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2018 PSSC MEETING

DOCUMENT Nº 6:

SDD BUSINESS PLAN (2018-2020)

Prepared by the
Statistics for Development Division (SDD)
of the
Pacific Community (SPC)

October 2018

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

TRUSTED PACIFIC DATA SUPPORTING

WELL INFORMED POLICY DECISIONS

THAT HELP IMPROVE PACIFIC PEOPLE'S LIVES

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A. BACKGROUND

1. The Statistics for Development Division's (SDD) 2018–2020 Business Plan has been developed to reflect the key recommendations from SDD's Performance Improvement Framework (PIF) Review (2016); Pacific Statistics Steering Committee Meeting (PSSC–13) (2016); Sustineo Pacific Statistics Assessment (2016) and the recently released Ten Year Pacific Strategy (TYPSS) Phase 2 Review (2017), while aligning to the SPC's current Strategic Plan.

2. Recent reviews of TYPSS and SDD confirmed that coordination among technical partners, donors and member countries continue to be a significant challenge, made more difficult by the increased demand for statistics driven by the 2030 International Development Agenda's Sustainable Development Goals' (SDGs) reporting requirements. This challenge will require a significant lift in coordination among technical partners and will be given high priority in the implementation of TYPSS Phase 3 and in this Business Plan.

3. It is appropriate to recognise here, the progress in statistical development that has been achieved in the region over previous years and to acknowledge the fact that this is largely down to the dedication and hard work of SDD staff. 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 statistics across sectors, success has been positive but mixed.

4. The most obvious and tangible value of common methodologies has been increased data quality, improved 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 have not only significantly reduced collection costs and processing times, but have also led to the improved timeliness of outputs. Standardisation of methods, systems and processes will continue to be given a high priority during TYPSS Phase 3.

5. Funding uncertainty has been the biggest challenge in delivering on the previous Business Plans. This uncertainty threatened the sustainability of ongoing statistical technical assistance, commitments to capacity building as outlined in the Ten Year Pacific Statistics Strategy, 2011–2020 and SDD's ability to respond to the increase in demand for support at the commencement of the 2030 International Development Agenda's SDGs. Many of the national core statistics collections are reliant on external funding and this continued to create great uncertainty in the support delivery timeline.

6. SDD will need to work closely with technical partners and donors in order to mobilise resources in order for it to deliver fully on all its proposed initiatives. The time is now right for SDD to take full advantage of the unique position it finds itself in, to shift to a new operating model in order to contribute more effectively to improving pacific people's lives, by playing a stronger leadership and coordination role in delivering statistical support, and focusing its skilled technical resources on lifting user demand, understanding of the importance of official statistics and data, and supporting their use for the betterment of Pacific Island Countries and Territories (PICTs) and the region.

B. INTRODUCTION

7. SPC's Strategic Plan 2016–2020 mission is, "To work for the well-being of Pacific people through the effective and innovative application of science and knowledge, guided by a deep understanding of Pacific Island contexts and cultures". SPC contributes to 3 regional development goals: (i) Pacific people benefit from sustainable economic development; (ii) Pacific communities are empowered and resilient; (iii) Pacific people reach their potential and live long and healthy. SDD's principle focus is on meeting objective 4 within goal 1, namely; "Strengthen access to and use of development statistics in policy development and monitoring progress."

8. Whilst the principal focus of SDD's business plan is based on Objective 4, the cross-cutting nature of SDD's work means it contributes directly to the organization's five strategic organisational objectives, all of which are focused on maximising the unique capabilities of SPC's people, systems and processes to deliver efficient and effective solutions to PICTs with the aim of enhancing the lives of their people. SDD's redefined role and functions continue to be closely aligned to these objectives, which are as follows:

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

9. For SDD, achieving these development goals demands effective strategic planning, engaged members and willing partners, together with operational efficiency and effectiveness. These attributes, and the ability to be responsive and adaptive to the increasing and changing demands for information will be critical to SDD staying relevant and achieving acknowledgement as the region's data hub and coordinator for delivery of statistical development and support, statistical products and data services. (i.e.; the region's "**statistical system leader**").

10. The key for SDD going forward will be its ability to maximise its comparative advantage, by enhancing the role of coordinator, broker, convenor, promoter and system leader. There are many other agencies able to provide the technical assistance in specific areas, and SDD will look to leverage and coordinate this expertise to ensure statistical support continues to be delivered to PICTs in a timely and more effective manner. SDD's leadership role was endorsed during 2017 HOPS.

11. Commencing 1st January 2018, SDD will adopt its new operating structure and operating model that will position it to commence developing its system leadership role of coordinating the delivery of statistical support for all statistical collections using the partnership model, offering statistical advice, developing and promoting "Methods Board" approved best practice methods and standards, and focusing the largest part of its resource base on data quality, analysis, and dissemination.

12. For SDD to succeed in its new role, it will be important that it channels its statistical expertise into lifting statistical standards, improving quality and timeliness of outputs, improving meta data and associated documentation, harmonising classifications and developing a "first class" data dissemination service.

    The Operating Model has SDD in a broader role and illustrates how SDD will lead and influence the region's statistical system moving forward.

    Sitting alongside this is SDD's new operating structure designed to facilitate evolution as SDD shifts focus and strengthens its leadership role in coordination, data analysis and coordination.

    (Refer to <u>Annex 1 and 2</u> for SDD's new operating model and structure)

13. This shift does not mean SDD is stepping away from ensuring National Statistics Offices (NSO)s get the right level of support at the right time to deliver their statistical work programmes. To the contrary, SDD will continue to work in close collaboration with NSOs to support their ongoing statistical needs and priorities but use a partnership model for delivering statistical support.

14. Key to SDD achieving this plan's outcomes will be limiting its own statistical collection resource to supporting two key collections; Population and Housing Censuses and Household Income and Expenditure Surveys (HIES); and targeting this resource to smaller PITCs with all remaining technical support to be delivered via a partnership based model. Refer to Table 1 for the proposed partnerships.

15. With this shift, SDD also aims to progressively expand its sphere of influence across national statistical systems of PICTs to raise awareness of best practice methods with regards their data collection activities, and provide support on data integration and analysis approaches to improve policy

development in their sectors, such as: gender or environmental data as inputs into social development policies; Agriculture data as inputs to environmental and food security policy development.

16. It should be noted that statistical capacity building remains an important part of delivering technical support. In its leadership and coordination role, SDD will focus on providing improved documentation on methods, systems and processes, best practice "blueprints" for NSOs to use, establish a statistical support 'Help Desk" and continue to support the building of statistical knowledge and skills.

17. With regards to general statistical training to lift capability in PICTs, SDD will look to develop online training modules to assist NSOs and other producers of statistics in PICTs apply best practice methods, systems and processes to national statistical collections and partner with major training agencies such as Statistical Institute for Asia and the Pacific (SIAP), to deliver general statistical training when and where needed.

C. THE ROLE AND PURPOSE OF SDD

18. SDD plays a key central role in coordinating and supporting the development, production and delivery of official statistics for PICTs. SDD also plays a key role for users through its central data repository PRISM, which provides a focal point for users of regional and country statistics to help inform policy development and strategic economic and social decisions.

19. Given the broader challenges SPC is facing, the Director General (Dr Colin Tukuitonga), is systematically reviewing the divisions and groups within SPC to assess their current "fit for purpose" and to determine how each should be adapting to the changing global and regional climate. As part of this process SDD underwent its performance review in late 2016 to identify ways in which SDD could improve its performance in the medium term and to consider how it should be adapting to change.

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

D. PRIORITY SETTING: SDD OBJECTIVES AND KEY RESULT AREAS

21. SDD's review identified four broad areas where the Division will need to focus on in the medium term: (i) improved regional statistics system coordination and governance; (ii) coherent census and survey technical support and coordination; (iii) improved data quality, analysis and packaging, and (iv) user driven data dissemination products and services. SDD's Business Plan also recognises that in order to achieve its development objectives, the Division needs a very clear framework. The number of objectives, key result areas and activities that the Division will deliver on for the next three years (2018–2020) are outlined in Table 2.

