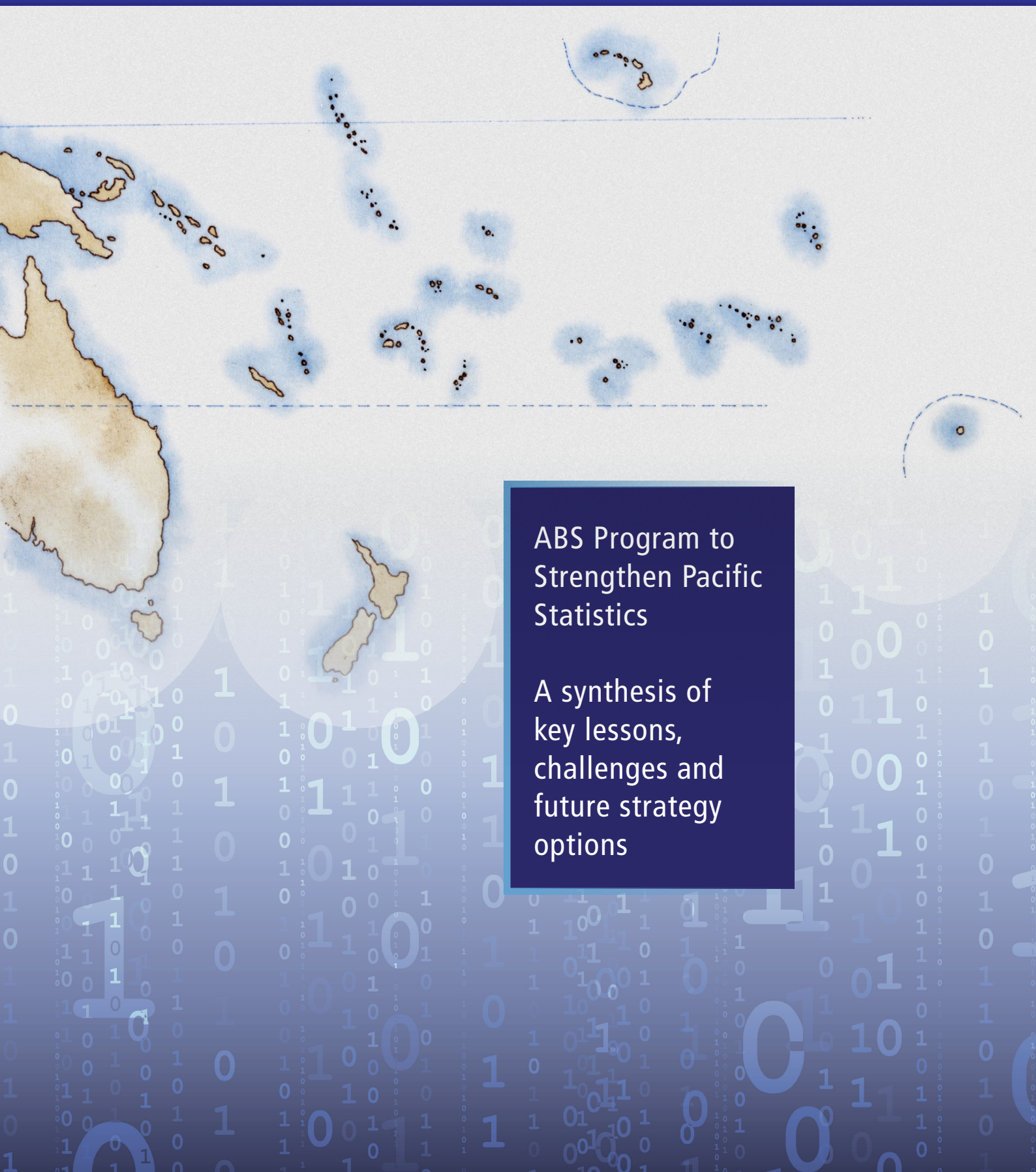




**Australian  
Bureau of  
Statistics**



## ABS Program to Strengthen Pacific Statistics

A synthesis of  
key lessons,  
challenges and  
future strategy  
options



# ABS Program to Strengthen Pacific Statistics



# ABS program to strengthen Pacific statistics

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# ABS program to strengthen Pacific statistics

## 1. Background

Over the past three years, the **Australian Bureau of Statistics (ABS), with funding from the Australian aid program**, has supported a mix of technical, capacity building, and leadership development activities to strengthen statistics in Pacific Island Countries (PICs).

The broader strategic context for this work is PIC implementation of the Regional Statistics Action Plan resulting from the **Ten-Year Pacific Statistics Strategy (TYPSS)**, established in 2010. The Action Plan promotes a mix of strategic, thematic and operational priorities for statistics over a 10 year period. The focus of the first phase of TYPSS (2011 – 2014), is on improving statistical data collection and building the capacity of National Statistics Offices (NSOs) to manage and sustain statistical operations.

The **Australian aid program supports TYPSS through at least four funding channels**: funding support to the Secretariat of the Pacific Community (SPC) to implement regional statistical activities; direct support to PIC NSOs; funding support to Paris21 to implement national PIC-focussed statistical development plans; and finally, funding support to statistical agencies like the ABS. The broad goal of this support is “to generate better evidence-based decision making by PIC governments and their peoples, better tracking of development progress and improved aid effectiveness” (Memorandum of Understanding, page 3). Australia’s support for statistics is also aligned with the objectives of Australia’s regional aid program and foreign policy priorities. It encourages regional cooperation and promotes improved delivery of services by regional organisations.

The **total volume of funds channelled through ABS over the 2011-2013 period was \$2.8 million**. This included funding for: building demand for better statistics through leadership and mentoring of senior statisticians; strengthening the statistical capacity of NSOs through technical assistance; and supporting the implementation of the TYPSS through contributions to governance and collaborative arrangements at a regional level.

The majority of the program inputs have been delivered and all funds were dispensed by December 2013. The ABS remains committed to regional statistical outcomes for the Pacific and this is reflected in both the ABS corporate plan and the ABS International Relations Strategy 2013.

The Pacific region lags behind many other developing nations in the technical aspects of statistical development (data collection, analysis and dissemination). However, in recent years there have been **positive signs of progress both at a country and regional level** in terms of strengthening overall capability to generate reliable and timely statistics. Political support for statistics is growing; key statistical collections like population census’ and household income and economic surveys have been conducted; and a variety of new and innovative statistical capacity building approaches, tools and systems have been trialled to strengthen PIC NSOs (see Annex 1 – Findings from a mid-term evaluation of TYPSS).

## 2. About this paper

The **purpose of this paper** is to document key achievements and synthesize lessons learnt from ABS program activities in the region (see Annex 2 – Pacific Brief Terms of Reference).

This paper is **based on a documentation review as well as consultations** with key program stakeholders conducted by an external consultant (see Annex 3 – List of Documents; and Annex 4: List of Consultations).

It is important to note that the consultations focussed on stakeholder perspectives of change at the country and regional level and on events and processes in which those stakeholders were involved. Hence, this paper is not a comprehensive examination of all ABS input to statistical development in the Pacific. Rather, the intent is to highlight key strengths, challenges and lessons learnt by key program stakeholders and the implications of these for future statistics development in the Pacific.

