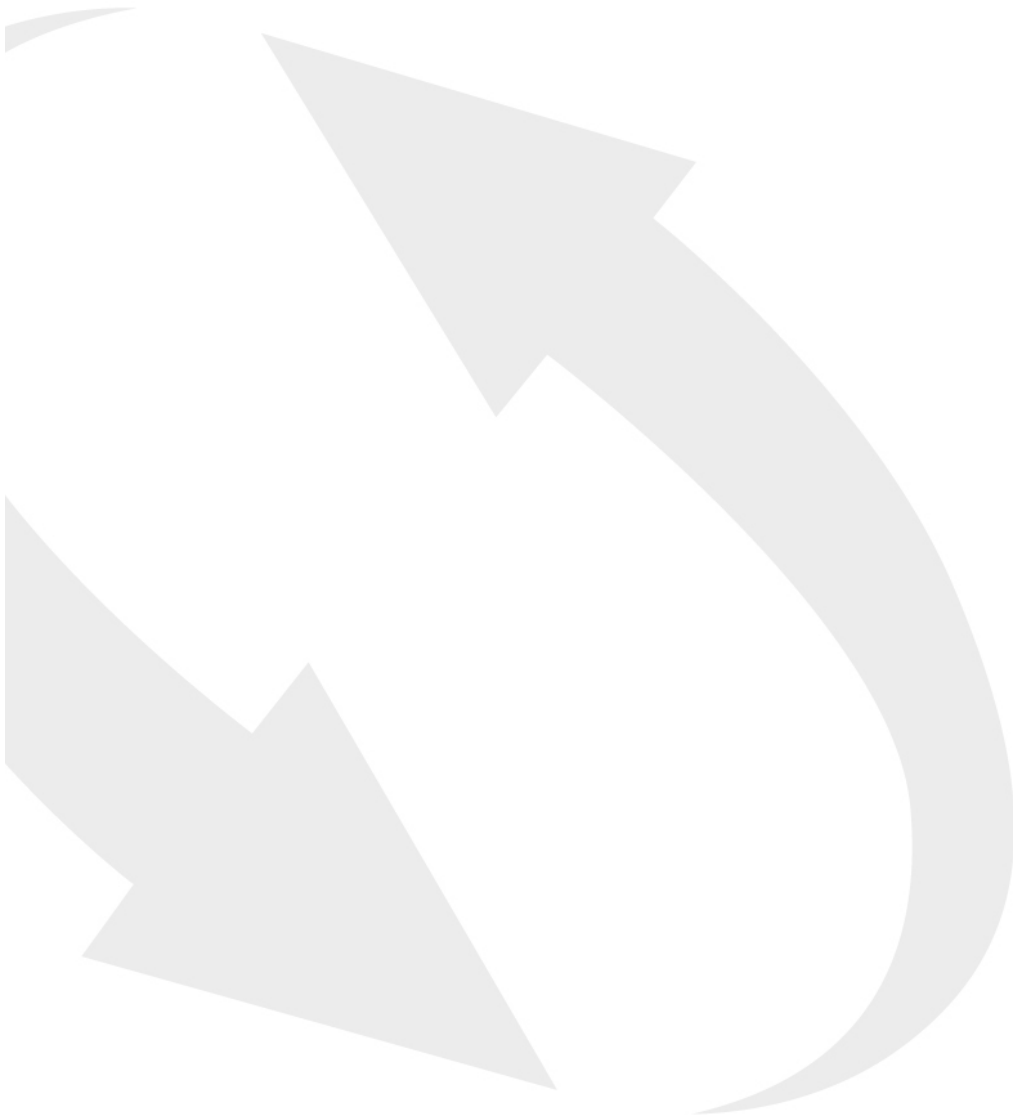




**Department of Foreign Affairs and Trade
End of Ten-Year Pacific Statistics Strategy Evaluation**

Final Report

30 August 2021



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LIST OF ACRONYMS

ADB	Asian Development Bank
ABS	Australian Bureau of Statistics
CAPI	Computer-Assisted Personal Interviews
CRVS	Civil Registration and Vital Statistics
DDPG	Donor and Development Partner Group
DFAT	Department of Foreign Affairs and Trade, Australia
FEMM	Forum Economic Ministers Meeting
HOPS	Heads of Planning and Statistics
ILO	International Labour Organization
IMF	International Monetary Fund
MFAT	Ministry of Foreign Affairs and Trade, New Zealand
NSDS	National Strategies for the Development of Statistics
NSO	National Statistics Office
NSS	National Statistical System
OECD	Organisation for Economic Cooperation and Development
PARIS21	Partnerships in Statistics for Development in the 21st Century
PFTAC	Pacific Financial Technical Assistance Centre
PICTs	Pacific Island Countries and Territories
PSSC	Pacific Statistics Standing Committee
PSMB	Pacific Statistics Methods Board
SDD	Statistics for Development Division, SPC
SDGs	Sustainable Development Goals
SPC	The Pacific Community
Stats NZ	Statistics New Zealand
TYPSS	Ten-Year Pacific Statistics Strategy
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSIAP	United Nations Statistical Institute for Asia and the Pacific
USP	University of South Pacific
WHO	World Health Organization

1 EXECUTIVE SUMMARY

This evaluation of the Ten-Year Pacific Statistics Strategy (TYPSS) has been undertaken to assess its achievements against the Strategy's five objectives and inform the approach to guiding support provided for statistical collection and capability development over the next ten years. The evaluation also provides an opportunity to reposition this work in the context of the changing statistical and operating environment faced by national statistics offices (NSOs) across the Pacific region.

The evaluation is focused particularly on TYPSS Phase III (2018-2020), which included some significant shifts in focus including greater support for dissemination of statistics and development of NSO analytical capability, a stronger focus on coordination of support activities provided by donors and development partners and enhancing the governance structure to support the development and dissemination of new methods and standards and facilitate coordination.

1.1 Key findings

Progress

Under the TYPSS, a wide range of support projects and activities have been delivered to NSOs, either directly through the Pacific Community's (SPC's) Statistics for Development Division (SDD) or directly by donors and development partners. Feedback from stakeholders and our review of a number of key measures indicates that overall NSOs have made significant progress in statistical collection and capability development. Measures of progress include improved scores in the World Bank's Statistical Capacity Indicator, increases in the number of core collections, data coverage for key indicators including the Sustainable Development Goals (SDGs), reporting of birth and death registrations and implementation of a number of National Strategy for the Development of Statistics (NSDS).

As the development of capability is central to the TYPSS, monitoring progress in capability development is important for accountability and for maintaining engagement with stakeholders. There is currently not a consolidated and published picture of progress in capability development.

Future Focus

Develop and maintain a consolidated picture (or dashboard) of NSO progress in statistical collections and capability development that is visible to all stakeholders.

Capability development

There is considerable diversity in statistical capability and needs across the region, and TYPSS Phase III advocated a differentiated approach to support based on size of Pacific Island Countries and Territories (PICTs). While NSOs acknowledged that support provided by SDD and other partners was appropriate to their size and based on an informal assessment of capability needs, there has not been a comprehensive assessment of NSO capability gaps, needs and priorities, as planned for under TYPSS Phase III. Nor has a capability framework been developed to support such an assessment, which was also planned for under Phase III. Without these key elements, it is not possible to identify the capability gaps needs and priorities, both individually (for each PICT) and collectively for the region. As NSO capabilities have progressed at varying levels, a maturity approach to capability assessment is also needed to guide the targeting of support. Given the number of donors and partners providing support, and the wide range of support projects and activities, identification of capability development priorities will support coordination and effective use of limited resources by targeting support and minimising duplication etc.

Future Focus

Undertake a comprehensive capability assessment of NSOs (including self-assessment) to identify needs, gaps and priorities that can inform the prioritisation and targeting of capability development support.

Dissemination

Dissemination of statistics has also improved, both internally through NSO websites and other means, and centrally through the SPC Pacific Data Hub. Related to this increased dissemination has been the development of enhanced interpretative and analytical capability, including the capability to produce statistical knowledge products, in a number of NSOs. This is a logical outcome of both the increased number, quality and timeliness of collections and the enhanced role and profile that a number of NSOs are now enjoying. The latter is a direct result of greater engagement with partners in the national statistical system (facilitated by the NSDS process), which has raised awareness of the value and use statistics and increased expectations and demand for NSO services.

Future Focus

Continue to develop NSO capabilities in interpretation and analysis and production of statistical knowledge products.

Innovation

The TYPSS has facilitated the adoption of a number of new standards and methods that have benefited the production of statistics. A number of NSOs have experienced increased efficiencies and timeliness in the conduct of major surveys through the use of Computer-assisted Personal Interviews (CAPI) using tablets, international survey tools have been adapted for use in the region and international standards and classifications have been introduced to enable comparable use of NSO statistics in global indicators. The Pacific Statistics Methods Board (PSMB), as a new element of the TYPSS governance arrangements, has been instrumental in these developments and seen by stakeholders as a valuable and effective mechanism for statistical innovation and improvement.

Resourcing and coordination

There is a significant investment in support for statistical collection and capability development across the region, including the funds invested directly in projects and activities by donors and partners and those provided to SDD for its support activities (the latter representing a small proportion of the total investment). As a result, the TYPSS is able to control and ensure accountability for those funds provided to SDD, whereas the donors and partners control, and are accountable for, those funds invested directly in their projects and activities. This illustrates an inherent weakness in the TYPSS strategy – limited buy-in and accountability. Further there is not a consolidated view of these investments and the projects and activities they support. Without a full picture of both the capability development priorities (discussed above) and the investments in support activities, it is not possible to make an assessment of the adequacy of resources for the region.

Future Focus

Develop and maintain a consolidated picture (or dashboard) of donor and development partner investments and projects to support statistical collections and capability development that is visible to all stakeholders.

TYPSS Phase III established the Donor and Development Partner Group (DDPG) as part of the governance arrangements in order to improve coordination of support activities. This complements the coordination and partnerships undertaken on a project basis, and informally through networks and relationships. However as the DDPG meets annually, and there is not a consolidated picture of

capability development priorities, progress in capability development and planned and scheduled investments in support activities, this would limit the focus of coordination discussions to project-focused and tactical discussions rather than regionally-focused and strategic discussions. There is a need to shift the focus of coordination discussions from 'How best to utilise the roles of various partners in this project?' to 'Which project should be implemented in which country and by whom?'

Future Focus

Strengthen the DDPG's focus on region-wide and strategic-level co-ordination supported by SDD and informed by clearly identified capability development priorities.

Strategic direction

The establishment of the DDPG was in part to separate the coordination function from the governance function of the Pacific Statistics Standing Committee (PSSC) to allow PSSC to focus more on setting directions and strategy. Stakeholders familiar with the operations of PSSC are concerned that it remains focused on receiving updates and this would seem the case from a review of meeting agenda and outcome reports.

Future Focus

Strengthen the PSSC's focus on setting directions, priorities and strategies.

1.2 Future directions

Despite the progress discussed above, the need for support for statistical collection and capability development remains, particularly as demands on NSOs are increasing. A further ten-year approach is warranted to provide guidance to donors and partners about capability development needs and priorities so that investments are efficiency and effectively targeted.

A strategic framework

However, rather than a strategy, it is proposed that a **strategic framework** for statistics be implemented, recognising that the framework will not have direct control or accountability for all investments and activities (apart from those directed through SDD). Further it is proposed that the objectives for the strategic framework be more closely aligned with statistical capability frameworks, such as the Australian Bureau of Statistics (ABS) Integrated Statistical Capability Framework. The proposed objectives for the next statistics strategic framework are as follows.

- | | |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Statistical leadership | NSO leaders have the capability to lead and manage their teams, position the NSO as a leader in the national statistical system and advocate for and influence the resourcing and use of statistics |
| 2 Statistical production | NSOs have the capability to acquire, process and disseminate core statistics including statistics from administrative databases and other sources |
| 3 Statistical use | Producers and users of statistics have greater awareness and capability in interpreting, analysing and using statistics |
| 4 Effective implementation | The coordination, monitoring and governance of support for statistical collection and capability development across the region, including partnerships, is effective |

These objectives will continue to address the objectives of TYPSS 2011-2020, while giving the future approach a sharper focus on and closer alignment to statistical capability development.

Key elements

Key elements of the framework are outlined in detail in the later section of this report and include:

- a stronger focus for PSSC in setting directions, priorities and strategy
- measurement of progress in the implementation of the next TYPSS against a monitoring and evaluation framework
- a stronger focus for DDPG supported by SDD (with oversight by PSSC) on strategic-level, whole-of-region coordination of support activities
- a stronger focus on assessing NSO capability needs to identify priorities to enable targeted provision of support, based on the capability maturity of NSOs
- collation and publication of measures of progress in capability development
- consolidation and publication of information on investments and activities provided by all donors and partners, to facilitate improved coordination
- use of capability development approaches that support NSOs to manage staff turnover
- increased use of South-South support, including building the capability of NSOs to provide such support
- development of capability to respond to emerging needs and opportunities including:
 - using available datasets such administrative, geospatial and mobile phone data
 - meeting emerging sector-specific needs for statistics including agriculture, tourism, climate change and gender
 - analysis, including for the development of knowledge products to support policy decision-making
 - engagement with the national statistical system including strengthening relationships, advocacy for resourcing and use of data, brokering collaboration and support and leadership.

2 BACKGROUND

2.1 The Ten-Year Pacific Statistics Strategy

The Ten-Year Pacific Statistics Strategy 2011-2020 is a regional response to the need for a comprehensive plan to improve and develop the collection and utilisation of statistics in the Pacific region. The TYPSS proposed a way to maximise and coordinate resources to provide regional strategic leadership, and thereby improve the scope and quality of national statistics. The strategy outlined a series of short- and long-term programs to contribute to national statistics capacity development and regional coordination and capability.

Over this ten-year period, the implementation of the TYPSS in three distinct phases, and associated reviews and realignment during each phase, have enabled the strategy to evolve and respond to developments in statistics and emerging needs and opportunities, with Phase III providing an increased focus on dissemination of statistics, developing the analytical capabilities of NSOs and improving coordination of the support for statistical collections and capability development provided by a range of donors and development partners across the Pacific region.

Since its inception, the needs and priorities of NSOs have changed, with greater demands placed on them and increased expectations to assist in the monitoring of SDGs and to expand the focus of statistical collections to include emerging challenges such as climate change and disasters and to provide gender-disaggregated data. In addition, the recent disruption to normal operations resulting from COVID-19 has impacted both the way NSOs work and the support for statistical collection and capability development is delivered.

While there has been progress in developing the statistical capability of NSOs, further development is needed. In the context of the completion of the TYPSS' ten-year term, the continuing and expanding capability needs of NSOs and significant changes in the statistical and operating environment, this evaluation of the TYPSS provides an opportunity to assess the successes and learning of the TYPSS and to develop directions for an approach to statistical capability development in the next ten years, including repositioning this work to respond to changing and emerging needs and contexts.

3 EVALUATION PURPOSE

Purpose

The evaluation purpose is to:

- assess the successes and learning provided through TYPSS I (especially Phase III – 2018-2020) against its five stated objectives and identify the significant issues or challenges that have either aided or prevented progress
- develop and consider options for how a TYPSS II 2021-2030 program (or equivalent strategic approach to an overarching Pacific statistical program) could be developed and operated to meet the statistical needs of the region in the post COVID-19 environment and as the region progresses towards the end of the Agenda 2030 period.

Scope

The evaluation is primarily focussed on TYPSS Phase III, covering the period of 2018-20 and includes a specific focus on progress made towards the Phase III objectives, as well as the suitability of current regional statistical governance arrangements as a basis for a subsequent approach to supporting statistical capability development.

The geographic scope of the evaluation covers the Pacific region, reflecting the overall remit of the TYPSS to support PICTs. The focus however is not on evaluating PICTs or SDD, which coordinates and facilitates much of the statistical capacity development in the region. Rather the focus of the evaluation is on the contribution of the TYPSS to improving statistical capacity and capability of PICTs.

Limitations of the evaluation

Support for statistical collection and capability development has been delivered by a number of donors and development partners through a wide range of programs, projects and activities over a ten-year period. As a result of this and the scope outlined above, there are a number of limitations that need to be acknowledged in the reading of this report.

The evaluation provides a **strategic-level**, rather than operational-level, assessment of the TYPSS and the support provided to PICTs. It is not feasible to examine each individual delivery partner and each individual support program, project or activity. As a result, the observations and findings of the evaluation are necessarily high-level. In addition, the evaluation has not included an **operational assessment** of the individual NSOs, or of SDD and other partners or of each element of the TYPSS governance arrangements.

The work of national statistics offices includes work of a **technical** nature, and the support for capability development also includes a technical focus. However, the evaluation has not undertaken an assessment of the current and emerging technical aspects of statistical work.

4 METHODOLOGY

4.1 Evaluation management

The evaluation has been commissioned by the Department of Foreign Affairs and Trade (DFAT) and guided by reference group with oversight of evaluation design and implementation. The reference group comprises representatives from:

- DFAT's Economic Policy and Programming Section in the Office of the Pacific
- SDD
- New Zealand Ministry of Foreign Affairs and Trade (MFAT)
- ABS
- Statistics New Zealand (Stats NZ).

4.2 Evaluation methods

An analytical framework developed in response to the evaluation Terms of Reference guided the evaluation design and implementation. This framework is included as Annex 1.

Desk review

Desk review of relevant documents and data sources was conducted throughout the evaluation to develop an understanding of the program intent and context and to complement views and

information provide by stakeholders through interviews. Key documents and data sources that were collected and reviewed are listed in Annex 2.

Stakeholder engagement

The evaluation engaged with a broad range of TYPSS stakeholders through telephone / Zoom interviews and responses provided by email. A semi-structured interview instrument, based on the analytical framework developed for the evaluation and tailored to each stakeholder group, guided these consultations. The semi-structured interview schedule is included as Annex 3.

Stakeholders were identified in the Evaluation Terms of Reference and were drawn from the following broad stakeholder groups:

- Australian and New Zealand Government agencies – DFAT, MFAT, ABS and Stats NZ
- Regional Bodies - the Pacific Island Forum Secretariat and SPC (including SDD and other relevant Divisions)
- International Economic and Financial Agencies - the World Bank, Asian Development Bank (ADB), Organisation for Economic Cooperation and Development (OECD) and the International Monetary Fund (IMF)
- UN - the UN Statistical Institute for Asia and the Pacific (UNSIAP), the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), the United Nations Children’s Fund (UNICEF), the UN Global Network of Institutions for Statistical Training, the United Nations Institute for Training and Research and the World Health Organization (WHO)
- The University of the South Pacific (USP)
- NSOs in the PICTs covered by the TYPSS.

A full list of stakeholders consulted for the evaluation is provided in Annex 4.

Case studies

The evaluation included in-depth consultations with three PICTs – Kiribati, Samoa and the Solomon Islands. The case studies provided an opportunity to examine the experience of these PICTs in more detail to understand their context, the support they had received, their engagement with other national agencies and the progress they have made in developing their statistical capability. A limited number of interviews with users of statistics in each PICT were also conducted. Summaries of these consultations with the case study PICTs are included as Annex 5.

5 KEY FINDINGS

The section discusses the key findings of the evaluation in relation to each of the evaluation questions and begins with a discussion of NSO statistical capability and development, which underlies the TYPSS.

5.1 Statistical capability development

While the terms ‘capacity’ and ‘capability’ tend to be used interchangeably – they can have very different meanings. Whereas capability refers the ability to produce an output, capacity refers to the amount of resources required to produce that output. For the purposes of this report we use the term capability, noting that the TYPSS objectives are framed using both terms.

A snapshot of progress in NSO statistical capability development

The TYPSS encompasses the support provided to NSOs to develop statistical capability in a number of areas and progress in these areas can be demonstrated against objective measures. Table 1 illustrates progress against selected key measures.