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

22. SDD will lead, support and coordinate the ongoing development, production and dissemination of official statistics. SDD will strengthen its relationships across the region and internationally with the goal of re-establishing itself as the region's data hub and coordinator for the delivery of statistical development and support, statistical products and data services. Communication is key and SDD must take and use every opportunity to communicate with its members, partners and key stakeholders on

its initiatives and plans and take every opportunity to promote the data that is available to users at all levels.

23. Coordination and communication with and between partners and countries will be essential for achieving good results. To this end, SDD will establish more formal (and binding) arrangements for census and survey support that clarify how coordination and collaboration will work in practice. These arrangements will include a five-yearly regional events plan, coupled with partner agreements on support delivery. While SPC and other partners have made important contributions to the progress of statistical development, improved coordination will be necessary, in order to reduce duplication and ensure that resources are being utilized effectively, are aligned with national priorities and synergies encouraged. The *Brisbane Accord Group* (BAG - which comprises 12 technical and financial partners) provides a model for such coordination, in the area of Civil Registration and Vital Statistics (CRVS).

24. A key to SDD's success will be its ability to relationship manage, advocate, lobby, broker arrangements and plan and coordinate national statistics collections successfully. To enable SDD to be successful in these areas, new skills such as relationship management, negotiation, event management, dissemination and product development will need to be developed within SDD.

25. To support its coordination role, SDD will facilitate the following regional bodies which was approved during 2017 HOPS Meeting. These bodies include the following:

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

SDD Development Objective 2: Co-ordinate Census & Survey technical support and methods board

26. The coordination and delivery of statistical support remains a core component of SDD's work programme. In order to strengthen its leadership in this area, SDD will need to shift its focus and re-prioritise how support is delivered. Given its limited resource base, SDD will look to play a stronger leadership and coordination role with NSOs, technical partners and donors to ensure cohesive integrated statistics collections planning for the region, in order to facilitate more efficient resource mobilization, allowing member countries to get "value for money" services with SDD playing a more central coordination and leadership role.

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

28. A key component of this new role will be making common tools, methods and standards and case studies available as part of a "shared services" concept and incorporating the South-South approach where relevant with the medium term goal of "minimising its direct support role in favour of increased leading and coordinating".

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

29. The new operating model allows for a stronger focus on data quality through improved documentation. Greater attention will also be paid to data being properly archived, analysed, packaged and disseminated whilst ensuring that data confidentiality is maintained at all times. SDD

will work to ensure (as far as practicable for the region) adherence to international best practice and increase data availability through the appropriate electronic platforms.

30. The aim will be to improve quality and timeliness with overall goal of becoming the region's focal point for data that is "trusted" by stakeholders and users. Trust will become a key theme in SDD's work going forward and its longer term vision for the region. From a practical aspect, this area will also support the dissemination function in regularly reviewing the statistical needs of key users to ensure user demands are being met.

31. The Division will ensure that core indicators, such as the National Millennium Development Indicators (NMDI) and Pacific SDG indicators are kept up-to date and are readily available on SDD's website. Population estimates and indicators based on household surveys will continue to be updated once new data are available. The Division is already a member of the SDG Taskforce as part of its system leader role, and therefore able to influence ongoing requirements in these areas. SDD's involvement in SDG indicators work will focus on data sourcing, mapping, reporting and working closely with other international partner organisations to better define their respective role in this area.

32. Packaging data for policy users will also be undertaken, to provide off-the-shelf targeted products for this user group. As other groups are progressively identified and demand increases, different data products will be developed.

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

33. A core priority of the dissemination function is to create more efficient and increased use of statistics for decision making. The "User Focus Project" will assess, in detail, the key users of Pacific statistics and the products and services they need. Secondly, SDD is currently working on strengthening its web-based data dissemination products and services which includes:

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

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

SPC's strategic organisational objectives

35. For SDD to contribute effectively to SPC's development goals it must also ensure that it contributes to SPC's organisational objectives. As previously mentioned, SPC has five strategic organisational objectives: (i) Strengthen engagement and collaboration with members and partners; (ii) Strengthen technical and scientific knowledge and expertise; (iii) Address members' development priorities through multi-disciplinary approaches; (iv) Improve planning, prioritisation, evaluation, learning and innovation; and (v) Enhance the capabilities of our people, systems and processes.

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

36. The focus of this organisational objective will be in three areas: (i) to ensure there is a well-established partnership put in place with technical partners who are ready to collaborate with SDD in delivering on TYPSS Phase 3; (ii) to ensure MoUs are in place with NSOs that are transparent and easy to understand and clearly define both parties roles and responsibilities; and (iii) to ensure a calendar of statistical events is in place that can be updated regularly and made available to all key stakeholders including member countries and donors.

37. SDD will ensure there is stronger and more effective coordination among development partners and with NSOs so that there is no duplication of effort and available resources are being utilised efficiently. Table 1 summarises potential partners that will collaborate in the delivery of technical support to member countries national statistical collections. In all these collections, SDD will coordinate these activities to ensure that partnership arrangements are in place and methods, systems and processes are aligned with international best practice. This will be reported to the Methods Board Meeting for peer review and approval.

38. Table 1 presents the main technical partners SDD aims to collaborate with in delivering the program of censuses and surveys over the next 3 years and beyond.

Table 1: Partnerships in National Core Statistical Collections

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

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

39. SDD aims to maintain a team of high performing staff that are up to date with the latest international best practice statistical methods and techniques, including statistical product development, data and customer services. To this end, SDD staff will be encouraged to keep abreast of new developments, as well as given opportunities to attend relevant fora and training courses.

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

40. SPC's prioritisation process has identified the need to improve internal data integration. SDD has a critical role to play in ensuring there are multi-disciplinary approaches to project planning, implementation, monitoring and evaluation.

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

42. Given SDD's limited resources, a suitable subject matter area will be identified for a pilot in year 2 (e.g. Education or Health), and pending the outcome, further work will progress in year 3.

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

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

44. An important goal of shifting to the new operating model for SDD is to achieve improved budget and work planning, regular performance monitoring (in line with both SDD Business Plan Results Framework) and through Pacific Statistics Steering Committee, monitoring the implementation of Phase-3 (2018–2020) of the Ten -Year Pacific Statistics Strategy.

45. SDD will with the support of Strategy Planning and Learning (SPL) develop its monitoring, evaluation and learning skills to better assess projects undertaken and extract maximum benefits from these that will flow on to new projects.

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

46. Skilled motivated staff, robust systems and efficient processes are at the heart of SDD's future success and sustainability and staying relevant. To ensure the successful implementation of SDD's new role and functions it is important for SDD to build a strong performance culture, grow the skills and capability it needs for the future and position the division's people, practices, processes, and systems for an agile working environment. SDD will focus on building a strong performance based culture in the division where knowledge sharing and operational transparency are the new norm.

47. Table 2 details SDD's objectives, expected outcomes, results and activities. Linked to this is SDD's Results Framework 2018–2020. (Refer to **Annex 3** for this framework).

