

TEN YEAR PACIFIC STATISTICS STRATEGY (TYPSS) Phase II
11TH PACIFIC STATISTICS STEERING COMMITTEE (PSSC) MEETING

Tanoa Plaza Hotel, Suva, Fiji Islands
24th – 27th November, 2015

PSSC-11 Agenda Item 3

Meeting Paper Title: PSSC Governance Arrangement

1. Purpose of Paper

To provide a Paper on the PSSC Governance Arrangement as tasked at PSSC-10 Meeting, and to obtain PSSC decisions on Recommendations.

2. Background

2.1. A key note in the PSSC-10 Meeting was the need to clarify governance arrangements for PSSC in order to further advocate the recognition of statistics as a key area for managing development results. The PSSC-10 Meeting recognized a proposed governance arrangement from the Pacific Representatives and tasked the TYPSS Coordinator to expand on this Proposal and submit a Governance Paper to the PSSC-11 meeting. The Paper was to provide for clear roles and responsibilities for the various groupings and make clearer linkages between them and the various regional forums such as FEMM, and other sector meetings.

3. Key Issues

3.1. Developing the Governance Paper involved a review of key documents including the Phase II design, Mid-Term Independent Evaluation Report, PSSC-9 and PSSC-10 Meeting Minutes and Key Decisions, and initial discussions with TYPSS PICTs and Partners. Of relevance are the following key issues:

3.2. **The Need to broaden PSSC lines of accountability more directly to users of statistics services:** The TYPSS Phase II design which was endorsed at PSSC-9 in October 2014, noted that the current governance arrangements for PSSC needed further attention. It was purported that formal accountability to HOPS had served TYPSS well in Phase I, however, Phase II needed an increased focus on engaging users of statistical services. To some extent, this supported a recommendation in the Phase I Mid-Term Evaluation which proposed that PSSC endorse an increased TYPSS focus in Phase II on capacity to generate demand for official statistics. The recommendation stated that the planned focus of the 2015 – 2017 phase was to complete region-wide statistical systems, which includes fostering demand for official statistics through improved advocacy and communication. The Phase II design also purported that in order to

increase the influence and legitimacy of PSSC, some stakeholders saw the need to broaden its lines of accountability more directly to users of statistical services in ministries of Finance, Treasury and other line ministries such as health and education.

3.3. The Need to Increase PICs Ownership and Control of PSSC: The Meeting of Pacific Representatives at PSSC-10 in May this year agreed that PSSC meetings were overwhelmed with development agencies since 2013 and that Pacific Representatives were overcome with excessive suggestions arising from the meetings. The group recognized the need to take ownership and control of PSSC, noting that governance issues had dominated previous PSSC meetings and threatened to dominate PSSC-10. The group felt that the PSSC forum was being used as an accountability mechanism by development partners and agreed there was a need to cease this in order to progress on discussion of important technical issues faced by NSOs and focus on TYPSS implementation.

4. Key Considerations

4.1. Of key relevance also are attempts to address the key issues, including a number of governance arrangement options which were proposed in the Phase II design and more recently by the Pacific Representatives in the May PSSC-10 Meeting.

4.2. Pacific Immigration Directors Conference (PIDC): One suggestion that was considered to broaden PSSC lines of accountability more directly to users, was that PSSC be more closely modelled on the Pacific Immigration Directors Conference (PIDC). The PIDC is a forum for Immigration Agencies of the Pacific Region and enables heads of immigration agencies to discuss issues of mutual interest and to foster multilateral co-operation and mutual assistance aimed at strengthening members' territorial borders and the integrity of their entry systems. The group functions through a management group made up of members and is supported by an independent Secretariat. It operates as an independent group with its authority derived from its membership which is open to 23 countries and territories across the Pacific. Notably, the PIDCs is not directly accountable to any specific Pacific organization or development partner and draws its legitimacy from its comprehensive membership and specialized technical focus.

4.3. Self-Constituted and Independent PSSC: Another suggestion during Phase II design was that PSSC move to constitute itself as an independent committee drawing its legitimacy and authority from its individual membership; that is NSO, national planners and development partner representatives. The suggestion was to provide PSSC with the authority and independence to fulfil its role. In recognition that this latter option would require further consultation with all stakeholders and careful consideration of the implications, it was put forth in the Phase II design that for the first 12 months of the phase, PSSC would maintain a formal reporting relationship with

HOPS whilst at the same time, the coordination unit would be tasked with developing a detailed brief on the long term governance options, including steps that would need to be undertaken for the PSSC to become an independently constituted Pacific statistics committee. The design document also purported that PSSC would extend its reporting to include a regular report to Pacific leaders through FEMM, and develop communication mechanisms through its membership to ensure national governments and development partners are directly informed about PSSC activities and recommendations for regional statistics.

