



MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT
GOVERNMENT OF THE COOK ISLANDS

Cook Islands NSDS Strategic Planning
Workshop Outcome Report

Submitted by: Morgan Hanks, Statistics Officer, NSDS Coordinator
Workshop participants: 35 representatives from 23 agencies from central government, line ministries, the National Statistics Office (NSO) and civil society
Workshop dates: 3-6 February, 2014, Cook Islands Red Cross Society, Rarotonga, Cook Islands
Workshop purpose: <ol style="list-style-type: none">1. Validation of sector data analyses2. Introduce key principles of strategic planning concepts (vision, mission, strategic objectives, activities-action plans) as they relate to the Cook Islands NSDS3. Draft the Cook Islands NSDS vision, mission and strategic objectives
Workshop summary: <p>A 3.5 day workshop was hosted by the Cook Islands Statistics Office, facilitated by the Secretariat of the Pacific Community (SPC) and the OECD's Partnership in Statistics for Development in the 21st Century (PARIS21). Workshops 1 & 2 (as outlined in the NSDS Roadmap) were combined due to time constraints.</p> <p>During the first day the sector data analysis reports were reviewed and validated. In the week following the workshop, final reports will be circulated and provided to the Technical Working Group for approval. Following sector report validation, all sector groups collaborated to identify Cook Island Statistics System-wide strengths, weaknesses, opportunities and threats (see attachment).</p> <p>The final two days focused on reviewing strategic planning principles and applying these to the Cook Islands NSDS process. Draft vision and mission statements were developed, as well as a list of core values and broad strategic objectives. The draft outcomes are outlined below.</p> <p>WORKSHOP OUTCOMES</p> <p>Vision <i>To achieve statistical excellence for an evidence-informed Cook Islands.</i></p> <p>Mission This vision will guide our united journey and efforts to deliver quality statistical information.</p> <p>Core Values<ol style="list-style-type: none">1. Integrity (ethical, honesty; trust, respect for: people, culture, equality, religion, environment, confidentiality)</p>

2. **Commitment to Excellence** (timely, efficient, reliable, consistency, professionalism)
3. **Accountability and Transparency**
4. **Responsive service delivery**
5. **Collaboration and Inclusiveness**

5 Strategic Goals

1. **Ensure the Cook Islands Strategy for the Development of Statistics (CISDS) addresses domestic information and policy demands, in particular:**
 - National Sustainable Development Plan (NSDP)
2. **Improve the use of statistics in evidence based policy through increased:**
 - Analytical capacity
 - Policy capacity
3. **Review and establishment of protocols for:**
 - Collection
 - Classification
 - Quality assurance
 - Sharing
 - Dissemination
 - Use

- **Actions required:** Review, amend or create policies/legislation
4. **Improve stakeholder engagement (internal and external)**
 - Coordination & collaboration (including knowledge sharing between agencies regarding the production and use of data)
 - Consultation (producers & users)

- **Actions required:** establish steering groups
5. **Ensure sufficient and sustainable resources (human, technical and financial)**

- **Actions required:** itemising and costing for required funding

Future actions:

1. The Technical Working Group (TWG) will review the outcomes from the workshop and make any suggested changes. They will also receive final copies of the Sector Assessment Reports to endorse
2. A calendar of upcoming STaF meetings for finalising the NSDS design document will be circulated with all stakeholders
3. The four Sector Assessment Reports will be consolidated into a single Cook Islands NSS Assessment Report.
4. STaFs will meet a minimum of four times to draft and finalise sector strategies and cost required activities/actions.
5. A final workshop will be held to validate sector strategies and activities to be included in

the final NSDS design document (dates TBA).

6. The final NSDS document will be developed, printed, and launched (date TBA).

List of agencies represented at workshop:

Economic STaF

- Business Trade Investment Board
- Central Policy and Planning Office, Office of the Prime Minister
- Cook Islands National Superannuation Fund
- Cook Islands Tourism Corporation
- Financial Supervisory Commission / Financial Intelligence Unit
- Financial Services Development Authority
- Ministry of Transport
- Ministry of Finance and Economic Management

Social STaF

- Central Policy and Planning Office
- Ministry of Cultural Development
- Ministry of Education
- Ministry of Internal Affairs
- Ministry of Justice
- Ministry of Health
- Ministry of Foreign Affairs and Immigration
- Pan Pacific South East Asia Women's Association

Natural Resources STaF

- Central Policy and Planning Office
- Ministry of Agriculture
- Infrastructure Cook Islands
- Ministry of Marine Resources
- National Environment Service

Governance STaF

- Central Policy and Planning Office
- Cook Islands Audit Office
- Cook Islands Investment Corporation
- Ministry of Finance and Economic Management
- Ministry of Justice
- Office of the Ombudsman
- Crown Law

Summary results of sectoral SWOT analyses

Explanatory notes:

Sectors listed in parentheses: E=Economic sector; N=Natural Resources/Environment; G=Governance; S=Social.