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

SDD Development Objective 1*: Improve regional statistics system coordination and governance** ***Expected Outcome 1: *Through SDD's system leadership, there is coordinated governance and stakeholder collaboration to support PICTs in their efficient development and production of quality Pacific statistics.* ***Responsible:*** *Office of the Director with relevant support from respective unit*			
	2018	**2019**	**2020**
Key Result Area 1.1: Improved regional statistics governance and coordination			
Activity: Develop a regional statistics governance framework paper with recommendations to be discussed and endorsed during 2017 HOPS. Implementation to start in 2018 subject to HOPS approval.	X		
Activity: Undertake a review of MoUs held with member countries with a view to developing more generic document that SDD can use across all collaboration with member countries.	X		
Activity: Contribute to the effective running of HOPS in setting policies that guide how partners will collaborate and prioritise their support to statistics development in the region.			X
Activity: Contribute to the effective running of PSSC guiding the implementation of the TYPSS Phase 3.	X	X	X
Activity: Establish a Statistics Methods Board and ensure it is operational by mid- 2018. This is subject to approval at 2017 HOPS.	X	X	X

Activity: Establish a Donor/Development Partners Group and ensure it is operational by mid-2018. This is subject to approval at 2017 HOPS.	X	X	X
Activity: In collaboration with other technical partners (UNFPA, UNICEF, World Bank, FAO, ILO and ABS), implement a 5-Year Data Collection Plan that all stakeholders agree to – NSOs, technical partners and donors. This is subject to 5-Year Plan approved in 2017 HOPS and funding.	X	X	X
Activity: Establish a willing partner to lead the development of National Strategy for Development of Statistics (NSDS) to remaining and interested PICTs.	X	X	X
SDD Development Objective 2:* Coordinate Census & Survey Technical Support and Methods Board** ***Expected Outcome 2: *Technical support to censuses and surveys is being delivered through a coordinated regional technical program using standardised methods, systems and processes* ***Responsible:*** *Census and Survey Technical Support Team*			
Key Result Area 2.1: Contribute to the effective running of the Statistics Methods Board			
Activity: Ensure that all technical partners providing technical support to national statistics collections adopt agreed standardised methods, systems and processes as endorsed by the Methods Board.	X	X	X
Activity: Coordinate and facilitate Methods Board Meetings ensuring agendas focus on data collection methods, systems and processes.	X	X	X
Activity: Draw up a Collection Plan in collaboration with relevant technical partners - covering standardised method, system, process – that Method Board approves for all technical partners to use when providing technical support on national statistics collections such as Population Census, HIES, DHS, Disability, Labour Force Survey and Agriculture Census.	X	X	X
Key Result Area 2.2: Provide technical support to data collection and quality assurance processes using standardised methods, systems and processes			
Activity: Provide ongoing technical support, to Population Censuses and HIES in partnership with UNFPA and World Bank respectively, ensuring priority is given to smaller member island countries. It should be noted here that the medium term goal is to shift this support into the partnership model by 2020.	X	X	X
Activity: Provide ongoing technical support to assist national efforts to improve and maintain the quality of Civil Registration programs (recording of births, deaths and causes of death), Trade and Prices.	X	X	X
Activity: Lead the provision of targeted technical support to other surveys including Disability Survey, Labour Force Survey and Agriculture Census on a **full cost recovery basis** only.	X	X	X
Key Result Area 2.3: Supplement local capacity through South-South program			
Activity: Promote and encourage the use of South-South technical support, including capacity supplementation, designed to enhance and help maintain regional human resource bases.	X	X	X
SDD Development Objective 3:* Improve data quality, analysis and packaging** ***Expected Outcome 3: *All statistics and data held by SDD meet the required quality standards and are easily accessible* ***Responsible:*** *Data Analysis and Dissemination Team*			
Key Result Area 3.1: Ensure all datasets housed by SDD are quality checked, analysed and packaged			
Activity: Ensure that final datasets are housed by SDD and are accompanied by their relevant metadata and documentation (datasets include Population Census, HIES, Trade, Prices, CRVS and other censuses and surveys specified in the regional data collection plan such as DHS, agriculture Disability Survey and Labour Force Survey.	X	X	X

Activity: Ensure that all key indicators derived from household-based surveys are kept up-to-date including NMDI and SDG regional indicators matrix**.** Ensure that population projection and estimates are kept up-to-date**.**	X	X	X
Activity: Assist member countries with data analysis in selected priority areas either through direct support or outsourcing.	X	X	X
Result 3:2 Communicate and collaborate with other technical partners and/or other SPC divisions on relevant topics			
Activity: Contribute to the effective running of BAG Meetings.	X	X	X
Activity: Communicate any data availability issues and gaps to the Pacific SDG Taskforce.		X	X
Activity: Assist PIF with the preparation of the first High Level Pacific SDG indicators Report in early 2018.	X		
Activity: Continue to collaborate with PFTAC to ensure there is well-coordinated technical support program on economic statistics.	X	X	X
Result 3.3: Ensure easier and timely access to microdata			
Activity: Ensure there is efficient process for users to access Pacific microdata via SDD's microdata archive repository. This is to be approved at 2017 HOPS and implementation to start in 2018.	X		
Activity: Ensure microdata held by SDD meets data quality standards and supported by appropriate technical documentation.	X	X	X
Activity: Determine ways of increasing the use of microdata for policy research.		X	X
SDD Development Objective 4: Deliver user driven data dissemination products and services ***Expected Outcome 4:*** *Engaged and better informed users are able to access quality and timely statistical products and services and Pacific policy-makers and planners are making greater use of more readily accessible data* ***Responsible:*** *Data Analysis and Dissemination Team with relevant support from respective unit*			
Key Result Area 4:1 Engage with key users of Pacific data to understand their statistical needs and raise awareness of statistical products and services available			
Activity: Use the outcomes from the "User Focus Project" to make improvements statistical products and services and their dissemination.	X		
Activity: Ensure that statistical products and data services (especially web-based data dissemination) are visible to key users of Pacific statistics at national, regional and international levels.	X	X	X
Activity: Take advantage of opportunities (events/meetings) to showcase SDD data dissemination products and services, e.g. Universities and tertiaries institution orientation programs (including NZ and Aust.), SPC hosted regional meetings; SPC Divisional meetings.		X	X
Key Result Area 4:2 Ensure timely delivery of user-driven statistical products and data services			
Activity: Ensure SDG indicators are fed into the regional databases and SDD's website.	X	X	X
Activity: Collaborate with the social and economic statistics advisors to ensure that Pacific regional database (www.spc.int/nmdi) that contains a core set or regional (NMDI) and international (MDG, SDG) indicators, are kept up-to-date, to assist national and regional monitoring and reporting on development progress.	X	X	X
Activity: Ensure that PRISM is up-dated regularly as new data becomes available from member countries.	X	X	X
Activity: Ensure that customers' enquiries for general or specific products/services are responded to within a reasonable timeframe. Initially set at 5 working days.		X	X

Activity: Provides support to National Statistical Systems (NSS) on data dissemination aimed at raising awareness and increasing the use of data for policy developments. For example, national data dissemination workshops targeted at senior policy analysts and infographic training for relevant local staff.	X	X	X
Key Result Area 4:3 Strengthen internal and external Pacific data dissemination coordination			
Activity: In collaboration with OMD, undertake a stocktake of the data currently held by other SPC's divisions with a view to assessing their "fit for purpose" status for potential re-use and dissemination.			X
Activity: Maintain close collaboration with other SPC Divisions that are working on cross-cutting topics such as health, nutrition, NCD, environment, education and nutrition.		X	X
Activity: Collaborate with other agencies (World Bank and UN Agencies) to identify areas for alignment, exchange information and technical support in disseminating Pacific statistics.	X	X	X
SDD Organizational Objective 1*: Strengthen engagement and collaboration with members and partners** ***Expected Outcome 5: *Close and clear collaboration between SDD, technical partners and NSOs to improve coordination of the statistics technical support program*			
Key Result Area 5.1: Agree with technical partners, donors and NSOs on a coordinated technical support program to deliver on the TYPSS Phase 3 (this is directly related to SDD Development Objective 1)			
Activity: Agree with UNFPA on joint technical support on Population and Housing Censuses.	X		
Activity: Agree with UNFPA/UNICEF regarding technical support on DHS and Multi Indicators Clusters Surveys (MICS).	X		
Activity: Agree with World Bank on joint technical support HIES.	X		
Activity: Coordinate with relevant agencies technical support; with FAO for the Agriculture Census, and with ILO for the Labour Force Survey and any other census and surveys required for Pacific SDG indicators reporting.	X	X	X
Activity: Continue collaboration with PFTAC on delivery of technical support for economic statistics.	X	X	X
Activity: Continue working with BAG to ensure technical support for CRVS is being well coordinate.	X	X	X
SDD Organizational Objective 2:* Strengthen technical and scientific knowledge and expertise** ***Expected Outcome 6: *SDD staff keep up to date with latest statistical development trends and techniques*			
Key Result Area 6.1: SDD staff are provided with opportunities to attend relevant forums and training courses to stay abreast of new statistical developments			
Activity: Ensure there is core funding set aside for staff training as part of their development.		X	X
SDD Organizational Objective 3:* Address members' development priorities through multi-disciplinary approaches** ***Expected Outcome 7: *Acceptance of evidence-based design and planning as standard SPC business practice*			
Key Result Area 7.1: SPC promotes the use of statistical best practice across SPC Divisions			
Activity: Provide statistical support/advice to SPC technical divisions and program areas contributing to multi-disciplinary ("programmatic") work.	X	X	X