4.4. **Sub-committee of Pacific Statisticians and Planners:** A more recent Proposal was presented to PSSC-10 by Pacific Representatives to address the need to take ownership and control of PSSC. The Proposal was to establish a subcommittee of Pacific Statisticians and Planners who will meet, discuss and set the PSSC agenda and discuss fundamental statistics issues going forward. The Proposal maintained that the group would be a sub-committee of HOPS, reporting to HOPS and PSSC, supported by SPC as Secretariat, and would include PIFS and TYPSS Coordinator as Observers.

5. Conclusions

5.1. To provide an informed paper to PSSC, it was necessary to extend the task of expanding the governance arrangement option proposed by the Pacific Representatives, and consider also the other governance arrangement options proposed in the Phase II Design, and then make broad comparative assessments.

5.2. **First Assessment:** The 1st was a subjective assessment of all 3 proposed PSSC governance arrangement options to determine their individual potential to undertake the requirements of PSSC role, as defined by HOPS in the establishment of the committee in July 2010, that is, to monitor and direct regional statistics activities and developments. In making the assessment, 'monitor' and 'direct' were interpreted as 'operational' and 'strategic' levels of PSSC role. Specifically, this involved assessing the individual options' potential (i) to provide the required oversight for TYPSS Phase II Strategic direction articulated in the Vision, Objectives and Principles for Implementation (strategic); (ii) to successfully execute the Significant Areas of Work identified for PSSC in Phase II design (operational)

5.3. (i) TYPSS Phase II Strategic Direction: After broad assessments outlined below, it can be concluded that there is potential for all 4 options to provide the required oversight for strategic direction. Notably, the Self-Constituted and Independent PSSC option rates highest overall particularly in effecting the principles of implementation.

| TYPSS Phase II Strategic Direction | | | | |
|---|--------------------------------|------------|------------------------------------|---|
| Strategic Direction | Current governance arrangement | PIDC Model | Self-Constituted, Independent PSSC | Sub-committee of Pacific Planners and Statisticians |
| Vision: A core set of statistics that informs the development of all PICs and | High | High | High | High |

| | | | | |
|---|--------|------|------|--------|
| territories, supports regional benefits and is respected and utilised in global reporting | | | | |
| Phase II Objectives: | | | | |
| 1. PICs and territories have the technical capacity (either in-house capacity or through timely accessible technical support), to manage and implement all core statistical collections, including key administrative databases, as required by national development plans, including national strategies for the development of statistics | High | High | High | High |
| 2. PIC and territories are producing the agreed core set of statistics across key sectors including but not restricted to economics, population, CRVS, education and health, as required by their national plans and agreed-upon regional and international reporting frameworks, with timely analysis and dissemination of results to national users | High | High | High | High |
| 3. All countries and territories have in place some form of national statistics strategy or plan in line with their national development strategies | High | High | High | High |
| 4. National level statistics stakeholders are advised on an ongoing basis about emerging statistical tools and systems, processes for effective data analysis, communication and quality assurance and Pacific interaction and proposed responses to international statistical standards | High | High | High | High |
| 5. National and regional statistics governance is functioning effectively | High | High | High | High |
| Principles of Implementation: | | | | |
| Country owned and driven prioritisation | Medium | High | High | High |
| Accountable and transparent partnerships | Medium | High | High | Medium |
| Work to collective strengths for greater efficiency | Medium | High | High | Medium |
| Focus on innovation and leveraging off change | Medium | High | High | Medium |
| Regional relevance | Medium | High | High | High |
| Commitment to best practice and quality | Medium | High | High | Medium |

5.4. (ii) Significant Areas of Work for PSSC: After assessing based on outline below, it can be determined that all 4 options for PSSC governance arrangement have the potential to execute the areas of work identified for PSSC. The Self-Constituted Independent PSSC option scores consistently high in all areas of work.

