred approach informs the work of SDD in terms of both our *content* and the *way we work*. For example, the SDD’s work program helps the region collect and report data against the SDGs, to understand the human impact of climate change, or improve gender statistics. In working with our partners, we strive to observe the PLANET principles – participation, link to rights, accountability, non-discrimination, empowerment, and transforming social norms.
13. The seven Key Focus Areas of the SPC Strategic Plan 2022-2031 are:
- i) Resilience and Climate Action
 - ii) Natural Resources and Biodiversity
 - iii) Food Systems
 - iv) Equity, Education and Social Development
 - v) Sustainable Economies and Livelihoods
 - vi) Planetary Health
 - vii) Transforming Institutional Effectiveness
14. All five of the SDD Key Result Areas are critical for all seven for the SPC Key Focus Areas. The SPC Strategic Plan also sets out five “Pathways” to achieve results in these areas, of which the most pertinent for this Business Plan is the Pathway for *Data, Statistics and Knowledge*. SDD follows an “each pathway, many KFAs” approach as illustrated in Figure 1. Whilst SDD provides particularly substantial inputs to KFA 7 on institutional effectiveness, the work of SDD covers inputs including data and analysis in a people-centred approach on all the KFAs as illustrated.
15. A key new part of implementing the SPC Strategic Plan is the creation of a small number of “Flagships” to provide a home for SPC’s integrated work. They will provide the “glue” to hold together and connect resources – the projects, funding, and people – that contribute to the key

thematic focal areas in the strategic plan. The Flagships will allow SPC to better plan and coordinate its work in the Key Focus Areas. In turn, this will allow SPC to better demonstrate its collective impact in key focus areas, and to demonstrate the sum of the resources invested investing in a particular area.

16. Like other SPC technical divisions, SDD will be committed to successful delivery of the Flagships over the life of this Business Plan. As at 2022, SDD is a key contributor to the Food Systems Flagship and is heavily involved in the planning for the Climate Change and Gender Flagships. Improving the people-centred data for Flagship areas will be a high priority for SDD.

Figure 1: SDD Business Plan supports the SPC Strategic Plan Pathway for Data, Statistics and Knowledge



Stakeholder operations and partnerships in statistics for development

17. SDD's operations under Business Plan 2022–2026 will also be guided and shaped by the areas of statistical work undertaken by SDD's principal partners. While SPC is the lead for statistics for development in the region, only in a relatively few areas – such as Household Income and Expenditure Surveys, Population and Housing Censuses, dissemination, statistical modernisation, regional statistical governance, and SDGs – it is the primary implementation partner. Even in those areas there are important additional partners. Table 1 summarises this current shared workload and illustrates areas where coordination and cooperation between all partners and stakeholders will be required for the successful implementation of the TYPSS II and the SDD Business Plan.

Table 1: SDD's Principal Partners in Statistical Activities in the Region

Area of statistical activity	Principal Partners
National Strategy for the Development of Statistics (NSDS)	SDD, PARIS21
Economic Statistics	
<ul style="list-style-type: none"> ▪ National Accounts; Balance of Payments; Government Finance; Monetary statistics 	PFTAC, ABS, IMF
<ul style="list-style-type: none"> ▪ International Trade 	SDD, ABS, Stats NZ, UN, Melanesian Spearhead Group, Oceania Customs Organisation, PACER Plus Implementation Unit
<ul style="list-style-type: none"> ▪ Prices 	SDD, ABS, Stats NZ, PFTAC
<ul style="list-style-type: none"> ▪ Other economic statistics (including Business Registers & Ecommerce)) 	SDD, PFTAC, ADB, ILO, IMF, SPTO, UNESCAP, UNCTAD
Civil Registration and Vital Statistics (CRVS)	SDD, BAG, ABS, UNESCAP
Compilation of data related to 131 Pacific Indicators; support to member countries' national voluntary reporting and regional sustainable development report	SDD, PIFS, UNESCAP, UNDP, UNICEF, UNFPA, FAO, ILO, World Bank, Pacific SDG task Force
National core household-based census and surveys	
<ul style="list-style-type: none"> ▪ Population and Housing Census (PHC) 	SDD, UNFPA, ABS
<ul style="list-style-type: none"> ▪ Household Income and Expenditure Survey (HIES) 	SDD, World Bank, FAO, ILO
<ul style="list-style-type: none"> ▪ Multiple Indicators Cluster Survey (MICS) and Demographic and Health Survey (DHS) 	UNICEF, SDD, UNFPA
<ul style="list-style-type: none"> ▪ Agriculture Census and Surveys 	SDD, FAO
<ul style="list-style-type: none"> ▪ Labour Force Survey (LFS) 	ILO, SDD
Regional short-term statistics training and workshops	SDD, all development partners, SIAP, South-South Collaboration, UNESCAP, UNGIST, UNITAR
Data management and dissemination	SDD, ABS, Stats NZ
Short-term attachment, Pacific junior professional development program and Peer-Peer exchange	SDD, South-South collaboration, Stats NZ, ABS
Long-term statistics courses	PICTs, USP, Universities in Australia and New Zealand
Regional statistics system leader and secretariat to PSMB, HOPS, PSSC, DDPG and BAG	SDD supported by regional partners, stakeholders and NSOs

Values

18. As a part of the Pacific Community, SDD shares the values that are embedded and translated into behaviours, informing SPC's strategic framework, ways of working and operational supports. SDD embraces these values as part of the voyage to serve the Blue Pacific:

Figure 2: Pacific Community (SPC) values



Enginkelap | Generosity We provide for each other. We work together towards our shared mission valuing all contributions.



Kaitiakitanga | Stewardship We are the stewards of our Blue Pacific. Our history, knowledge and science hold the solutions for contemporary challenges.



Gida Gaituvva | Unity We progress together. Leaving no one behind, we harness the richness of our history and culture across generations.



Aroha | Care We care for each other. The well-being of our people and places are at the centre of our efforts.

19. These shared values emphasise the connection between language and identity and highlight the rich linguistic diversity of Pacific people. *Aroha* and *Kaitiakitanga* share Polynesian origins, *Gida Gaituvva* comes from Pentecost Island in Vanuatu, and *Enginkelap* from Pohnpei State in the Federated States of Micronesia. These values are SPC's navigational markers, steering it through transformation and adaptation to the region's realities in service of its members' evolving needs.