SDD Organizational Objective 4*: Improve planning, prioritisation, evaluation, learning and innovation** ***Expected Outcome 8: *SDD has an enhanced Planning, Evaluation, Accountability, Reflection and Learning (PEARL) performance system*			
Key Result Area 8.1: Ensure effective implementation and monitoring of SDD's Business Plan			
Activity: Continue working with SPL to enhance its PEARL performance system.	X	X	X
Activity: SDD business units produce an annual work plan for the following year by end November.	X	X	X
Activity: SDD business units provide a bi-annual Progress Performance Report against SDD's Business Plan Objectives and Performance Indicators.	X	X	X
Activity: SDD Finance provides the Director with a monthly budget report for regular tracking.	X	X	X
Activity: SDD develop a resource mobilisation plan to support SDD's operational budget.	X	X	X
SDD Organizational Objective 5: *Enhance the capabilities of our people, systems and processes* ***Expected Outcome 9:*** *SDD develops a high performing team backed up by efficient, robust systems and auditable processes to deliver cost effective services, build agility and stay relevant*			
Key Result Area 9.1: Develop a high performing team			
Activity: Ensure that performance management is followed through with staff allowing time for regular catch-ups Performance Development System (PDS) discussions and feedback.	X	X	X
Activity: Establish a regular communication process to ensure staff and management are kept informed of progress and issues.	X	X	X

E. IMPLEMENTATION

48. The SDD Performance review recommended a changed role for SDD focusing on its competitive advantage and the unique contribution it can make to the region. SDD is at the heart of the statistical landscape in the pacific region, having the knowledge, connections, and insights of the whole system making it ideally placed to take up a stronger coordinating position for the delivery of census, survey and administrative data collection support reducing duplication and establishing genuine partnerships, agreed priorities and best practice standards and methods.

49. SDD's priorities over the next three years will be to evolve as quickly as possible with the aim of consolidating its position as the region's preferred agency for coordinating statistical development and data production support and the focal point for users acquiring statistical products and data services.

50. Through 2018, SDD will transition away from its current operating model into the new model that is more heavily focused on engagement with donors, partners, members and users, partnership creation, improved cohesive planning in the statistical support area, improving the timeliness and quality of official statistics and developing a comprehensive service for data users through fast and easy access to statistical products and data services. Internally SDD will look to take a stronger leadership role and strengthen its position as the agency's statistical hub for data integration and expert advice.

51. SDD will also look to put in place better internal processes that will allow it to operate efficiently and effectively as a "One SDD" and present a unified position externally and internally. This will require a culture shift and to increase transparency and eliminate the current siloed approach.

F. SDD BUDGET

The budget presented here shows that over the next three years, 77 percent of the total SDD budget (2018–2020) is allocated to (see Table 2):

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

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

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

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

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

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

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

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

Key assumptions that underpin this budget include the following:

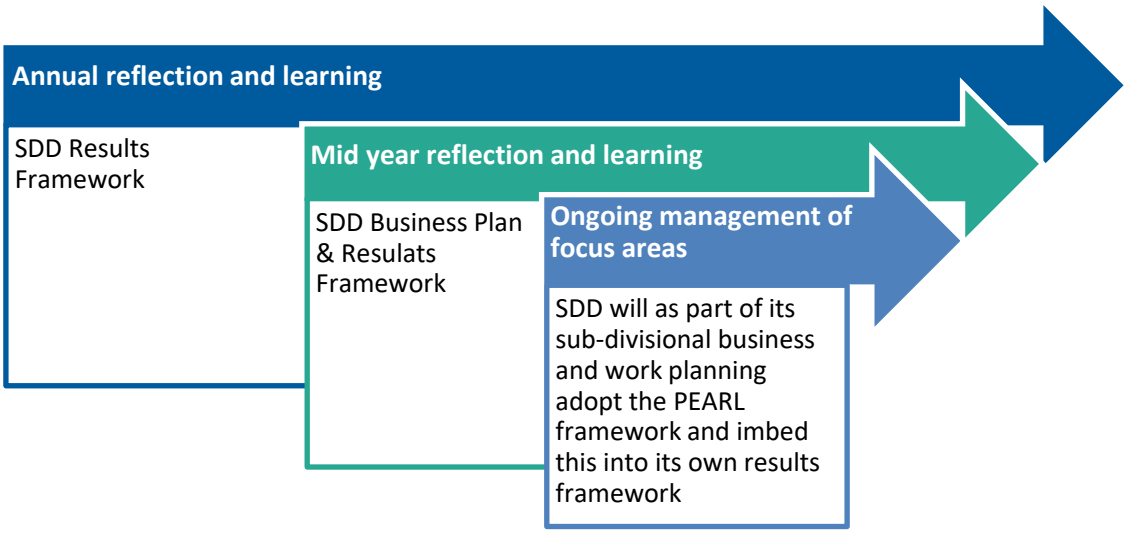
- Level of core funding's remains the same as per revised 2018 budget
- DFAT funds 1,500,000 AUD for 2018, 2019 and 2020
- MFAT funding continues beyond 2019
- 1.5% for Monitoring and Evaluation
- 15% for SPC Project Management Funds (PMF)

G. MONITORING, EVALUATION AND LEARNING

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

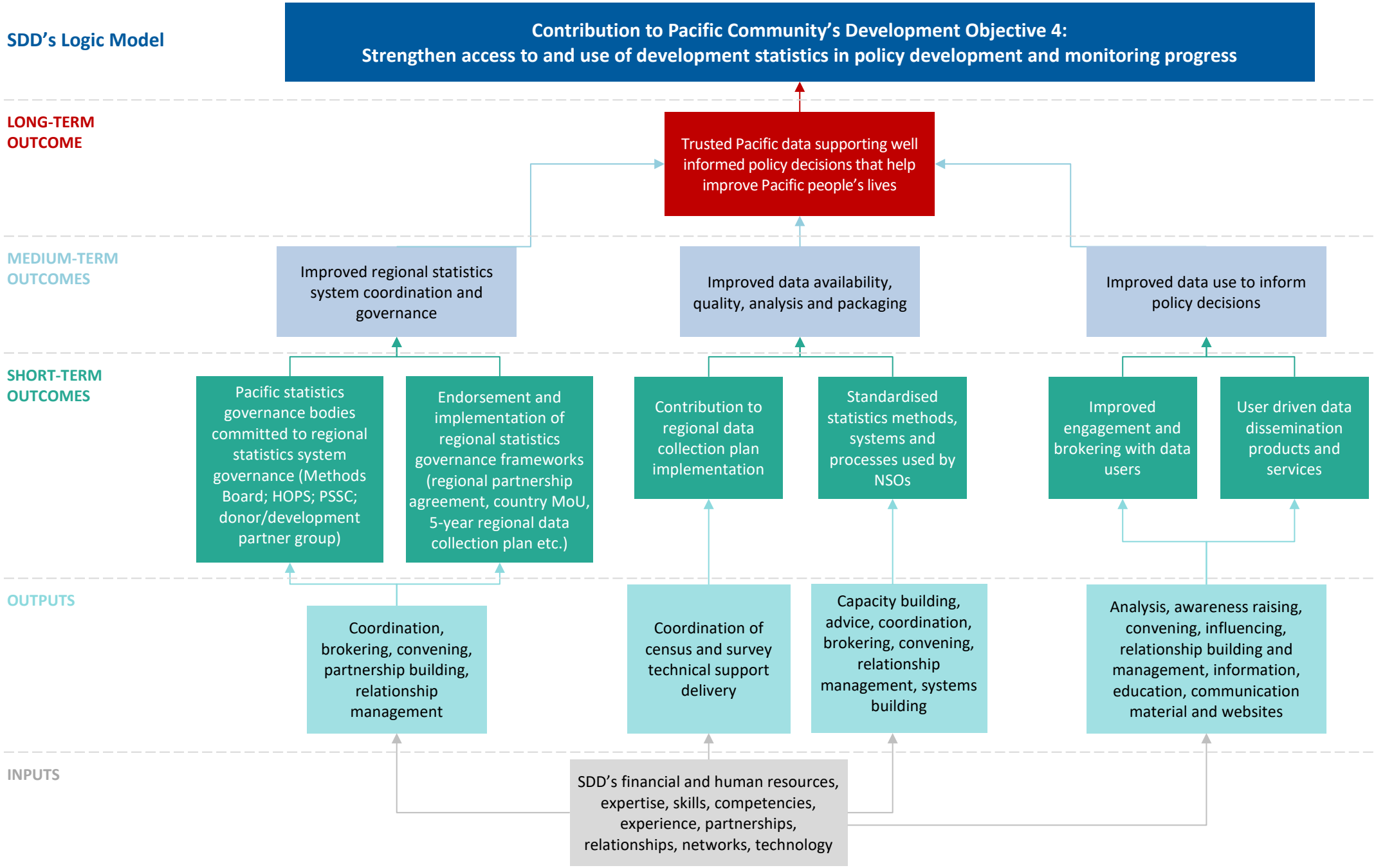
53. SDD MEL work requires significant strengthening over the next three years with its work programme needing to line up with those in the SPC PEARL calendar to form one line of enquiry and evidence to support SPC monitoring and managing the implementation of the Pacific Community Strategic Plan 2016–2020. The diagram below describes the line of sight between activities at SDD focus areas level, through SDD Business Plan to the Strategic Plan.