## 3. The ABS approach to regional statistical development

The ABS is a member of the international statistical community and plays an active role in international statistical activities, including providing technical assistance as well as capacity building support to statistical agencies in developing countries, particularly in Asia and the Pacific region.

*Lansow workshop, Nov 2012*





## ABS program to strengthen Pacific statistics

Some unique features of ABS's international work are:

- **An emphasis on long-term relationship building:** Over time, the ABS has built relationships with Indonesia, Timor-Leste and several countries in the Pacific.
- **Expert-to-expert engagement:** ABS support draws together peers from national statistical agencies to promote an exchange of knowledge and skills, and develop a shared understanding of the challenges involved in applying statistical standards and methods.
- **Coordination with other donors and international groups:** ABS works at the donor level and with international agencies, such as UN bodies, the World Bank and Asian Development Bank, supporting international statistical process driven by these agencies and strengthening linkages with developing country NSOs. In the Pacific, the ABS engages with the Secretariat for the Pacific Community (SPC), the Pacific Financial Technical Assistance Centre (PFTAC) and the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP), and has recently contributed to an Australia and New Zealand joint Partnership Arrangement.
- **Promotion of international statistical standards:** ABS's work is based on internationally recognised statistical business processes. Frameworks such as the Generic Statistical Business Process Model (GSBPM) provide an internationally recognised framework for production, and quality assessment of a range of statistical and non-statistical business processes.

ABS has had a long but somewhat sporadic investment in the Pacific. Prior to the Pacific Program funding, ABS assistance was dominated by short-term technical assistance to statistical collections such as census and household surveys. Support was largely through deployment of ex-ABS staff as independent consultants.

The three year funding arrangement and diverse program portfolio has provided a unique opportunity for the ABS to combine technical statistical inputs with governance, leadership development and institutional capacity building initiatives. The results have been positive and provided useful lessons, which are relevant to PIC NSOs as well as broader regional statistical development.



**4. The Program framework and implementation process**

In **May 2011 the ABS signed an agreement with AusAID**, to provide a program of technical assistance to assist with the implementation of TYPSS. Following this, a trilateral agreement was designed by AusAID, the ABS and the SPC to align this assistance with the regional Action Plan.

In line with the broad program goal of enabling PIC governments and their people to have ready access to adequate, robust and up-to-date statistical data, the ABS program focussed on three types of activities:

- Building demand for better statistics through leadership and mentoring of senior statisticians;
- Strengthening the statistical capacity of NSOs through technical assistance; and
- Supporting the implementation of the TYPSS through contributions to governance and collaborative arrangements at a regional level.

In terms of chronology, the Program can be divided into three phases: a start-up phase in 2011; a main implementation phase (2012 to mid-2013) when the bulk of the technical assistance missions and support to key PIC statistical business processes took place; and a wrap-up or consolidation phase, which is currently underway.

- **Start-up phase:** The headline activities during the start-up phase included a ‘Leading a National Statistical Office Workshop’ (LANSOW) for senior PIC statisticians in Canberra in 2011 and a Statistical Capability Assessment of National Statistic Offices in Fiji, Solomon Islands and Vanuatu. A joint workshop with the International Monetary Fund (IMF) was conducted on the compilation of Government Finance Statistics (GFS) and an initial International Comparison Program (ICP)



## ABS program to strengthen Pacific statistics


workshop was also held. This first year was very much about ABS assessing PIC needs and engaging key statisticians in conversations about their responsibilities and action plans.

- **Main implementation phase:** During 2012 and the first half of 2013, ABS deployed several technical assistance missions covering GFS as well as PIC Consumer Price Index (CPI) and business register development. Additionally, ABS participation in key regional statistical events was ramped up and formal capacity building inputs were provided through the workshops 'Statistics for Evidence Informed Policy Workshop' and 'Turning Data into Information'. It was over this period that the mentor program was consolidated in Fiji and ABS participation in regional governance arrangements such as the Pacific Statistics Steering Committee (PSSC) gained momentum. An ABS Officer was outposted to provide regional support for Civil Registration and Vital Statistics (CRVS) projects. The Pacific ICP collection was also completed. A key development was the establishment of an Australia and New Zealand joint Partnership Arrangement in support of statistics in the Pacific between the Australian Department of Foreign Affairs and Trade (DFAT), the New Zealand Ministry of Foreign Affairs and Trade (MFAT), the ABS and Statistics New Zealand (SNZ). Overall, this was a phase of intense activity with several new partnerships established, including with the University of the South Pacific (USP) and PFTAC.
- **Wrap-up and consolidation phase:** At present, in addition to implementation of ongoing technical work streams, ABS is consolidating the mentor program in the Solomon Islands and Fiji. Formal partnership arrangements with the Fiji Bureau of Statistics (FBoS) and regional statistical players, such as SNZ, have been signed, and further collaboration with the USP is expected. The TYPSS Mid-term Review and developments in countries like Fiji will continue to inform the design process for TYPSS Phase II, which is expected to run from 2015-2018.

While a detailed performance overview of each program strand is beyond the scope of this paper, a few activity examples have been provided below, to provide a sense of the specifics involved in supporting PIC statistical development.

### i. Demand for better statistics

- **Leading a National Statistics Office Workshop (LANSOW):** This activity was a significant entry point for the ABS Pacific Program. The workshop focussed on building knowledge, understanding and skills at a senior statistician level – an area neglected in previous technical and capacity building visits to the region. It was attended by 17 participants, including Government Statisticians from 10 PICs, and laid the foundation for subsequent country-level work by the ABS through creating demand for further statistical capacity building.
- **Pacific Mentor Program:** The objective of this program is to increase the leadership capacity of senior statisticians in PIC NSOs, through visits, coaching and advisory activities by senior ABS staff. Three countries - Fiji, Vanuatu and Solomon Islands - were designated as bilateral partners for the program as the NSOs are a focus in the agreement. The ABS has developed a methodology and protocol for the program and a total of five mentoring visits have been completed, with ongoing communication with the mentees between visits. Specific capacity development priorities have been identified through these mentoring visits.

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- **Turning Data into Information:** To encourage country-level discussion around the importance of using official data in policy decisions and the roles of different stakeholders, the ABS conducted country-level workshops in Fiji and Vanuatu. The Fiji workshop included staff from the Solomon Islands National Statistics Office (SINSO). The workshops served as a valuable platform for this high level institutional development work and contributed to increased knowledge of data management and dissemination practices required at an NSO level.