C. SDD'S ROLE

20. The move from the prescriptive strategy of TYPSS, to a more open strategic framework for Pacific statistics, TYPSS II, recognises that the new framework needs to be built on partnerships and coordination in supporting statistical collection and capability development across all activities and investments. All donors, development partners and member governments (particularly NSOs) are encouraged to align their activities and investments with the future TYPSS II. This, in turn, requires SDD to increase its focus on coordination and partnerships. The End-of-TYPSS evaluation further recommended that the future role of SDD should be:

- To continue to be the regional statistics system lead and coordinator, as well as the implementation arm for TYPSS II investments that should be directed through SDD;
- To strengthen its secretariat support for governance arrangements.

21. Key changes for the SDD future work programmes were assessed by the TYPSS evaluation report to be:

- A more strategic approach to capability development.
- Increased secretariat support for the governance arrangements.
- A stronger focus on coordination and brokerage of partnerships.

22. In line with these recommendations while giving due account to other aspects of its history and current opportunities, this Business Plan defines the four elements of SDD's role in the Pacific statistics system as follows:

- **System leader and coordinator:** The SPC has a 'system leadership' role of coordinating the oversight and statistical governance functions of the regional statistics governance system. Critically, this includes leading and coordinating support for the TYPSS II, Pacific Roadmap on

Gender Statistics, and Brisbane Accord on CRVS. SDD leads the coordination of the delivery of statistical support for all core statistical collections using a partnership model, offering statistical advice, and promoting the 'Pacific Statistics Methods Board' (PSMB) to research and approve best practice methods and standards.

- **Pooled regional capacity:** there are a number of functions to support the production of statistics, that due to economies of scale it makes sense to provide once for the region as a whole. The SDD is the location of many of these functions, which include **human resources** (e.g. a specialist sampling statistician), **services** (e.g. standing up servers for hosting data collection software such as Survey Solutions) and building and maintaining **assets** (e.g. statistical classifications, the PDH.Stat infrastructure for disseminating statistical assets, and the PDH Microdata Library).
- **Support for ongoing operations:** SDD supports its members in their ongoing operations in both **statistics collections** and **analysis**. Within collections, SDD will prioritise its own technical resources on support of Population and Housing Censuses (PHC); Household Income and Expenditure Surveys (HIES); Civil Registry and Vital Statistics (CRVS); merchandise trade; and demographic publications. Other areas will be supported through a partnership model. Within analysis, SDD supports data use for improved policy development in key sectors, such as population, migration and demographic change, gender, disability, climate change, social protection and welfare, trade, prices, poverty and SDGs as inputs into social (including health and education) and economic development policies; and household survey data as inputs into analysis for hardship and poverty, inequality and food security policy development.
- **Capability building:** SDD provides institutional support, guidelines, best practice “blueprints” and other documents, training, ad hoc advice and other support relating to all the above and other aspects of statistics. Statistical capacity/capability building has a high priority in the new Business Plan and will continue to be an important part of delivering technical assistance and support. This will occur through a statistical “Live chat” help desk, on-the-ground support through collections training, South-South exchange, and training on specific aspects of statistical literacy, analysis and dissemination. SDD will seek out opportunities to support data integration and for the modernisation of existing statistical processes. SDD will partner with other agencies including Stats NZ, the Australian Bureau of Statistics (ABS), the World Bank, United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and the Statistical Institute for Asia and the Pacific (SIAP), to deliver general statistical training when and where needed. Recognising the different levels of statistical capacity and capability across the region will require an early capacity assessment stocktake of all Pacific Island Countries and Territories” (PICT) National Statistics Offices (NSOs) and National Statistical Systems (NSS). This understanding will be developed in the Business Plan through a regional statistical needs assessment of NSOs and national and sector planning and policy agencies.

D. SDD OUTCOME, OUTPUTS, WORK PROGRAMMES AND WAYS OF WORKING

Theory of change

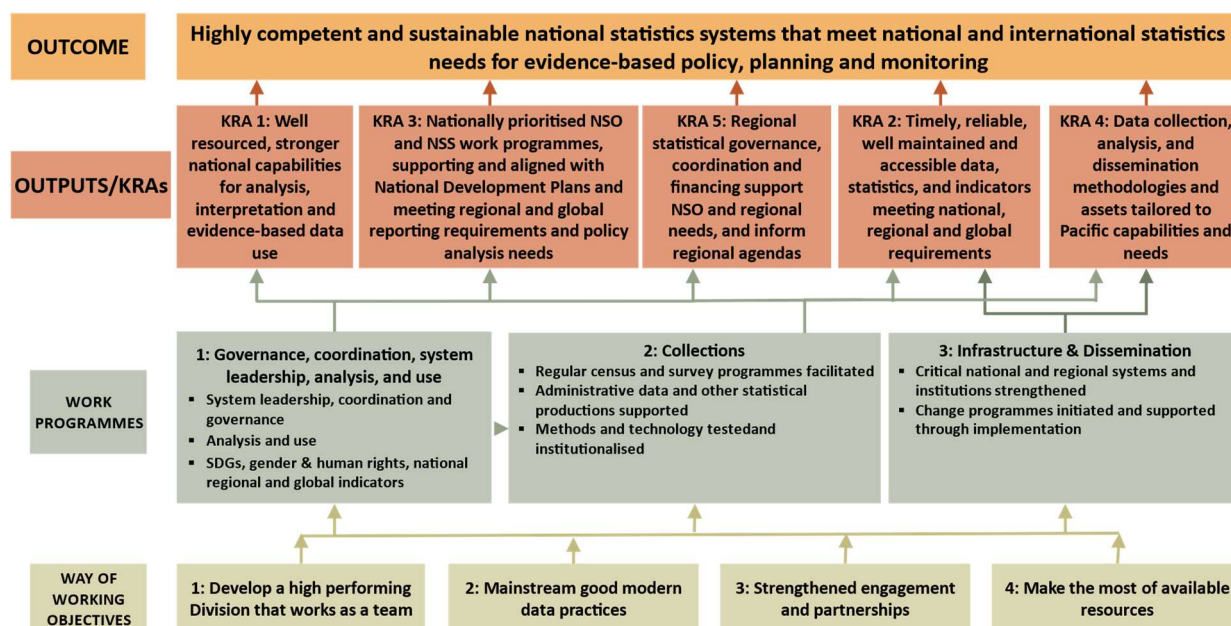
23. In implementing the Business Plan, SDD endorses the same principles as those presented in the TYPSS II Regional Strategic Framework. Implementation of this Business Plan will be flexible, responsive and adaptive to resource availability.