Table 1: NSO progress against key measures

Country	Collections	NSDS	CRVS	Economic Indicators	SDGs
Cook Islands	●	●	●	●	
FSM	●	●		●	
Fiji		●	●	●	●
Kiribati	●		tbc	●	●
Nauru		●	●		●
Niue		●	●		
Palau	●			not reported	●
Papua New Guinea	●	●		●	●
RMI	●			●	●
Samoa	●	●		●	
Solomon Islands	●	●		not reported	●
Tokelau	●	●		not reported	
Tonga	●	●	●	not reported	●
Tuvalu		●	●		●
Vanuatu		●	●	●	●
Notes	The number of core collections have increased during TYPSS compared to the previous 10 years	A NSDS is currently in place	A vital statistics report is produced	NSOs have data for at least 50% of the Pacific core economic indicators	NSOs have data for at least 50% of the 131 SDG indicators

While these measures provide a quick and easy summary representation of the current status of PICTs, they do not represent the full extent of progress, are based in data current to 2020 and need to

be considered in the context of each PICT as well as more recent developments. It should also be noted that the purpose of this summary representation is to illustrate the variations in progress across PICTs, rather than to inform comparisons between PICTs. This 'dashboard' does suggest that the progress of PICTs in relation to statistical capability development does not necessarily follow a clear 'large state / small state' pattern.

A Statistical Capability Development Framework

The variation in statistical capability across PICTs has been noted in previous evaluations of the TYPSS, and TYPSS Phase III sought to address this by adopting a more targeted approach ('light touch' for large states and 'shared services / supplementation' for small states). The tailoring of support was to be underpinned by a Statistical Capability Development Framework, however, a Statistical Capability Development Framework to underpin TYPSS was not developed / adopted due to SDD's reduced funding. There are a number of existing frameworks that can inform a TYPSS Statistical Capability Development Framework, including the ABS Integrated Statistical Capability Framework, which itself is based on the General Statistical Business Process Model (GSBPM). As the TYPSS Phase III Roadmap has already advocated the use of the ABS framework, it should be considered as a basis for developing a statistical capability development framework for the next TYPSS.

A Maturity Model for statistical capability development

While the development of statistical capability may be related to size, it will be influenced by other factors including resourcing, leadership and the context of each national statistical system. The 'snapshot' table on the previous page illustrates that capability development does not always follow a clear pattern according to size and the approach to statistical capability development needs to reflect this. Overlaying the Statistical Capability Development Framework with a maturity model provides a method for identifying the extent of capability development in each dimension of the Statistical Capability Development Framework in order to guide the targeting of support activities. A maturity model suggested for use in statistical capability development by the United Nations Economic Commission for Europe (UNECE) uses five levels of maturity assessed against each dimension of capability. These levels of maturity are described in Table 2.

Table 2: UN Statistical Capability Maturation Model

Maturity Level	Description
1 Initial Awareness	Awareness is limited to a few individuals The organisation is largely unaware
2 Pre-implementation	Adoption (often experimental) by a few individuals Awareness is spreading in the organisation
3 Early Implementation	Awareness is spreading and implementation is inconsistent or limited An organisation-wide plan to adopt is being prepared
4 Corporate Implementation	An organisation-wide implementation strategy is in place There is awareness of the need for adoption and consistent implementation across the organisation
5 Mature Implementation	Adoption is seen as important and is delivering benefits The need for adoption is well understood and is integrated into the work of the organisation

Source: UNECE, Maturity Levels <https://statswiki.unece.org/display/SCB/Maturity+Levels>

In considering the use of a maturity model for TYPSS, a simplified version of the maturity levels could be adopted, such as that used in the UN Fundamental Principles of Official Statistics (UNFPOS) which uses three levels – Beginning, Advanced and Leading.

The benefit of using a maturity model is that, when used in conjunction with needs assessment (including self-assessment), it can more precisely target support to NSO needs, including for mid-sized states (which currently do not fit the large / small state approach to tailored support). Maturity assessment can also be used to identify both the current capability and the target capability of an NSO in each dimension, and allows acknowledgement that for some dimensions of capability mature implementation may not be achievable.

Capability needs assessment

TYPSS Phase III also intended that the proposed Statistical Capability Development Framework be used as the basis for needs assessment. While support provided to NSOs is guided by a prior assessment of needs by support providers, this is often conducted informally and at the level of individual support activities and / or providers, without consolidation of the identified individual and collective capability development need and priorities.

Future approach to capability development

As statistical capability development is central to the goals of TYPSS, it is critical that the support provide to NSO is underpinned by a Statistical Capability Development Framework that provides for variations between NSOs (for example through a maturity model). In addition, the implementation of a new strategy or framework to continue the work of the current TYPSS needs to be grounded in a comprehensive assessment of NSO statistical capability development needs to guide the delivery of specific support in a way that is differentiated by capability maturity levels. This assessment should be conducted in the design / planning stages of the next TYPSS.

5.2 Relevance

Evaluation Question

To what extent is the TYPSS and each of the five objectives still relevant to the needs and priorities of the Pacific, at regional and national levels

The question of relevance of the TYPSS concerns the extent to which its objectives and design respond to NSO needs and priorities as well as national / regional and donor and partner needs, priorities and policies. Relevance also concerns the extent to which the TYPSS objectives and design reflect changing needs and circumstances.

Current needs and priorities

The TYPSS has now been in operation for over ten years, implemented through three distinct phases, and subject to continuous review and evaluation. Consultation with stakeholders on the initial design of the TYPSS, and each phase, and successive reviews and evaluation have provided opportunities for the identification of needs and priorities of both NSOs (and their national governments) as well as partner organisations. Further the governance arrangements and coordination provide for ongoing elicitation of needs and priorities.

Feedback from stakeholders consulted through this evaluation confirms that the focus of the TYPSS, its objectives and the delivery of support continues to be highly relevant to the needs of NSOs, and stakeholders regard the TYPSS objectives as sufficiently relevant and robust to continue into the future

with some minor adjustment. Of the 11 NSOs consulted for this evaluation, 11 regarded the TYPSS as relevant to the needs of NSOs and the Pacific.

Another factor that confirms the ongoing relevance of the need and focus of the TYPSS is NSO's continuing need for support for statistical collections and capability development. Some NSOs, because of their size and resourcing, continue to need support for their core collections, while others that have been able to develop their statistical capability in core collections are in need of additional development – both due to the expanding demand for statistics and for analysis of statistical data. In addition, as the NSO's profile and reputation in the national statistical system is strengthened, more is asked of the NSO and more support is required.

However, while stakeholders regard the TYPSS as relevant and important as a guiding document, views about what it actually is and its primacy were mixed. For example, some NSOs were not clear if TYPSS was only what SPC delivers, or if it included the support delivered by other providers. In addition, some support providers, while acknowledging that TYPSS is a framework to guide action, noted that their work was guided by the priorities and policies of their agency and TYPSS was not used for their planning and programming.

Changing circumstances

The implementation of the TYPSS in three distinct phases has enabled it to adapt to changing needs and circumstances – TYPSS Phase III for example included a shift to an additional focus on dissemination and building analytical capability. The current governance and coordination structures provide a means for monitoring and responding to emerging trends, although the infrequency of meetings does not provide for rapid adaptation to sudden changes in circumstances.

Since the development of the TYPSS objectives for its inception in 2011, the statistical landscape has changed and this will need to be reflected in the next TYPSS and its objects. These changes include increased demand for statistics, use of technology for collection, the need to address the statistical needs of a wider range of specialist / sectoral areas and alignment with regional strategies, including regional sectoral strategies.

The experience of COVID-19 had significant impacts on the role of NSOs and on the delivery of support under TYPSS, necessitating rapid adaptation in the ways that NSOs operate and collect data, and delivery of capability support remotely. The next TYPSS will need to adapt to the post-COVID operating environment, and build the flexibility and resilience needed to accommodate the ongoing challenges of pandemics and other national / global disasters, emergencies and crises.

Implementation

While there was strong agreement that the TYPSS objectives were relevant, there was concern expressed by some NSOs that implementation of Phase III was not as strong as Phases I and II, and this was assumed to be associated with the reduced SDD budget for Phase III. As one Government Statistician observed, the (perceived) reduced support activities delivered through TYPSS to build NSO capability leaves NSOs more reliant on support through donor-sponsored surveys.

Things have reverted to old ways – running censuses and surveys on behalf of projects and donors that take up a lot of our time especially for smaller NSOs, rather than addressing national statistical systems.

Government Statistician

5.3 Effectiveness

Evaluation Question

What progress has been made against key aspects of the TYPSS Design document with particular focus on Phase III and reference to its five specified objectives?

Since the TYPSS Mid Term Evaluation reported that overall significant progress had been made in the region in many areas of statistical capability development, there has been some further progress in Phase III of TYPSS in production and dissemination of statistics (including publishing of data on NSO websites and through the Pacific Data Hub), strengthening of the leadership skills of government statisticians, and development and implementation of the NSDS to varying degrees across the countries. Over the same time period there have been some significant challenges arising particularly from reduction of SDD's budgets to support coordination, and the impact of COVID-19. This section identifies the progress and some of the priorities for development for a further support strategy, against the five Objectives of TYPSS.

Objective 1: Technical capacity and statistical capability

Objective 1

PICTs have technical capacity and statistical capability to manage and implement core statistical collections, including greater utilisation and integration of key administrative databases

Provision and planning

Technical assistance to support collection and statistical capability development has continued to be provided through TYPSS by SDD and donors and development partners such as particularly ABS, Statistics NZ, IMF, World Bank, IMF's Pacific Financial Technical Assistance Centre (PFTAC), OECD's Partnerships in Statistics for Development in the 21st Century (PARIS21), a range of UN agencies, USP and ADB. The level of support provided is significant, as shown in Table 3 which summarises the type and focus of support provided by donors and development partners. In all cases, with the exception of SDD, donor and development partners fund the support activities they deliver. SDD support activities are funded by SPC and donors, particularly DFAT and MFAT. Detailed information on funding of support activities is provided in a later section of this report.

It should be noted that while Table 3 lists support activities by donors, a number of these activities are delivered through partnership arrangements, including with SDD.

Table 3: Donor support activities

Donor / Development Partner	Focus of Support
ABS	Leadership and institutional strengthening, including individual capability development and mentoring Capability development and technical training (TA) in collaboration with regional donors Consumer Price Index technical assistance with in-country missions
ADB	Bilateral technical assistance in economic statistics Analysis of national statistics

Donor / Development Partner	Focus of Support
	Capability development of NSOs
PFTAC	<p>Economic, financial and balance of payment statistics, implemented as Phase V over the course of several years, including:</p> <ul style="list-style-type: none"> - specialised training and workshops - capacity development and technical assistance - annual evaluations of strategies implemented
PARIS21	<p>Support for the implementation of NSDS</p> <p>Advocacy about use and importance of statistics</p> <p>Data dissemination (tools)</p>
SPC / SDD	<p>Population and Housing Census</p> <p>Economic surveys, including Household Income and Expenditure Surveys (HIES) and establishment surveys</p> <p>Social Surveys including Demographic and Health Surveys, Labour Force Surveys (LFS) and Multi Indicator Cluster Surveys (MICS)</p> <p>Analysis of demographic, social and economic statistics</p> <p>Development of NSDS in partnership with PARIS21 and development of tailored NSDS Guidelines for Small Island Developing States (SIDS)</p> <p>Civil Registration and Vital Statistics (CRVS)</p> <p>Economic Statistics (National Accounts, Prices, Trade, Business Register)</p> <p>Education statistics (including start-up work on regional EMIS technical support facility)</p> <p>Capability development of NSOs</p> <p>Statistical standards and classifications</p> <p>Capability building in PICTS</p> <p>Support for respective labour markets</p> <p>Facilitating South-South technical assistance and capability development</p> <p>Identifying data sources and aligning SDGs with national development priorities</p> <p>Support for Voluntary National Reviews (SDGs)</p> <p>GIS and Mapping</p> <p>Dissemination / PDH DotStat</p>
Stats NZ	<p>Chairing of the Pacific Statistics Methods Board, since its inception in 2017</p> <p>Annual Regional Sampling and Statistical Methods Training for all Pacific NSOs</p> <p>Direct technical support to the Realm member countries, with full-time equivalent staff members working on this Program:</p> <ul style="list-style-type: none"> - Annual attachments of 5 NSO staff to Stats NZ - Individual capability development and mentoring - Institutional strengthening projects - Leadership development

Donor / Development Partner	Focus of Support
	Census and survey assistance
USP	Training and education for official statistics
The World Bank	Statistical capability building projects
UN agencies including the International Labour Organization (ILO), UNICEF, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), UN Women, UNESCAP, UNSIAP and WHO	<p>TA for sectoral or issue specific surveys and analysis (for example poverty analysis or assessment and analysis of gender violence) and administrative databases.</p> <p>Support for specific surveys such as sexual and reproductive health surveys, labour market surveys, demographic and health surveys</p> <p>Training (particularly through SIAP)</p> <p>Oversight and promotion of international frameworks and standards</p> <p>Support for Census analysis such as gender and youth monographs</p>

The appropriateness of provision of assistance is a complex matter relating to capability gaps, needs, demand, availability and resources. Most providers reported that the support they provide is demand driven / requested based on relationships developed with the NSOs over the ten years working closely with them on planning, developing and implementing their statistical activities. For example, both ABS and the World Bank mentioned long-term relationships as key to their engagement. Statistics NZ has a particular connection with the NSOs of their realm partners based on regular connections, bringing in other providers as needed, and working with other providers to avoid duplication. Providers' activities are captured in their annual plans that are available to inform and assess requests for support.

There are a number of competing factors that affect priorities and provision of support - both general across NSOs and for specific NSOs. These factors include the needs and priorities of NSOs as well as the data needs for global and donor priorities, availability of providers and their resources and the resources, maturity and capability of the NSOs to absorb and engage with support activities, particularly in-country missions, at specific times. Smaller PICTs in particular have absorption challenges that include the reality that Government Statisticians may have other roles in government such as leadership roles in elections and immigration. Managing this diversity of contexts, and other factors across the PICTs, is an important dimension of the provision of support. Feedback from the smaller NSOs has been favourable indicating that there is increasing tailored support to address diverse circumstances and needs.

SDD's role in leading and facilitating the provision of support is a complex planning task and requires coordination at both a practical and strategic level to avoid duplication, recognise synergies and achieve as much efficiency of provision as is feasible. The TYPSS Mid Term Evaluation identified the need for improved coordination across the various providers and this has been demonstrated in TYPSS Phase III. Examples of enhanced coordination have been SDD's collaboration with the World Bank, Statistics New Zealand and ABS in the delivery of a sub-regional sampling and HIES planning workshop; and a sub-regional workshop with SDD, the World Bank, Stats NZ, UNICEF, and ABS in the delivery of a sub-regional sampling, CAPI and HIES / LFS / MICS / Disability survey planning workshop.

Many respondents commented that there is a very large amount, and a wide range of statistical development activity in the Pacific and previously there has been concern that this needs to be

captured in a consolidated plan. SDD now captures a large amount of support activity in its TYPSS Roadmap work plan although it is not clear how much more activity there is to be captured, and if this is possible and if so whether it is manageable.

Some NSO and non-NSO stakeholders raised concerns that resources for SDD have been reduced in Phase III of TYPSS and that the roles, responsibilities and resourcing of SDD needs review. These concerns are driven by the wide scope of SDD responsibilities which ranges from strategic leadership, to the provision of technical assistance and support to the TYPSS governance mechanisms.

Coordination is also discussed later in this report.

Focus and modes of support

At the time of the Mid Term Evaluation the focus of support was on data production. It was recommended that there be more support for developing capability for the analysis of data, and improvements in dissemination and use of data. Reporting on support provided, and feedback from NSOs indicates that in TYPSS Phase III there has been considerable attention to these priorities. NSOs have referred to this indicating that there is a shared focus on these capabilities. A further area of major focus has been leadership, strategic level planning and the development of the capability of Government Statisticians in relation to topics as wide ranging as the use of administrative data; managing human resources, staff turnover, planning for succession, and of training for staff; working with government on using statistics for policy development; and leveraging support from a range of partners and through South-South collaboration. Future support for working with others in the national statistical system could include an increased focus on facilitating and brokering roles and relationships as well as on leadership skills development to complement the annual leadership forum.

SDD has placed a priority on developing a wide range of regional databases across sectors, and specifically has been working on the development of a draft Pacific Roadmap for Gender Statistics in a collaboration between SPC and UN Women. This is an important step but roll out is yet to commence and NSOs do not have much awareness of or capability to progress this type of work which will include building on already established platforms, developing capability to use this type of data and exploring opportunities to re-analyse existing collections.

In relation to use of modes of advice, support, and training, in-country and remotely, those interviewed identified valuable and appropriate aspects such as learning designs based on adult learning principles, for example using the participants' datasets with guided learning on the processing or analysis of this data; learning outputs which include a tangible product which the participants can take with them and use within their NSO; and provision of written guides and manuals to accompany training. Some respondents referred to increasing use of coaching and mentoring which needs to be formalised, and of train-the-trainer and online training.

Since early 2020 the economic, mobility and social impacts of COVID-19 on all partners have reduced in-country components of support models but reduction in the SDD budget for TYPSS Phase III had reportedly already led to some reductions prior to 2020. Both NSOs and technical assistance providers commented on the continuing need for in country and remote supplementation of capability for smaller and some mid-range NSOs. Earlier in this report, the need for a comprehensive capability assessment process for each NSO as a foundational activity for the next ten-year iteration of statistical support, and assessment of the need for supplementation has been identified.

Moving to video-based platforms in response to the impact of both COVID-19 and budgets is seen to be successful and to enable and increase the number of people who can participate, thereby realising a very valuable increase in the number and frequency of staff being trained. Staff turnover, including at the Government Statistician level, has been identified as an ongoing challenge to capability development with the investment in developing skill levels lost as staff move on to positions in other

agencies. The potential to be able to reach more participants with video-based and online modes could be significant in addressing this issue.

Other main impacts of COVID-19 raised by respondents were limitations on field work, meetings and travel for the NSOs, and the adjustment needed for regional meetings to be held by zoom-type platforms. The provision of support in-country was increasingly limited which particularly impacted smaller nations.

Most NSO respondents mentioned the value of South-South collaborative approaches (support provided by PICT members to other PICT members) to technical support and statistical capability development that are increasingly being adopted by support providers and pursued between NSOs on their own initiative. Approaches of this kind are seen as appropriate and effective, and for some NSOs a preferred mode. Examples mentioned include:

- larger NSOs giving tablets to smaller ones for their HIES collection
- Fiji sending two NSO officers to support Niue for HIES

Samoa asked for the Washington Group disability data from us all and we are all sharing information on this.

Government Statistician

SDD also reported the South-South exchange is working 'really well' particularly in the introduction of new technology (CAPI), supporting implementation and building capability for the staff of NSOs providing the support.

In addition to the technical support provided through TYPSS to support the national and regional statistics priorities and systems, several NSOs raised the issue of the nature and availability of tertiary statistics training. Many NSOs have done statistics training through universities, such as particularly USP, but the training was most often offered as a module within a course. There is interest in more short courses (for example one year or less) that are statistics-specific and available across USP's locations in the Pacific as well as online.

An inherent tension

One of the inherent tensions the TYPSS needs to manage has been achieving balance between the support needed for general statistical capability development and that required for specific collections for donors or development partners. Data requirements of global bodies and donors are usually resourced with funding for support and implementation, and the training and capability development needed may be primarily collection-specific and may not necessarily contribute to national or regional priorities, or general statistical capability development. This continues to be a significant challenge, made more difficult by the increased demand for statistics driven by the 2030 International Development Agenda's SDG reporting requirements.