## ii. Statistical capacity of NSOs

- **Government Finance Statistics (GFS):** The ABS partnered with the IMF to jointly deliver seminars on GFS in June 2012 and the ABS provided follow-up technical assistance to NSOs in Fiji, the Solomon Islands and Vanuatu (Central Banks, Ministries of Finance, NSOs, etc.). PICs are now better equipped to produce comprehensive GFS data.
- **International Comparison Program (ICP):** This has enabled PICs to participate in the Global ICP process for the first time. A final Pacific ICP Report will be released in 2014. ABS inputs have involved: staffing, facilitation of training and data validation workshops, ongoing technical assistance and program management on a regional basis, and follow-up with the World Bank for the final compilation. PICs have demonstrated excellent commitment in collecting additional prices and participation in the process. The global results are due to be published in early 2014.
- **Consumer Price Index (CPI):** Two CPI workshops were held in 2012 – the first in Canberra alongside a CPI work attachment program and the second in Apia, Samoa. This work has contributed to enhanced understanding of the principles involved in compiling price statistics and recognition that the CPI baskets require regular review. Many PICs have not reviewed, reweighted or rebased their CPIs for some years. However, given the regular HIES data available this can be done.
- **Civil Registration and Vitals Statistics (CRVS):** An ABS outposted officer has presented a number of country-level workshops and contributed to projects assessing civil registration and vital statistics standards and capacity across the Pacific in 2011-12. Active participation in this work across the region has seen the Pacific leading the way in CRVS. This has been a strong partnership with SPC.
- **Pacific Business Register:** The ABS initially supported the FBoS to conduct a business survey. This work involved collaborating with SPC and other regional bodies to extend this experience to other PICs through workshops and training. Several missions have been conducted by ABS staff and the ABS has participated in regional workshops conducted by SPC. A Pacific Business Register Manual has been jointly developed by SPC and ABS and was released in late 2013.

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### iii. Implementation of TYPSS at a regional level

- **Support to the Pacific Statistics Steering Committee:** The PSSC was established in 2010 to improve regional governance arrangements for the implementation of TYPSS. Over the period 2010-2013 the ABS participated in all seven PSSC meetings and provided support to Government Statisticians with their negotiations. The PSSC Terms of Reference (ToR) has been strengthened and PIC participation in meeting proceedings has improved significantly. Importantly, the ABS has had consistent, senior representation at all these meetings.
- **Joint Strategy DFAT, MFAT, Stats NZ and ABS:** In 2012, a joint strategy was developed between these four agencies, which was an important step towards ensuring a coordinated and aligned approach to the implementation of TYPSS. These four agencies have since signed an Australia and New Zealand joint Partnership Arrangement which formalises their commitment to coherent, effective support to the Pacific in line with TYPSS.
- **University of South Pacific (USP) engagement:** The ABS has been collaborating with the USP to improve training and education for Pacific statisticians. A former ABS Statistician was contracted by USP, with funding provided by the United Nations Population Fund (UNFPA), to undertake a review of the Official Statistics Program, which incorporated two previous reviews. The redesigned Official Statistics curriculum has been submitted for formal USP approval and USP has appointed the former ABS Statistician as an Adjunct Senior Fellow to continue with his stewardship of the new Official Statistics program. The revised program will incorporate new courses, including a course on statistics Information and Communication Technology (ICT) which is being developed by the ABS. The new program will be offered from 2015.

*Evidence-based Policy Workshop, Fiji 2012*





## 5. Program achievements

Overall, the results from these varied program inputs have been positive and provided useful lessons, which are relevant to PIC NSOs as well as broader, regional statistical development. The results include some immediate gains as well as the broader impacts of the program, on country and regional statistical development.

### i. Immediate gains

The practical gains or tangible benefits of the ABS Pacific Program include:

- **Increased profile of NSOs and Government Statisticians:** The Program has made a significant contribution by identifying Government Statisticians as a specific target group and engaging with a few Government Statisticians to understand their technical, managerial and operational needs. The Mentor Program in particular, has provided useful insights into the needs of Government Statisticians in Fiji and Vanuatu and the potential roles for statistical agencies like the ABS or other regional players in expanding their voice.

In Fiji, the mentoring program has supported an enthusiastic and skilled Government Statistician to strengthen his organisational mandate and linkages with other data providers and users. In the Solomon Islands and Vanuatu, contextual circumstances have limited delivery of the mentor program. However, the ABS now has a better understanding of these NSOs and the Government Statisticians are aware that they can draw on ABS coaching or advisory support.

The Pacific Leadership Forums have also been useful in cultivating the relationship between the ABS and Government Statisticians, and promoting peer-to-peer engagement. At the 2013 Pacific Leadership Forum, a presentation on Fiji's achievements was well received by forum participants. There was a request made for similar presentations at other forums in the interest of South-South cooperation and promoting local skills and talent.

- **Improved focus on core set of statistics (including economic statistics):** The ABS Pacific Program is supporting valuable economic statistics work in areas such as CPI, business register development, GFS, and Pacific involvement in the ICP. ABS engagement has also provided an overview and highlighted linkages between social and economic statistics, such as Household Income and Expenditure Survey (HIES). In addition to impacts on statistical production, the work is enabling ABS subject-matter experts to develop a nuanced understanding of economic statistical processes at a country level. The range of program inputs in the area of economic statistics has meant that the ABS is interacting with diverse stakeholders in more complex operating environments and reinforcing complicated concepts in PICs where the statistics offices are quite small. As a result, the ABS is in a better position to provide timely and relevant technical assistance. There is also a greater understanding in PIC NSOs, of the role that the ABS can play in strengthening economic statistics in the Pacific, paving the way for more demand-driven program strategies in the future.

# ABS program to strengthen Pacific statistics


## **Pacific Case Study 1 - Fiji Mentor Program**

Within the public sector, the relative status and influence of the National Statistics Office has been moderately low. However the appointment of a new Statistician provided the right institutional environment to support a mentoring program. Specific outcomes being supported by the mentor include strengthened corporate governance, increased organisational capacity, and improved technical statistical performance.

Some of the achievements over the eighteen months include:

- a Review and update of Fiji statistics legislation – proposed legislation change has been drafted, has ministerial endorsement, is awaiting cabinet approval, and is expected to be legislated in the first half of 2014.
- b Increased organisational capacity – 47 new funded positions already added at the operational levels – a submission for 17 new senior level positions has been approved and will be progressively implemented as budget becomes available over the next 12 months.
- c Improved statistical coordination – improved relationships initiated with a number of key stakeholders, including the Ministry of Finance, Reserve Bank, Ministry of Customs and Revenue, the Provident Fund, and the Public Service Board.
- d A Memorandum of Understanding (MOU) was signed in December 2013 between the ABS and FBoS for the ABS to provide technical statistical assistance over five years on a range of statistical methodology, subject-matter, technology, leadership and governance programs. Support for FBoS was demonstrated at a seminar for the signing of the MoU which included presentations by the Australian Deputy High Commissioner, the Governor of the Fiji Reserve Bank, the Permanent Head of the Ministry of Strategic Planning, National Development and Statistics and the Australian Statistician. The Permanent Head of the Prime Minister's Department also attended the seminar and provided support.

The above provides some examples of achievements arising out of the mentor program to date. FBoS is coming off a low base in its capability, but the combination of assistance coming from the AusAid funded programs, ABS technical support and encouragement, the recent support shown by senior Fiji government officials and relevant Minister (the Prime Minister), and commitment shown by the Fiji Government Statistician and his senior staff, all point to a positive environment for change and improvement.