24. PICT NSOs and their respective NSSs are all at different levels of maturity and therefore require different approaches to support their further development. As the TYPSS final evaluation states, this will require:

- “Light touch” support for NSOs that are progressing well and need to consolidate.
- Targeted support to some of the more advanced NSOs to assist them to move to a more strategic level of development and leadership, and more advanced data and for others to address specific gaps.
- Capacity supplementation for smaller states.

25. The logical relationship between the Outcome, Outputs/KRAs, Work Programmes, and Ways of Working Objectives is illustrated in the theory of change, Figure 3:

Figure 3: Theory of Change underlying SPC’s support for statistics for development



Outcome

26. The outcome SDD is aiming for is that the region meets the outcome set out in the TYPSS II 2022-2030: “Highly competent and sustainable national statistics systems that meet national and international statistics needs for evidence-based policy, planning and monitoring”.

27. The TYPSS II is owned by all the key statistical stakeholders in the region, not by the Pacific Community alone. The SDD Business Plan, therefore, sets out key areas where SPC’s SDD can provide different types of assistance towards the outcome, ranging from leadership and coordination to large areas of pooled regional capacity; but also well-defined areas where SDD

provides only small pieces of advice or shared services, provided in partnership with other stakeholders.

28. Development objectives that are – at the time of writing (August 2022) – particularly subject to resource constraints are *italicized and marked with an **.

Outputs (KRAs) and programmes of work

29. Under the declared SDD outcome, the work of the SDD is divided into five outputs or Key Results Areas, three work programmes, and approximately 40 specific development objectives.

30. The five KRAs – adopted directly from TYPSS II – have already been described.

31. The programmes of work each have a different balance of the four elements of SDD’s role (leadership, pooled regional capacity, support for ongoing operations, capacity building), but all three programmes involve a combination of all four elements. The three work programmes are:

- a) Governance, system leadership, analysis, and use
- b) Collections (including census, survey and administrative data)
- c) Infrastructure and dissemination

Ways of working objectives

32. In addition to SDD’s three programmes of work, this Business Plan sets out four organisational or “Ways of Working” objectives. These are areas of focus for improvement during the life of the plan.

Objective 1: Develop a high performing division that works as a team

33. SDD is well placed to build on the progress of recent years in addressing ‘micro-siloisation’ and in promoting working as a team rather than a collection of individuals. Emphasis will also be put on ensuring that skills are up to date and exercised to a high degree of professionalism. This will be further promoted by:

- i) Developing and implementing a learning and development framework for the Division, covering ongoing professional development of both technical expertise and supporting skills.
- ii) Implementing training on supporting skills such as project management, communication, and adult learning methods.
- iii) Introducing systems and processes for peer review, “team” rather than “personal” skills and knowledge, and quality control, across the full range of work tasks.
- iv) Mainstream gender, disability, human rights, climate change, and capacity-building considerations and methods into all activities.

Objective 2: Mainstream good modern data practice

34. SDD needs to be a regional and organizational leader in statistical modernization, without moving so far “ahead” of practice in member countries that new challenges are created. The opportunity within this business plan cycle is to embed the fundamentals of good data management and modernize processes within our own Division, but in a relatively tool-agnostic

way that will support partners using a variety of different software solutions. This can be achieved by:

- i) Migrating, managing, and storing all SDD source code (Stata, R, SQL, Python, JavaScript, PHP) into the Pacific Community’s GitHub page, and developing and implementing a policy on what code should be published and what kept private (such as some statistical disclosure control programs), under what license.
- ii) Adopting (and training others if opportunities arise) good practice data engineering processes e.g., peer-reviewed pull requests for reviewing code development; and separating data processing and storage from analysis and from collection instruments.
- iii) Seeking opportunities where feasible and where benefits outweigh costs to automate manual or semi-manual processes for better efficiency, quality control, reproducibility, and scalability.
- iv) Contributing to an SPC-wide data governance framework and its implementation, and model good data governance practice in everything we do.

Objective 3: Strengthened engagement and partnerships

35. The SDD has always depended on internal and external networks for the success of its operations. We will consolidate and build on our strong relationships with stakeholders in the region. This can be further progressed by:

- i) Further improving relations with heads of NSOs and national planning agencies (e.g. through exchange secondments, twinning, peer-to-peer learning, young-professional interns etc) so that the SPC is seen as an important and supportive node in the network.
- ii) Building relations with statistical users and other stakeholders outside of the national statistics and planning systems, including e.g., other government agencies, universities, private sector and civil society.
- iii) Developing and adopting a capacity development framework for use with our partners, consistent with the PICT, wider SPC and partner efforts in this space, that work at multiple levels (e.g., individual, organisational, institutional), thematic (e.g. gender, human, rights, disability, climate change) and modalities (e.g., workshops, certified training, mentoring, advice, joint work, and systemic changes).
- iv) Improving the quality of engagement with other SPC divisions, including through engagement with or sponsoring communities of practice and involvement in the PDH, integrated into everything SDD does; contributing to cross-divisional work objectives; full engagement in the “data, statistics and knowledge” pathway with those responsible for all seven of the organisational Key Focus Areas; full participation in the SPC Flagships including food systems, climate change and gender; and advocating within SPC for serious engagement with data issues in all major initiatives and new concepts.

Objective 4: Make the most of available resources

36. The development objectives in this business plan exceed the resources available. SDD needs to ensure everything available to the Division is allocated in a way that delivers the best results. This can be promoted by:

- i) Maintaining a high standard of budgeting and financial management, allocating the available resources steadily across the relevant time periods, and managing all risks appropriately.
- ii) Maintaining high standards of procurement, meeting SPC and partners' requirements, and focusing on value for money to deliver high-quality outputs and outcomes.
- iii) Continuing to pursue rigorous approaches to monitoring and evaluation in all activities in an appropriate range of ways, and building a culture of high levels of feedback, high performance, and continual reflection and learning.
- iv) Managing staff fairly and efficiently and maintaining high morale, a sense of innovation, and effective contribution to high-level goals.
- v) Identifying and pursuing major new sources of funding, additional to Australia, New Zealand, and the World Bank, while continuing positive relationships with existing partners.