Where international needs come with funding to NSOs with limited budgets, there is a pull to the international agenda rather than to activities to address priorities for development of their national statistical system such as for example working with their partner / user agencies in government to increase the statistical literacy for interpretation and use of data. Some resolution of this may be to identify how capability development for national priorities can be incorporated into the range of activities and training for the specific collections.

To address these challenges SDD has been working with NSOs on greater use of administrative databases to provide the data needed, rather than NSOs using a new specific survey as the default approach. SDD also works with the multilateral and donor bodies involved to identify common training for statistical capability development, and the training needed for a specific collection. For example,

SDD and partners developed a MICS Technical Collaboration Framework in 2019 which set out the key roles for UNICEF as Technical Lead to all stages of the MICS survey from planning to dissemination and secondary analysis, with SDD as lead / co-lead in the broader development of household listing, mapping, and sampling, and UNFPA as subject matter lead on reproductive health and domestic violence, and technical lead for domestic violence. However, feedback from the perspective of a few NSO respondents was of a MICS focus to the engagement in this case, and generally of bilateral / vertical (i.e., direct donor-NSO) support with less focus on regional and sub-regional support programs.

The consultative and needs-based approaches, and complex planning contribute to the appropriateness of the content and process of support provided, and the feedback from NSOs is predominantly positive about the targeting of support to the needs of individual NSOs, and about value and effectiveness. Concerns and challenges mainly relate to continuing to improve coordination; the roles and resourcing of SDD; managing loss of capacity and capability through staff turnover; and achieving a balance between international, regional, and national priorities for provision of data and reports, and national level priorities including for statistical system development.

Improvement in technical and managerial capability

Most stakeholders report that there has been demonstrable improvement in technical capability. There is inevitably variability across the NSOs but there has been an overall increase in capability in relation to:

- collection and management of data - including survey design, survey management and use of CAPI
- use of CAPI and mapping for HIES, MICS, and censuses, and many mentioned being able to do Rapid Assessments for COVID-19
- a shift from doing surveys to working with data and analysis, and producing reports for users not just to give to donors
- use of administrative databases
- use of electronic modes of dissemination, including websites and email publishing to users, and the use of infographics
- increased awareness and confidence in working with government agencies and across government
- increased profile and reputation across government arising from working with government on COVID.

Areas where the progress is growing but not yet across most NSOs include:

- data analysis and report writing - even one of the stronger NSOs reported that 'our work is now locally designed and managed, [but] we are working with support in relation to data analysis and report writing'
- supporting greater use of data by users – for example working with government on interpretation of data and using statistics for policy development
- increasing leveraging of South-South collaboration

The variability in progress across NSOs relates to factors such as leadership in the NSO, different levels of resources especially funding by the government, the training received and staff turnover.

Providers have also reported an observed increased confidence of some Government Statisticians in:

- playing a leadership role in the national statistical system and building the NSO's profile and credibility with users
- building and managing a team of appropriately trained staff - including managing the implications of staff turnover and staff absences on study, training and attachments

- managing and leveraging support from a range of technical support providers
- engaging and speaking at the annual leadership forum

Demonstration of increased capability is also found in the next section on Objective 2 Production and dissemination of statistics, where new capabilities can be seen to underpin new products and dissemination. In evaluating the TYPSS an important relationship is that between the technical support provided and both the increase in capability, as reviewed here, and the priorities seen in the work that gets done by NSOs, which is reviewed in the next section.

As capacity and capability have grown there has been increasing recognition of different levels of maturation (as discussed in the earlier section on Statistical Capability Development) and development of differentiated approaches such as:

- 'light touch' support for NSOs that are progressing well and need to consolidate (as one NSO commented '... we are achieving more and more on our own')
- targeted support to some more advanced NSOs to assist them to move to a more strategic level of development and leadership, and more advanced data (for example drugs, crime and climate change), and to others to address specific gaps (as one provider commented '... our training is open to all, but we tap some NSOs on the shoulder')
- supplementation for smaller states.

As progress is made more differentiation is possible to address diversity, including of maturity of capability. As NSOs become more valued and trusted in their national statistical system, more is being expected of them and further support will be required for NSOs to play their leadership role and to advocate for resourcing. Many Pacific governments still accord a low status to statistics, and the recognition and use of data within government agencies is low. This had led to small budget allocations to the NSOs. The World Bank has commented that some states are 'chronically underfunded'. Given the impact of COVID-19 on government revenues, this might further affect the budget allocations to NSOs.

Overall statistical capability

Under the TYPSS Monitoring Framework, the indicator used for the overall TYPSS goal of strengthened regional and national capability is the World Bank Statistical Capacity Indicator (SCI) - the number of PICTs with an overall score of 50 points or above.

It should be noted that use of the SCI has some limitations. Firstly, as it only includes countries that are members of the World Bank, the Cook Islands, Nauru, Niue and Tokelau are not included. Secondly, it may be argued that the SCI methodology is not entirely appropriate for use in the Pacific context.

It is not possible, nor claimed, that progress shown in the SCI can be attributed to TYPSS alone. It is a useful benchmark of progress in statistical capability across the region over time and clearly demonstrates an improvement in statistical capability to which TYPSS has contributed. As shown in Table 4, 11 of the 15 PICTs are measured by the SCI. The table provides the scores for 2010, 2012, 2016 and 2020 which reflect just prior to the commencement of the TYPSS, the end of Phase I, the middle of TYPSS II and the end of Phase III. The scores for each PICT are shown in comparison to the averages for all countries included in the SCI (excluding high income countries) globally and in the East Asia and Pacific Region.

In 2020 five countries (Fiji, PNG, Samoa, Solomon Islands, Tonga) have scores of more than 50. In 2016 there were 6 countries - the same five as in 2020 plus Vanuatu which had a score of 50 in 2016 and is now 36.7. Fiji's SCI remained above 50 but has decreased from 58.9 to 56.7.

Between 2016 and 2020 the SCI for 8 of the 11 countries has increased (Kiribati, Marshalls Islands, FSM, PNG, Samoa, Solomon Islands, Tonga and Tuvalu). The score for Palau remained at 48.9. Four of those showing an increase are not yet above 50 points (Kiribati, Marshall Islands, FSM and Tuvalu).

As reference points to other low-income countries, Table 4 shows that the East Asia and Pacific average was 74.5 in 2020 (and improved from 2016) while the Global average was 58.2 in 2020 (having fallen from 61.2 in 2016).

Table 4: World Bank Statistical Capacity Indicator (SCI)

Country	2010	2014	2016	2020
Fiji	53.3	71.4	58.9	56.7
FSM	27.8	36.7	32.2	43.3
Kiribati	36.7	35.6	40.0	42.2
Palau	34.4	36.7	48.9	48.9
Papua New Guinea	41.1	46.7	50.0	52.2
RMI	41.1	46.7	28.9	35.6
Samoa	48.9	53.3	54.4	57.8
Solomon Islands	40.0	53.3	54.4	55.6
Tonga	58.9	50.0	52.2	54.4
Tuvalu		33.3	40.0	47.8
Vanuatu	42.2	43.3	50.0	36.7
East Asia and Pacific Average ¹	69.4	71.4	73.6	74.5
Global Average ¹	60.2	60.4	61.2	58.2

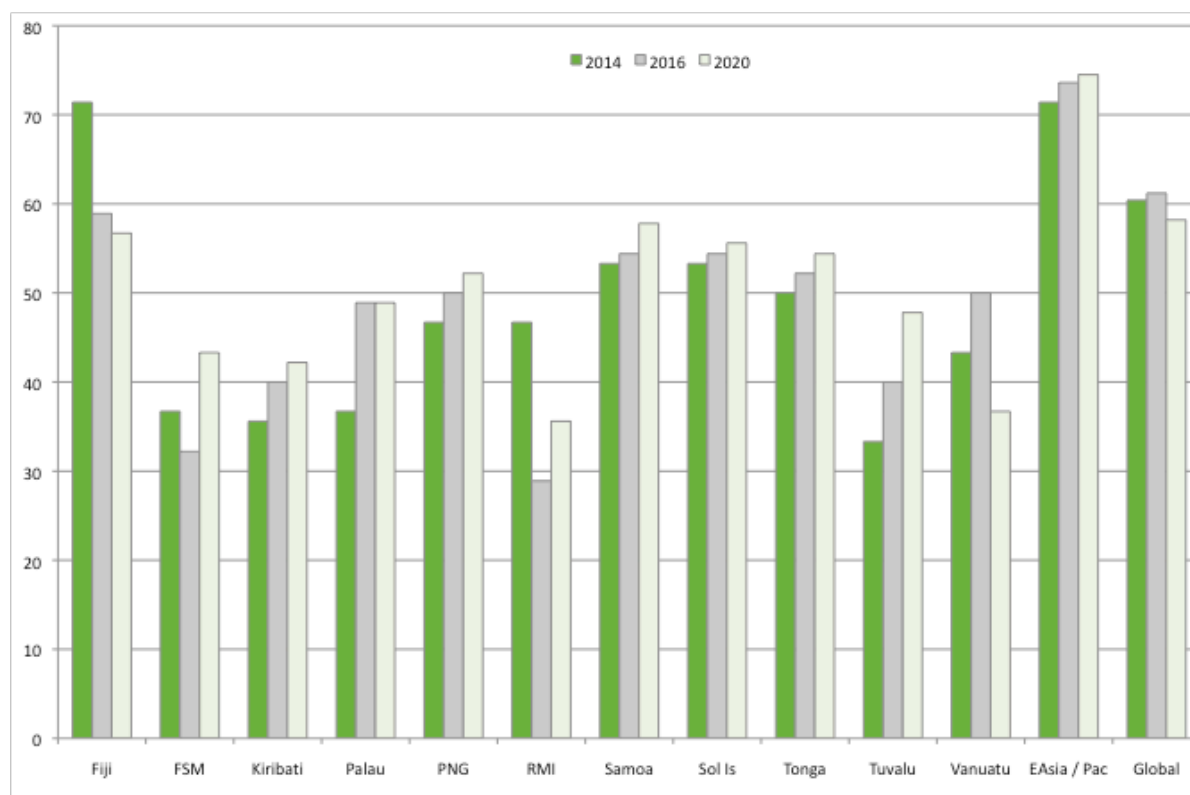
Note 1: Excluding high income countries

Source: Statistical Capacity Indicator Dashboard, World Bank

(<http://datatopics.worldbank.org/statisticalcapacity/SCIdashboard.aspx>)

While there has been a clear improvement in statistical capability across the region as measured by the SCI, there is also some variability in the SCI scores of some PICTs between years, with the SCI decreasing. For example, Fiji's SCI fell from 71.4 to 58.9 between 2014 and 2016 and fell again for 2020. This variability is also illustrated in Figure 1, for which 2010 has been omitted.

Figure 1: World Bank Statistical Capacity Indicator (SCI)



Note 1: Excluding high income countries

Source: Statistical Capacity Indicator Dashboard, World Bank

(<http://datatopics.worldbank.org/statisticalcapacity/SCIdashboard.aspx>)

Objective 2 - Production and dissemination

Objective 2

PICTs are producing and disseminating (either in-house or through TA) an agreed core set of high-quality economic, social and environmental statistics in a timely and user-friendly manner in line with national priorities and integrating SDGs and regional reporting requirements.

Production of statistics

Whereas our assessment against Objective 1 related to NSOs' capability to undertake statistics methodologies and tasks, this assessment against Objective 2 relates to the use of this capability to the produce core statistical collections and to do so regularly, on time and to an acceptable level of quality. The following tables provide information on a range of the core statistics including non-financial collections, financial indicators and data for reporting progress against the SDGs. To assess the timeliness, regularity and quality of the collections and reports, the sources of information have been qualitative feedback from stakeholders, self-reporting by NSO respondents, and responses from a selected sample of users.

Using information from the TYPSS Census and Survey Calendar, Table 5 shows the number of **core non-financial collections** produced over by NSOs over the last 20 years – pre-TYPSS and during the

term of TYPSS. These collections represent the agreed set of core collections and for which support for collection and capability develop is targeted through TYPSS. The comparison of collections produced pre-TYPSS and during TYPSS shows an overall increase in collections as more collections have been supported by partners. The number of collections being undertaken by NSOs at the end of the TYPSS period ranges from 3-12 but the main cluster is around 3-6 collections (13 out of the 15 NSOs) with Tonga (9) and Samoa (12) producing significantly more collections than other NSOs. The most consistent collections produced by NSOs are the National Censuses and HIES, followed by Agriculture, and Demographic and Health. In the last 2-3 years there has been a lot of work done on the MICS collections with six of these now completed.

Table 5: Core statistical collections by PICT and collection, 2001-2020

Country	Period	Census	HIES	LFS	Ag	Dem & Health	H'hold Listing	MICS	Bus	Disab	Total
Cook Is	Pre-TYPSS	●●	●								3
	TYPSS	●●	●	●	●						5
FSM	Pre-TYPSS	●	●								3
	TYPSS	●	●●		●						4
Fiji	Pre-TYPSS	●	●●		●						4
	TYPSS	●	●●		●						4
Kiribati	Pre-TYPSS	●●	●			●					4
	TYPSS	●●	●				●●	●			6
Nauru	Pre-TYPSS	●●	●			●					4
	TYPSS	●	●				●	●			4
Niue	Pre-TYPSS	●●	●		●						4
	TYPSS	●●	●		●						4
Palau	Pre-TYPSS	●	●								2
	TYPSS	●●●	●		●●						6
PNG	Pre-TYPSS		●			●					2
	TYPSS	●●				●					3
RMI	Pre-TYPSS		●			●					2
	TYPSS	●	●	●							3
Samoa	Pre-TYPSS	●●	●●		●●●●	●					9
	TYPSS	●●	●●	●●	●●●	●		●	●		12
Sol Is	Pre-TYPSS	●	●			●					3
	TYPSS	●	●●		●	●					5
Tokelau	Pre-TYPSS	●●									2
	TYPSS	●●●●	●								5

Country	Period	Census	HIES	LFS	Ag	Dem & Health	H'hold Listing	MICS	Bus	Disab	Total
Tonga	Pre-TYPSS	●	●		●					●	4
	TYPSS	●●	●	●	●	●		●	●	●	9
Tuvalu	Pre-TYPSS	●	●●			●					4
	TYPSS	●●	●					●			4
Vanuatu	Pre-TYPSS	●	●●		●			●	●		6
	TYPSS	●●	●			●				●	5
Sub-total	Pre-TYPSS	19	19	0	8	6	0	1	1	1	56
Sub-total	TYPSS	28	19	5	11	6	3	5	2	2	79
Total	2001-2020	47	37	5	19	12	3	6	3	3	135

Note: Pre-TYPSS refers to the years 2001-2010, TYPSS refers to the years 2011-2020

Source: SPC Statistics for Development Division, Census and Survey Calendar

Table 6 shows the change in core non-financial collections during TYPSS compared to the previous ten-year period. Four NSOs produced the same number of collections in the pre-TYPSS and TYPSS periods and one delivered one less collection than previously. For the other NSOs (10) the increase in collections ranged from 33% to 200%. Overall, NSOs increased the number of collections from 59 prior to TYPSS to 79 over the TYPSS period - a 41% increase, with 66% of NSOs reporting increases.

Table 6: Change in core statistical collections by PICT, 2001-2020

Country	Time Period		Total	Change %
	Pre-TYPSS	TYPSS		
Cook Islands	3	5	8	66.7
FSM	3	4	7	33.3
Fiji	4	4	8	0.0
Kiribati	4	6	10	50.0
Nauru	4	4	8	0.0
Niue	4	4	8	0.0
Palau	2	6	8	200.0
Papua New Guinea	2	3	5	50.0
RMI	2	3	5	50.0
Samoa	9	12	21	33.0
Solomon Islands	3	5	8	66.7
Tokelau	2	5	7	150.0
Tonga	4	9	13	125.0

Country	Time Period		Total	Change %
	Pre-TYPSS	TYPSS		
Tuvalu	4	4	8	0.0
Vanuatu	6	5	11	-16.7
Total	56	79	135	41.1

Note: Pre-TYPSS refers to the years 2001-2010, TYPSS refers to the years 2011-2020

Source: SPC Statistics for Development Division, Census and Survey Calendar

Production of **core financial statistics collections**, which are supported through the IMF's PTFAC, as well as SDD and other agencies, is presented in Table 7.

Table 7: Collection of core economic indicators (Asia-Pacific and Pacific Core Set)

Country	Asia-Pacific Core Indicators Produced (Target 31)	%	Pacific Core Indicators Produced (Target 16)	%
Cook Islands	13	42	11	69
FSM	14	45	11	69
Fiji	28	90	16	100
Kiribati	9	29	9	56
Nauru	6	19	6	38
Niue	7	23	7	44
Palau	not reported			
Papua New Guinea	15	48	12	75
RMI	15	48	11	69
Samoa	20	65	14	88
Solomon Islands	not reported			
Tokelau	not included in survey			
Tonga	not reported			
Tuvalu	5	16	4	25
Vanuatu	15	48	13	81

Source: SPC Statistics for Development Division, Capacity for producing economic statistics in the Pacific, Information Paper (undated)

This table indicates that information is available for 11 out of 15 NSOs (73%) about their production of financial collections - with nine NSOs covering 40% or more (up to 100%) of the Pacific indicators; and seven delivering more than 40% (and up to 90%) of Asia Pacific indicators. The lowest coverage of the

Pacific indicators was 25% for Tuvalu. In interview PFTAC stated that all NSOs are producing basic Government Financial Statistics (GFS). This data does not provide the pre-TYPSS comparison figures but from the NSO interviews all reported increases in the production and regularity of their financial statistics.

The development and adoption of regional classifications has been an important area of SDD's work that has brought about significant improvement in the quality of statistics being produced. For example, as of January 2017, only 3 PICTs had adopted the Pacific Harmonized Commodity Description and Coding System 2017 (HS17). Subsequently, SDD advocated for the HS17 to be regionalised and in collaboration with the Oceania Customs Organisation (OCO) compiled the Pacific HS17. To date, 17 NSO are using the latest HS. The other classifications that SDD has regionalised and that are used by PICTs are the 2] Classification of Individual Consumption According to Purpose, 3] Pacific Standard Industrial Classification of All Economic Activities and 4] Pacific Standard Classification of Occupations.

The collection of Civil Registry and Vital Statistics is supported by SDD and their monitoring of NSO progress with CRVS is summarised in Table 8. Information on the coverage of Birth and Death registration with one year of the occurrence is available for 11 of the 15 NSOs. For Birth Registration, 10 NSOs (90%) registered 55% or more of all births, while for Death Registration, 8 of the 11 NSOs (72%) registered 58% or more of all deaths, with 7 of the 11 NSOs (63%) registering more than 80% in both categories.