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- **Better equipped and empowered statisticians:** Through the Pacific Program, the ABS has trialled different approaches to individual and institutional training and capacity building. For example, the focus and content of the LANSOW was quite unique for PIC NSOs and very well received as a result. As articulated by one participant: “I never realised that there is so much knowledge to be gained in the area of ‘how to manage’ a statistics office. So far I have always attended technical training or focussed on the technical aspects of my job”. Program funding to workshops of this nature are encouraging PIC NSOs and regional statistics players to focus on previously neglected areas like leadership and institutional strengthening.

Discussions with ABS technical directors and PIC statisticians also suggest that ABS’ in-country visits following regional and technical workshops have significant practical benefits for PICs. This follow-up technical assistance encourages NSOs to apply knowledge learnt in workshops to their specific country contexts; that is statistical production is closely linked to country-specific capability, alignment and leadership issues that PIC NSOs face. For example, the GFS technical assistance to the Solomon Islands is about helping the Central Bank and the NSO to resolve some large discrepancies in data as different providers use different reporting systems and timelines. The ABS has been able to work from Australia on identifying some of the gaps and technical assistance visits are being used to consolidate data between central government providers first, and then between central and provincial governments as well.

- **Enhanced and new partnerships:** The Pacific Program has enabled the ABS to develop strategic partnerships with key regional statistical players (SPC, PFTAC, USP, etc.), alongside working with agencies like the IMF and the World Bank on improving key statistical products in the Pacific. One good example is the ABS support to SPC to simplify international manuals and establish a Pacific Business Register. The business register work is a good practical illustration of several different institutions (ABS, SPC, PFTAC and country statisticians) working together. The process also includes an element of South-South cooperation with statisticians from FBoS assisting Vanuatu with business register development. The consultations suggest that progress in the area of relationship building is likely to be sustained as institutional relationships are formalised and further aligned to TYPSS. For example, a Memorandum of Understanding (MOU) has been signed between the ABS and FBoS to further cooperation in statistical capacity building. Additionally, the governments of Australia and New Zealand and their two statistical offices have signed a partnership arrangement to strengthen the supply of statistics and statistical capability in the Pacific.
- **A regional statistical output:** Finally, the ICP has been an enormous success and instrumental in creating a regional statistical output, which is a source of pride for PIC NSOs.

Discussions with key program stakeholders suggest that the workshop schedule for the ICP ensured that participating countries remained engaged and committed to collecting, validating and submitting prices to the ABS, in its role as the regional coordinator. At the workshops, the regional coordinator was able to reiterate the benefits of participation and address quality issues. In this way, an informal network of prices collectors has been created and the early indications are that the knowledge and skills gained are being applied to prices collection at a country level.



# ABS program to strengthen Pacific statistics

## **Pacific Case Study 2 - Pacific Leadership Forum**

In 2006, the Pacific Forum Economic Ministers' Meeting commissioned a study of the capacity of statistical services in Pacific Island countries. Conclusions of this study made reference to the need for improvements to Pacific Island National Statistical Office (NSO) resources, training, dissemination methods, and management.

In 2010, a second project was undertaken to develop a long-term Pacific Island Regional Statistics Plan, to provide a strategy that would lead to the development of more sustainable statistical offices in the region. The Secretariat for the Pacific Community (SPC) was charged with primary responsibility for coordinating the response to the plan.

In May 2011, the Australian Bureau of Statistics (ABS) delivered its first activity, which was leadership and governance training, delivered through an annual Pacific Leadership Forum (PLF).

The first of this training was conducted in Canberra and attended by ABS Deputies and Government Statisticians from 13 Pacific Island NSOs. The workshop covered leadership, the role of a National Statistical Office, corporate governance, planning work programs, project and risk management and disseminating statistics. A second course with similar content was presented in Vanuatu in May 2012 to Vanuatu NSO staff and stakeholders. The same course has also been delivered three times to the Indonesian NSO (85 participants) and twice to the Timor-Leste NSO (40 participants).

The second PLF was held in Brisbane in March 2013 in conjunction with the bi-annual ABS national statistical conference, NatStats 2013. This was an opportunity for Pacific Island statisticians to observe and participate in a national statistical conference, and to spend time in the preceding Leadership Forum focusing on developments and issues of particular relevance to them.

Forum sessions included the active involvement of current and former senior ABS, Statistics New Zealand, SPC and AusAID executives sharing their experience, including the Australian Statistician, Brian Pink.

Features have included active participation with notable growth in engagement and understanding of role and responsibility. This has been reflected in the participation of Pacific Island statisticians in regular forums such as the Heads of Pacific Statistics (HOPS) and the Pacific Statistics Steering Committee (PSSC), where they have been better engaged, more questioning of plans and outcomes, more willing to contribute ideas, and more willing to disagree with each other, as they work towards strategies to address particular issues.

Overall, it appears that the Pacific Island statisticians are becoming more aware of their responsibilities, more confident in their participation in meetings, and more willing to contribute, rather than be told, what their future should entail. The statisticians are also being more confident in their approach to organisations such as SPC, PFTAC and the ABS for assistance on their key programs and initiatives.



## ii. Broader regional impacts

In addition to these immediate gains, the documentation and consultations suggest that there are three distinct areas where the ABS Pacific Program has added value to country and regional statistical development processes, and further momentum and resourcing in these areas will guarantee lasting impacts and continue to drive change.

- **Sustainable capacity building approaches to fill technical gaps:** Several program stakeholders talked about the importance of building a regional cadre of statisticians that SPC or NSOs can mobilise for statistical development work in country, particularly in areas where SPC has limited resources. While most of the ABS' contribution has been through non-Pacific technical advisers, some attempts have been made to build local and regional capacity as well. Examples include:
  - Work attachments in Australia which have provided an opportunity for PIC price collectors to observe data analysis and quality control processes in another NSO, with a view to building similar practices in the PIC context.
  - Developing a common framework for a business register, which was developed in Fiji initially and then also implemented in Vanuatu jointly with the SPC and an expert from the FBoS, resulting in a Pacific Business Register manual.

In the long term, this South-South approach will be a more efficient and effective means to build regional capacity in statistics. It will avoid the need for costly expatriate interventions and lead to local people developing their own solutions based on high quality technical statistical ability that is replicable.

The challenge, undoubtedly, is that these approaches to capacity building are more resource intensive, and the logic around which strategy is appropriate in which PIC needs to be developed further. Essentially, any further program iterations must balance external technical assistance with capacity building of PIC statisticians.

- **Statistical integration:** Across the delivery of the Pacific Program, ABS subject matter experts have worked to integrate discrete activities into the broader work program of the participating PICs. This is a two way process with the technical specialists (ABS) working to understand the country context and the NSOs actively engaging in statistical development processes that test out or link international frameworks and definitions to their country contexts.

As indicated previously, this integration is particularly evident in the case of the ICP where the work undertaken for the 2011 collection contributed to an overall increase in skills and experience of Pacific price collectors. PIC CPI teams were exposed to new software, and encouraged to apply this new knowledge and approaches to CPI collections at a country level.