Outputs and work programmes

SDD Program of Work 1: Governance, coordination, system leadership, analysis, and use

System leadership, coordination and governance

- i) Lead, coordinate and administer the regional statistics governance framework (the HOPS, PSSC, PSMB, DDPG, and BAG under the overall guidance of the FEMM⁴) including technical input and secretariat support for each of these five bodies, leading or guiding the drafting of agendas and supporting papers, convening of meetings, and communication between meetings
- ii) Report annually on strategically significant statistics issues to the Forum Economic Ministers' Meeting.
- iii) Lead the development or updating of National Strategies for the Development of Statistics (NSDS) or equivalent statistics plans with interested PICTs.
- iv) Coordinate technical assistance and capacity-building efforts among partners.
- v) Promote and encourage the use of peer-to-peer technical support between countries to enhance data collection, documentation, packaging, analysis, compilation, dissemination and access, including for gender, disability and disaggregation for other vulnerable groups.
- vi) * Develop a model, guidance, template options, or practical principles for effective and pragmatic planning, prioritization, and delivery of the minimum statistical functions in small island developing states.
- vii) * NSDS, legislation and processes at national level supported to be updated and improved

Analysis and use

- i) Produce analytical and/or knowledge products on topical and other relevant issues tailored to user needs and requests based on available data, particularly those where SDD has been involved in their collection.

⁴ Heads of Planning and Statistics (HOPS); Pacific Statistics Standing Committee (PSSC); Pacific Statistics Methods Board (PSMB); Donors and Development Partners Group (DDPG); Brisbane Accord Group (BAG); Forum Economic Ministers' Meeting (FEMM)

- ii) Lead or partner in training, workshops, advice, and other capacity building for members of national statistical offices, statistical system agencies, planning and policy agencies, and other data users on analysis, interpretation, and use of official statistics and of data in general.
- iii) Showcase SDD data products and services through advocacy targeted at national administrations and policy analysts, universities, think tanks, regional meetings, and within SPC; and advocate for increased use of data, including microdata, for policy and research. For example, compiling databases and producing dashboards of gender and disability indicators and promoting their use in evidence-based policies.
- iv) * Lead engagement with education providers, governments, and other stakeholders in the region outside of the statistical system, to promote numeracy, data literacy, statistical awareness and understanding, and data for evidence-informed policymaking.
- v) * Build on the 2017 “User Focus Project” to develop and implement a plan for regular user feedback on statistical dissemination that can feed into the improvement of PDH.Stat, Microdata Library, the SDD website, and other channels and making sure that “users” and “user needs” are defined broadly and not limited to those currently in place.
- vi) * Lead the work on a people-centred approach to monitoring progress through the data, statistics and knowledge Pathway identified in the Strategic Plan and provide support to other Pathways as appropriate

SDGs, gender, disability, human rights and national and regional indicators

- i) Provide leadership on data compilation and dissemination to the Pacific SDG Taskforce and other such regional bodies responsible for monitoring progress against regional commitments.
- ii) Work with the Pacific Islands Forum Secretariat and SDG Working Group members to support member countries with their Voluntary National Reviews.
- iii) Compile SDG and other regional and global indicator data from national and other sources as necessary and feed it into user-friendly SDG products including the SDG dashboard, progress wheels, and regional and global databases.
- iv) Assist the Pacific Islands Forum Secretariat and other regional agencies with the preparation of Quadrennial SDG and other Regional Reports for the Pacific.
- v) Establish, populate, and update a gender and human rights indicator dataflow and dashboard within PDH that provides a broad view of gender and human rights statistics.
- vi) Collaborate with and provide technical input into other SPC Divisions working on cross-cutting topics, and SPC Pacific Community Strategic Plan “Pathways” including gender, food systems, livelihood, health, nutrition, climate change, environment, and education, to disseminate relevant data and to support the SPC’s programmatic and people-centred approach.

SDD Program of Work 2: Collections

Regular survey and census programme

- i) Oversee and coordinate a rolling 5-year statistical collection plan, report on progress to Heads of Planning and Statistics (HoPS) and the Pacific Statistics Standing Committee

(PSSC) and use the plan to inform the PSMB work program and other regional planning, including FEMM.

- ii) Provide ongoing technical support for core collections, ensuring priority is given to smaller member island countries. Technical support includes e.g., planning and budgeting, cartography, sampling, questionnaire design, build and testing, training for interviewers and their supervisors, processing and readying data for analysis, documentation, packaging, and dissemination, and reporting. The core collections supported in this way are:
- iii) Household Income and Expenditure Surveys, in partnership with World Bank, FAO, ILO, and other partners.
- iv) Population Census in partnership with UNFPA and other partners.
- v) Provide targeted technical support to other surveys including Multi-indicator Cluster Surveys, Disability, Demographic and Health Surveys, Labour Force Surveys, Agriculture Census, Rapid Assessment Surveys, as well as telephone and other special surveys on a full cost recovery principle wherever possible.
- vi) Lead ongoing modernization of survey processing and analysis including automation and better integration with PDH.Stat.
- vii) Lead and, or partner in statistical training programs on all aspects relating to census and surveys, data documentation, processing, analysis, and dissemination.

Administrative data and other productions

- i) Collaborate with PFTAC and other economic statistics agencies to ensure there is a well-coordinated technical support program on economic statistics.
- ii) Provide ongoing technical support, training, packaging, and analysis to assist national efforts to improve and maintain the quality of economic statistics, especially trade and prices.
- iii) Continue working with BAG partners to ensure technical support for CRVS is well coordinated
- iv) Provide ongoing technical support, training, packaging, and analysis to assist national efforts to improve and maintain the quality of civil registration and vital statistics.
- v) Ensure that population projections and estimates are kept up to date.