Table 8: CRVS progress by PICT

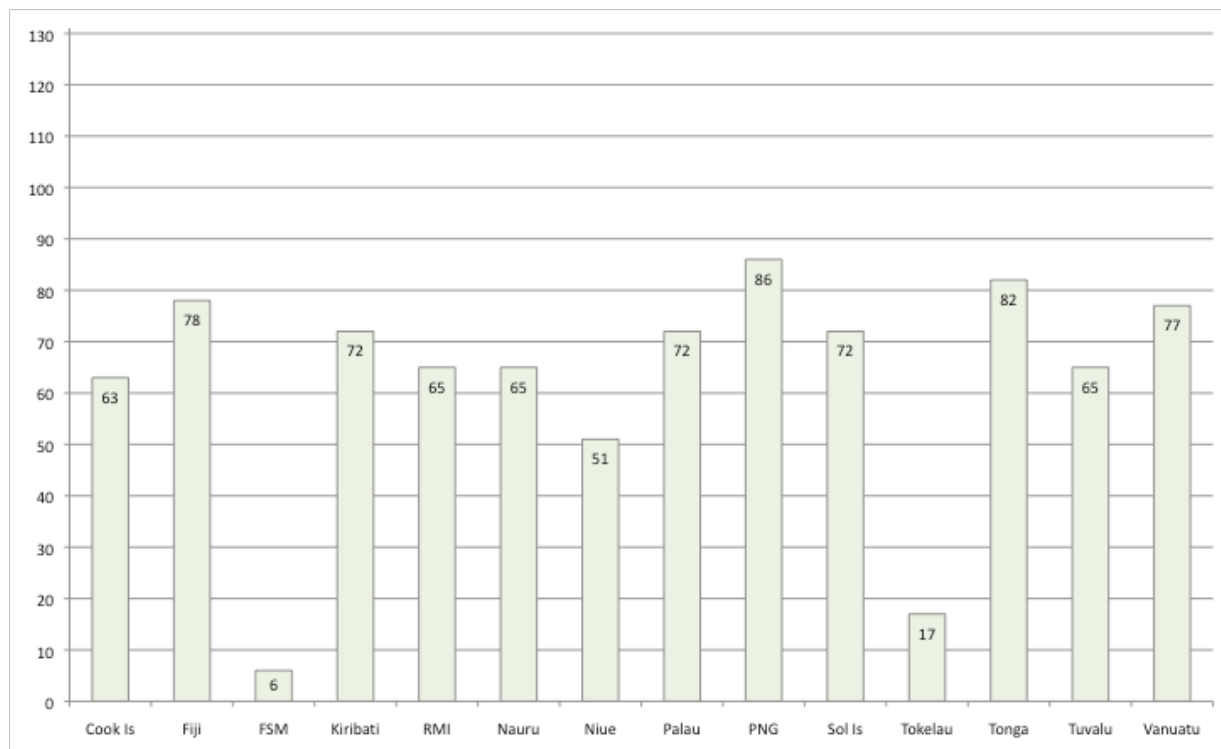
Country	CRVS Committee	CRVS Plan	Birth Registration	Death Registration	VS Report
Cook Islands			>90%	>90%	●
FSM	tbc	tbc	tbc	tbc	
Fiji	●		71.5%	88.3%	●
Kiribati	●	●	81.7%	86%	tbc
Nauru			88.8%	83.5%	●
Niue			100%	100%	●
Palau	tbc	tbc	92.8%	82.7%	
Papua New Guinea	●	●	>40%	40%	
RMI	tbc		tbc	tbc	
Samoa	tbc	tbc	tbc	tbc	
Solomon Islands	●	●	56%	3.9%	
Tokelau		tbc	90%	100%	
Tonga	●	●	96%	58%	●
Tuvalu			tbc	tbc	●
Vanuatu	●	●	55.7%	17%	●

Note: Registration refers to registration completeness within one year of occurrence

Source: SPC Statistics for Development Division

A further increasingly important aspect of collections for the NSOs relates to the extent to which they have data for the SDG indicators, and this is presented in Figure 2. Information for 14 of the 15 NSOs is available, with information for Samoa not available. Ten NSOs (71%) have data for 65 (50%) or more of the Indicators, with the highest coverage being PNG with 86 (65%).

Figure 2: Coverage of the SDG Indicators



Note: The graph indicates how many of the 131 Pacific region SDG indicators are covered by data
Source: SDG Dashboard, <https://pacificdata.org/dashboard/17-goals-transform-pacific>

This review of the progress in production of non-financial and financial statistical collections indicates notable performance, mostly demonstrably improved, for the majority of the 15 NSOs, including:

- a 41% increase in the overall number non-financial collections with two thirds (66%) of NSOs having increased the collections
- all NSOs are reporting on the basic GFS, and 73% of NSOs (11) producing financial collections - nine NSOs (60%) are covering 40% or more (up to 100%) of Pacific indicators
- the majority of the 11 NSOs recorded are registering more than 55% of all births and deaths, with 7 NSOs (63%) registering more than 80% in both categories
- for SDGs, 10 (71%) of the 14 NSOs recorded have data for 50% or more of the 131 indicators.

NSOs are producing core statistics but some sets are more basic than others. In interviews with NSOs a strong focus on economic statistics was very common and one of the factors influencing this for some is being located in the Finance Ministry. On the other hand, most also spoke of activity in the last 3 - 4 years on HIES and MICS being dominant, particularly supported by the introduction of the CAPI technology and methodology. One user welcomed the quality of HIES statistics but regretted that this seemed to be at the expense of keeping other collections up to date. As mentioned previously in relation to the inherent tension in TYPSS and the relationship between technical assistance and

improvement of performance of NSOs, the priorities seen in the work that gets done by NSOs is linked to the priorities of the TYPSS donors, multilateral partners and assistance providers. This link can demonstrate that TYPSS is contributing to positive improvement, but also that the balance with national and regional priorities may need to be addressed more effectively.

The regularity of production varies but is reported by stakeholders, NSOs and a sample of users of the statistics produced to be increasing, along with the timeliness until COVID-19 impacted both collection and production. Some of the users interviewed mentioned there had been previously a lag in production of 2-3 years such that the statistics were 'not worth the ink they were printed with' but that in the last few years they reported production times had definitely reduced. Time to publishing could still be a year for some types of data and users were aware this was sometimes linked to lack of staff particularly for the smaller NSOs.

Interestingly one of the main multilateral bodies involved observed that the Pacific is 'no better or worse than other regions with small states', and further commented that it is important for the capability development to be 'driven by a clear idea of what the Pacific indicators should be' supported by the facilitation of coordinated statistical development activities.

Overall, the views of users is perhaps summed up by one user's comments:

I can see there is a lot of improvement in the NSO staff - I'm proud of their achievements.

Dissemination and utilisation

Improvement in dissemination of statistics has involved moving from hard copy production to publishing by email, on websites, and Facebook, and through the Pacific Data Hub hosted by SDD. The majority of NSOs spoke of the importance of dissemination and use, not just production - 'I point out to people on the Methods Board it is not useful to hold onto your data you need to promote it and disseminate it' (Government Statistician).

Nearly all NSOs mentioned providing data to the Hub as well as using it themselves and alerting government partners to it as an important source of information about their own countries and the Pacific context. One NSO did not make the connection that it could be used to contribute to dissemination internal to their countries, and said they need to control their own dissemination and the priority should be to provide them with funds to do this rather than fund the Hub. On the other hand, another Government Statistician commented that it was of great value - 'We don't have time to do for ourselves what the Hub provides'.

Users of the statistics mentioned some cases of publishing reports for the public, and sector specific reports and commented favourably about the more usable production of statistics. This included for example having electronic versions of graphics, and data in excel, that can be used in their reports.

Assessing the quality and utility of statistics

Stakeholders, NSOs and a sample of users of the statistics were asked about the quality, relevance and utility of statistics produced by NSOs, and of NSOs' responsiveness and engagement with users. The reported themes include:

- increased confidence in the quality and relevance of the data being produced by most of the NSOs, as seen for some respondents in the improvements in what has been shared in workshops as well as the data the users were receiving
- increased confidence in most of the NSOs themselves in their capability.

As one user stated:

Since 2019 we have had more confidence in the statistics from our NSO.

Respondent in the Planning Office

This confidence for some of the NSOs is seen in their ability to start to tell the story of the data 'not just hand it over', and their willingness to begin to work in new areas of data - including for example the Rapid Assessments for COVID 19, and legal identification.

NSOs feel that people are asking for more data and reports and that this indicates they are using and valuing the reports. Dissemination and use of data is clearly on the minds of Government statisticians now and this has been a focus of work through TYPSS. One NSO expressed concern about the utility of their products, which also demonstrates an awareness of the need to manage and improve this aspect of their work.

'... locally our reports may not be used – I'm not sure they are attractive enough to go into in detail: there is a performance review this week which will give us information'.

Government Statistician

The users interviewed also reported satisfaction with the usability of the data and reports being provided to them. The user group interviewed included agencies such as Central Banks, Finance Ministries / Departments, Planning Offices, Tourism Authorities, Public Utilities Board and an Assistant Governor. Users reported that some NSOs were closely involving users in consideration of dissemination and use to ensure usability and accessibility. Another example of engagement with users has been including users in training workshops - for example when there are trainings by IMF.

'... they invite us to join them - so as users we can understand how the data is produced.

Central Bank respondent

An officer from a Ministry of Finance described the national planning and reporting process that brings together 14 sectors to ensure coordination of the sector plans with the national plan. The NSO involved assisted with providing the statistics and was part of the coordination to have 'efficient use' of the statistics. Engagement in national planning has also emerged as an area of increasing activity for a few NSOs as reported by users:

TYPSS had been important to bridging the gap between statisticians and planners in their countries and through the Heads of Planning and Statistics meetings.

Ministry of Finance respondent

This National Plan is the first one completed by nationals, and we [planning office and NSO] are working together - they are crucial to this work. We know data is a powerful instrument and work together on this.

Planning Office respondent

Many NSOs and users spoke of improved engagement and relationships. Because of the size of the countries many agency staff know each other or have worked together so that the relationships are based mainly on informal communication, but this is regular and responsive. For some other users the communication was said to be primarily the user contacting the NSO without much outreach from the NSO. However, despite this generally informal and relational engagement, there are still formal and bureaucratic processes to be observed in agencies working together.

For a few NSOs located within Ministries or Departments access to the NSO can be more difficult without first building working relationships, as exemplified in the following observation.

We had to push our way through to meet with them to insert six questions into the census. But then we found them very cooperative and we can work together and contact them anytime by email to get data.

Tourism Authority respondent

Most users reported being able to give feedback and resolve issues with their NSO, and a number felt that working relationships and communication could be improved further with more interaction including more frequent seminars and workshops to explain the data. The increased engagement and collaboration between NSO and client agencies is building the statistical literacy of staff in agencies, as is movement of NSO staff into agencies. One user observed that an upside of the staff turnover in NSOs is that:

. . . the people take statistics knowledge into other organisations building statistics literacy and increasing contacts between the NSO and other parts of government.

A national agency respondent

Objective 3 - National Strategies for the Development of Statistics

Objective 3

All PICTs have in place some form of national statistics strategy or plan that articulates national priorities in line with their national development strategies and is aligned with the agreed core set of statistics

Value of the NSDS

The NSDS process is seen by both NSOs and support partners as a valuable initiative as it can:

- provide an opportunity for NSOs to engage with national agencies
- contribute to raising awareness of the role and profile of NSOs
- facilitate relationship building and collaboration
- enable access to data held by other data owners
- mobilise resources for data collection.

Given the increasing need for and value in utilising existing administrative data to enhance and even replace statistical collections, the opportunities provided by the NSDS process to increase access to and use of such data are invaluable.

While a strength of the NSDS process is its broader focus on the national statistical system, a key challenge for NSOs is that it is not NSO-centric and has limitations in establishing accountabilities across the national statistical system for data access and resourcing, particularly resourcing for NSOs.

The NSDS process can also lead to increased demands and responsibilities for NSOs, and for smaller NSOs in particular this can stretch already limited resources.

Progress against the objective

As shown in Table 9, which is based on data provided by PARIS21 as at May 2020, seven out of fifteen NSOs (46.7%) have a NSDS in place, with a further five NSOs at various stages of planning or development. Two NSOs, Samoa and Vanuatu, are in the early stages of developing their next and second NSDS.

Table 9: NSDS progress by PICT, 2011-2021

Country	Current NSDS	Term	Next NSDS	Term
Cook Islands	●	2015-2025	Not yet planned	
FSM	●	2019-2023	Not yet planned	2024-2027
Fiji	●	2019-2023	Not yet planned	
Kiribati			Being designed	2020-2024
Nauru	●	2019-2023	Not yet planned	2024-2027
Niue	●	2020-2024	In Preparation	
Palau			Not yet planned	
Papua New Guinea	●	2018-2027	Not yet planned	
RMI			Not yet planned	
Samoa	●	2011-2021	Not yet planned	
Solomon Islands	●	2016-2035	Not yet planned	
Tokelau	●	2020-2024	Not yet planned	
Tonga	●	2019-2023	Not yet planned	2024-2027
Tuvalu	●	2018-2022	Not yet planned	
Vanuatu	●	2016-2020	In Preparation	2021-2025

Source: NSDS Summary Table, OECD PARIS21 and SDD data

Future needs and priorities

Given that the TYPSS has not yet achieved full coverage with completed NSDSs (even using the simplified Pacific version), and given the benefits that an NSDS brings to the national statistical system and to NSOs, this objective remains a priority for the future. In addition, the increased visibility that the NSDS brings NSOs has assisted in positioning some as a more trusted and valued element of the national statistical system. However with this comes an expectation of what NSOs can deliver and the role they can play. This reinforces the need for support to NSOs in playing a leadership role in the national statistical system, including advocating for resources for these additional roles. Support to NSOs could include skills development in leadership, advocacy and brokering / negotiation.

In addition, the fact that an NSDS has not guaranteed funding certainty for some NSOs suggests the need for the TYPSS to consider possible actions to assist NSOs in securing a sustainable funding model for their work.

Objective 4 - Emerging methodologies, tools and standards

Objective 4

National statistics stakeholders are advised on an ongoing basis about emerging statistical tools, systems and international standards, and scaled down methodologies and approaches that are fit-for-purpose for the Pacific.

Information sharing

The TYPSS Mid Term Evaluation found that SDD had made significant progress in the dissemination of statistical information and resources through the Pacific Regional Information System (PRISM), and the PSSC had developed as a regional 'space' for sharing information, lessons learned and for addressing technical and emerging issues and problems across the region. The Mid Term report suggested that the information sharing and governance functions of PSSC needed to be separated, and also raised concerns about relying on online platforms (PRISM and the website) that are passive and forums that are opportunistic and limited to meeting participants.

During TYPSS Phase III, information sharing and interaction have continued to be a major priority for SDD and the other partners and overall stakeholder feedback has been very positive about the flow of information provided by SDD, the Hub, the Methods Board, events such as the Leadership Forum and through South-South collaboration. Although some have been critical of delays in the dissemination of information there is recognition that the resources of SDD have been stretched.

NSOs are very supportive of and feel supported and empowered by South-South collaboration. Smaller NSOs report very favourably on examples such as Cook Islands receiving staff from Vanuatu to assist in CAPI training, as well as staff from Tonga to assist in compiling metadata for HIES, Census and Agriculture survey. This sort of collaboration is facilitating information sharing and interaction as well as capability development.

The establishment of the Methods Board has been widely supported and was the main information sharing mechanism mentioned by most NSOs. Its operation as a forum for sharing, mutual support, and negotiation with development partners and technical assistance providers has been welcomed. Negotiations have been around methodologies and approaches, particularly to translate the data needs and processes for scaled down, fit-for-purpose approaches to suit the circumstances of the Pacific.

The Methods Board can do the vetting and discussing with the international partners to check contextual appropriateness.

Government Statistician

Those involved with the surveys come in with their global agenda; it is important that we can be comparable with other small states, but they also need to understand and accommodate our constraints. We need assistance through the Methods Board to address this.

Government Statistician

When a survey is one size fits all, without the Methods Board, countries will take the money but not be able to do it.

Government Statistician

The operations of the Methods Board are able to address diversity although one stakeholder observed that this is a challenge for the Board. However, engagement with and dissemination to all NSOs is not

complete as not all seem to attend the Board and one Government Statistician was surprisingly still not aware of it.

The ABS Leadership Forum with the participation of all Government Statisticians and their deputies is seen to be working well as an information sharing platform and the opportunity for participants to contribute is also regarded as a valuable learning experience in developing skills and confidence in speaking to groups.

The TYPSS website and the Hub are regarded as key mechanisms for information sharing with the Hub widely known about and used as an interactive platform not just by the immediate stakeholders of TYPSS but also by users and government partners in the PICTs.

Beyond the online mechanisms, the facilitative approach of SDD and TYPSS partners to project-specific workshops and missions have supported interaction within PICTs by bringing NSOs and national agencies together to jointly plan projects and share information as well as develop capability.

TYPSS working with us is important. As a result, we are getting more and more support from other government agencies.

Government Statistician

. . . activity is driven by relationships and networks.

Multilateral development partner

However, the disruptions to in-country, regional and sub-regional engagement resulting from COVID-19 and the likely continuing impacts of the post-COVID world heightens the reliance on the use of online platforms and methodologies to maintain communication, engagement and information sharing. There has been good progress and most respondents are comfortable with and are identifying some advantages that online platforms can bring. Use of these platforms enables more frequent and ongoing engagement beyond the scheduled meetings or missions. The platforms are being rapidly developed to provide important enhancements that provide many of the features of meetings and conferences such as breakout rooms, document sharing, whiteboarding and more. Use of these platforms for information sharing as well as capability development and even capacity supplementation is now much more feasible and should figure prominently in future planning and delivery of support activities.

Variable internet access will still be a problem for a while, but considerable development is happening particularly with the cable to some countries. Face-to-face and in-country connections will also be needed as soon as the COVID restrictions are eased. This means the next phase of support can be a blended model utilising both face-to-face opportunities (where possible) while taking fuller advantage of online opportunities to support relationships, engagement, information-sharing, support and interaction at the national, sub-regional, regional, and international levels. While the increased use of online platforms was forced on the region due to COVID-19, future planning and programming of support activities should be more intentional about its use and be underpinned by a clearer understanding by both partners and NSOs of its potential, use and capabilities, including potential cost savings (which could be used to invest in the development of online engagement).

Promoting innovation

TYPSS, particularly in Phase III has focused on promoting, facilitating and supporting innovation, and drawing on international best practice, to support the NSOs as they seek to develop up-to-date capability in statistics. Support has included training and provision of technology and the Methods Board has played an increasing role as a mechanism for facilitating and supporting introduction of innovations and best practice.

Key innovations across statistics systems were prominent topics of discussion for stakeholders, both NSOs and support partners. Capability development for and use of approaches and methodologies such as CAPI, geospatial data, data hubs, mobile phone surveys, legal identification and new, or new to the Pacific, collections such as domestic violence, climate change, labour, and crime were very frequently mentioned. Dissemination of information about innovations, introduction of new technologies and tools, and training and continuing technical support have been significant priorities for SDD and the other TYPSS partners in their work on ongoing statistical production and statistical development and support activities.

SDD and support providers such as ABS, Statistics NZ, UNICEF, PFTAC and others are incorporating these new approaches and collections in the work programs and their support and capability development activities are focused on building NSO capabilities. NSOs are very aware and appreciative of the new technologies and there has been quick and widespread uptake, including through South-South collaboration.

SDD trained and helped us with how to do the coding for the CAPI questionnaire for HIES, and we have used tablets again for census survey - the collection and processing. GIS and other new methodologies improve our frameworks which we have been needing to update.

Government Statistician

TYPSS has shared methods and information for example CAPI and provided tablets as well as micro data sharing discussions, and we keep them in mind when working on data profiles.

Government Statistician

Users of statistics produced by NSOs have noticed the increased innovation and the increased sophistication that has resulted. Several commented that they have observed that their NSOs keep up with the use of new software and are building the capability in their ministries. Examples cited by users that were particularly welcomed include:

- mapping for location of households
- the use of tablets in the census enabling
 - the use of more questions
 - greater coverage of locations
 - data to be available more quickly.

Objective 5 – Effectiveness of planning, coordination and monitoring

Objective 5

National and regional statistics governance is functioning effectively

While this objective relates to governance more broadly, the guiding question for this objective provided in the Terms of Reference for this evaluation focuses on planning, coordination and monitoring improvement in the collection and use of statistics. The evaluation question in the next section also focuses on governance in relation to structures and processes and these broader governance questions are discussed in that section.

Planning

The implementation of the TYPSS Phase III was guided by detailed planning documents – the TYPSS Phase III Roadmap and the related work plan which includes activity targets and milestones for 2018, 2019 and 2020. As SDD is the implementing arm of TYPSS and its Strategic Plan and Business Plans are aligned to the TYPSS, the TYPSS work plan is effectively SDD's work plan.