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



54. SDD will look to use a shared resource in implementing SPC's PEARL policy in general and a monitoring and evaluation plan specifically, assessing regular progress against SDD's key performance indicators. Being able to report on and measure the success of SDD's new role and functional priorities following the recent PIF review will be important. Key stakeholders have certain expectations in terms of SDD's ongoing performance and having evidence based reporting will need to become business as usual. The next Diagram demonstrates SDD's logic model that this Plan will follow in assessing whether it is making the impact it sets out to deliver on member countries development goals.

SDD's Logic Model



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

56. Progress towards achieving SDD's Strategic Organisational Objectives of the Strategic Plan 2016–2020 involves challenges and constraints. Many of these challenges will arise from the uncertainty that comes with adopting its new role and functions and the way SDD will begin approaching its work changes shape as SDD transforms itself from its "current" state to its "future" state as it pushes the boundaries and adapts to its new ways of working.

H. SDD TRANFORMATION

57. Embarking on change always comes with risk and SDD is no exception. SDD is a relatively small Division in SPC terms, but its role and work has a high profile given the importance of quality statistics in formulating sound policy in PICTs. Transforming SDD whilst at the same time ensuring business continuity will be a fine balancing act, the difficulty of which should not be underestimated.

58. The key to managing this risk will be ongoing engagement, communication with and commitment by member countries, donors and partners to give them confidence the change is being well managed. Transparency through regular reporting will be an important part of this process.

Business Continuity

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

Resource Management

60. SDD is one of SPC's smaller Divisions comprising a core team of specialists supported by a small administration and finance team. Each specialist currently operates their own programme of work and communication between the various areas is dependent on the person. Knowledge is very much held within individuals creating a significant risk for the business and SPC generally. Following the shift into its new organisational structure SDD will need to start breaking down barriers, sharing knowledge and adopting a more transparent culture both internally and externally.

61. In order to mitigate the loss of corporate knowledge staff will need to be included on the transformation journey, with communications, and consultations needing to be clear and appropriate in both content and timing. Key changes will include regular production and financial out turn reporting with standardised formats, clear lines of accountability, revised performance agreements that will set clearer expectations around work and behaviours.

Financial Impacts

62. SDD is heavily reliant on DFAT funding to support its statistical development programme. Keeping key funding partners such as DFAT will be critical over this three-year period as "all eyes" will be on SDD and SPC. Delivering on their promises to honour the review's recommendations will continue to be top of mind not only for DFAT but other key agencies that are key supporters and influences, such as MFAT, SNZ, ABS and international agencies such as UNECAP, UNESCO etc. There is a real opportunity for SDD to assume a leadership role in the region and grasping this with both hands is key to ensuring financial security and key to attracting more funding it its done right.

System Integration

63. SDD like every other Division is reliant on SPC having good systems and processes that sit within these systems. There are still many gaps that need to be developed incrementally and embedded systematically in the work processes of SPC. In the face of lack of well-developed corporate systems SDD like most Divisions has developed its own systems/sub-systems to address short-term needs. Being a small Division, having these additional overheads to deal with cumbersome, often outdated corporate systems is a drain on SDD's small financial and people resources. SDD has a role to play as an influencer and partner with Divisions such as SPL, Information Services, Finance and HR to help affect change across SPC. If SDD is seen to be affecting change, others will follow and organisational efficiencies will start to flow with benefits being passed back to Divisions.

Performance Culture

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

I. RISKS

65. Many Pacific Island countries and territories are struggling to self-finance a Population Census, HIES or DHS every five years, and tend to rely on external financial support to conduct their population and housing censuses, which are mandated by law in all countries. This continues to be a challenge moving into the next phase of TYPSS. Continued and scaled-up support from national governments, development partners and donors will be critical for maintaining momentum, sustaining early achievements, and implementing the recommended developments over the third phase of TYPSS, particularly in the light of Sustainable Development Goals (SDG)s regional reporting data requirements.

66. The additional demands for data collection and indicator development for assisting countries in the monitoring of their progress towards the SDG also increases the pressure on NSOs. Considering the widespread human and financial capacity constraints experienced by most NSOs and NSSs across the Pacific region, (particularly in the smaller Pacific Island states), and the additional volume of data required, the challenge will be daunting for most, if not all countries that are transitioning from the MDGs to the SDGs 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;
    - the number of indicators has nearly almost quadrupled, from 60 to 230 and
    - the number of indicators approved by SDG Taskforce as Pacific headline indicators are 132.

67. This huge increase in goals, targets and proposed indicators will require a very significant injection of financial support over and above existing commitments; first and fore most to enable implementation at the national level, plus dedicated additional financing for data collection, indicator development and regular monitoring of SDG progress. This challenge highlights the importance of collaboration and partnerships between countries, donors, technical partners, and SDD in delivering positive development outcomes. The table 6 outlines the key risks identified and possible mitigations for each.