Methods and technologies tested and institutionalised

- i) Lead technical input into the work program of the PSMB and engage with relevant technical partners to ensure they adopt agreed standardized methodologies, systems, and processes.
- ii) Guided by the PSMB, manage and, or implement experimentation in sampling, questionnaire, processing, analysis, or administrative data methods.
- iii) Maintain and update as required the Pacific regional classifications for commodities, occupations, industry, and individual consumption, ensuring the classifications are fit for purpose and appropriate for use in the Pacific including by small island states.
- iv) * Lead innovations and experiments in the use of non-survey administrative data sources for official statistics or broader data purposes, including register-based census, mobile phones, electronic transactions, and satellite imagery.

- v) * Through innovation and statistical development including consideration of alternative technologies, data sources and analytical methods, identify new approaches to measure welfare, food security and other critical development issues.

SDD Program of Work 3: infrastructure and dissemination

Critical national and regional systems and institutions strengthened

- i) Host, maintain, promote, and expand the PDH.Stat database within the Pacific Data Hub, including coverage of all key indicators from national statistical offices' household surveys and censuses and increased coverage of third-party estimates and databases (e.g., population or income projections by different agencies, and indicator sets for regional and global reporting commitments).
- ii) Host Survey Solutions servers (data collection software to support computer-assisted interviewing) and provide support for their programming and use as needed to support member countries conducting censuses and surveys.
- iii) Host, maintain, expand the Pacific Microdata Library, encourage, and manage its use including applications, streamlining of procedures, and licensing, keep metadata documentation curated according to international standards, align policy and protocols to the emerging SPC Data Governance Framework, and ensure all SDD-supported surveys are incorporated.
- iv) Develop, host and maintain regional databases within PDH.Stat for processing and analysis of official statistics if opportunities arise, (e.g., for a regional trade database compiling merchandise trade and customs data).
- v) Host and maintain PopGIS, *develop and if resourced implement options for modernisation and improvements, including migration to the Pacific Data Hub, integration with Digital Earth, or other possibilities.

Change programs initiated and supported through implementation

- i) Collaborate with other agencies (e.g., World Bank, ESCAP, ABS, Stats NZ and the UN system) to identify areas for alignment, exchange information, and technical support in disseminating Pacific statistics.
- ii) Support member countries to improve national data and information dissemination through their websites.
- iii) Provide ongoing technical support and training to assist national efforts to undertake geospatial mapping of census and survey data.
- iv) Lead and, or partner in statistical training programs on statistical literacy, data compilation and dissemination including modernization of processing, analysis and visualization.
- v) Capacity and capability development
- vi) * Support the standardization of data over time and among member countries' datasets
- vii) * Work with NSOs and NSSs to identify data modernization opportunities, address "low hanging fruit" if resourced, and scope new projects if they are beyond our scope
- viii) * Support implementation of the Regional Dissemination Strategy in partnership with other development partners, including through support to member countries in

establishing national dissemination strategies as requested and refreshing the Regional Dissemination Strategy at an appropriate time.

E. BUDGET AND RESOURCE CONSTRAINTS

Overview

37. Development objectives *marked with an asterisk (*)* in the previous section are those that are substantially un-resourced as of August 2022. Other objectives should be considered as “elastic”, in that increased demands could lead to increased resource requirements. For example, the team supporting collections is already fully stretched; if member governments sought to increase the frequency of household income and expenditure surveys, the Pacific Community would either need to find extra resources or drop the level of support provided.

38. The key facts for resourcing of the Business Plan 2022–2026 are:

- SDD’s operations as envisaged for 2023, continuing at levels committed to in the second half of 2022, will cost around **€6.9 million** per year. This is an increase on services provided in 2022 itself, which was a relative low point in activity due to funding uncertainty and a number of key positions (such as the Director, CRVS Advisor, and pricing advisor being vacant for much of the year, with a regrettable material impact on the level of service given to members).
- Funding the full range of activities envisaged in this plan (which means completing activities with an asterisk in the development objectives listed above, and more complete activity in some areas such as capacity building where current work is fairly limited) would bring this total up to around **€8.5 million** per year (with a phasing in period to allow for recruitment)
- Current confirmed funding for 2023 is **€4.6m**, a significant shortfall that SDD is seeking to address as a matter of urgency.
- It is hoped that a business case currently being developed with a donor will address the immediate shortfall and bring this up to **€6.5m for 2023** and the next few years. However, this still leaves potential expansion of up to €2.0m for activities within the scope of this business plan

39. Note that these financial facts are only a subset of an overall under-resourcing of statistics in the Pacific. The cost of simply performing scheduled core collections for NSOs excluding Fiji and PNG was estimated by SPC for the 2022 FEMM as around USD15 million per year; but the total budget for all those NSOs (who have outputs well beyond those collections) is less than USD10m. Donor support makes up some of the shortfall – including around USD2m per year of SDD activity (funded by Australia and the World Bank) and USD1m or more from UN agencies – but a significant gap remains. Adding Fiji and particularly PNG back into the mix makes the picture much more stark.

The current situation

40. Table 2 sets out current resourcing deemed very likely to be available to SDD at the time of writing. All values are in Euros. Several of the projects mentioned fund other parts of SPC in addition to SDD; when this is the case, only the SDD component is shown.

41. Note that 2026 is another key point, when the World Bank PACSTAT Project completes. This project is funding much of SDD’s work supporting HIES in the region as well as methodological innovation through the PSMB and a range of innovative sub-projects. Also, the currently committed New Zealand programme support completes in 2024 although there is good reason to expect a similar commitment going forward.