In the case of the business register work, a slightly different approach to increasing technical know-how and integration has been adopted. In this case, the draft Business Register Manual, which has been prepared in one country context first, is then being applied and tested out in other countries, such as Vanuatu and the Solomon Islands. The lessons learnt through these processes are then being shared with other PIC NSOs.

## ABS program to strengthen Pacific statistics

Integration has been challenging in certain contexts where the overarching work plan of the NSO is unclear or offices are so overwhelmed with statistical collections that there is no time or resourcing for integration. Ongoing support through technical assistance and coaching will be critical to ensure the initial gains in the area of integration are sustained.

- **Improvements in governance arrangements:** The ABS Pacific Program has made inroads towards strengthening the governance of statistical processes at a country and regional level.

At a country level, the Fiji Program stands out as an example of utilising different strategic, operational and technical assistance, combined with a mentoring program, to consolidate improvements dramatically. This has resulted in the Fiji NSO strengthening its statistical legislation, developing an effective forward work plan, and signing MoUs with other departments, resulting in the NSO improving its performance. The ABS' continued support to FBoS through the MoU will help sustain this progress.

At the regional level, ABS participation in key regional meetings, such as the PSSC and Heads of Pacific Statistics (HoPS), complements and reinforces the work of other regional statistical players, with the added value of providing an NSO perspective on strategic, operational and thematic issues. Where possible, the ABS endeavours to provide PIC statisticians with information about the ABS' own experiences as well as those of other international NSOs. Importantly, the ABS has sought to bring professionalism, good meeting processes and decision-making by PIC Statisticians in these forums.

- **Enhanced partnerships contributing to regional outcomes:** The ABS has worked closely with other partners, such as the IMF PFTAC facility, the UN ESCAP, the Statistical Institute for Asia and the Pacific (SIAP) and the United Nations Population Fund (UNFPA), to find new and innovative ways to improve initiatives to assist staff development and training opportunities. The ABS facilitated existing funding from UNFPA to USP by way of a Senior Statistician, which resulted in a renewed official statistics program being adopted by the USP board.

The ABS has also held a position on the Governing Council of SIAP, and it was able to influence SIAP to consider providing some of its training regionally in the Pacific, resulting in this being seriously under consideration by SIAP.

### **Pacific Case Study 3 – Government Finance Statistics**

A good set of statistics that measure a government's financial performance is an important way to analyse and improve the effectiveness of any government. The Government Finance Statistics Manual is an internationally agreed framework maintained by the International Monetary Fund (IMF) used to report on government operations. The framework is used by countries around the world, including Australia, to ensure that financial statistics on government operations can be compiled on the same conceptual basis.

Government finance statistics are often compiled collaboratively across government. Successful compilation requires cooperation and coordination between responsible agencies, such as finance departments, treasuries, central banks and National Statistics Offices (NSOs).

Through the Pacific Program the ABS has been able to provide technical assistance on government finance statistics to some of these agencies in the Solomon Islands and Fiji. The mode of delivery for this assistance involved a combination of remote assistance via email and telephone, in-country missions and workshop seminars.

The remote assistance and missions involved a range of formal and on-the-job training designed to improve the conceptual understanding of participants. The missions have also allowed international experts to advocate on behalf of compilers, discussing the importance of reporting government finance statistics with key government officials.

The two seminars, run in 2012 and 2013, were conducted in collaboration with the International Monetary Fund, who are currently undertaking a project to improve reporting of government finance statistics in developing nations. The topics covered in the seminars were identified to improve the conceptual knowledge of participants, but also provide them with practical skills to apply within the workplace. This collaborative approach allowed ABS and IMF experts to jointly present the seminars and concentrate on their areas of expertise. It also allowed the two organisations to share the running costs of the seminars, which allowed 67 participants from 13 countries to attend. The seminars were well received by participants who found the content relevant to improving the quality of government finance statistics in their countries.

Some of the achievements of the program since it began include:

- Improved data quality on government operations;
- Improved coordination between agencies responsible for compiling government finance statistics in Fiji and Solomon Islands;
- An increased understanding and awareness of the frameworks used to compile government finance statistics; and
- Collection of supplementary data from the local government sector in Fiji.

A key challenge identified by the program is ensuring the organisations can retain the knowledge that has been passed onto them through the different activities. Strategies such as succession planning are regularly discussed, but can be difficult to implement if resources are limited. As a result loss of critical staff can be a problem with the compilation of these statistics.

# ABS program to strengthen Pacific statistics

## 6. Challenges and lessons learnt

Going forward, it is worth touching upon some of the strategic as well as operational challenges that the ABS and other regional statistical players face. Further iterations of the ABS Pacific Program will need to contend with:

### i. Challenges

- **A chronically weak operational base:** PIC NSOs are chronically under resourced and in some cases budgets do not support even basic statistical operations. The lack of trained data collectors or support staff limits the scope for Government Statisticians to engage in strategic work functions.

This weak operational base is compounded by external assistance which often focusses on specific aspects of the statistical business process (such as the development phases or collection of data) raising quality and sustainability issues for the NSO. Unless there is a coordinated funding process, which allows NSOs to resource and complete an entire statistical business cycle from design, collection, compilation, production, to dissemination, PIC NSOs will struggle to establish and maintain forward work programs.

- **Relevance of statistical processes and methodologies:** Any bilateral programs or regional technical assistance offered by regional players needs to be designed with an understanding of, and sensitivity to, the size and resources of PIC NSOs. In other words, statistical process and methodologies need to be fit for purpose.

For instance, NSOs have raised issues in relation to the common HIES framework that SPC has developed for the Pacific. Often, PIC NSOs appear to be overwhelmed by the complexity of international recommendations and standards. The ABS Pacific Program experience suggests that there is value in keeping the frameworks and definitions simple. Institutional support, particularly IT infrastructure and support, also needs to be appropriately targeted while keeping pace with statistical business processes and methodologies.

- **Complementarity in development partner assistance:** The current ROU has some limitations for the ABS in terms of delivering statistical technical assistance, which overlaps or relates to the services provided by other regional players such as SPC. This situation is exacerbated by the fact that many NSOs are keen and actively request increased engagement from the ABS. The shared perception is that the ABS as an NSO is better equipped than regional technical bodies because the ABS also has to work within the constraints, frameworks and demands imposed by a national government. Going forward, the ABS will need to balance providing direct statistical technical assistance with strengthening the organisational frameworks and practices of NSOs to ensure that they function appropriately. Further iterations of the Pacific Program must seek complementarity with the overall Australian Aid Program agenda as well as the funding streams of other development partners, such as SPC and PFTAC.
- **PIC NSOs role in governance:** Finally, the statistical landscape, particularly at the regional level, is heavily dominated by bilateral and multilateral donors and SPC. While it is unlikely that this will change in the short to medium term, there is scope for bringing PIC NSOs to the table and

## **Pacific Case Study 4 – Business Register**

The ABS Business Register Unit became involved in the Program to Strengthen Pacific Statistics in 2012, providing support and coaching for the development of statistical business registers.