| Significant Areas of Work for PSSC | | | | |
|---|--------------------------------|------------|------------------------------------|---|
| Areas of Work | Current governance arrangement | PIDC Model | Self-Constituted, Independent PSSC | Sub-committee of Pacific Planners and Statisticians |
| 1. Providing regional voice for statistics | Medium | High | High | Medium |
| 2. Providing an international voice for Pacific statistics | Medium | High | High | Medium |
| 3. Overseeing the implementation of TYPSS | Medium | High | High | Medium |
| 4. Overseeing the assessment of progress of TYPSS | Medium | High | High | Medium |
| 5. Providing leadership for statistical improvement in the Pacific region | Medium | High | High | Medium |

5.5. It must be noted here, that it is impossible for any of the 4 governance arrangements to fully provide the required oversight for Phase II strategic direction, nor successfully execute the significant areas of work of the committee, without core instruments and mechanisms to support it:

5.6. Coordination Unit: A key function of the Unit is to bridge the gap between PSSC providing oversight of TYPSS strategic direction and executing PSSC areas of work, through effecting systems and processes to facilitate an effective Phase II implementation, and working with all stakeholders to facilitate transparent accountability, communication and decision-making at PSSC level. In time, these systems and processes will mature and consequently continue to increase productivity and generate value for stakeholders.

5.7. Technical Working Groups: The Coordination Unit also recognizes the important role these groups play in supporting PSSC with informed advice and recommendations on identified priority areas for decision-making and is therefore instituting organizational support in the first instance, followed by mechanisms to support the groups to deliver time-bound and project-focused deliverables.

5.8. **Second Assessment**: was to determine whether the ‘favoured’ governance arrangement for PSSC based on the first assessment, i.e. the Self-Constituted and Independent PSSC, would indeed adequately address the Key Issues identified earlier, that is, (i) the Need to broaden PSSC lines of accountability more directly to users of statistics services, and (ii) the Need to Increase PICs ownership and control of PSSC.

5.9. Based on the first assessment, it is fair to conclude that a **Self-Constituted and Independent PSSC**, modelled on a proven regional mechanism such as the PIDC, would have the influence and legitimacy, as well as broader lines of accountability to more

directly engage with users of statistics services, through direct formal connections to regional bodies and national ministries – perhaps more so than the current governance arrangements and that proposed by the Pacific Representatives due to their sub-committee status and current reporting accountability to HOPS only. To effect this conclusion would mean a review of the current PSSC TOR.

5.10. It is also fair to conclude based on the first assessment and initial consultations with individual NSOs and ethnic group leads that **any of the 4 governance arrangements options has the potential to facilitate increased PIC ownership and control of the committee** – provided that the arrangement is well-defined and well-managed, and most importantly, supported by core instruments and mechanisms to institute sustainable systems and processes.

6. Key Recommendations

6.1. PSSC to endorse continuing the current PSSC governance arrangement until PSSC-13, to allow the Coordination Unit space and time to effect core systems and processes aimed at facilitating effective and efficient PSSC processes, proceedings, communications, and decision-making and consequently support PICTs to maintain full ownership and control, as well as ready the committee for a more mature/independent status;

6.2. PSSC to task the Coordinator to examine more closely, in consultation with TYPSS PICTs and Partners, the merits of the PIDC model for PSSC to mirror, and present Recommendations at PSSC-12 an onward submission to HOPS in 2016 which would include governance, secretariat arrangements, and next steps; and

6.3. PSSC to task the Coordinator to review the PSSC TOR to reflect the expanded role identified for the committee in Phase II design, in consultation with TYPSS PICTs and Partners, and present a revised TOR to PSSC-12 for consideration and onward submission to HOPS in 2016. The review will expand the role beyond its original TOR determined by HOPS in July 2010, clarifying a number of vague elements in the current TOR, including roles and responsibilities, composition, purpose, effectiveness, accountability, and engagement with stakeholders.

7. References

7.1. Ten Year Pacific Statistics Strategy: Phase 2 Design Document (Final Draft: October 2014)

7.2. Pacific Statistics Strategy Action Plan, Phase 1 (2011 – 2014): Mid-Term Independent Evaluation Report 23 June 2013

7.3. PSSC-9 Decisions and Action Items: 21-22 October 2014

7.4. Meeting of Pacific Representatives Only Tuesday 26 May 2015: Annex A

7.5. 10th Pacific Statistics Steering Committee Meeting 25 – 29 May 2015: Summary of Discussions and Key Decisions

7.6. Consolidated TYPSS PICTs Phone Conference October 2015

7.7. TYPSS Partners Phone Conference October 2015