Table 2: Resources currently available to SDD

	SHARE AMONG MULTIPLE PARTNERS			
	2023	2024	2025	2026
	EURO	EURO	EURO	EURO
Core and programme support				
SPC Core funding	1,193,400	1,250,400	1,227,850	1,227,850
Australia DFAT programme support – AUD7,500,000 for 5 years (2023–2027) ⁵	898,093	880,570	891,878	914,618
New Zealand MFAT programme support – NZD450,000 from 2020 to 2024	384,942	258,538		
Projects				
New Zealand MFAT – Pacific Statistic Data, finishes March 2023	256,946			
MFAT – Strengthening Pacific MEL Capacity	235,934	192,627		
World Bank – IDA PACSTAT Project, finishes 2025	1,464,584	1,198,869	1,071,092	
University of Wollongong – ACIAR, expecting contract renewal from 2024	14,068	108,930	108,930	108,930
USAID, finishes 2025	156,623	161,302	77,740	
TOTAL SDD PROGRAMME FUNDING	4,604,590	4,051,237	3,377,490	2,251,398

42. Tables 3 (by cost category) and 4 (by programme of work) set out two different views the “current trajectory” of expenses for SDD. This assumes:

- that the business case mentioned above will be approved, increasing resources for SDD by perhaps €2 million per year and making the shortfall in 2023 manageable
- that collections and methodology work declines in 2026 when PACSTAT completes

43. Our expectation is that in fact an alternative source of funding will be found by 2026, partly as a result of this Business Plan, but it has been presented this way to give the best picture of the current state of SDD finances.

⁵ Potential for modest additional funding pending Australian budget availability.

Table 3: “Current trajectory” of SDD expenses – by cost category

Costs per Category	PRESENT SDD CONFIGURATION			
	2023	2024	2025	2026
	EURO	EURO	EURO	EURO
29 STAFF	2,668,098	2,734,219	2,816,245	2,900,733
Human Resources	2,668,098	2,734,219	2,816,245	2,900,733
ICT - FACILITY CHARGES	268,742	273,812	273,812	273,812
STATIONARY, BANK FEES, AUDIT, PHONE, ETC	25,235	25,970	26,705	27,440
Operational Costs	293,977	299,782	300,517	301,252
Programme Activities Costs	2023	2024	2025	2026
SDD Programme of Work 0: SDD leading management ⁶	30,222	31,102	31,982	32,863
SDD Programme of Work 1: Governance, coordination, system leadership, analysis, and use	687,927	447,086	436,530	623,592
SDD Programme of Work 2: Collections and Methodology	1,864,620	1,544,359	1,533,935	403,317
SDD Programme of Work 3: Statistical Infrastructure and Dissemination	409,035	450,132	394,069	465,140
Total Direct Costs	2,991,804	2,472,679	2,396,517	1,524,912
Monitoring, Evaluation and Learning (MEL)	89,308	82,600	82,699	70,903
Programme Management Fee (PMF)	893,082	826,002	826,992	709,035
TOTAL SDD PROGRAMME COSTS	6,936,269	6,415,283	6,422,971	5,506,836

Table 4: “Current trajectory” of SDD expenses – by programme of work

Costs per Category	PRESENT SDD CONFIGURATION			
	2023	2024	2025	2026
	EURO	EURO	EURO	EURO
SDD Programme of Work 0: SDD leading and management ⁶	508,862	525,883	540,129	554,745
SDD Programme of Work 1: Governance, coordination, system leadership, analysis, and use	1,755,617	1,507,418	1,522,237	1,768,094
SDD Programme of Work 2: Collections and Methodology	3,440,939	3,085,014	3,108,256	1,827,533
SDD Programme of Work 3: Statistical Infrastructure	1,230,851	1,296,967	1,252,349	1,356,464
TOTAL SDD PROGRAMME COSTS	6,936,269	6,415,283	6,422,971	5,506,836

⁶ Includes costs of the Director, office, finance and administration support that cannot be meaningfully allocated to one of the three programmes. If a full output-based costing is needed, these costs could be spread pro-rata over the three programmes.

44. It should be obvious that there are three strategic objectives with regard to financing this business plan, with the most urgent listed first:

- Successful approval of the business case mentioned above to avoid a sharp decline in activity in 2023
- Development of new business case or cases for the roughly €2 million further needed to fully implement the vision in this business plan; within a context of advocacy for broader and larger support for statistics in the region of which this is just one part
- Identifying additional support from 2026 when PACSTAT finishes to continue activities along the lines of that project or phasing out those activities and managing expectations for decreased level of SDD support for statistics collections and methodology from that point.

45. Two additional strategic objectives to increase efficiency of management of funds, reduce staff churn and increase the stability of service offered to members would be:

- Increase the duration of funding agreements and shorten the transition times between one phase of a project and a successor project. This is critical to prevent loss of key personnel.
- Increase the proportion of funds that are provided through programme or core. Programme funding means less additional reporting requirements, fewer administrative hurdles, procurement guideline duplications and micro-management and leads to significant efficiencies and improved effectiveness.

F. RISK MANAGEMENT

46. Risks to the success of this Business Plan fall into two broad categories: a) risks at the country and regional level that threaten the broad goals and outcomes of the Strategic Framework for Pacific Statistics 2022-2030 (TYPSS II) and are owned at the regional level by either HoPS or the FEMM; and b) risks that specifically threaten the SPC contribution to those outcomes. Table 5 below combines both sets of risks, distinguishing them by the ‘risk owner’ column, to allow coherent monitoring and management of risks at both levels.

Table 5: Risks to the success of the Business Plan 2022–2026

If this happens:	... the consequences are:	Likelihood	Impact	Category	Mitigation within SPC SDD control	Risk owner	Relating to KRAs	Overall rating
Inadequate resources for statistics to implement the Strategic Framework; low budget appropriations from PICTs and lack of donor support to compensate.	Some core collections will not happen and key pieces of information (e.g., the population of countries, and many SDG indicators) will not be known; and those that do take place will be less-well disseminated and used.	Almost certain	Major	Operating environment	Use TYPSS II to establish confidence in a vision and advocate for more resourcing for official statistics. Use the annual paper to the FEMM and any other opportunities (bilateral and regional) to draw attention to the criticality of the issue.	Outside SPC	1,2,3	21
Governments fail to use the available indicators to inform evidence-based policy and institutional reforms as much as they could.	Policy and reforms will be worse than otherwise; and investment in data will not have full returns for the benefit of the people.	Almost certain	Major	Operating environment	Continue to broaden focus of support on the usage of statistics (e.g., through capability building); advocate for evidence-based policy; improve dissemination (e.g., via PDH.Stat, its reports and knowledge products) to better match use cases; promote statistics widely to diverse groups including NGOs, universities, private sector and the public, not just senior officials and political leaders.	Outside SPC	1	20
Inadequate or uncertain stop-start funding for SPC Statistics for Development Division.	Business Plan will not be fully implemented and some activities will have to be cut back; increased effort goes into fund raising; staff come under extra stress and division goes into downwards spiral of poor	Moderate	Major	Operating environment	Prioritise engagement with donors and potential donors and understanding their priorities and needs. Use Business Plan and TYPSS II to define and promote a clear vision to attract more funding; focus and prioritise on what is realistic and deliver well and visibly on outputs and outcomes; establish SPC SDD as a	SPC	All	17