As partners delivering support activities across the region also have their own work plans linked to their organisation's priorities and strategic plans, there are effectively two levels of planning - the TYPSS / SDD work plan, and individual partners work plans. Ideally, an integrated work plan consolidating both levels of planning would be more effective.

However this would be difficult to achieve and may not be feasible given partners primary accountabilities to their agency and donors. Most partners consulted for this evaluation confirmed that their planning and programming is guided more by their organisation's strategic priorities and plans than the TYPSS, and only a small number referenced the TYPSS in their planning and programming.

Given that that it is not feasible to have an integrated TYPSS work plan, the current planning approach is appropriate, and heightens the need for effective coordination, which is discussed in the next section.

As the TYPSS work plan is effectively SDD's work plan, this reinforces the perception that TYPSS is just 'what SDD does'. This suggests the need for much more visibility of the planning and scheduling of all support activities delivered in the region.

Coordination

Current processes for coordination of the delivery of support activities are seen to be effective by delivery partners, although NSOs have very little visibility of this coordination, and it would appear to be informal and decentralised. Partners interviewed for this evaluation cited a number of ways in which delivery activities are coordinated, including:

- close contact and liaison with SDD on planned activities
- establishment of steering committees for major activities, comprising other partners with a close interest in the project
- information sharing through formal meetings such as the Pacific Statistics Standing Committee, Methods Board and the Donors and Development Partners Group (DDPG)
- information sharing through existing relationships and networks.

The establishment of the DDPG is seen as a positive step in improving coordination of support activities, although currently its meeting cycle is annual and this would limit effective coordination. The summary report of its first meeting suggests a focus on members providing updates on their activities rather than discussing the coordination of their activities.

The establishment of the DDPG group has been instrumental in strengthening partnership arrangements for specific projects. Examples include:

- SPC-WB – Marshall Islands (RMI) HIES
- Stats NZ-SPC-WB-ABS – funding / delivery of Regional Training Workshops
- Stats NZ-SPC-ABS-WB – development of the Pacific Sampling Guideline
- SPC-FAO – training on Agriculture statistics
- UNICEF-UNFPA-SPC – MICS and Population Census

Two other recent initiatives have also been directed at improving coordination. **Firstly**, in relation to regular core collections, TYPSS has adopted a five-year collection planning cycle with an associated Census and Survey Calendar and partnership approach. This aims to ensure a more coordinated approach to core collections by the relevant partners, and to achieve efficiencies through establishing a logical order of collections, aligning collection schedules with national / regional needs and priorities, utilising standardised methodologies and tools and leveraging the comparative strengths of partners. The partnership approach has been formalised with separate MOUs between SDD and each partner and facilitates a collaborative approach in relation to each collection. To support the resourcing of core collections, a proposal has been developed to establish a Pacific Statistical Collections Financing Facility, which is discussed in the later section on Resourcing.

Secondly, a coordination mechanism for support providers in the area of economic statistics has been established – the Pacific Economic Statistics Technical Assistance Coordination (PESTAC), which is a virtual working group. PESTAC's intention is to share and update forward work plans to a shared online calendar (<https://teamup.com/ks525eb4335f2ad2d9>). Currently only one provider has uploaded information to the calendar. The aims of PESTAC include:

- identifying overlaps in support activities by country
- highlighting gaps in the delivery of support activities
- informing bilateral or multilateral discussions on related technical work to foster better congruence in advice and outputs.

Clearly, there are formal and informal structures and processes in place to coordinate the delivery of support on an activity-by-activity basis, on a collection-by-collection basis and in relation to economic statistics. The various coordination processes discussed here can be effective in ensuring activities are well-coordinated at the activity level, though it is less certain how well coordinated all activities are at the national and regional level. At the national level coordination across projects is critical as NSOs, particularly in small states, may have limited capacity to absorb and engage with multiple missions (in-person or remote) while continuing their own work programs. Further, delivery partners may target particular NSOs based on their assessment of needs and aligned with their strategic priorities.

These aims and the approach of shared work plans and scheduling are appropriate for all support activities, not just those related to core collections or economic statistics, and can facilitate the macro assessment at the national and regional level that is required for effective coordination.

Feedback from some delivery partners indicates that when requests for support are received from NSOs, such a macro-level assessment is undertaken by the partner themselves, including assessing whether support is best delivered by other partners. The processes for regional level assessment and coordination of the delivery of these support activities are not visible to NSOs or the evaluation team, and this may not be feasible or appropriate given the context of support delivery by multiple agencies across the Pacific. Although SDD maintains a listing of the types of support activities delivered by partners, and they are referenced in the TYPSS / SDD work plan, there does not appear to be a central repository of scheduled or planned support activities delivered by all partners to all NSOs. Such a listing would enable a whole-of-PICT / whole-of-region view of support activities and enable targeting to avoid duplication and overload of NSOs, ensure support is aligned with a region-wide assessment of NSO needs, and support decisions on the use of donor funds for support to NSOs. At the very least, a collation of the scheduling of the delivery of all support activities by all partners in all PICTs would assist in understanding the full picture of support across the region.

Monitoring improvements in the collection and use of statistics

The TYPSS / SDD work plan facilitates monitoring of the implementation of activities and is underpinned by SDD's Monitoring Framework for its Strategic Plan (this Framework references TYPSS Phase II and has not been updated for Phase III). These documents include indicators for both

monitoring activities and measuring improvements in the collection and use of statistics, although the latter are often related to very specific statistical collections and products. Monitoring reports based on these indicators are not available, although SDD reports to the Pacific Statistics Standing Committee on a broad range of measures provided by SDD and delivery partners, including the status of NSOs in areas such as completed NSDSs, coverage of SDG indicators and completeness of CRVS collections. These are valid and useful measures and aligned with the objectives of the TYPSS.

More broadly however, there is little visibility of these progress measures, particularly for NSOs and there would be value in developing a dashboard to support this. The simple dashboard included earlier in this report was based on readily available data which can be useful for monitoring improvements in the collection and use of statistics and some of these have been included in previous sections of this report.

5.4 Governance

Evaluation Question

How effective are the existing governance structures in the context of the statistical authorising environment?

Pacific nations are diverse, there are many providers of support for statistical collections and capability development, and the range of data needed for national, regional and international purposes is expanding. As a result, there are many, and increasingly competing, priorities and limited resources to support this, and often insufficient resources for core statistical collections. Two other key contextual factors are the need to advocate to national governments in the regions for greater use of data in policy decisions and working in the new and very different context of COVID-19.

The learnings from TYPSS Phase II pointed to the need for strengthening the TYPSS governance arrangements, and the new governance structure is summarised in Table 10.

Table 10: TYPSS Phase III governance structure

Structure	Role and Purpose	Meeting Frequency
Forum Economic Ministers Meeting (FEMM)	Ministerial Meeting receives report on statistical governance and financing in the region.	Annual
Heads of Planning and Statistics Statisticians (HOPS)	HOPS comprises the most senior statistical and planning officials responsible for statistical production and use in each PICT and responsible for providing strategic-level oversight and guidance.	Every 2-3 years as funding permits
Pacific Statistics Standing Committee	PSSC comprises sub-regional representatives of NSOs with partners as observers and responsible for overseeing the implementation of TYPSS including monitoring progress and making recommendations to HOPS.	Annual in years when HOPS does not meet
Pacific Statistics Method Board	The Board comprises sub-regional representatives of NSOs and partner and is responsible for developing fit-for-purpose statistical methodologies and solutions for the Pacific region, and information sharing.	Bi-annual

Donor and Development Partners Group	A working group of all relevant partners to facilitate coordination and financing of support for collections and capability development	Annual
Brisbane Accord Group (BAG) on CRVS	A working group of relevant partners (including academic institutions) to facilitate coordination and financing of support for improving CRVS systems, vital statistics and CRVS capability	Annual Meeting and informal quarterly updates

In particular, these arrangements seek to separate governance and coordination and to strengthen PICT ownership of statistical development in the Pacific, and the latter flows through FEMM, HOPS, PSSC and the Methods Board. Strengthening coordination is also an objective of the PSMB and DDPG and is discussed in detail in a previous section of this report.

In addition to embedding PICT ownership, the governance framework is agreed and authorised through the top three governance bodies.

As the frequency of meetings of most bodies are annual, there have not yet been many meetings during TYPSS Phase III and some meetings have been postponed or delayed due to COVID-19. As result, the roles and operation of these bodies are still being explored and developed and stakeholders, including members of these bodies, have not been able to form a full assessment of their operations and effectiveness.

However, the majority of those respondents that were aware of or involved in these bodies were positive about the structure and the involvement of stakeholders, but views were mixed about the way the bodies are operating. Concerns were expressed that transparency and visibility need to be improved. Some had reservations that the PSSC 'had drifted' away from a strategic and forward-looking focus with a narrow focus on considering reports and updates and that a more detailed review of its role and terms of reference is needed.

PSSC has kept changing and now we don't know what it is meant to be.

Government Statistician

The structure does present some challenges - alternating meetings of the HOPS and PSSC would need strong secretariat support to keep the strategic agenda focussed, moving and responsive and the use of sub-regional representatives of NSOs relies on engagement between the representatives and the other NSOs before and after meetings. In addition, communication with the NSOs generally about the PSSC to maintain awareness and engagement needs to be resourced and supported.

Some respondents also raised concerns about the level of representation on bodies in the governance structure, suggesting the need for stronger representation of planning ministers and agencies, as well as NGOs and other groups.

The NSOs' views about the operations and effectiveness of governance were mixed, from those who had little or no visibility or in some cases understanding of the existence or performance of the governance bodies, to those that were very aware and either on one of the bodies or felt well represented. Those aware of the PSSC included several who were concerned that the role and terms of reference need a review.

The NSO views on how well sub-regional representation is working were mixed and indicated that some of the smaller countries may need support to make representation work for them. In the past a website was used to provide more detail on meetings, and also teleconferences were held prior to and

after meetings however these are not resourced now. For the future, greater use of online communications may improve the way sub-regional groups can work and connect to the workings of the governance and coordination bodies.

The Methods Board has been very well received although challenges mentioned have been responsiveness with only bi-annual meetings, and the engagement of those NSOs that are not members. Representatives on the Board are expected to communicate with the other NSOs in their sub-regions and promote the approaches agreed, but concerns were expressed as to whether this was a realistic expectation. Again, online communications platforms may be valuable in this case too.

Some members of the DDPG believe it has worked well and is making a difference to coordination or harmonisation of providers and support activities, but the need for more flexibility and responsiveness with only annual meetings was raised. Timing of meetings to link to PSSC and HOPS for approvals is a potential challenge to be managed. There is very little awareness of the DDPG Group among NSOs. Technical Working Groups which had previously been a mechanism for planning and discussion between experts and NSOs had been discontinued because they had had variable success.

A factor related to effectiveness of all of the bodies is the secretariat function and resources available to support them. This is recognised as a role for SDD however, this seems to have been a role subsumed within SDD's existing responsibilities (usually one staff member provides the secretariat for one of the governance bodies in addition to their current role) rather than an explicit, dedicated function, and in the context of a reduction in SDD funding for TYPSS Phase III. One member of one of these bodies has commented that this reduction of SPC's budget has resulted in less strategic level decision-making on the governance bodies, and more of a focus on information sharing and 'a lot' of progress reporting.

Implementation of new governance bodies has been welcomed but they are still developing and learning, and more clarification of the roles, responsibilities and ways of operating is needed. There has been some drift from strategic-level decision making at the governance level to routine progress reporting. Effective secretariat-type support is needed to assist the various committees to be focussed and dynamic. The approaches to representation also need revisiting and greater use of online communication technologies can increase engagement between meetings and with non-members. Interestingly there was little criticism from NSOs of the representation through a sub-regional approach but this needs better support.

5.5 Resourcing

Evaluation Question

How effective are the current processes for resourcing activities?

Statistical collections in the Pacific are currently supported by core funding to NSOs by national governments. In addition, statistical collections and capability development are supported by a number of partners and together this represents a significant investment in the statistical capability of NSOs. However there is not a consolidated picture of this total investment, either by type of activity or by funding source.

Investment in core collections

Based on the TYPSS five-year census and survey plan, 81 core collections will be undertaken in period 2019-2023. In regard to the Population and Housing Census, for the thirteen collections to be conducted over this period, SDD has estimated the total cost to be \$18.7 million not including technical support. Increasingly, NSOs are facing shortfalls in funding for collections by their national

governments, and over this period the shortfall has been estimated at between 50-70% of the total cost. For all collections, SDD estimates the total funding shortfall to be USD40-45 million over the period 2019-2023, including funding for technical support of USD11.8 million.

SDD funding

SDD receives core and project funding to support its role in the delivery of support for statistical collections and capability development. Ongoing funding is provided by SPC, DFAT and MFAT, while SDD also receives funding for specific projects from partner agencies including the World Bank and UNFPA. While detailed financial statements were not examined for this evaluation, funding information was collated from recent SDD budgets, and is included in Table 11. It should be noted that these are budgeted funds, and rather than actual expenditure, and are used to provide a broad indication of the sources and trends of funding to SDD over the past five years. The figures indicate that in terms of core funding, SDD's budgeted funds have remained broadly steady over the period of TYPSS Phase III, at around \$3.3 million annually, although this is down from Phase II which were around the AUD3.8 million. Funding for specific projects has fluctuated between AUD66,000 and AUD1.5 million per year. In 2020 SDD received NZD6.5 million over four years for the Pacific Data Hub and has recently commenced a World Bank-funded project valued at USD4.4 million over the next six years.

Table 11: Budgeted SDD funding, 2016-2020 (AUD)

Source	2016	2017	2018	2019	2020
SPC Core Funding	1,457,333	1,557,071	1,633,600	1,533,015	1,533,015
DFAT - TYPSS	1,936,847	2,077,450	1,325,250	1,500,000	1,500,000
MFAT - TYPSS	409,068	280,000	280,000	280,000	430,000
Total – core funding	3,803,248	3,914,521	3,238,850	3,313,015	3,463,015
DFAT - projects	1,482,877	915,312	394,675	394,675	
MFAT - PSD Project including the Pacific Data Hub ¹				400,000	1,600,000
World Bank - projects			299,064	377,149	
UNICEF - project			78,412		
Other sources			54,305	64,819	66,624
Total - other funding	1,482,877	915,312	826,456	1,236,643	1,666,624
Total Funding	5,286,125	4,829,833	4,065,306	4,549,658	5,129,639

Note 1: NZD6.5 million over four years

Partner investments

In addition to funding provided to SDD for support of statistical collections and capability development, partners deliver a range of projects and activities that are not captured in the SDD budget. For example, DFAT, in addition to providing core and project funding to SDD also funds ABS for the support programs it delivers and Stats NZ provides support programs annually.

The OECD International Development Statistics database provides information of ODA investments made by donor agencies and countries. Data was extracted using the Query Wizard for International Development Statistics (QWIDS) in relation the purpose 'Statistical Capacity Building' (code 16062) for the period 2000-2019 (data for 2020 is not available). There are number of limitations to this data including:

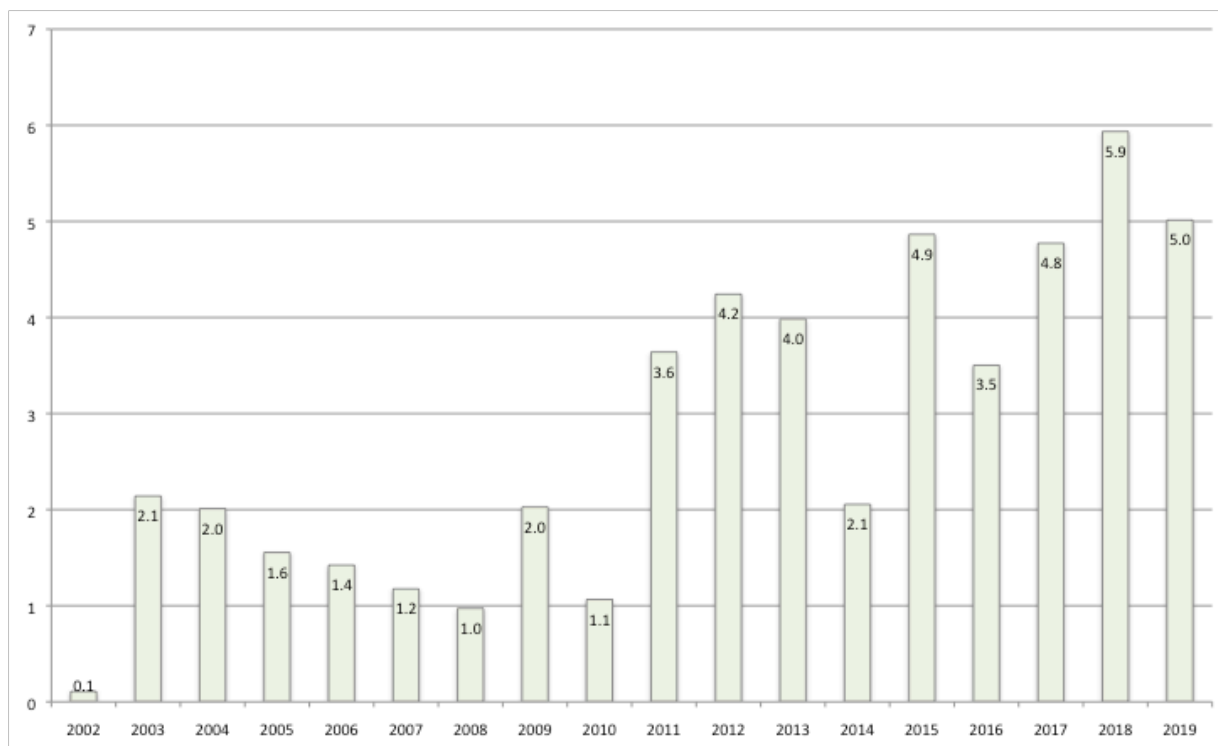
- It is self-reported data and not all donor countries and agencies may be reporting
- some data may be duplicated (for example investments made by donor countries to multilateral agencies also reported by those agencies)
- the accuracy and completeness of the data relies on correct coding against 'Statistical Capacity Building'.

As a result the data should not be regarded as complete or accurate, although it does give a broad indication to the spread of investments across donors.

Overall there has been an increase in reported ODA investments since 2002 when the total was only USD 107,000 (there were no reported ODA investments in 2000 and 2001). By 2019 ODA investments totalled USD5.1 million, although there have been fluctuations during this period.

Figure 3 illustrates the overall trend and annual fluctuations in reported ODA investments in 'Statistical Capacity Building', showing a clear lift in investment at the commencement of the TYPSS, and an overall growth since then.

Figure 3: Statistical capacity building ODA in the Pacific Region, 2002-2019 (USD)



Source: <https://stats.oecd.org/qwids>

For the period 2011-2019, reported ODA investment in 'Statistical Capacity Building' has totalled just over USD38 million. Of this total, USD13.25 (34.8%) has been regionally-focused investments, and USD24.8 million has been country-specific investments. Of the country-specific ODA investments, Solomon Islands and Papua New Guinea have received USD5.9 million (23.7%) and USD3.2 million (12.8%) respectively, with the remainder spread across most PICTs in much smaller amounts. The

Solomon Islands received USD5.87 million from donor countries, of which USD5.5 million came from Australia (94.4%), and USD77,000 from multilateral agencies. Papua New Guinea received USD2.32 million from donor countries of which USD2.27 million (98.0%) came from Australia, and USD845,000 from multilateral agencies.

Donors include both countries and multinational agencies, and the individual countries and agencies are summarised in Table 12 for the period 2015-2019, which show that until 2018, Australia has been the main investor in 'Statistical Capacity Building' ODA in the Pacific region. It should be noted that the data reported by OECD is incomplete as it relies on self-reporting by donors and consistent use of ODA category codes.