68. Table 6 sets out the key risks and mitigations.

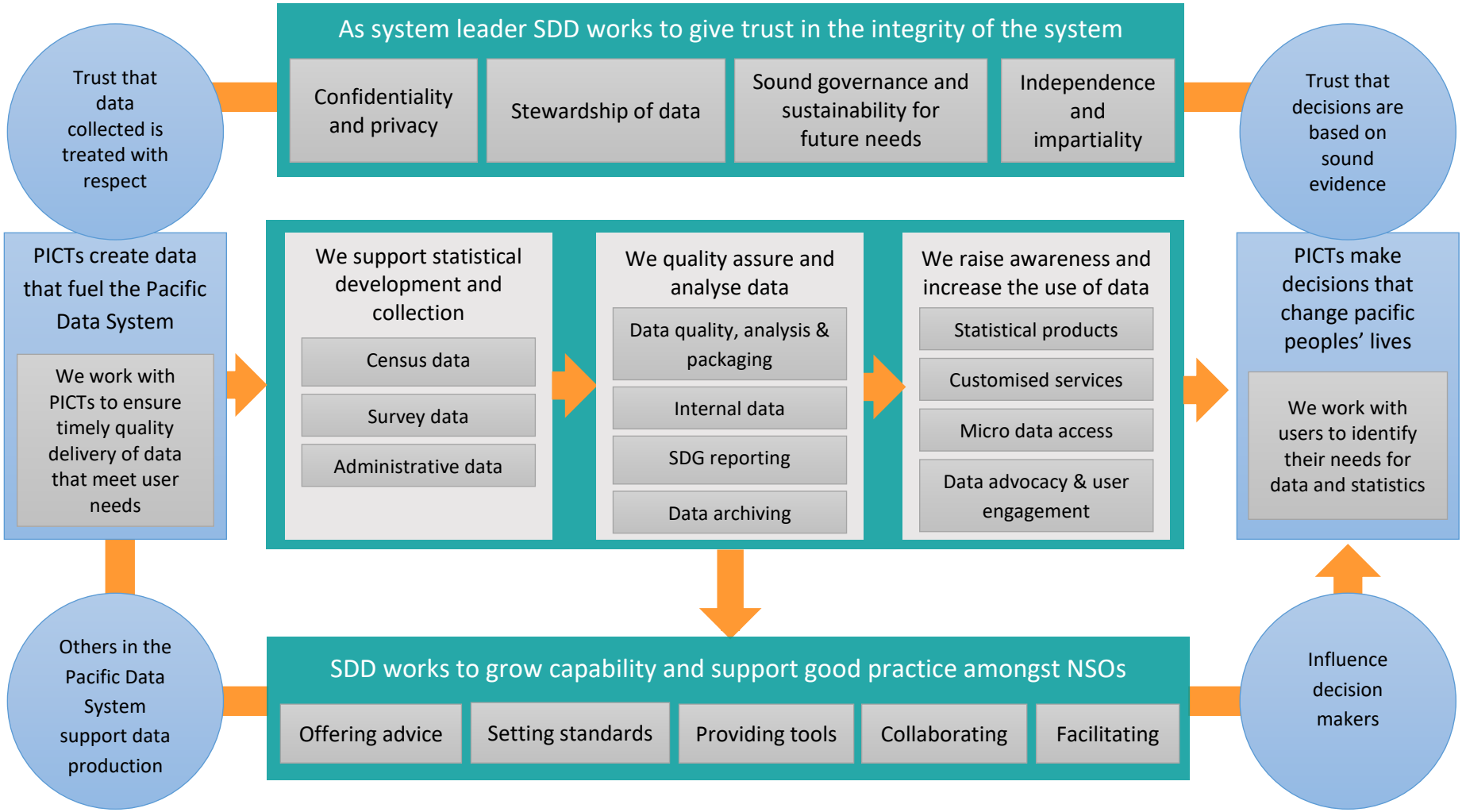
Table 6: Risks and Mitigations

RISKS	MITIGATIONS
Country 1: Lack of political and financial support to statistics. This is reflected in inadequate annual budget appropriation, a lack of demand for statistical outputs; and a general lack of culture of evidence-informed decision-making. As a result, NSOs leadership and staff feel undervalued, which impacts on morale/motivation, and activities and outputs begin to suffer.	▪ Seek regular engagement with political leadership that is responsible for statistics and jointly explore ways to resolve bottlenecks. Find ways to get regional statistics development discussed at FEMMs.
Country 2: Human resources constraints Shortage of skilled staff in most NSOs; loss of skilled staff; high-staff turn-over. This has a negative impact on quality of statistical operations and outputs. And it also compromises SDD effectiveness in-country, and it not achieving its objectives there.	▪ Donors and development partners to support the University of the South Pacific (USP) official statistics training program. ▪ Provide training opportunities, where the capacity is there to benefit from training, including on-the-job training and Noumea-based professional attachments. ▪ Provide the capacity for supplementation via South-South type arrangements wherever possible.
Country 3: Lack of buy-in into regional statistical developments Reluctance by NSOs to subscribe to regional and international standards, classifications and systems. This impacts data quality, leads to TA inefficiencies and creates unnecessary divisiveness between countries.	▪ Step-up/repeat advocacy and highlight multiple benefits for NSOs and partners: better quality data, comparable data across the region and benefits to development partners (increased TA efficiencies, lowering costs). ▪ Put in place coordinated technical support program for HOPS to approve.
Partner/Donor-1: Long-term planning/operational uncertainty without medium- to long-term funding commitment For TYPSS Phase 3 the following developments have changed the financial landscape for its implementation: • DFAT reduces its funding to TYPSS Phase 3 by AUD 0.5 million a year or AUD 1.5 million over the duration of TYPSS Phase 3 (2018–2020).	**Continuous partner engagement/communication** ○ Establish donor/partners group and have annual round-table discussions reviewing TYPSS implementation and funding position of SDD. ○ Yearly visit by the Director of SDD to DFAT and MFAT for bilateral reviews of TYPSS activities that are funded by these organisations. **Active resource mobilisation** where SDD looks for new donors and funding agencies outside of the existing donors.
Partner/Donor-2: Ineffective coordination/collaboration between technical partners Duplication of efforts, waste of resources, potential of conflicting advice to countries. For SDD to be effective in its system leader role it needs the cooperation of development partners, donors and member countries.	▪ Develop a coordinated regional technical support program that all partners, donors and member countries agree to during the 2017 HOPS conference. ▪ Establish more formal (and binding) arrangements that clarify how coordination and collaboration will work in practice. ▪ SDD will need to support of donors.
SDD-1: Resource Mobilisation is slow to materialise Given the current global financial environment resource mobilisation can be challenging.	▪ Resource mobilisation through partnerships. ▪ Identifying new donors.
SDD-2: Skill gap Some of SDD's new functions will require new skills such as relationship management.	▪ This will require ongoing discussion with SDD staff members to identify gaps and upskill in areas where it is feasible to do so.