If this happens:	... the consequences are:	Likelihood	Impact	Category	Mitigation within SPC SDD control	Risk owner	Relating to KRAs	Overall rating
	performance and poor funding with adverse impact on the quality of policy decisions.				centre of excellence of international reputation.			
NSOs cannot recruit and retain the right people or adequately train them, in technical, managerial and other roles.	Inefficient or ineffective production and use of statistics.	Likely	Major	Operating environment	Support NSOs in management, recruitment and professional development policies, not just in technical aspects of statistics production.	Outside SPC	All	16
NSOs, line Ministries, or political leaders inhibited by outdated legislation or otherwise reluctant to share data or publish results.	Less data and fewer indicators are published than could be; innovation in new data sources is stifled; assets such as the microdata library used less. Important policy decisions are made on poor information.	Likely	Moderate	Operational	Carefully and sensitively deal with data sovereignty and privacy issues; build on international best practice; build confidence through safe and effective use of data, highlighting success stories; manage issues through appropriate governance fora (e.g., using PSMB for technical purposes and PSSC and FEMM for governance). Support updating of legislation to meet modern data and technology and governance needs.	Outside SPC	1,4	12
Opportunities from new data sources and methods are missed.	Data will keep being produced by traditional expensive methods. Insightful data from new sources will not be available to policy makers	Likely	Moderate	Results	Allocate resource (through restructure with a Manager responsible for this and creation of new Adviser roles focusing on emerging data). Create stronger links with private sector and universities through internships, training and other cooperation. Systematically improve SPC data processes (e.g., by introducing source code version control) and build expectations of staff staying up to speed with new data developments.	SPC	2,4	12
External shocks such as pandemics, disasters, wars.	Diversion of resources and attention away from data; collection challenges or impossibilities. Quality of	Moderate	Major	Disaster	Learn the lessons from Covid and prepare for future flexibility and innovation in data collection, analysis, dissemination and use.	Outside SPC	All	12

If this happens:	... the consequences are:	Likelihood	Impact	Category	Mitigation within SPC SDD control	Risk owner	Relating to KRAs	Overall rating
	decision-making declines through lack of evidence.							
Higher than expected staff turnover in NSOs.	Inefficiencies and repetition in capability building, and loss of corporate knowledge	Moderate	Moderate	Operating environment	Factor in likely changes of (trainee) staff into capacity building plans; position SPC as a regional centre of corporate knowledge and expertise to compensate for churn within NSOs.	Outside SPC	All	9
SPC fails to manage intellectual property, corporate knowledge and regional networks / personal connections, due to staff turnover or weak systems.	Knowledge, networks and trust will be repeatedly lost; inefficiencies from “reinventing the wheel”; lack of scalability; lack of quality control	Moderate	Moderate	Operational	Continue to improve document management, documentation, source code version control, processes for working as a team rather than individuals. Demonstrate that privacy can be protected through anonymisation even for small populations.	SPC	All	9
SPC cannot get the balance right between technical hands-on expertise and governance, strategy, advice.	SPC will fail in either or both of its technical or “soft skills” aspects of its work program.	Moderate	Moderate	Operational	Improved management structure, manager responsibilities and adviser job descriptions. Prioritise professional development within SPC and set clear expectations in both sets of skills, different balances for distinct roles.	SPC	All	9
Capacity building is not well planned and delivered.	Lack of sustainable capacity building for NSOs and data users.	Moderate	Moderate	Results	Train SPC staff in adult learning and related skills. Develop and apply a capacity building framework to ensure full range of modalities used. Ensure capacity building is integrated into all aspects of SPC’s deliverables.	SPC	1,2,3	9
PICT governments do not see SPC SDD as the statistical system leader.	Coordination of donor support will be difficult or impossible; standards will degrade; access to counterparts will get harder. Quality of policy analysis and decision-making will decline.	Unlikely	Major	Reputational	Prioritise member concerns and directives; promote the SPC program and the TYPSS II vision to members, including not only NSOs but also planning, finance, and line Ministries.	SPC	All	8
SPC technical	Innovations will be constrained	Unlikely	Moderate	Operational	Constructive relationship of SDD with	SPC	1,2,4	6

If this happens:	... the consequences are:	Likelihood	Impact	Category	Mitigation within SPC SDD control	Risk owner	Relating to KRAs	Overall rating
infrastructure and processes cannot support the innovations sought by SDD and partners.	by old technology and processes.				Information Services and corporate services (e.g., Procurement); seek to promote an efficient and effective SPC-wide approach to data management, analysis and dissemination (e.g. through communities of practice) that brings the whole organisation on an innovation journey.			
SPC cannot recruit the right people fast enough and retain them.	Funds might be available but will be un-used or used less efficiently on contractors and consultants.	Unlikely	Moderate	Operational	Prioritise selection processes; advertise widely; strive to create a “buzz” around exciting work at SPC and strong, publicly visible team spirit.	SPC	All	6
Donors and implementation partners fail to coordinate assistance.	Duplication in some areas of support and gaps in others; wasting time of NSOs; less consistency in products. Increasing burden on respondents and NSOs leads to decline in response rates and quality of collections.	Unlikely	Moderate	Operating environment	Ensure regular meetings of DDPG, PSMB, etc and strong, ongoing connections between meetings; promote coordination mechanisms as something that helps everyone.	SPC	All	6
Evidence-based decision-making might actually not be any better than uninformed decision-making.	Investment in statistics is unnecessary beyond some point where marginal gains decline.	Rare	Major	Results	Learn from international evidence on the value of evidence-informed decision-making. Demonstrate value of data in decision making through case-studies and examples.	Outside SPC	All	4
Funds are misused, by SDD staff, consultants or partners.	Resources that could have been spent on statistics are wasted (but likely to be small scale); loss of confidence from members and donors.	Rare	Minor	Fiduciary	Follow SPC fiduciary and other processes and policies	SPC	All	2