Table 12: Statistical capacity building ODA in the Pacific by donor, 2015-2019 (USD)

Source	2015	2016	2017	2018	2019
Australia	4,518,467	3,016,628	4,092,505	2,598,389	1,931,583
France				191,196	11,866
Japan	72,089	55,854	65,081	73,471	14,435
Korea		94,770	85,071		20,738
New Zealand	187,496	225,468	193,975	461,300	876,373
Subtotal – DAC Countries	4,778,052	3,392,720	4,436,632	3,324,356	2,854,995
FAO			121,281	716,425	572,685
ILO				1,356,532	1,416,805
UNFPA			6,019	121,950	65,395
UNICEF	86,239	110,281	209,000	388,043	60,000
World Bank				28,000	43,718
Subtotal – Multilateral Agencies	86,239	110,281	336,300	2,610,950	2,158,603
Total ODA	4,864,291	3,503,001	4,772,932	5,935,306	5,013,598

Source: <https://stats.oecd.org/qwids>

Investments in the OECD database are incomplete however and do not include other significant partner investments including:

- IMF-PFTAC – which has annual budgets of USD5-6 million
- Stats NZ – which has annual budgets of NZD700,000-800,000
- OECD PARIS21 (budget information not available).

In addition four key World Bank statistical capability development projects are in the early stages of implementation and combined represent USD17.4 million in project funding over the next six years, including:

- SPC – USD4.4 million
- Kiribati – USD2 million
- Tonga – USD2 million
- Marshall Islands – USD9 million

Effectiveness of resourcing

Clearly there are significant investments in statistical collections and capability development across the region, however without a consolidated and complete picture of these investments, it is difficult to draw conclusions on the adequacy, transparency and effectiveness of resourcing statistical collections and capability development.

Further with multiple partners investing in support activities either through SDD or directly or in partnership with other agencies, and a variety of structures and processes for planning and coordination, achieving effectiveness in resource allocation will be challenging.

Not surprisingly, stakeholders consulted for the evaluation had very little visibility of the availability of resources and the structures and processes for allocating resources across the region, though NSOs are very appreciative of any assistance they receive, particularly as investment from national governments are not certain.

The need for a more efficient approach to funding by multiple agencies is recognised by SDD in relation to the funding of core collections, and led to the development of a proposal for a Pacific Statistical Collections Financing Facility which seeks to bring efficiencies to the financing and implementations of core collections. While agreed to in-principle, it is yet to be implemented. A key challenge in implementing this will be the aligning the funding priorities of multiple agencies while respecting that each have accountabilities for these investments to their agencies and donors.

While a very positive development, the proposed facility is focused only on core collections and does not address opportunities for efficiencies in relation to other areas of support for statistical collections and capability development across the region.

5.6 Lessons learned

Evaluation Question

What are the lessons learned from the implementation of the TYPSS and of Phase III in particular?

Focus on core capabilities

The prioritisation during TYPSS Phase III on core collections and core indicators is seen to have been effective and provided the focus required to build capability across the region. In addition, the adoption of the Census and Survey Calendar to support this has been instrumental in embedding the regular collection of statistics, understanding the resourcing requirements and guiding the provision of support by partners. This linked with the dissemination of statistical data through the Pacific Data Hub has provided a stronger regional collection of data.

Focus on extended capabilities

At the same time, TYPSS Phase III has extended the capabilities of a number of NSOs into analysis and interpretation of data, including the development and dissemination knowledge products to support users of statistical data. This is a significant advance in the maturing statistical capability of those NSOs and has supported them in strengthening their role and profile in their national statistical system, which is also discussed below.

Diversity and maturity

The TYPSS is delivered across 15 PICTs representing significant diversity in size, statistical capability and need. While overall the implementation of the TYPSS respects this diversity through the targeted

delivery of support of individual NSOs, based on an understanding of this diversity, the broad design of the TYPSS based on large / small size does not reflect all elements of this diversity.

NSO role and profile in the national statistical system

Increasingly, a number of NSOs are enjoying an enhanced role and profile within their national statistical system, which is seen to be the result of a range of factors, including:

- increased engagement and collaboration facilitated by the NSDS process, and awareness of the NSOs' role and offerings
- increased trust and confidence in the NSOs' statistical products
- the leadership role of individual Government Statisticians
- opportunities provided in the national responses to COVID-19.

While this is a positive development for those NSOs, it has also raised expectations of the NSOs within the national statistical system, and increased demands on them.

Use of technology

The adoption of CAPI and tablets has been a significant advance for those NSOs that have utilised this technology, resulting in greater efficiency, cost-effectiveness, timeliness and quality in the collection and processing of data. For a number of stakeholders consulted for this evaluation, this is seen to be 'revolutionary' for the NSOs.

In addition, the disruptions of COVID-19 have forced a greater utilisation of, and comfort with, the use of technology for remote engagement.

South-South support

A positive feature of TYPSS Phase III has been the increasing use of South-South support, which is seen by stakeholders to be very effective and appropriate, and culturally appropriate for the region. Given the increasing maturation in statistical capability of some NSOs, both in terms of statistical collection and analysis and interpretation, and the gains made by some NSOs in strengthening their role and profile in their national statistical system, it makes good sense to capitalise on this experience and capability for the benefit of all NSOs.

A consolidated understanding

A number of stakeholders consulted for this evaluation had limited understanding of the full picture in relation to the planning, coordination and resourcing of TYPSS support as there is not a consolidated picture of this support or of how NSOs are progressing against key measures of capability.

Agility and adaptation

The recent experience of COVID-19 has had significant impacts on the implementation of the TYPSS, in terms of NSO's ability to undertake collections, partner's ability to deliver in-country support and the scheduling of meetings under the TYPSS governance arrangements. This has seen the need for NSOs to quickly adapt and an increased reliance on remote engagement. In addition the role of some NSOs has developed under these circumstances as they have been engaged on COVID-related assessments and supported national responses such as vaccination programs. A positive aspect of this has been the increased recognition that NSOs have received as key components of the national system.

For the future, this suggests that planning and programming of TYPSS activities needs to build in sufficient flexibility to enable adaptation to critical national, regional or global disruptions – the post-

COVID world remains uncertain and fragile, and other crises and emergencies will have the potential to disrupt the operations of NSOs and the implementation of TYPSS in the future.

6 FUTURE PROGRAM OPTIONS

6.1 Need and rationale for a future strategy

The broad objective of the TYPSS has been to guide the provision of support for statistical collection and capability development. Although the Census and Survey Calendar is now embedded, some NSOs will continue to need support with their core collections, and for a number of NSOs resourcing of collections by their national government is not certain. In addition, the provision of resourcing and support by donor and development partners will benefit from a framework to guide this support.

While our report has charted the progress made by a number of NSOs in their statistical collections and capability development, there are still gaps that need to be addressed, both in terms of those capabilities in relation to core collections, as well the capabilities required as part of the maturation of NSOs. Further, where NSOs face increasing and expanded expectations from their national statistical system, they will need support with the development of broader capabilities such as leadership, advocacy and brokerage.

There clearly remains a need for an overarching framework to guide the provision of support for NSOs.

6.2 Design principles for a future strategy

Consideration of the form and direction of a future strategy should be informed by the following principles, which have been drawn from our analysis of achievements and strengths of the TYPSS, lessons learned and future needs.

Certainty and agility

The ten-year timeframe of the TYPSS provided some certainty about the focus on working with NSOs over the long term, and the use of three phases for planning and programming enabled adaptation of the TYPSS implementation to emerging needs and trends. This is a sound approach and the experience of COVID-19, the incidence of other emergencies and crises and developments in technology has highlighted the need to ensure that a future strategy has the agility to respond to these and other developments while providing a long-term approach.

Ownership

Key elements of the TYPSS, particularly the governance arrangements, have sought to strengthen ownership of the strategy – both by PICTs and by donors and development partners. However our observation is that the level of ownership by both is limited. For NSOs this is due in part to the representative model of governance, while for partners this is due in part to the fact that a number of partners fund and plan their support activities independently and these activities are often driven more by their agency's priorities than by the TYPSS priorities. This is a challenging and complex issue that will need to be addressed in the future strategy. The Heads of Planning and Statistics (HOPS) group is the overarching governance level for TYPSS and includes the highest level of representation by PICTs in the governance arrangements. Ultimately, this group is best placed to strengthen ownership of the next TYPSS.

The national statistical system

Increasingly NSOs have an enhanced role and profile within their national statistical system, resulting in broader collaboration and often joint capability development with their national government partners. While the future strategy should continue to prioritise support to NSOs, recognition needs to

be given to the connectedness of NSOs to their national statistical system and the need for a system-based approach to capability development where relevant and feasible.

An integrated approach

The strategy for statistical collection and capability development requires an integrated approach – integrating NSOs and their national statistical system and with national, regional and global imperatives.

As a regional statistics strategy, the future strategy will need to be aligned to and integrated with relevant regional strategies, including the broader development strategy for the region as well as specific regional strategies for statistics such as the *Pacific Strategic Plan for Agricultural and Fisheries Statistics*, the *Pacific Roadmap on Gender Statistics* and the *Pacific Tourism Statistics Strategy* (under development).

Globally, the need for completeness and comparability of data is a key driver in the adoption of international standards, which underpin the use of international indicator sets such as the SDGs, and this has been a significant focus during TYPSS Phase III and will continue to be so.

Differentiated capability needs and targeted support

There is considerable diversity across PICTs and size alone does not represent this diversity. To be effective the future approach will need to clearly identify the capability gaps and required future capability needs of NSOs – both individually (NSO-specific) and collectively (regional). This approach will need to be underpinned by a comprehensive needs assessment of NSOs against a capability framework that includes a capability maturity model. This will enable all partners delivering support for statistical collection and capability development to target support to NSOs based on clearly identified capability development needs and priorities.

Regional and national priorities

As there are considerable gaps and needs across the region and the investments to resource support activities are limited, the future approach can support prioritisation of activities. This is particularly the case for SDD, which is currently stretched and not resourced to meet all needs of all NSOs. This prioritisation should also differentiate between regional priorities and national (NSO) priorities.

Visibility of planning, coordination and progress

While there is general awareness of the TYPSS, for a number of stakeholders there is little visibility of the **total picture** of the planning processes, investments made in support activities, the means of coordination and the progress made by NSOs in developing their statistical capability. The Census and Surveys Calendar is the only publicly visible ‘snapshot’ of activity, and only shows a scheduled survey and not the details of planned support activity to be provided by partners. The evaluation team was able to draw on several sources to provide a simple ‘dashboard’ representation of progress, but this information is not available in a consolidated, published format.

As the TYPSS is focused on supporting statistical collection and capability development, a consolidated, published representation of this work and the progress achieved would benefit greater awareness of and engagement with the strategy by all stakeholders and support accountability.

6.3 The form of a future approach

Given the continuing need for support for statistical collections and capability development, and for a framework to guide this support, the 2010-2020 TYPSS should be followed by another long-term strategy or framework.

Option 1 - A Pacific statistics 'strategy'

While it has been useful to use the term 'Strategy' for the TYPSS, this has not been entirely appropriate as the Strategy does not have control over all resources that are mobilised to support statistical collection and capability development in the region. Some resources are provided to SDD for these activities, which are accountable to the TYPSS governance arrangements. However this is a small proportion of the total investment in support for the region, and while donors and partners coordinate with the TYPSS governance arrangements, they are not accountable to it.

As a result, in terms of direct control over resources, the TYPSS strategy is effectively SDD's work plan, which was an observation made by some respondents to the evaluation.

The term strategy is generally used in relation to an endeavour that seeks to achieve its objectives with specified activities, resources and timeframes **that it has direct control over**. Using the term 'Strategy' in this context is appropriate in relation to that portion of support provided by SDD, however it is less appropriate to use in relation to those support activities that it does not have direct control over.

In pursuing the next TYPSS as a 'strategy', it will need to establish a stronger connection with the investments made by all donors and partners, and build in stronger accountability for these investments and deliverables. A version of this is being contemplated for the financing of core collections, and it would seem that given the time and effort that will need to be invested in developing and implementing a financing facility for collections alone, it would be more efficient and effective to seek to develop a facility for **all investments** in statistics for the region.

This of course would be an ambitious and complex undertaking, even for the collections financing facility alone, and would take considerable negotiation and time and would not be completed in the short term to replace the current TYPSS. And the likelihood of being able to achieve agreement to this form of 'buy-in' by all donors and partners is limited.

Option 2 – A Pacific statistics 'strategic framework'

Given the range of donors and development partners delivering support to the region and who are accountable to their own agency, guidance on the region's statistics capability development needs will be best served by a **strategic framework** that identifies issues, needs and priorities to guide investment by each agency. This is part of what the current TYPSS seeks to do, but would also recognise that it does not have control over all investments in support across the region. It addresses the inherent limitation of the use of the term 'Strategy' by:

- acknowledging that support is resourced by multiple agencies through a variety of mechanisms
- shifting the implied focus from control of and accountability for investments (which is not achievable) to guiding investments
- shifting the focus of governance from accountability and compliance to setting directions and priorities
- emphasising the need to identify, prioritise and monitor capability development needs
- providing increased visibility of all investments by partners across the region, not just those investments directed through SDD.

For a 'strategy' to be effective, it needs strong buy-in from all donors and partners, effectively pooling of investments. For a 'strategic framework' to be effective, it needs visibility of all needs and priorities and of all planned and scheduled activities and investments, which can then facilitate planning and coordination across all activities.

Preferred option

The difference between a 'strategy' and 'strategic framework' is subtle but significant. Whereas a strategy is contained and controlled, a strategic framework is broad and inclusive. For the TYPSS, framed as a 'strategy', it has been seen to be limited to SDD's work, its scope and purpose not well understood by all stakeholders and not actively used by all donors and partners in their planning and programming.

In the context of the Pacific region and multiple donor and partners delivering support, a strategic framework is more appropriate than a strategy.

6.4 Key elements for the future strategic framework

The following section outlines the proposed elements of the future approach and highlights the major changes and shifts in focus and emphasis.

Objectives

While the five objectives of the TYPSS are seen by most respondents to be relevant for the future, with some refinement, and are sufficiently robust for continued use, they are broad in the context of the limited resources available across the region. In addition, as the main focus of the TYPSS has been on support for statistical collection and capability development, it is more appropriate to align the objectives with key dimensions of capability development. It is suggested that the statistical capability development framework to be developed to underpin the next TYPSS provides a useful framework for the objectives. For example, using the ABS Integrated Statistical Capability Framework as a basis (as it has previously been advocated for use in the TYPSS), the proposed objectives for the future are outlined in Table 13, and mapped to the existing objectives.

Table 13: Proposed objectives

Proposed objectives	Current objectives	Comments
1 Statistical leadership NSO leaders have the capability to lead and manage their teams, position the NSO as a leader in the national statistical system and advocate for and influence the resourcing and use of statistics	Objective 1 PICTs have technical capacity and statistical capability to manage and implement core statistical collections, including greater utilisation and integration of key administrative databases	The NSOs' leadership role in the national statistical system, and leadership development for Government Statisticians are emerging as key capability development needs
	Objective 3 All PICTs have in place some form of national statistics strategy or plan that articulates national priorities in line with their national development strategies and is aligned with the agreed core set of statistics	The NSDS process is both an enabler and a measure of an NSO's role in the national statistical system
2 Statistical production NSOs have the capability to acquire, process and disseminate core statistics including statistics from	Objective 1 PICTs have technical capacity and statistical capability to manage and implement core statistical collections, including greater utilisation and	

Proposed objectives	Current objectives	Comments
administrative databases and other sources	integration of key administrative databases	
	Objective 2 PICTs are producing and disseminating (either in-house or through TA) an agreed core set of high-quality economic, social and environmental statistics in a timely and user-friendly manner in line with national priorities and integrating SDGs and regional reporting requirements.	
	Objective 4 National statistics stakeholders are advised on an ongoing basis about emerging statistical tools, systems and international standards, and scaled down methodologies and approaches that are fit-for-purpose for the Pacific.	Adoption of emerging standards and tools etc. is an enabler to statistical production
3 Statistical use Producers and users of statistics have greater awareness and capability in interpreting, analysing and using statistics	Objective 2 PICTs are producing and disseminating (either in-house or through TA) an agreed core set of high-quality economic, social and environmental statistics in a timely and user-friendly manner in line with national priorities and integrating SDGs and regional reporting requirements.	The capability to interpret and analyse statistical collections and produce knowledge products is an emerging need and an extension of dissemination
4 Effective Implementation The coordination, monitoring and governance of support for statistical collection and capability development across the region, including partnerships, is effective	Objective 5 National and regional statistics governance is functioning effectively	The current focus on governance needs to strengthen coordination and monitoring

In the development of the detailed design the next TYPSS, these objectives should be the basis for developing an implementation plan with specific strategies and actions aligned to each objective, as well as a measurement framework to monitor and evaluate achievement against these objectives and strategies.

Key elements of the future approach

The proposed elements of the future approach, including those discussed in the previous section, are summarised in Table 14.