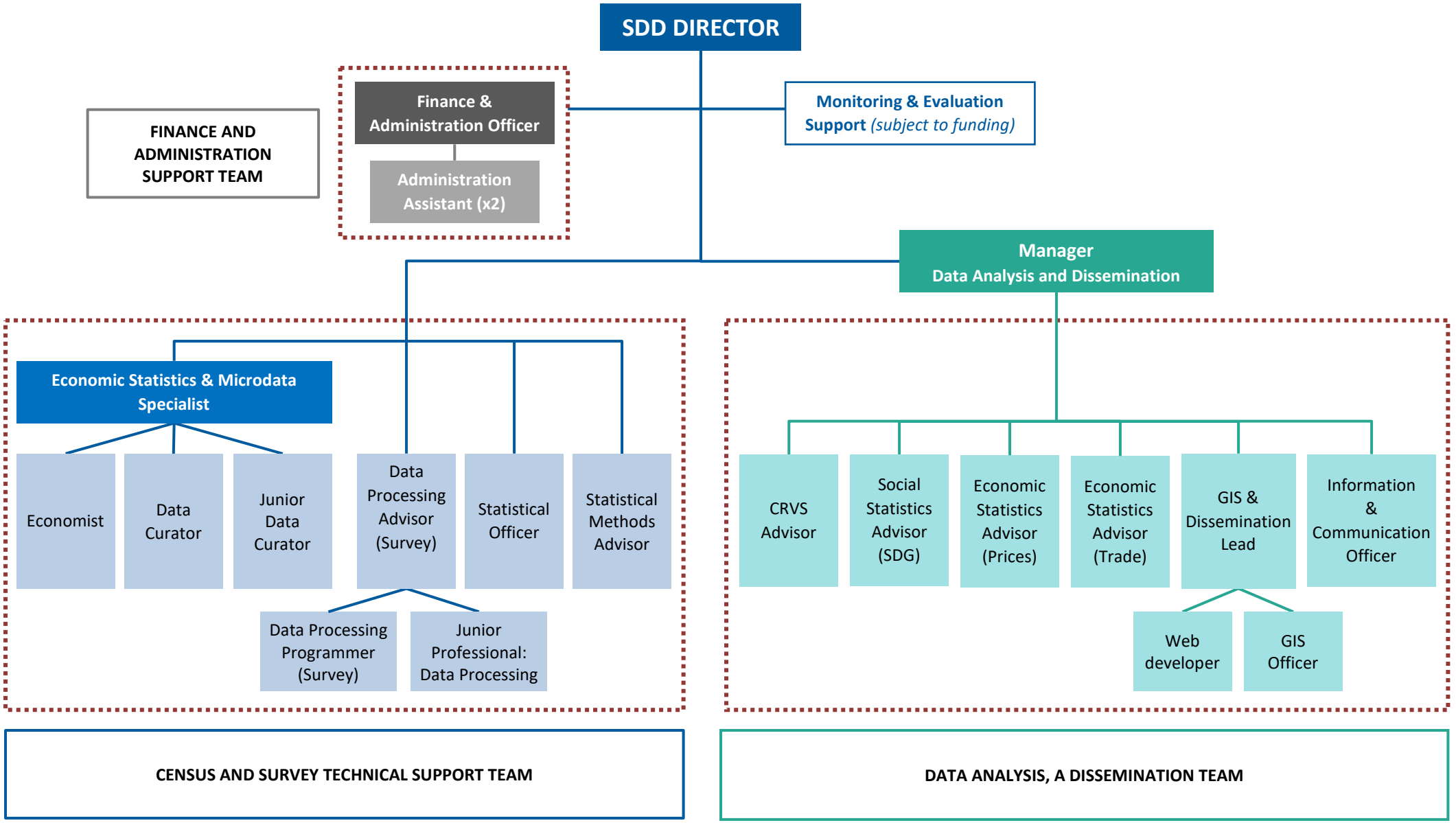
ANNEX 1: SDD's Operating Model

The Pacific Data System

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



ANNEX 2: SDD's Operating Structure



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

RESULTS	INDICATOR	BASELINE	MILESTONE 2019	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY
SDD Development Objective 1: Improve regional statistics system coordination and governance ***Expected Outcome 1:*** *Through SDD's system leadership, there is coordinated governance and stakeholder collaboration to support PICTs in their efficient development and production of quality Pacific statistics.*						
Key Result Area 1.1 *Improved regional statistics governance and coordination*	**Indicator No.1.1.1** Regional Statistics Governance Paper is endorsed at the 2017 HOPS Conference. This paper will seek endorsement from all members, technical partners and donors on a regional statistics governance framework, SDD's statistical leadership authority, the establishment of a Methods Board and Donors Group, and the 5-year regional data collection plan.	Draft Regional Statistics Governance Paper was endorsed by PSSC–13 in 2016.	N/A	A Regional Statistics Governance Paper is tabled for discussion and approval in 2017 HOPS. 2018 FEMM approves that HOPS reports to FEMM as its ministerial meeting.	2017 HOPS outcome document.	SDD.
	Indicator No.1.1.2 Regional partnership agreement that outlines the roles and responsibilities relating to the provision of statistical support between SDD, donors and technical partners is in place.	There is currently no such agreement in place.	N/A	The partnership agreement is negotiated and agreed to by most of the development partners working on regional statistics development in the region.	Meeting minutes. Partnership agreement document.	SDD, donors, technical partners.
	Indicator No.1.1.3 5-yearly regional data collection plan outlining SDD and partners' responsibilities.	There is currently no regional data collection plan members, donors and technical partners can refer to.	N/A	5-yearly regional data collection plan is produced and signed up and communicated to members and other relevant stakeholders.	5-yearly regional data collection plan document. E-mail exchanges.	SDD, donors, technical partners, and members.
	Indicator No.1.1.4	Regular HOPS meetings are not currently taking place	PSSC meeting before the end of 2018.	HOPS meets every three years.	HOPS outcome documents.	SDD to provide secretariat and ensure

RESULTS	INDICATOR	BASELINE	MILESTONE 2019	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY
	HOPS and PSSC are meeting. regularly with a clear mandate.	PSSC needs a clear mandate guiding how it operates in between HOPS meetings.	HOPS meeting before the end of 2020.	PSSC meets every year in between HOPS meetings.	PSSC outcome documents.	that HOPS and PSSC meetings run smoothly and outcomes and recommendations are followed-up with relevant partners. HOPS to meet every three years (next one in 2020) and PSSC to meet in between HOPS with first meeting in 2018.
	Indicator No.1.1.5 Donor/Development Partner Group is set up, meeting regularly and with a clear mandate.	There is no effective coordination between donors and technical development partners on regional statistics development.	Annual meeting held to review progress against the agreed partnership agreement and 5-year regional data collection plan. Agreed actions are undertaken and reported on.		Meeting minutes. Follow up documents.	DFAT, MFAT, World Bank ABS, SNZ, PFTAC, UNFPA. First meeting in 2018 back-to-back with Leadership Forum.
SDD Development Objective 2: Coordinate Census & Survey technical support and method board ***Expected Outcome 2:*** *Technical support to censuses and surveys is being delivered through a coordinated regional technical program using standardised method, system and process*						
Key Result Area 2.1: *Contribute to the effective running of the Statistics Method Board*	**Indicator No. 2.1.1** Methods Board is operational and meeting regularly.	There is currently no Methods Board to develop or endorse statistical methods, systems and processes for use in the Pacific region. By mid-2018, Terms of Reference for the Methods Board are endorsed.	The Methods Board meets annually with a clear agenda.		Methods Board Terms of Reference document. Methods Board meeting minutes.	SDD to provide the secretariat with membership to be decided by HOPS. Chairperson and members are responsible for ensuring the Methods Board delivers on its mandate.
	Indicator No. 2.1.2 Comprehensive documentation on	The use of standardised methods, systems and processes is improving but	Comprehensive documentation on standardised methods, systems and processes	Member countries' statistical outputs demonstrate use of the Methods Board's approved methods, systems and processes.	Methods Boards manuals. Statistical outputs' metadata.	SDD to coordinate with relevant technical partners.

RESULTS	INDICATOR	BASELINE	MILESTONE 2019	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY
	standardised methods, systems and processes.	needs further improvement and on-going maintenance.	for HIES and Population Census.	(50% of all statistical outputs as set out in the regional data collection plan).		
Key Result Area 2:2 *Provide technical support to national data collections and quality assurance processes using standardised methods, systems and processes*	**Indicator 2.2.1** Donors, SDD and technical partners deliver support based on agreed 5-yearly regional data collection plan.	No formal agreement currently exists.	Subject to funding, 80% of national statistics collections scheduled for 2019 are conducted as per the regional data collection plan.	Subject to funding, 80% of national statistics collections scheduled for 2020 are conducted as per the regional data collection plan. 50% of all planned statistical events are using standardised methods, systems and processes (for instance use of tablets for population census).	Statistical outputs' metadata.	SDD contributes, alongside key technical partners, to the implementation of the regional data collection plan (through coordination, direct technical support, partnerships including South-South).
Key Result Area 2.3: *Supplement local capacity through south-to-south program*	**Indicator 2.3.1:** Increased use of South-South technical support for member countries.	Currently, South-South technical support is delivered to member countries on an ad hoc basis depending on when funding and resources are available.	Two member countries receive technical support via South-South.	Four member countries receive technical support via South-South.	South-South recipient report.	SDD.
SDD Development Objective 3: Improve data quality, data analysis and packaging ***Expected Outcome 3:*** *All statistics and data held by SDD meet the required quality standards and are easily accessible*						
Key Result Area 3.1: *Ensure datasets housed by SDD are quality checked, analysed and packaged*	**Indicator 3.1.1** All final datasets derived from censuses or surveys as set out in the 5-yearly regional data collection plan, are accompanied by relevant metadata and documentation, and archived by SDD.	The majority of censuses and surveys housed by SDD have the appropriate metadata and documentation.	50% of current datasets held by SDD have the appropriate metadata and documentation. 100% of new datasets housed by SDD have the appropriate metadata and documentation.	90% of current datasets held by SDD have the appropriate metadata and documentation by end of 2020. 100% of new datasets housed by SDD have the appropriate metadata and documentation.	Metadata and documentation available.	SDD, NSOs.
	Indicator 3.1.2 All final datasets, derived from censuses or surveys as set out in the 5-yearly regional data collection plan, have been quality checked.	There are currently only limited common quality assurance standards being adhered to.	50% of all datasets are checked against quality standards.	75% of all datasets are checked against quality standards.	Quality assurance process is clarified in the metadata and documentation.	SDD contributes, alongside key technical partners, to the quality assurance process.