When sectors are listed in **UPPER CASE**, this means endorsement was **unanimous** across all sectors represented in group; when listed on lower case, this means, only some agencies in this sector endorsed this statement.

Strengths	Opportunities
<p><u>Full endorsements (across sector/s)</u></p> <ul style="list-style-type: none"> • Legislation in place to enable collection (E+G) • IT, databases, MIS, staff capacity in place (E+N+g+s) • Availability of Technical Assistance and training (E+n+s) • Good working relationship with data providers and users (E) • Increasing awareness and demand for reliable, timely and high quality information (E+g) • Full range of data available (G+S+e+n) • Institutional knowledge (G) <p><u>Partial endorsements (by sector/s)</u></p> <ul style="list-style-type: none"> - Well established statistical standards (e) 	<p><u>Full endorsements (across sector/s)</u></p> <ul style="list-style-type: none"> • Develop protocols and processes for data sharing (access, use, standards, systems, IT infrastructure, processes of data validation, improved metadata) (E+N+G+S) • Increase dissemination of statistical data and information (as a means make greater use of websites/internet) (E+G+S) • Integration of national data demands with international reporting (N) <p><u>Partial endorsements (by sector/s)</u></p> <ul style="list-style-type: none"> - Update/develop legislation guiding statistical collection, access, use, and dissemination (e+n+g) - Improve statistical systems indispensable to evidence-based policy develop and measuring of policy performance and development performance (e+n+g+s) - Develop SMART indicators for monitoring policy performance and development outcomes (e.g. NSDP, CI NSDS) (n+g+s) - Improve capacity in statistical data analysis and interpretation (e+n+g+s)

Weaknesses

Full endorsements (across sector/s)

- No regular or complete whole of country labour force data – census doesn't fully meet needs (E+s)
- Limited data analysis capacity and full range of statistical management function (E+G+S+n)
- Inadequate dissemination, communication and sharing of data (E+G+S+n)
- Lack of coordination and prioritisation (E+s)
- Lack of understanding of the link between policy and statistical data which leads to lack of or inconsistent use of this information (E+S+n+g)
- Lack of regular and sustainable funding for major statistical collections, undermines timely access to policy relevant statistical information (N+g+s)
- Inadequate infrastructure (working space, outdated and incompatible IT systems across agencies) (S+n+g)

Partial endorsements (by sector/s)

- Inadequacy of statistical documentation (e.g. manuals, methodologies, metadata) (e+n+g+s)
- Outdated statistics legislation (n)
- Lack of publication release calendar (g)
- Fragmented data access (n+s)
- Lack of SMART indicators (n+s)
- A lack of timely and quality statistics hampers data analysis, policy advise, planning, monitoring (n+s)
- Data duplication and inconsistencies (g+s)
- Data integrity (g+s)
- Lack of data user consultation (s)
- Data revision policies and procedures vary across agencies or is lacking (e+g+s)

Threats

Full endorsements (across sector/s)

- Non response to data requests (E+n+g+s)
- Inconsistent interpretation of confidentiality legislation (E+S)
- Key person risk (E+N+S+g)
- Outdate legislation frameworks (G+s+n)
- Lack of political will among politicians and senior officials to advocate for quality data and efficient use of resources (G+S)
- Absence of long term financial commitment to data collection and information management (N)
- Ad hoc decision making without reference to statistics evidence (G+n+s)

Partial endorsements (by sector/s)

- Data collected in response to international demands (and availability of funds) rather than to national policy requirements (n+s)
- Limited pool of experts (g+n+s)
- Collection of too much information without knowing what to do with it (g+s)
- Inadequate IT and internet security (s)
- Data not effectively/accurately used (e+n+s)
- Outdated equipment and poor internet access inhibits using online databases (n)