Table 14: Key elements of the future approach

Element	Key considerations
Term	Ten years with implementation in three phases Ensure flexibility to respond to emerging needs and changes (PSSC and PSMB to monitor and respond)
Overall goal	The provision of support for statistical collection and capability development is guided by clear identification of needs and priorities, both individual and collective
Objectives	<p>1 Statistical Leadership NSO leaders have the capability to lead and manage their teams, position the NSO as a leader in the national statistical system and advocate for and influence the resourcing and use of statistics</p> <p>2 Statistical Production NSOs have the capability to acquire, process and disseminate core statistics including statistics from administrative databases and other sources</p> <p>3 Statistical Use Producers and users of statistics have greater awareness and capability in interpreting, analysing and using statistics</p> <p>4 Effective Implementation The coordination, monitoring and governance of support for statistical collection and capability development across the region is effective</p>
Measurement	Develop a monitoring and evaluation framework to measure progress against these objectives and related implementation strategies
Integration	Ensure alignment with national and regional development priorities and with statistics-related regional priorities, including agricultural / fisheries statistics, gender statistics and tourism statistics
Governance structure	<p>Continue to use the current governance structure with HOPS / PSSC as the peak body with responsibility for the implementation of the structure, supported by SDD</p> <p>Meeting frequency PSSC, PSMB and DDPG should complement scheduled face-to-face meetings with online meetings for an additional meeting between scheduled meetings, and instead of scheduled meetings where necessary</p> <p>PSSC Strengthen PSSC's focus on setting directions and priorities Oversee more effective coordination of support activities (see below) Strengthen and / or support sub-regional representatives' engagement with the NSOs in their sub-region Where online meetings are held, consider inviting all NSOs to meetings Consider broadening the participation of observers by including participants from other sectors, including NGOs and private sector</p> <p>DDPG Ensure strategic-level, whole-of-region coordination of support activities, with SDD and guided by greater consolidation and visibility of NSO capability development</p>

Element	Key considerations
	needs and priorities, progress in capability development and investment and activities provided across the region by all partners (see below)
Planning, coordination and resourcing	<p>Establish and maintain a consolidation of the details of support activities for statistical collection and capability development provided by all donors and partners, including the activities, target PICTs, timing and investment</p> <p>Publish an online directory / calendar of these activities</p>
Role of SDD	<p>Continue to use SDD as the regional statistics system lead and coordinator, as well as the implementation arm for investments directed through SDD</p> <p>Strengthen SDD's secretariat support for governance arrangements</p> <p>Review SDD's funding, resourcing, structure and priorities</p>
Capability assessment	<p>Develop a statistical capability framework for NSOs, including a capability maturity model</p> <p>Conduct a comprehensive capability needs assessment of each NSO which may include a self-assessment methodology</p> <p>Identify the capability, needs, gaps and priorities for each NSO as well as the collective priorities for the region</p> <p>Ensure these identified priorities inform and guide the provision of support for statistical collections and capability development across the region</p> <p>Monitor and publish measures of progress in capability development across the region</p>
Key areas of focus	<p>Delivering support</p> <p>Adapt to the post-COVID world, including utilising online platforms to engage between or instead of in-country missions</p> <p>Use strategies to manage NSO staff turnover including greater use of manuals / handbooks to accompany training and building NSO capabilities in train-the-trainer and mentoring / coaching</p> <p>Strengthen the use of South-South approaches to capability development, including supporting and building NSO staff capability to deliver support</p> <p>Emerging statistical needs and priorities</p> <p>Support NSOs to operate in a post-COVID world</p> <p>Support NSOs to engage with the national statistical system including strengthening relationships, advocacy for resourcing and use of data, brokering collaboration and support and leadership</p> <p>Respond to emerging sector-specific needs for statistics including agriculture, tourism, climate change and gender</p> <p>Build NSO capability to use or advocate the use of 'big data', including administrative data, geospatial data, mobile phone data</p> <p>Continue to build NSO analytical capability, including for the development of knowledge products to support policy decision-making</p> <p>SDD resources and capability</p> <p>Strengthen specialist capabilities, including climate change, agriculture, labour</p>

Element	Key considerations
	gender statistics advisors Continue SDD capability and resources for NSO supplementation where required

7 ANNEXES

Annex 1: Analytical and evaluation framework

TYPSS Objective	Focus question(s)	Methods and Data	Target Respondents
Part One – Successes, Challenges and Learning			
Evaluation Question 1 - Relevance			
To what extent is the TYPSS and each of the five objectives still relevant to the needs and priorities of the Pacific, at regional and national levels			
All objectives	Is the TYPSS and its objectives relevant to the needs and priorities of the Pacific?	Document review, including the TYPSS Design Document Stakeholder Interviews	All respondents
Evaluation Question 2 - Effectiveness			
What progress has been made against key aspects of the TYPSS Design document with particular focus on Phase III and reference to its five specified objectives?			
1. Objective 1 2. PICTs have technical capacity and statistical capability to manage and implement core statistical collections, including greater utilisation and integration of key administrative databases	Has the provision of assistance to support PICTs been appropriate?	Document review, including NSDS documents, information on support provided to NSOs Stakeholder Interviews	NSOs PSSC SDD Donors and technical assistance providers
	Has there been a demonstrable improvement in the technical capacity of PICTs?	Document review, including published statistical collections and international or regional indicators, e.g. SDD Data Hub, UNESCAP Survey of NSOs, World Bank Statistics Indicator Stakeholder Interviews PICT Case Study	NSOs PSSC SDD Donors and technical assistance providers Client agencies in case studies
	Has there been a demonstrable improvement in the managerial capacity of PICTs (e.g. records management, succession planning etc.?)	Stakeholder Interviews PICT Case Study	NSOs PSSC SDD Donors and technical assistance providers

TYPSS Objective	Focus question(s)	Methods and Data	Target Respondents
<p>Objective 2 PICTs are producing and disseminating (either in-house or through TA) an agreed core set of high-quality economic, social and environmental statistics in a timely and user-friendly manner in line with national priorities and integrating SDGs and regional reporting requirements.</p>	Is a core set of statistics delivered regularly by PICTs?	Document review, including TYPSS and SDD documents and reports, published statistical collections and international or regional indicators (and baselines), e.g. SDD Data Hub, UNESCAP Survey of NSOs, World Bank Statistics Indicator Stakeholder Interviews	NSOs SDD
	What are the views of client agencies on the quality, relevance, utility and utilisation of statistics produced by NSOs, and NSOs' responsiveness? How effective are NSOs' processes for engagement and consultation with client agencies?	Document review, including any client agency feedback surveys or reports Stakeholder Interviews PICT Case Study	NSOs Client agencies
<p>Objective 3 All PICTs have in place some form of national statistics strategy or plan that articulates national priorities in line with their national development strategies and is aligned with the agreed core set of statistics</p>	<p>What progress has been made towards the establishment and review of a National Strategy for the Development of Statistics (NSDS) in PICTs that articulates national development priorities including gender?</p> <p>Are the national statistical collection and production of data aligned with the national strategies for the development of statistics?</p> <p>How has the NSDS process been supported through the relevant technical assistance providers?</p>	Document review including TYPSS, SDD and NSDS documents and reports Stakeholder Interviews PICT Case Study	NSOs PSSC SDD Donors and technical assistance providers, including PARIS 21

TYPSS Objective	Focus question(s)	Methods and Data	Target Respondents
Objective 4 National statistics stakeholders are advised on an ongoing basis about emerging statistical tools, systems and international standards, and scaled down methodologies and approaches that are fit-for-purpose for the Pacific.	Has the TYPSS facilitated information sharing and interaction across PICTs? How effective has the TYPSS been in promoting / facilitating innovation and in drawing on international best practice?	Document review including TYPSS and SDD documents and reports Stakeholder Interviews PICT Case Study	NSOs PSSC SDD Donors and technical assistance providers
Objective 5 National and regional statistics governance is functioning effectively	How effective is the regional statistics governance system in planning, coordinating and monitoring improvement in the collection and use of statistics in the region (in the context of diversity across PICTs)?	Document review including PSSC documents and reports Stakeholder Interviews	PSSC NSOs SDD
Evaluation Question 3 - Governance How effective are the existing governance structures in the context of the statistical authorising environment?			
All objectives	What are the contextual factors in the Pacific that have influenced the implementation of the TYPSS? Are current structures and processes for governance, representation and decision-making (for example on agreed methodologies) effective, particularly in the context of diversity across PICTs? Do current governance structures promote transparency and accountability among stakeholders?	Document review including PSSC documents and reports Stakeholder Interviews	PSSC NSOs SDD
Evaluation Question 4 - Resourcing How effective are the current processes for resourcing activities?			
All objectives	How effective is the provision, allocation and use of resources within the TYPSS in terms of: - adequacy - processes and criteria for allocation - utilisation / sharing of resources	Document review including TYPSS, PSSC and SDD documents and reports Stakeholder Interviews PICT Case Study	PSSC NSOs SDD Donors and technical assistance providers

TYPSS Objective	Focus question(s)	Methods and Data	Target Respondents
	<ul style="list-style-type: none"> - transparency and accountability - coordination between donors - prioritisation and alignment 		
Evaluation Question 5 – Lessons Learned What are the lessons learned from the implementation of the TYPSS and of Phase III in particular?			
All objectives	<p>What are the factors that have facilitated or inhibited progress towards achieving the key objectives of the TYPSS and Phase III in particular?</p> <p>What aspects of the design and implementation of the TYPSS Phase III could be improved?</p> <p>How can innovation and the uptake of best practice be continued and promoted?</p>	<p>Stakeholder Interviews</p> <p>Analysis and synthesis from all data</p>	All respondents
Part Two – Future Program Options			
All objectives	<p>Development of future options to address statistical priorities and improve technical capability, in relation to:</p> <ul style="list-style-type: none"> - program design - priorities in statistical content and infrastructure - governance - funding - processes for engagement and consultation and adaptation to emerging priorities 	<p>Analysis and synthesis from all data</p>	All respondents

Annex 2: Key documents and sources reviewed

Documents and sources reviewed as part of the evaluation include:

TYPSS Documents

- Phase I Design Document
- Phase I Implementation Plan
- Phase I Mid Term Evaluation
- Phase II Design Document
- Phase II Mid Term Evaluation
- Phase III Road Map

TYPSS Governance arrangements

- Heads of Planning and Statistics (HOPS) – meeting notes and documents
- Pacific Statistics Standing Committee (PSSC) – meeting notes and documents
- Pacific Statistics Methods Board (PSMB) – meeting notes and documents

SPC / SDD

- SDD Business Plans - 2015-2017, 2016-2018 and 2018-2020
- TYPSS III Roadmap work plan including a listing of activities undertaken against the TYPSS III Roadmap
- Census and Survey Calendar
- Civil Registration and Vital Statistics (CRVS) Status of PICTs
- Summary of Brisbane Accord Group (BAG) Activities
- Proposal for development of a census and survey financing facility
- Capacity for producing economic statistics in the Pacific, Information Paper (undated)
- Pacific Data Hub
- Pacific Strategic Plan for Agricultural and Fisheries Statistics
- Pacific Roadmap on Gender Statistics
- SDG Dashboard (<https://pacificdata.org/dashboard/17-goals-transform-pacific>)

Australian Bureau of Statistics

- report on the ABS Program to Strengthen Pacific Statistics, 2017-2019

Statistics NZ

- Pacific Statistics Support Program Activity Annual Report 2018-2019
- Pacific Statistics Support Program Summary Work Plan 2019-2020
- Pacific Statistics Support Program Activity Annual Report 2019-2020
- Pacer Plus Project Activity Completion Report

OECD

- International Development Statistics Database (<https://stats.oecd.org/qwids>)

OECD PARIS 21

- NSDS Guidelines for SIDS, 2018
- National Statistics Development Strategy Status of Countries

World Bank

- Statistical Capacity Indicator Dashboard (<http://datatopics.worldbank.org/statisticalcapacity/SCIdashboard.aspx>)
- documentation on the Statistical Innovation and Capacity Building in the Pacific Islands Program, including projects for:
 - Kiribati
 - Marshall islands
 - Tonga
 - SPC / SDD

IMF-PFTAC

- Annual Reports – 2018, 2019 and 2020

UNESCAP

- Declaration on Navigating Policy with Data to Leave No One Behind
- Regional action framework on the Sustainable Development Agenda
- Regional action framework on civil registration and vital statistics in Asia and the Pacific
- Statistical Institute for Asia and the Pacific - Strategic Plan 2020-2024

United Nations Economic Commission for Europe (UNECE)

- Statistical Capability Maturation Model (<https://statswiki.unece.org/display/SCB/Maturity+Levels>)

Annex 3: Semi-structured interview schedule

The following interview guide was used with NSOs and adapted for use with other groups of stakeholders

INTRODUCTION

The Ten-Year Pacific Statistics Strategy (TYPSS) is a regional approach to maximising and coordinating resources for developing statistical capacity across PICTS. It focuses on regional leadership and coordination, developing standards and methodologies and providing support for improving the collection, production and dissemination of statistics.

As the TYPSS is nearing the end of the first 10-year phase, an evaluation of the programme is being undertaken to capture the key learnings and options for the future.

Sustineo, which is a Canberra-based consulting firm with expertise in programme evaluation and statistical development in the Pacific, has been commissioned to undertake the evaluation.

We are seeking your views and perspectives as a representative of your organisation, and the report may attribute any comments to your organisation or PICT.

ABOUT THE NSO

Ask the respondent to briefly describe their organisation's context (e.g. location, size of staff, experience of staff etc.).

EVALUATION QUESTION 1 – RELEVANCE OF THE TYPSS

How relevant is the TYPSS to your NSO's needs and priorities?

EVALUATION QUESTION 2 – THE TYPSS OBJECTIVES

Assistance in Developing the NSO's Technical Capacity and Statistical Capability

What assistance and support has the NSO received?

Has this support been appropriate and relevant to the NSO's needs? Has it been timely? What is the NSO's view of the quality of this support?

Has this support contributed to any improvements on the NSO's (prompt for examples, evidence of improvement, timeframe and contribution of TYPSS to any improvements):

- technical capacity
- managerial capacity
- other improvements

Production and Dissemination of Statistics

What core statistics has the NSO produced over the last 3-4 years?

What is the NSO's process for engaging with users including client agencies, regional agencies, development partners and donors (specify which agencies)? Are these processes effective and does the NSO have good working relationships with users?

Do you have feedback from users about the NSO's statistics in terms of:

- utility

- utilisation

- the NSO's responsiveness to client

How has SPC, particularly the Pacific Data Hub, assisted in the NSO's dissemination of statistics?

National Statistics Development Strategy

Does the NSO have a National Strategy for the Development of Statistics (NSDS) or is one under development?

What support has the NSO received in developing its NSDS?

How does the NSDS support national statistical collection and production of data?

In what way is it aligned with national development priorities, including gender?

Statistical Standards and Methodologies

Does the TYPSS keep NSO's informed about emerging tools, methods and standards etc.?

Does the TYPSS promote information sharing across NSO's, particularly innovation and best practice?

Regional Coordination

From your organisation's perspective, how effective is planning, coordinating and monitoring improvements in the collection and use of statistics across the region?

EVALUATION QUESTION 3 – GOVERNANCE

The current TYPSS governance and coordination arrangements include Heads of Planning and Statistics (HOPS), Pacific Statistics Standing Committee (PSSC), Pacific Statistics Methods Board and the Donor and Development Partner Group.

From your organisation's perspective, how effective are the regional processes for governance, representation and decision-making? Do they promote transparency and accountability?

From your organisation's perspective, how well do these arrangements accommodate the diverse contexts and needs of PICTs across the region?

EVALUATION QUESTION 4 - RESOURCING

From your organisation's perspective, how effective is the provision of resources through the TYPSS and other donors in terms of factors such adequacy, allocation, transparency, utilisation / sharing, coordination between donors and alignment with needs and priorities?

EVALUATION QUESTION 5 – LESSONS LEARNED

From your organisation's perspective, what aspect of the TYPSS have worked well?

From your organisation's perspective, what aspects of the TYPSS can be improved? Do you have any suggestions options for a future TYPSS to address these improvements?

THANK YOU FOR YOUR PARTICIPATION IN THIS EVALUATION

Annex 4: Stakeholders interviews

The following stakeholders were consulted as part of the evaluation.

Stakeholder Group	Organisation	Name / Title
Australian Government	Department of Foreign Affairs and Trade (DFAT)	Mr Matthew Harding, Director Economic Programming and Policy Section Office of the Pacific
		Mr Martin Landauer, Policy Officer Economic Programming and Policy Section Office of the Pacific
	Australian Bureau of Statistics (ABS)	Dr Teresa Dickinson, Deputy Statistician
		Ms Annette Bastaja, Assistant Director International Relations and Regional Statistical Development
New Zealand Government	Ministry of Foreign Affairs and Trade (MFAT)	Ms Mei Lin Harley, Senior Adviser and Pacific Statistics focal point Insights, Monitoring and Evaluation Pacific Development Group
	Statistics NZ	Dr Ofa Ketu'u, Program Manager Pacific Statistics Support Program Ms Tracey Savage, Pacific Data Broker Pacific Statistics Support Program
		Mr Vince Galvin, Chief Methodologist
Regional Bodies	SPC SDD	Mr Epeli Waqavonovono, Director
		Mr David Abbott, Manager Data Analysis and Dissemination
		Mr Michael Sharp, Economic Statistics and Microdata Specialist
		Ms Alison Culpin, Social Statistics Adviser (SDGs)
		Ms Nilima Lal, Economic Statistics Adviser (Trade)
		Mr Scott Pontifex, Data Curator
		Mr Phil Bright, GIS, Innovation and Dissemination Lead
		Ms Gloria Mathenge, CRVS Adviser
		Ms Elizabeth Ragimana, Statistics Adviser (Strategic Planning, Monitoring and Analysis)
	SPC Other	Ms Emily Sharp, Director Strategy, Performance and Learning
	Pacific Islands Forum Secretariat	Mr Henry Cocker, Engagement Adviser, Sustainable Development

Stakeholder Group	Organisation	Name / Title
International Economic Financial Bodies	World Bank	Ms Kristen Himelein, Senior Economist / Statistician Washington DC Office
	Asian Development Bank	Dr Emma Veve, Director Urban Social Development and Public Management Division Pacific Department
		Mr Rommel Rabanal, Senior Economics Specialist Pacific Department
	Organisation for Economic Cooperation and Development PARIS 21	Mr Philippe Gafishi, Deputy Manager
	International Monetary Fund, Pacific Financial Technical Assistance Centre (IMF – PFTAC)	Mr David Kloeden, Coordinator
		Mr Marcus Scheiblecker, National Accounts Consultant
		Mr Luis Temes, GFS Statistics Adviser
UN System	UN Statistical Institute for Asia and the Pacific (Japan)	Mr Makato Shimizu, Acting Director
	The United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)	Dr Gemma van Halderen, Director ESCAP Statistics Division
		Mr Jan Smit, Regional Adviser on Official Statistics ESCAP Statistics Division
		Mr Chris Ryan, Regional Adviser on Statistics ESCAP Statistics Division
	United Nations Children's Fund (UNICEF)	Mr James Kaphuka, Monitoring and Evaluation Specialist, Multiple Indicator Cluster Surveys (MICS)
	UN Global Network of Institutions for Statistical Training (GIST)	Ms Vibeke Oestreich Nielsen
Tertiary Institutions	University of the South Pacific	Dr Rup Singh, Senior Lecturer and Coordinator
PICTs		
Cook Islands	Cook Islands NSO	Ms Taggy Tangimetua, Government Statistician
Federated States of Micronesia	FSM NSO	Ms Brihmer Johnson, Deputy Assistant Secretary Division of Statistics

Stakeholder Group	Organisation	Name / Title
Fiji	Fiji NSO	Mr Kemueli Naiqama, Government Statistician
Kiribati	Kiribati NSO	Ms Aritita Tekaieti, Acting Republic Statistician
	Planning Office, Ministry of Finance and Economic Development	Ms Mareta Kaiteie, Senior Economist
	Public Utilities Board, Ministry of Infrastructure and Sustainable Energy	Mr Tiaon Aukitimo, Energy Planner
	Tourism Authority	Nemai Tebana, Research and Statistics Officer
Nauru	Nauru NSO	Mr Ipia Gadabu, Director Nauru Bureau of Statistics
Niue	Niue NSO	Mr Kimray Vaha, Government Statistician
Republic of Marshall Islands	Republic of Marshall Islands NSO	Mr Scott Heju, Head of Statistics and Analysis Economic Policy, Planning and Statistics Office
Samoa	Samoa NSO	Ms Aliimuamua Malaefono Taua, Government Statistician
	Central Bank of Samoa	Mr Benjamin Pereira, Assistant Governor Mr Karras Lui, Economics Department
	Ministry of Finance	Mr Leiataua Henry Ah Ching, Deputy CEO
Solomon Islands	Solomon Islands NSO	Mr Douglas Kimi, Government Statistician
	Central Bank of Solomon Islands	Mr John Rohi, Economics and Statistics Department
Tokelau	Tokelau NSO	Mr Kele Lui, Government Statistician
Tonga	Tonga NSO	Mr Viliami Fifita, Government Statistician
Tuvalu	Tuvalu NSO	Ms Grace Alapati, Government Statistician

Annex 5: PICT case study interview summaries

KIRIBATI
BRIEF DESCRIPTION OF THE OFFICE
The Kiribati NSO has a total of 14 staff all of whom are located in the one office and have more than four years experience. This NSO is in the Planning Office unlike many NSOs which are located in finance Ministries
TECHNICAL SUPPORT RECEIVED (Snapshot only)
<ul style="list-style-type: none"> The NSO has seen the TYPSS framework as key to their work and a guide for their national plan as part of the Planning Office plan They report having received a lot of support from SPC including working remotely on the 2020 census despite COVID-19. SPC provided training for using tablets and monitored the data collection on the tablets every day. Other support included technical assistance from MFAT, UNFPA, UNICEF, ABS The NSO has also worked very closely with neighbouring countries and would like to be involved in more South-South collaboration as a way of sharing of resources such as having an extra person from another country or sharing skills The support they have received has been relevant and timely from their perspective
COLLECTIONS, DISSEMINATION AND IMPROVEMENTS
<ul style="list-style-type: none"> A wide range of core economic and social statistics are being collected and published now, ranging from the Census, migration, CPI, GDP and other regular economic statistics, to HIES and MICS. When working on the HIES collection they added questions on food security and other national requirements. The HIES data has been collected and they are working on releasing it. They need help with the in-depth analysis, and report that this is difficult working remotely. The Office has been working with the government on the SDGs Over 2018/19 MICS data collection was undertaken and this included domestic violence - <i>'this was complicated, and we were pleased to do it'</i>. They release datasets to partners including FAO, WB, SPC, and ILO, and also provide data to the Pacific Hub The NSO believes it has improved a great deal in its technical skills and can do more and more on its own now. <i>'I saw in the TYPSS mid-term report that we didn't have data, I was new then and since then I've been moving this forward, and we do have data now'</i> Because of their improvement and enhanced understanding of the importance of statistics the NSO is now part of the Planning Office for Kiribati - <i>'this is big recognition for us in Kiribati and it's because we have been preparing data and supporting policy making'</i>.