A Business Register (BR) is a list of businesses that are contributing to an economy. A basic one will just identify businesses; more developed ones can classify each business by its characteristics, including its type of activity (manufacturing, mining, etc.), its institutional sector (ie. government, private, etc.), and its geographic location.

Economic statistics are produced to tell a story about aspects of the economy; a BR is the starting point in their production, because it identifies the entities from which data should be collected – therefore, it is a crucial piece of infrastructure for the operation of an efficient and coherent suite of statistics.

In the Pacific, direct support for BR development has been provided to Fiji and Vanuatu, and has been done in collaboration with the Secretariat of the Pacific Community (SPC).

The key achievements of this assistance so far are:

- Fiji has redeveloped its BR. This includes not only the database itself, but also the supporting concepts and procedures, and a comprehensive manual. During a recent SPC technical workshop (involving six Pacific countries), it was evident that the Fiji BR staff now understand their register well, to the extent that they are able to share their skills and knowledge with other countries.
- Vanuatu has established a BR for the first time, with collaborative assistance from ABS and SPC, and South-South assistance from Fiji. Their system is based on Fiji's, leveraging from the relative similarities in culture and environment that the two countries share. This BR is still at the stage of being populated, and is yet to be used in a live statistical collection.

A particular focus of BR development has been on engaging with the institutions that will provide data to populate the BR – both the businesses themselves, from which the NSO will need to collect structural information and intelligence, and also administrative data providers (mainly other government agencies).

The ABS-SPC collaboration has been very successful. ABS is recognised as a global leader in BR operation, and SPC has good knowledge of the capability, culture, and operating environment of the countries in the Pacific region. This combination has narrowed the cultural gap that would otherwise exist between ABS and PICs, and so allowed a much more rapid take up of new BR knowledge and capability in the countries assisted so far. A continued collaboration between these two institutions would be valuable in building BR capability further across the region. BR development in other PICs will also benefit from the forthcoming *Pacific Business Register Development Guide*, a product of the ABS-SPC cooperation.

## ABS program to strengthen Pacific statistics

encouraging a culture of debate and shared prioritisation. In fact, the consultations suggest that there is still a need for targeted support in basic areas, such as agenda development and meeting protocols, which will enable PIC Government Statisticians to better articulate their needs and perspectives.

### ii. Lessons learnt

The following key lessons will continue to inform ABS contributions to statistics in the Pacific:

- **Agreed set of core statistics:** The ABS Pacific Program experience suggests that the absence of an agreed set of core statistics is impeding capacity building and institutional development. PIC NSOs that are in a position to clearly articulate and plan for completion of core statistics projects (e.g. Samoa, which recently completed a NSDS) are able to align development partner assistance, avoiding duplication or fragmentation. Going forward, a core set of statistics for all PICs needs to be agreed upon at a country and regional level and development partners need to align their support to this agreed plan.
- **Involvement of statistics agencies:** International standards and frameworks and methodologies need to be fit for purpose. Statistical agencies like the ABS and SNZ have much to offer in this regard, having implemented such standards and learnt from applying them. A more coordinated plan for statistics development is required in order that the methodology is owned by the NSOs and the links or sequencing of activities can be mapped out in advance. As suggested by the ICP experience, international statistical processes and methodologies can be quite complex and some aspects are not relevant to the PIC context. Australian or New Zealand NSO participation can be harnessed to ensure relevance to country and compatibility with country systems and resources.
- **Recognition of other significant players:** Further recognition of significant statistical players like PFTAC and The World Bank is also required. The ABS Pacific Program experience suggests that enhanced partnerships with these agencies, especially in early stages of project planning has the potential to improve the quality of statistical project management and outcomes, and address supply-side issues, such as increasing the pool of locally available trained statisticians.
- **Delivery of training and capacity building support:** The delivery of training and capacity building support in the Pacific region can also be improved. The lack of a coordinated approach to training and capacity building support to Pacific statistical development leads to delays and interruptions to planned activities. Moreover, development partners often focus on specific skills or aspects of the statistical cycle (such as data collection phases) in isolation, which raise data quality, analysis and sustainability issues for NSOs.
- **Statistical governance:** Finally, the statistical landscape particularly at the regional level is heavily dominated by bilateral and multilateral donors. While there have been some improvements in recent years, there is continued scope for bringing PIC NSOs to the table to encourage a culture of debate and shared prioritisation. The ABS Program experience also suggests that statistical governance is central to improved data dissemination at a country and regional level.

## **Pacific Case Study 5 – International Comparison Program**

The objective of the Pacific International Comparison Program (ICP) is to compare prices in different countries across the Pacific. This is achieved by compiling a basket of products that are commonly consumed in each country, specifying them precisely and then asking each country to price the basket. Central to the success of the ICP is that countries price each item exactly as specified to ensure that the ICP is a legitimate apples-to-apples comparison.

The ICP project was launched with a letter to the heads of Pacific NSOs from the Australian Statistician inviting their participation in the project. Following acceptance from all countries, a first workshop was organised in 2011 to introduce countries to the detail of what was required, and most importantly to agree to a product list with detailed specifications for each product that would be priced by each country. Since countries tend to consume different specifications of a given product, this required that countries negotiate a common set of specifications that would be priced by all. The validation of data is central to ensuring the quality of any statistics. An important method for validating data from the ICP is to compare the prices submitted by each participating country. If a country has submitted a price that is very much higher or lower than average for the Pacific, this may indicate that they have priced a different product specification than other countries. The ICP project involved three further data validation workshops in which price collectors from each country would compare the prices submitted by each and explain precisely what product specifications they had priced.

The workshops have proven to be the centrepieces of the Pacific ICP project and the major reason why most participating countries have found the project a rewarding experience. The workshops have enabled statisticians from different countries to get to know each other and have promoted communication between different countries. They have enabled countries to learn from each other and they have promoted the harmonisation of rules, definitions, classifications, standards and compilation methodologies. This is particularly important in the Pacific where many NSOs are small and have limited resources.

The ICP workshops have been successful because all participants, including many who are by nature shy and not inclined to stand up in a crowd have made their contribution. An important lesson is that the effectiveness of meetings and other gatherings depends on active participation rather than just passively receiving information.

The central challenge in conducting a successful ICP in the Pacific was obtaining initial buy-in and then ensuring active participation. Given the particular cultural biases in the Pacific, two elements were key. First, it was important to identify and win over the thought leaders. There was a critical point midway through the first workshop when key thought leaders changed their attitudes and undertook to do even more than was being asked. Second, there is a tendency in the Pacific to regard an Australian managing a meeting as the 'boss' and wait to do as they are told. This manifests as a tendency to collect data when asked but pay relatively little attention to validating its quality. The ICP project was successful in addressing this because it involved the ABS and the participating countries working together over an extended period of time.



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## 7. Conclusion and future strategy options

The ABS Pacific Program set out to fill gaps in statistical development support provided by other regional players to PICs. The adoption of a mixed approach involving technical assistance as well as communication, leadership development and institutional capacity building support has worked extremely well in the Pacific. While domestic and workload issues have limited the take-up of some program inputs, in other areas the PIC NSO response and collaborative outcomes have been very positive. Additionally, there have been some unexpected wins along the way, which have created new partnerships and new ways of working sustainably.