RESULTS	INDICATOR	BASELINE	MILESTONE 2019	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY
					Inter-period collection comparison analysis to validate output integrity.	
	Indicator 3.1.3 SDG regional indicators are kept up to date on SDD website.	The SDG regional indicators tracking report has only recently been set up.	SDG regional indicators tracking report to be updated annually and/or when new data is available.		SDD website.	SDD.
Key Result Area 3:2 *Contribute to effective collaboration with other technical partners and other SPC divisions on relevant topics or areas of work*	**Indicator 3.2.1** Subject matter technical meetings with relevant partners and other SPC divisions are held regularly to ensure close collaboration.	BAG meetings are regular. Pacific SDG Taskforce meetings are regular. No regular meetings with PFTAC. No regular meetings with other SPC divisions.	Maintain regular BAG meetings. Attend Pacific SDG Taskforce meetings. Regular meetings with other SPC divisions as relevant. Establish regular with PFTAC meetings.	Maintain regular BAG meetings. Attend Pacific SDG Taskforce meetings. Regular meetings with other SPC divisions as relevant. Regular PFTAC meetings.	Meeting minutes.	SDD, BAG, PIF members, PFTAC, and SPC divisions.
	Indicator 3.2.2 2018 high level Pacific SDG indicators report.	There is no high level report currently being produced. With SDD's contribution, the report should be produced no later than end of first quarter of each year.	With SDD's contribution, the 2018 high level Pacific SDG indicators report will be delivered on time with accurate and up-to-date data being used.	SDD contribute to the production of the Regional Sustainable Development Report that will go up to the Pacific Forum Leaders Meeting in 2018. Develop a Pacific SDG Indicators Dashboard that is up and running by the time the Pacific Forum Leaders Meeting in 2018.	Pacific SDG indicators Report.	SDD to support PIFs in the preparation of this report.
Key Result Area 3.3: *Ensure easier and timely access to microdata*	**Indicator 3.3.1** MoU with those member countries that agree to release census and survey unit record data.	Microdata access MoU in place but process is quite lengthy and time consuming. More efficient microdata access MoU in place by end of 2018.	Progressive signing of MoU with agreeing member countries.		Microdata access protocols. MoU documents.	SDD.

RESULTS	INDICATOR	BASELINE	MILESTONE 2019	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY
	Indicator 3.3.2 Requests for microdata.	Average of 10-15 per year.	By 2020, an average of 20-25 microdata requests received and actioned.		Microdata request. Published research report with microdata used.	SDD.
SDD Development Objective 4: Deliver user focus data dissemination products and services ***Expected Outcome 4:*** *Engaged and better informed users are able to access quality and timely statistical products and services and Pacific policy-makers and planners are making greater use of more readily accessible data*						
Key Result Area 4:1 *Engage with key users of Pacific data to understand their statistical needs and raise awareness on statistical products and services*	**Indicator 4.1.1.** Improved understanding of Pacific data users and their needs at national, regional and international level.	Partial knowledge of existing users and their needs. Results of the User Focus Project are expected before the end of 2017. Further mapping of Pacific data users and needs by March 2018.	Understanding of users and their needs will progressively evolve through the recording and analysis of data requests, user engagement, and data release forums.		Results of mapping exercise. User request records. Participants' lists to data release forums.	SDD.
	Indicator 4.1.2. Ongoing delivery of user-focused data dissemination products and services.	While statistical outputs are available, they are not currently packaged as off the shelf products. Similarly, whilst a customised data service is available, it is not fully exploited by potential users	By the end of 2019: - SDD is developing a range of online statistical products and services - SDD is proactively raising awareness of the importance of official statistics and data in member countries and key regional and international users.	By the end of 2020: - SDD has developed a range of online statistical products and services. - An increased number of customers are using Pacific statistics disseminated by SDD.	Online statistical products. Online product usage. Participants' lists to data release forums.	SDD.
Key Result Area 4:2 *Ensure timely delivery of user-driven statistical products and data services*	**Indicators 4.2.1** All final datasets, and associated metadata and documentation, to be housed	The majority of datasets, metadata and documentation are uploaded on SDD's website. The remainder have not yet been made available to SDD	All datasets, metadata and documentation not yet received to be followed up on for uploading.		SDD's website.	SDD.

RESULTS	INDICATOR	BASELINE	MILESTONE 2019	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY
	by SDD, are uploaded on SDD's website.		All future datasets, metadata and documentation are systematically uploaded.	All future datasets, metadata and documentation are systematically uploaded to the Pacific Data Library on a timely manner		
Key Result Area 4:3 *Strengthen internal and external Pacific data dissemination coordination*	**Indicator 4.3.1** All non-complex customer enquiries are responded to within 5 working days.	N/A By the end of 2018, 60% of non-complex customer enquiries are responded to within 5 working days.	80% of non-complex customer enquiries are responded to within 5 working days.	100% of non-complex customer enquiries are responded to within 5 working days.	Customer enquiry database.	SDD.
SDD Organisational Objective 1: Strengthen engagement and collaboration with member countries, development partners and donors ***Expected Outcome 5****: Close and clear collaboration between SDD, technical partners and NSOs to improve coordination of the statistics technical support program*						
Key Result Area 5.1: *Agree with technical partners, donors and NSO on a coordinated technical support program to deliver on the TYPSS Phase 3 (refer to SDD Development Objective 1)*	**Indicator 5.1.1** Partnership agreements on data collection technical support arrangements.	No regionally based partnership agreements currently in place. There are MoU relevant to specific data collection events only between SDD and member countries. Partnership agreements to be developed and signed with UNFPA, UNICEF, World Bank, MFAT, DFAT and ABS before first meeting of Methods Board.	N/A	N/A	Partnership agreements.	SDD, UNFPA, UNICEF, World Bank.
SDD Organisational Objective 2: Strengthen technical and scientific knowledge and expertise ***Expected Outcome 6****: SDD staff keep up to date with the latest statistical development trends and techniques*						
Key Result Area 6.1*: SDD staff are provided with opportunities to attend relevant forums and training courses to stay abreast of new*	**Indicator 6.1.1** Number of SDD staff provided with opportunities to attend formal training or, regional and international fora.	One opportunity per staff member per annum, subject to budget availability.			Performance development plans.	SDD.

RESULTS	INDICATOR	BASELINE	MILESTONE 2019	TARGET	MEANS OF VERIFICATION	RESPONSIBILITY
statistical developments						
SDD Organisational Objective 3: Address member's development priorities through multi-disciplinary approaches ***Expected Outcome 7:*** *Acceptance of evidence-based design and planning as standard SPC business practice*						
Key Result Area 7.1*: SPC promotes the use of statistical best practice across SPC divisions*	**Indicator 7.1.1** Provision of best practice technical advice and support.		Stocktake of SPC's datasets and their quality has commenced. Integrity assessment of one dataset as a pilot.	Subject to the outcome of the pilot, undertake a further two integrity assessments.	Stocktake report. Assessment reports.	SDD, relevant SPC divisions.
SDD Organisational Objective 4: Improve planning, prioritisation, evaluation, learning and innovation ***Expected Outcome 8:*** *SDD has an enhanced Planning, Evaluation, Accountability, Reflection and Learning (PEARL) performance system*						
Key Result Area 8.1: *Ensure effective implementation and monitoring of SDD's Business Plan*	**Indicator 8.1.1** Shared MEL resource in place.	In place by mid-2018.			MEL job description. MEL budget line	SDD, SPL.
	Indicator 8.1.2 Improved project and budget management practices.	No integrated work planning. Limited project level budget monitoring practices.	Integrated work plans for each business unit. Monthly business unit progress reports. Bi-annual performance reports. Project level budgets are monitored on a monthly basis.		Work plans. Progress reports. Performance reports. Budget monitoring reports.	SDD.
SDD Organisational Objective 5: Enhance the capabilities of our people and process ***Expected Outcome 9:*** *SDD develop a high performing team backed up by efficient, robust systems and auditable processes, to deliver cost effective services, build agility and stay relevant*						
Key Result Area 9.1: *Develop a high performing team*	**Indicator 9.1.1** Bi-annual performance development reviews.	Ongoing.	Ongoing.	Ongoing.	PDS.	SDD.
	Indicator 9.1.2 Regular business unit and whole of staff meetings.	Ad hoc.	Monthly business unit meetings. Bi-monthly whole of staff meetings.		Meeting minutes.	SDD.

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

By Category:

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

By Objective:

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