NSDS

- Although the NSDS has not been adopted yet, the NSO works towards the draft strategy and plan, using it to monitor and report on their work, and also linking to the Kiribati National plan.
- They received support for NSDS development through SPC specifically shaped for small island nations. Work is being finalised on the next NSDS now and the Office is proud that this is being undertaken by Kiribati nationals this time. Completion of the second NSDS is the only thing outstanding on their work plan. Since early 2020 work has been delayed by COVID-19.
- Their host the Planning Office has a four-year plan, and a divisional plan goes in annually. The NSO is working on a plan for their office in particular which will also be for the five-year regional plan being coordinated by SPC

RELATIONSHIPS AND USER VIEWS

- The NSO reported having good relationships with partners and to having trust to work remotely and online with partners as well.
- In working on MICS with the UNICEF team a very good relationship was developed as the team came to Kiribati and helped with the finalisation of the report. As a result if there are problems these can be worked out now.
- They report receiving good feedback when working with users who communicate readily about their needs. There is a tick box in surveys so that users can give feedback, and information about how to provide feedback by email. Although email is seen as informal, they report it is very effective. Those who still have complaints can go to the Office for the Leadership Code, but no complaints have been received.

Three users agreed to be interviewed - from planning, public utilities, and tourism

- Across the three users there was good feedback about the NSO with the degree of support varying with the extent of their contact: one was closely involved, very positive and ranked the NSO highly, the other two have not been so closely connected until the last couple of years but reported that both the output from the NSO and their relationship with them are continually improving. There is closer engagement and they can increasingly get the data they need but both said that they have to take the initiative to go to the Office because there is not enough outreach to their fields yet.
- All recognised and supported the improvement that has been made
- From the perspective of the Planning Office the NSO is being relied on for national accounts reports and is a key player in the national planning process *'their involvement improves the document, the KPIs and the monitoring'*
- Household data, mapping, HIES and MICS were welcomed by all and were said to be up-to-date. Tourism data is not up-to-date, but household and MICS data are proving useful for Tourism.
- The NSO website and the Hub are accessed for statistical information.
- Apparently there can still be some bureaucratic delay in the overarching Ministry to get permission to get regular data supplied, but the NSO staff are assisting as much as they can to provide data when approached directly
- Communication is said to be very good now for all three respondents - although one said they had initially had to push their way into the Census process to get questions included but appreciated the good relationship now
- Users hope that with the use of tablets now the data will be quicker and there will be more flexibility about questions included in the questionnaires
- Two of the users were not aware of the NSDS. For the Planning Office the NSDS is seen as a key document and data coordination a key priority.

INVOLVEMENT IN GOVERNANCE AND COORDINATION
<ul style="list-style-type: none"> The Republic Statistician said she does not have much visibility of the regional coordination however Kiribati has been involved in some of governance bodies and has attended the Methods Board. Kiribati would like to see more engagement with Planning ministries and offices in the governance of TYPSS. <i>'We try to move forward with the information from the meetings and adopting new technologies. TYPSS is a good thing to have - it is not effective for some but for me it definitely is'.</i>
RESOURCING OF TYPSS
<ul style="list-style-type: none"> The Republic Statistician was not aware of the resourcing of TYPSS
LESSONS LEARNED
<ul style="list-style-type: none"> The Republic Statistician believes being involved in TYPSS has meant improvement for the NSO which has been developing and changing how they collect and organise data and how they organise themselves. They are doing new surveys (MICS and HIES) and there is better recognition of their work. They believe TYPSS has enabled the NSOs involved to learn from each other and that this has facilitated change
FUTURE DIRECTIONS
<ul style="list-style-type: none"> Support for another 10-year program with review and updates in the shorter term to deal with new technology and methodologies More internal reflection and review not just external reviews and evaluation A range of capability building available to address staff turnover Small islands still need funding, support, and models to suit their circumstances. More work on emerging surveys – for example climate change - to be relevant for the future

SAMOA
BRIEF DESCRIPTION OF THE OFFICE
<p>The Samoa Bureau of Statistics (SBS) is a new Division within the Prime Minister's portfolio, with a new structure, and it is one of the largest in the Pacific with 87 staff. Most of the office is in one office building on different floors and there is also another office for Civil Registration. The increase in staff has been averaging two to three new positions a year.</p>
TECHNICAL SUPPORT RECEIVED INCLUDING FOR INNOVATION (Snapshot only)
<ul style="list-style-type: none"> • The Bureau's relationship with SPC is focused on data analysis and report writing because most of their work is now locally designed and managed. They reported that 10 years ago there had been helpful engagement with SPC - mainly in relation to HIES. For the most recent HIES the Government funded the fieldwork and the Bureau carried out the HIES process on their own, with assistance with calculations from SPC. • In addition to SPC, support has been received from a number of donors including ABS, NZ Stats, UNICEF, SIAP, PFTAC, UNFPA, and FAO • UNICEF has been their main direct support for MICS. The technical support was for development and training on the questionnaire, using the tablet and procurement of equipment, and advice on funding the fieldwork; now a special team is working from planning through to dissemination. SPC has provided training on a domestic violence module which was another part of the survey • SPC supported skill development for Civil Registration; and provided seminars to assist with national IT budget • The Bureau is more independent on GIS and mapping for which they are using software with support from ECLAC - the UN body for Latin America and the Caribbean • With the impact of COVID-19, access to training through virtual link ups has been working satisfactorily for them and they do some internal training but without travel. • They reported that there can be time difference issues with training. They have found that online training from the ESCAP SIAP in Japan is good for this • Tablets are seen as a big improvement - reducing workload and increasing capability for data processing and entry, as the electronic interview is entered and then the data is also processed. The Bureau received assistance to design their labour force survey, and then their IT section did their social and economic impacts survey internally • Similarly to other NSOs, the Bureau said they were not clear what was TYPSS and what was not e.g. they were not clear whether support received by ABS and UNICEF was part of TYPSS.
COLLECTIONS, DISSEMINATION AND IMPROVEMENTS
<ul style="list-style-type: none"> • The Bureau's website has regular published reports in categories of population and demography, GDP, CPI and employment statistics, as well as other reports and tables for a wider range of topics including e.g. trade statistics, and local market surveys. Key economic and social statistical collections seem to be up-to-date to 2019/20 but for much of the other data the most recent maybe 2017 or 2018 • The review of the first 5 years of the National Statistics Strategy from 2011 -2015 reported good progress with increased capability and an enhanced profile

SAMOA
<ul style="list-style-type: none"> • This year they reported <ul style="list-style-type: none"> – doing a COVID survey and a related finance survey for cash benefits, as well as working with health on planning for vaccinations for COVID providing maps, and household and families data – assisting with statistics for a number of national activities e.g. for measles vaccinations; for fieldwork assessments for hurricanes etc of the National Emergency Office; and the statistics survey for domestic violence - having taken over from the Ministry of Women • Overall, in relation to improvements, the various types of support through TYPSS from bodies such as SPC, UNICEF, SIAP, PFTAC, and FAO has provided 'lots of upskilling opportunities' which has <i>'helped a lot with confidence and capacity'</i> • The Bureau is able to do major surveys - such as the agriculture census, HIES, and MICS, and they are preparing for the population census for November 2021 • As part of their dissemination process the Bureau is participating in and providing updates to the Pacific Hub and reported that dissemination has definitely improved with the SPC Hub. • Staff did Infographics training with SPC 2018 which has helped with dissemination • TA has been provided from SPC for their communication strategy and staff are informed on internal and external communication guidelines
NSDS
<ul style="list-style-type: none"> • The Bureau's NSDS was adopted for the period 2011 - 2021, was reviewed as mentioned above in 2015 and is being reviewed again now to prepare for their second NSDS. The review and development of the second NSDS has been part of their involvement in the Australian Pacific Leadership program with ABS. • The NSDS is reported by the Bureau to: <ul style="list-style-type: none"> – <i>have been 'a good guideline for us to remind of yearly events and things to improve and to help with funding because it establishes the requirement for stats'</i> – have guided how to get support from partners with the result that there have been a good number of partners including those mentioned above and groups such as UNDP, the UN in Washington, ILO sponsoring labour surveys, and UNFPA. • The Government Statistician now sits on steering committees in the region because of the successful development to date which has been <i>'boosting our visibility and demonstrating we are participating and developing'</i>. • Further the Bureau reports they have good relationships and that their reputation with the Government is good: <ul style="list-style-type: none"> – <i>'they trust us now as a source, we have built credibility by dialogue, and attending each other's workshops and reviews; very much partners both ways'</i> – <i>14 SDG partners from the sectors are coming to us for official data and we are now the custodians of SDG data - sectors such as agriculture, education, finance, and health - we are very engaged in sector work.</i> – <i>stakeholders look to our office as a leader on stats collection and analysis'.</i>
RELATIONSHIPS AND USER VIEWS
<ul style="list-style-type: none"> • The mid-term review of the NSDS reported the greater profile and confidence of the Bureau which had led to greater demand for statistics because the reliability had improved.

SAMOA

- Relationships with government agencies were seen as increasing: a positive result that however meant greater pressure to deliver. The profile and status of the Bureau in the Government has continued to increase, and this is confirmed by the user interviews conducted for this TYPSS case study.

Two users agreed to be interviewed:

- Both users were very positive about the progress made by the Bureau in recent years - improvement cited included: being more systematic - with production of stats being more timely, usable and accessible; using better methodologies; survey questions being better focused; management of surveys to avoid having too many; and increasing coordination between producers and users of stats about what to collect and how to interpret the data. They were aware of TYPSS and the SPC and supportive of it as a strategy
- Dissemination has also improved having moved from paper based to electronic platforms - moving away from PDF has enabled use of word and excel tables etc in users' reports
- Production of public reports and specific sector reports is increasing
- The protocol in place now is that all official statistics must go through the Bureau - and it was acknowledged that the increased reliance on the Bureau for statistics generally makes considerable demands on them
- Feedback on possible improvements included better information about changes to methodology to accompany the data; and the need for more workshops on interpreting the data provided, to continue to keep up with new software, and to build the statistical capability of other ministries
- In addition to being aware of the statistics on the Hub one using mentioned checking the Hub to be able put Samoan statistics in context on the Pacific and seeing what the Bureau could be making available
- The users interviewed work with the Bureau on economic data for economic advice, agriculture, health, and National ID, and to support the national planning process; they were also aware of the work that the Bureau is doing with government on contextualising the SDGs, particularly for gender and social protection, for Samoa
- Both users believe the Bureau is receiving very good support and funding from the Government
- They were aware of the NSDS and their organisations had been involved in the consultations
- Relationships with users were described as very good, partly because many of the people involved have been colleagues across jobs in different ministries over time, as a result feedback can be provided readily, and matters are resolved
- In the national planning process across 14 sectors the Bureau is a key player, relied on for data and keeping an open line for communication
- Because staff from the Bureau are being taken up by other ministries the users were concerned about training and retention of staff
- Both users were very supportive of the idea of another 10-year statistics strategy for the Pacific, and a continuing role for SPC, and would like the strategy to promote more engagement between planners and statisticians, and more work on compatibility of statistics across the Pacific and globally to support comparison at the national, regional and international level

INVOLVEMENT IN GOVERNANCE AND COORDINATION

- The Bureau believes there is a need for improvement in coordination particularly to handle the different stages of development across the NSOs. They are assisting smaller countries and would like to be more included in the working groups.

SAMOA
<ul style="list-style-type: none"> • However, the Bureau view is not to depend on this because they have ability to progress for themselves, and can and do seek support elsewhere • The previous Government Statistician was a member of governance groups but not the current one. She was invited to Methods Board recently but has not been closely engaged with this group • This NSO recognises the challenge for SPC taking into consideration the differences of size, stage of development, and financial and technological resources between countries which mean that they need to understand specific contexts and adapt approaches.
RESOURCING OF TYPSS
<ul style="list-style-type: none"> • By taking advantage of the resources offered by SPC and other donors the Bureau can access the support and resources they need from the start to the end of various statistics they are working on
LESSONS LEARNED
<ul style="list-style-type: none"> • After a strong beginning when TYPSS was seen a good program with the spreadsheet of activities and a calendar of statistical events and with a good strategy to propel it, but over time it is felt it has needed more help on the implementation. They were not clear who is driving it. There is a feeling in this NSO that more recently the expectations of support have not been fulfilled. More efficiency of provision was seen as being needed. • Surveys have been found to be not flexible enough for countries which want to be able to change the questionnaires to suit their circumstances - especially the size of their country and office, and they were looking for support to implement their changes • A question was raised about who is doing the M&E for the collection of the SDGs headline indicators - there are 80 for Samoa and they want to know who to submit it to?
FUTURE DIRECTIONS
<ul style="list-style-type: none"> • The strategy needs multi-tiered support levels and to be able to customise support according to capacity and capability • More focus on providing support all the way through a process from planning to dissemination • More emphasis on working together and helping each other; more South-South collaboration - this needs more funding/resource mobilisation for exchanges to take place • Consider having an annual review of the TYPSS work plan - i.e. the type of support that will be available. A list of TA they can provide in the year would help when looking for assistance - however at present it has been the Bureau's experience that when they request support from SPC they are already engaged with other countries • Specific resources such as an agriculture statistician and a labour statistician within SPC would be important for the type of statistics being required now

SOLOMON ISLANDS
BRIEF DESCRIPTION OF THE OFFICE
<p>The Solomon Islands NSO is one of the larger NSOs in the Pacific. It is located in the Finance Department and has an establishment of 35 staff which is sometimes increased by staff for specific projects. When the NSDS was being developed the establishment was extended by the addition of NSDS project officers for that work. The central office is in Honiara and there are 3 provincial offices collecting prices for the CPI - one in Malaita and two in western Province. The Government Statistician has been in the NSO since 2011.</p>
TECHNICAL SUPPORT RECEIVED (Snapshot only)
<ul style="list-style-type: none"> • The NSO has seen TYPSS as an opportunity for them because they were wanting to develop in the direction that TYPSS has been following. This was captured in their NSDS. The GS mentioned in particular support from: <ul style="list-style-type: none"> – SDD with training for their Census, HIES, Demographic Health and for GIS – UNICEF for MICS • Since 2016 they have not been receiving support from DFAT but have sustained their activities by employing an Adviser under their office budget. The Adviser is from another Pacific country. • GS believes TYPSS does deal well with diversity • The NSO is concerned that they lose collection and compilation skills as stats officers leave to go to agencies that need these skills. The new officers need to be trained but the NSO believes that this type of training is not being provided now through TYPSS. There are not enough senior staff who can provide training - a number have retired and do not seem to be available or interested in providing training.
COLLECTIONS, DISSEMINATION AND IMPROVEMENTS
<ul style="list-style-type: none"> • The NSO delivers the common economic indicators regularly such as CPI, Visitors, Trade stats, GDP • Other collections are the Census, business survey data, a Village Resource Survey, and Agriculture Survey in 2017, HIES, Demographic Health Survey, MICS, and labour force • They were able to produce out of HIES a poverty profile and ABS mapping poverty from the Census. • The next planned HIES will be in 2022 and MICS in 2023 but budget support is needed because there is no funding from the Government yet for this which is a major issue • The NSO had been Involved in PRISM before and now their information officer uploads the reports and connects to the webmaster for the HUB. They have concern because they believe this does not serve internal dissemination needs and would like resources to support the NSOs to do it. • Dissemination activities are only being held in the capital still. • Training has been done in-country to do graphics and now they can do that locally - but they need a budget to produce brochures etc for the provinces to disseminate data because the people gave there gave their data • The team is currently working on the census and the analysis and reporting will be completed by the end of the year. They still need to get assistance analysis and processing. Provisional results were launched last year • The NSO would like production to be done by SPC with ABS, NZ Stats.

SOLOMON ISLANDS
<ul style="list-style-type: none"> There is a website with published reports - a number have not been updated for the last 2 - 3 years
NSDS
<ul style="list-style-type: none"> The NSDS was adopted in 2016 following a development process in 2015 with the TYPSS funded consultant. It was accompanied by an assessment of the readiness of sectors to be able to implement the Strategy and a forward plan to 2035 The NSO wants to reach the point where they can set up a Council and involve the Cabinet to take part in decision-making about which surveys etc will be approved. With no budget from the government, they do what they can from the list of activities in the NSDS. With COVID-19 demands on the government's budget they are not optimistic of receiving funding.
RELATIONSHIPS AND USER VIEWS
<p>One user agreed to be interviewed.</p> <ul style="list-style-type: none"> This person believes that the government has benefitted from TYPSS without knowing about it. The benefit has been that the data and national statistics they produce is now of a better quality - particularly trade, GDP, and CPI. There had been a 2 - 3 year lag to production but it is now less than a year The respondent had heard of the NSDS and thought his predecessors had been involved in the process for its development He appreciated that when there are trainings by IMF, they are invited to join the NSO - <i>'so as users we can understand how the data is produced and understand it better'</i>. Distribution is directly by email, and on the website He confirmed the usability of the economic stats, social statistics, and health and agriculture surveys The NSO is seen to be open to feedback - e.g. <i>'we received the data for the CPI and the data had an error. I can go and discuss this with them then send a formal email and they respond - this approach works well'</i> Contact is readily made through phone calls or calling in <i>'I rank the relationship as 8/10 - improvements could be more frequent seminars and workshops to explain the data'</i> Challenges they are aware of: <ul style="list-style-type: none"> <i>when they go on leave or retire - data lags again because of their limited human resources</i> <i>it is hard to collect data from the private sector - we have the same problem</i> <i>after this Strategy what will happen - will there be another? The improvement has been through external support and if that is not there, we will go backwards</i> Options for the future <ul style="list-style-type: none"> long term training and scholarships for the NSO specifically would like another 10 years of the Strategy Post-COVID we will need to use technology for training
INVOLVEMENT IN GOVERNANCE AND COORDINATION
<ul style="list-style-type: none"> This NSO is not very involved in governance - the GS and others have at times been the second observer at meetings but were not very aware of the activities of the various bodies.

SOLOMON ISLANDS
<ul style="list-style-type: none"> • They are involved in and support South-South collaboration and find comparing with other offices informative. • They have had little connection with the Methods Board and were not sure by what mechanisms this body is connected to NSOs
RESOURCING OF TYPSS
<ul style="list-style-type: none"> • The GS was unable to comment on TYPSS resourcing although he suspected that the budget had been reduced because from their observation activities had been reduced
LESSONS LEARNED
<ul style="list-style-type: none"> • They find training programs are an important space to mix with other officers to share /consult on skills and ideas, and the virtual meetings being held now are very important • The NSO believes TYPSS needs to be independent and not part of SPC. Although it would need a link for support, the belief is that there needs to be no overlapping. <i>'At present I can't see the difference between the SPC and TYPSS'.</i>
FUTURE DIRECTIONS
<ul style="list-style-type: none"> • The Methods Board to be strengthened and improved with more work on: <ul style="list-style-type: none"> – the introduction of methodologies – determining the balance of uniformity and diversity, and how to harmonise for results to be comparable. • Country-by-country training for NSOs which includes staff from other departments involved with statistics under the NSDS.

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