**Several ideas for next steps were shared through the consultations**, which have been documented here as a starting point for the next iteration of ABS support to Pacific statistical development during TYPSS Phase II.

### Going forward, the ABS and DFAT might consider:

1. ABS support for TYPSS Phase II would be strengthened by a well co-ordinated design process, which includes provision for a robust monitoring and evaluation framework. As part of this, explore strategies for:
  - deepening engagement in Fiji through a three year program of targeted bilateral assistance; and
  - programs of tailored bilateral assistance to Vanuatu and the Solomon Islands.
  - The design would include developing new and enhanced methods of delivery for the regional statistics program, as well as
  - strengthening management, monitoring and evaluation of statistical work program.
2. Increased attention to integrated statistics, as well as raising the profile and demand for statistics, through the following actions:
  - Completing a statistical business process cycle (development through to dissemination) in at least one PIC for one set of statistics such as GFS, CPI, or another priority economic data area.
  - Exploring technical and capacity building assistance in a coordinated manner with SPC, such as ABS focussing on a few countries and SPC in a majority of other countries, but applying common methodologies and frameworks.
  - Piloting activities to improve data dissemination and publication in Fiji and other PICs, and trial best practice initiatives and improved ICT/dissemination infrastructure.
3. Continue to build Regional Governance and NSO Partnerships through targeted regional and bilateral support, focusing on:
  - integrating and strengthening relations with regional partners through governing bodies such as the PSSC;
  - maximising the leadership role of the PSSC by supporting NSOs at the centre of decision-making;
  - continuing to offer work attachments and coaching opportunities to senior PIC statisticians;

- strengthening harmonisation of efforts among donors, acknowledging the ABS' key relationship with SPC, and
  - building on the existing strong relationship and Partnership Agreement between SNZ and ABS to further harmonise efforts in the Pacific region.
4. Improving supply through enhanced partnerships, and seeking innovative learning solutions in collaboration with provider organisations, such as USP and SIAP
- support USP to successfully deliver the revised Official Statistics program including the new course on ICT;
  - broker with NSOs and USP to create 'take-up' rates ie demand for the Official Statistics program, and use graduates to have practical experience in key NSOs, SPC, ABS, and
  - encourage and broker training supply to the region by SIAP, UN and IMF in collaboration with SPC collaboration and coordination.

*Pacific Leadership Mentoring visit, March 2012*



# ABS program to strengthen Pacific statistics

## Annex 1: Aide Memoire for Mid-Term Evaluation of the Ten Year Pacific Statistics Strategy (Findings)

### FINDINGS

#### Relevance

The TYPSS has contributed to high level objectives of the Pacific Plan, Millennium Development Goals (MDG) tracking and the reporting requirements of PICs. Relevance would be further improved with the development of National Statistical Development Strategy (NSDS) plans as this process is more inclusive than traditional National Statistical Office (NSO)-focussed statistical master plan development and provides a means for national stakeholders to articulate and prioritise statistical needs. Reporting for gender issues did not appear to be the highest priority for countries.

#### Effectiveness

The TYPSS has been effective with some variation across the objectives. The evaluation team received widespread praise about the effectiveness of TYPSS activities.

#### **Objective 1:** *PICS are undertaking key statistical collections as scheduled*


- Planned census and survey support has been implemented. All countries interviewed indicated sufficient capacity now existed for most aspects of data collection. Some countries still require specialised computing support and assistance for final data editing and tabulation.

#### **Objective 2:** *PICS are producing the agreed core set of statistics across key sectors*

- The National Minimum Development Indicators (NMDI) dataset is being used and improvements in economic and vital statistics noted. Added emphasis on agriculture was expressed to the review team.
- EMIS system software and limited capacity to improve education statistics were highlighted as constraints on data collation and dissemination in this sector.

#### **Objective 3:** *PICS have their own capacity, or are accessing regional capacity, to undertake agreed core and some specialist statistical functions*

- Skills audits should be used to define long-term training and professional development requirements.
- A regional pool of national staff with specialist statistical skills has been developing and examples of cooperation provided to the review team.



**Objective 4:** *National, regional and international users have increased access to user-friendly statistical information systems and databases across key sectors*

- The Pacific Regional Information System (PRISM) has been redesigned and evidence of use tracked using Google Analytics.
- PopGIS further development and associated training have not been undertaken.
- Data analysis, communications and advocacy training are being increasingly demanded by stakeholders.

**Objective 5:** *New and innovative statistical tools and systems have been introduced*

- Use of GPS technology, automated data capture (scanning) and PDA (portable digital assistant) has been tested and implemented in selected countries.
- Regional sign-off on the standardised Household Income and Expenditure Survey (HIES) is scheduled for 2013, while Vanuatu has utilised an innovative fit-for-purpose household survey prototype.

**Objective 6:** *National and regional statistics governance is functioning effectively*

- Only one PIC has a National Statistics Development Strategy (NSDS). Statistics are often available in country but not readily accessible and communicated between agencies. NSDS development would help address this issue.
- PSSC meetings have generated valuable data and provided a forum for TYPSS implementation discussion, although the monitoring and evaluation framework is noted as requiring improvement, along with PSSC composition.

## **Efficiency**

The TYPSS has:

- Generated considerable achievement given the degree of technical support.
- Much of the achievement has been in collection. Future effort needs to target data analysis, advocacy and results communication.
- Improved coordination is required. NSOs and technical assistance providers expressed concern to the evaluation team and in PSSC meetings about the timing of support for valid country technical needs.
- PSSC guidelines need to be established for working group operations and standards endorsement.

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## **Monitoring and Evaluation**

- The M&E framework has in part effectively measured progress towards meeting objectives.
- A reporting template that explicitly states input, outputs and outcomes by country and objective needs to be followed. Activities should be time bound and include indicators which can measure progress.

## **Gender Equity**

- Output data on gender needs to be disaggregated to measure differential training participation of men and women.
- There should be an improved gender balance on the PSSC.
- Activities such as the Australian government's Pacific Gender Initiative and MDG reporting require gender statistics. Improved communications between national agencies and basic data use training could assist in providing this information.

## **Impact and Sustainability**

The evaluation team found significant evidence of positive impact, which includes:

- The World Bank Statistical Capacity Indicator has increased for the Pacific to a far greater extent since the establishment of TYPSS, when compared to East Asia and the Pacific as a whole.
- TYPSS has increased the certainty of funding for major surveys, reducing transaction costs. Continued donor funding of the program on a rolling basis would sustain this efficiency.