G. MONITORING AND EVALUATION

47. Monitoring, Evaluation, and Learning (MEL) will be integrated into SPC’s implementation of its strategic plan 2022-2031. It will be guided by the holistic approach of the SPC Planning, Evaluation, Accountability, Reflection, and Learning policy. The Strategic Planning and Learning Division plays a critical role in supporting divisional practice.
48. Each year, SDD’s performance in implementing the business plan will be reviewed annually. SDD’s actions will be adapted as required to meet changing circumstances and emerging developments, including risks and mitigations. The review will include performance and learning workshops, reflections and planning sessions. SDD’s contribution to the SPC annual report will form the basis of SDD’s contribution to the SPC Strategic Results Framework and annual results reporting processes, including performance stories.
49. The Business Plan will be evaluated at the mid-point and at the end of the Business Plan period. Table 6 outlines the Monitoring and Evaluation Framework for Business Plan 2022–2026

Table 6: Monitoring and Evaluation, Results Framework

	Objective	Indicators and targets	Data Sources
Outcome	Highly competent and sustainable national statistics systems that meet national and international statistics needs for evidence-based policy, planning, and monitoring.	<ul style="list-style-type: none"> ▪ Improvements in overall World Bank Statistical Performance Indicator (SPI) score, from 2022–2026 ▪ Improvements seen from the bottom-up compilation of results under KRAs 1 to 5 	<ul style="list-style-type: none"> ▪ World Bank SPI
Outputs	KRA 1: Well-resourced and stronger national capacities for analysis, interpretation and evidence-based policy development.	<ul style="list-style-type: none"> ▪ Improvements in scores for “Data Use” pillar of the World Bank SPI for PICTs from 2022–2026 ▪ Improvements in qualitative assessment of strength, weaknesses, opportunities, threats for members ▪ SDG voluntary national reports and regional reports completed on schedule 	<ul style="list-style-type: none"> ▪ World Bank SPI ▪ IMF Article IV staff reports including comments on statistical issues of member countries ▪ ESCAP Economic Statistics reviews ▪ SDD internal reports on SDG reporting processes
	KRA 2: Relevant, timely, reliable, well maintained and accessible data, statistics and indicators (including official statistics, administrative data and alternative data sources).	<ul style="list-style-type: none"> ▪ Improvements in scores for “Data Sources”, “Data Products” and “Data Services” pillars of the World Bank SPI for PICTs from 2022–2026 ▪ Number, currency and scope of SDG indicators and selected socio-economic indicators being reported 	<ul style="list-style-type: none"> ▪ World Bank SPI ▪ PDH.Stat ▪ PDH Microdata reports ▪ CRVS national reports

	Objective	Indicators and targets	Data Sources
		<ul style="list-style-type: none"> ▪ Comparison of core collections (censuses, surveys, etc) successfully undertaken and published compared to five-year plans ▪ Coverage of CRVS data and indicators on births and deaths ▪ Proportion of the 131 SDG indicators available for each country ▪ Number of up-to-date (latest available anywhere) indicators in PDH.Stat, and increasing number downloads ▪ Number of datasets in PDH microdata library and published uses by researchers ▪ Number of Pacific countries and territories using the Washington Group Short Set Questions on disability in their census (aiming for all countries at least to do so). 	<ul style="list-style-type: none"> ▪ Five year rolling core collections plans ▪ NSO websites
	<p>KRA 3: Nationally prioritised NSO and NSS work programmes and policy analysis needs supported and aligned with National Development Plans and meeting regional and global development reporting commitments.</p>	<ul style="list-style-type: none"> ▪ Stable or improving proportion of members have an NSDS approved and being implemented ▪ NSDS or equivalent document completed or updated for five or more PICT NSOs by 2026. 	<ul style="list-style-type: none"> ▪ SDD or PARIS 21 records on NSDS
	<p>KRA 4: Data collection, analysis and dissemination methodologies and statistical assets and indicators tailored to Pacific capabilities and needs.</p>	<ul style="list-style-type: none"> ▪ Improvements in scores for “Data Infrastructure” pillar of the World Bank SPI for PICTs from 2022–2026 ▪ PSMB meetings leading to decisions and artefacts such as guidance notes, and evidence these are being adopted in data collection 	<ul style="list-style-type: none"> ▪ World Bank SPI ▪ SDD records
	<p>KRA 5: Regional statistical governance, coordination and financing support NSO, national and regional needs and inform regional agendas.</p>	<ul style="list-style-type: none"> ▪ One HOPS or PSSC is held each year with good PICT attendance and substantive decisions taken ▪ Two PSMB meetings held each year with good PICT attendance and substantive decisions taken ▪ Qualitative evidence the key strategic documents – TYPSS II, Brisbane Accord, Roadmap on Gender Statistics – are 	<ul style="list-style-type: none"> ▪ SDD, PSSC, PSMB, DDPG, BAG and HoPS annual meeting reports ▪ ESCAP Economic Statistics reviews

	Objective	Indicators and targets	Data Sources
		<p>proving useful for national needs and improving coordination and provision of support</p>	
<p>Inputs and Activities</p>	<p>Four 'ways of working' objectives. Approximately 40 development objectives.</p>	<ul style="list-style-type: none"> ▪ Demonstrable progress (probably qualitative) against each of the four 'ways of working' objectives ▪ Demonstrable progress against the workplans under the development objectives ▪ Resources available to SDD do not materially decrease in real terms ▪ Financial execution rates show SDD uses the resources available to it 	<ul style="list-style-type: none"> ▪ SDD annual reports

H. ORGANISATIONAL STRUCTURE

50. A new organisational structure was introduced in September 2022 to better implement the direction set out in this Business Plan. Compared to the previous structure, the new structure:

- Has three roughly equally sized teams of the data and statistics experts each led by a Manager responsible for the team’s outputs
- Has a clearly defined management team to support the Director
- Is scalable
- Is flatter and less complex

51. The SDD structure assigns a Manager as the lead for each programme of work, with resources in their team that are largely dedicated to that particular programme. However, staff in all three teams will at times be working across all three programmes.

SDD organisation chart