## Summary of Findings and Recommendations

- 1. Substantial Achievement.** The TYPSS has generated considerable outcomes, particularly in the area of developing country capacity for collections, vital registration, economic statistics and development of NMDI. NSOs and major technical assistance providers need to be commended for this achievement.
- 2. Limited NSDS Development.** Countries must clearly identify the timing and scale of required assistance. NSDSs are critical for NSOs to assess reporting requirements and provide a road map for system development. NSDS development should be a high priority for the following phases of TYPSS.
- 3. More Focus on Driving Demand for Official Statistics.** Much of the technical assistance has focussed on collections, whereas less attention has been paid to analysis, dissemination and advocacy. Data analysis, communication skills development and advocacy require greater attention in the next phase of TYPSS. The development of accredited programs with teaching institutions is ongoing and should be further explored.
- 4. Improved M&E Framework.** The reporting framework and template should be enhanced to capture inputs by country/objective, along with outputs and outcomes. Reporting should be against time-bound action plans.
- 5. PSSC Requires Strengthening.** The PSSC should be strengthened to play a greater role in reporting and coordination. A part time coordinator should be engaged to assist with M&E data compilation, PSSC reporting and sustaining an online calendar of regional statistics activities. Guidelines need to be established for PSSC endorsement and technical working group operations. The PSSC should include more data users and have an improved gender balance.
- 6. Independent Phase Two design.** An independent design team should be commissioned by key donors to design the follow-on phase of TYPSS. Activities should be scheduled, with agreed deliverables and timeframes. Indicators for tracking outputs and outcomes need to be specified in the M&E framework. The design should be presented to and endorsed by the PSSC.

# ABS program to strengthen Pacific statistics

## Annex 2: Pacific Brief – Terms of Reference

### ABS Pacific Program

#### A story line of program outcomes in the Pacific Statistics Development

**Location:** Canberra, Australia and in-country discussions with Solomon Islands National Statistics Office and Fiji Bureau of Statistics

**Starting Date:** October - November 2013

**Duration:** 2 months (6 Days)

### Background

The Australian Bureau of Statistics (ABS), in consultation with the Australian Agency for International Development (AusAID) and the Secretariat for the Pacific Community (SPC), has developed a program of technical assistance for Pacific Island Countries between 2011 and 2013.

AusAID requires the ABS to report on the success of the program and provide evidence of value-add to the Pacific region through the work program.

### What we want to achieve...

Tell a story of some of the key successes, challenges during the 2011-2013 period.

Provide recommendations on improvements for the future implementation of phase II of the Ten Year Pacific Statistics Strategy.

### Objectives

To provide AusAID evidence of progress and achievements from the ABS over a three year period in the Pacific against the funding objectives in the RoU.

### Outcomes

An independent review of reports, assessments, outputs collated into a story around achievements, challenges and future possibilities.

The ABS will use the consultant's report to provide a detailed assessment of work to date and achievements to AusAID.



## **Deliverables**

A presentation and report will be provided to the Director of the IR&RSD section.

The presentation will include:

- Summary of activities undertaken by the consultant throughout the review
- Evaluation of 2011-2013 Pacific program – summary
- Overview of proposed reporting structure and content
- Key interviews with Government Statisticians in Fiji and Solomon Islands, and SPC
- Discussion with ABS Senior Mentor and key staff



# ABS program to strengthen Pacific statistics

## Annex 3 - List of Documents Reviewed

### ABS Documents (General)

Draft International Relations Strategy – Refresh of Version 1.0, 2013

International Relations Strategy – Version 1.0, 2010

### ABS Documents (Pacific)

ABS feedback to the Terms of Reference of the Mid-term Review Phase 1, October, 2012

ABS Pacific Leadership Mentor Program, April, 2012

ABS Report Against the Ten Year Pacific Statistics Strategy, prepared for the 6th PSSC Meeting, May, 2013

ABS Report Against the Ten Year Pacific Statistics Strategy, prepared for the 5th PSSC Meeting, October, 2012

ABS Fiji Country Program - Business Register Mission Report, April, 2013

ABS Fiji Country Program – Mentor Report, May, 2013

ABS Fiji Country Program – Government Finance Statistics Training Seminar Report, June, 2013

ABS Solomon Islands Country Program – Mentor Report, August, 2012

Overview of visits to the Statistics Offices of Fiji, Solomon Island and Vanuatu, November, 2011

Pacific Program Directions – Presentation by Rokhsana Khan at meeting with SPC, August, 2013

Program to Strengthen Pacific Statistics – Activity Annual Report, 2011

Program to Strengthen Pacific Statistics – Activity Annual Report, 2012

### AusAID Documents (General)

Evaluation Capacity Building Program Monitoring and Evaluation Standards, AusAID IET and Pacific Branches,

### AusAID Documents (Pacific)

Australia's regional aid program to the Pacific: 2011-2015, December, 2010

Activity Schedule 14 to the Record of Understanding No. 14448, in relation to cooperation between the Australian Bureau of Statistics and AusAID in 'Program to Strengthen Pacific Statistics', May, 2011

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

Terms of Reference for the Mid-term Review of the Pacific Statistics Action Plan Phase 1, AusAID and SPC, January, 2013



## **HOPS/Regional/ SPC Documents**

A Pacific Island Region Plan for the Implementation of Initiatives for Strengthening Statistical Services Through Regional Approaches, Regional Meeting of Head of Planning and Heads of Statistics (HOPS), Working paper 2, July, 2012

A Pacific Island Region Plan for the Implementation of Initiatives for Strengthening Statistical Services Through Regional Approaches, Regional Meeting of Head of Planning and Heads of Statistics (HOPS), Working paper 2, July, 2010

Funding a Regional Statistical Strategy – recent experience from the Pacific Island Region, paper by Gerald Haberkorn at the meeting on Funding Statistical Development by the UN Statistical Commission, February, 2011?

Pacific Statistics Strategy Action plan, Phase 1 (2011-2014) – Activities and Budget, November, 2010

Statistics in Fragile States: Pacific; Presentation by Gerald Haberkorn, at meeting with ABS, August, 2013

## **Statistics (Country Level)**

Fiji Islands Bureau of Statistics Current Organisation Structure, 2011

Functions and operations of the Fiji Islands Bureau of Statistics

Road Map for NSDS of Solomon Islands, SPC and Paris21, Draft 3, March, 2013

Vanuatu National Statistics Office Strategic Plan, 2008 -2013,

## **Statistics (Other)**

Fundamental Principles of Official Statistics,

UNICEF - Joint UNECE/Eurostat/OECD Work Session on Statistical Metadata (METIS) – Generic Statistical Business Process Model, Version 4.0, April 2009 <http://www1.unece.org/stat/platform/download/attachments/8683538/GSBPM+Final.pdf?version=1>

Papers about the GSBPM, <http://www1.unece.org/stat/platform/display/metis/Papers+about+the+GSBPM>

## ABS program to strengthen Pacific statistics

### Annex 4 – List of Consultations

Adrian Liston (teleconference)	Assistant Director Business Register	ABS
Athol Maritz	Assistant Director Macroeconomics Research	ABS
Denis Farrell (teleconference)	Pacific Mentor Program	ABS
Jonathan Khoo	Director, Public Finance	ABS
Roksana Khan	Director, International Relations and Regional Statistical Development	ABS
Edward Smith	Second Secretary, Solomon Islands	AAP
Epeli Waqavonovono (teleconference)	Government Statistician	FIBOS
Mark Feary (teleconference)	Principal Advisor International Relations	NZ Statistics
Gerald Haberkorn	Director Statistics for Development	SPC
Nilima Lal	Economic Statistician	SPC