

*Stage II of the National Strategy for the
Development of Statistics (NSDS) design:
Assessing the national statistical system.*

Assessment of the Current Status of the National Statistical System of the Cook Islands

Governance Sector

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List of Acronyms and Abbreviations

ADB	Asian Development Bank
CISO	Cook Islands Statistics Office
CITAF	Cook Islands Technical Assistance Fund
CLO	Crown Law Office
HRIMS	Human Resource Information Management System
IMF	International Monetary Fund
MFEM	Ministry of Finance and Economic Management
MOJ	Ministry of Justice
NSDP	National Sustainable Development Plan
NSDS	National Strategy for the Development of Statistics
OPM	Office of the Prime Minister
OPSC	Office of the Public Service Commissioner
PAMBU	Pacific Manuscript Bureau
PARBICA	Pacific Regional Branch of the International Council on Archives
PARIS21	Partnership in Statistics for Development in the 21st Century
PERCA	Public Expenditure Review Committee and Audit Office
PFTAC	Pacific Financial Technical Assistance and Cooperation
PS	Parliament Services
SPC	Secretariat of the Pacific Community
MfDR	Management for Development Results

Definitions

Accessibility	The ease and conditions under which statistical information can be obtained.
Administrative data	Information primarily collected for the purpose of record-keeping, which is subsequently used to produce statistics. Some examples include data from registrars, hospital morbidity data, housing assistance data and child protection data.
Agency	Denotes either a Ministry, Department, State Owned Enterprise or Division of a Department
Data capture	The process by which collected data are put into a machine-readable form.
Data revision	Any change in a value of a statistic released to the public by an official statistical agency. Preliminary data are revised when more and better source data become available. "Data revision" describes the policy and practice for identifying the revision status of the data, as well as the availability of revision studies and analyses.
Data validation	Process of monitoring the results of data compilation and ensuring the quality of the statistical results. Data validation describes methods and processes for assessing statistical data, and how the results of the assessments are monitored and made available to improve statistical processes. In this process, two dimensions can be distinguished: (i) validation before publication of the figures and (ii) validation after publication.
Dissemination	Distribution or transmission of statistical data and metadata to users. Dissemination covers all activities by statistical producers aiming at making data and metadata accessible to users. For data dissemination, various release media are possible, such as electronic format including the internet, CD-ROM, paper publications, files available to authorised users or for public use; fax response to a special request, public speeches, press releases.
Impartiality	An attribute confirming that statistical authorities develop, produce and disseminate statistics in a neutral manner, and that all users must be given equal treatment. A critical pre-requisite for production of high quality statistics.
Institutional environment	Set of rules and the organisational structures that are used as the basis for producing statistics.
Metadata	Data that defines and describes other data.
Methodological soundness	The extent to which the methodology used to compile statistics complies with the relevant international standards, including the professional

	standards enshrined in the Fundamental Principles for Official Statistics.
National statistical system	The national statistical system (NSS) is the ensemble of statistical organisations and units within a country that jointly collect, process and disseminate official statistics on behalf of the national government.
Periodicity	Frequency of compilation of the data (i.e., the relevant period covered by a data observation, e.g., annual, quarterly, monthly, weekly, daily, etc.).
Prerequisites of quality	Institutional conditions for the pursuit of data quality.
Relevance	The degree to which statistics meet current and potential users' needs. Relevance is concerned with whether the available information sheds light on the issues that are important to users. In assessing relevance, one approach is to gauge relevance directly, by polling users about the data. Indirect evidence of relevance may be found by ascertaining where there are processes in place to determine the uses of data and the views of their users or to use the data in-house for research and other analysis. Relevance refers to the processes for monitoring the relevance and practical usefulness of existing statistics in meeting users' needs and how these processes impact the development of statistical programmes.
Reference period	The period of time or point in time to which the measured observation is intended to refer.
Respondent burden	The effort, in terms of time and cost, required for respondents to provide satisfactory answers to a survey. This burden can lead to providers experiencing annoyance, anger, frustration, etc., at being requested to participate, with escalation of these feelings generated by the complexity, length and/or frequency of surveys.
Revision policy	A policy or set of policies, aimed at ensuring the transparency of disseminated data whereby preliminary data are compiled that are later revised when more and better source data become available. Data may also be subject to ad hoc revisions as a result of the introduction of new classifications, compilation frameworks and methodologies which result in the compilation of historical data that replaces previously released data.
Data security	The measures taken to prevent unauthorized access or use of data.
Serviceability	Set of practical aspects describing how well the available data meet users' needs. Serviceability is a term that captures the practical aspects of usability of data. The emphasis on "use" thus assumes that data are available. Thus, key aspects of usability include relevance, timeliness and frequency, consistency, revision policy and practices and availability of metadata.
Stakeholders	People or organisations with an interest in the output and various other aspects of an agency.

Standards	Documented agreements containing technical specifications or other precise criteria to be used consistently as rules, guidelines, or definitions of characteristics, to ensure that materials, products, processes and services are fit for their purpose. Documents, established by consensus and approved by a recognized body, that provide, for common and repeated use, rules, guidelines or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context.
Statistical process	The complete set of sub-processes needed to support statistical production.
Statistical data	Characteristics or information that have been collected for statistical purposes, or processed from non-statistical sources, to contribute to the production of official statistics.
Statistical output	Results from a statistical process to be accessed by the final users. Can take the form of aggregate statistics, analysis, and microdata releases and can include different forms of media (e.g. the Internet and paper reports).
Timeliness	Length of time between data availability and the event or phenomenon they describe. Timeliness refers to the speed of data availability, whether for dissemination or for further processing, and it is measured with respect to the time lag between the end of the reference period and the release of data.
User	Recipient of statistical information, who transforms it into knowledge needed for decision making or research. The ultimate client of the statistical authority, who will make the judgment as to whether the data or services are fit for purpose.
User needs	Data or metadata requirements of persons or organisations to meet a particular use or set of uses. User needs refers to the description of users and their respective needs with respect to the statistical data.

Executive Summary

The purpose of the Governance Sector data audit is to assess the availability of statistical information of the sector vis-à-vis the long-term and medium-term national development plans through the preparation of a sectoral/thematic data collection and information management assessments (audits).

This report presents the assessment of agencies in the Governance sector. The information presented in this study will be synthesized as part of a national assessment and inform the development of a National Statistics Development Strategy (NSDS).

❖ Sector Recommendations

Overall, commonalities across the sector form the basis for sector based strategies that also link to the mandates of the sector agencies. In taking the assessment forward it is recommended that:

- Guiding principles be developed that promote an integrated approach, foster cooperation, maximise the efficient use of existing facilities, staff and resources, draw on the expertise of those outside the sector.
- Objectives and outcomes are set that are based on international and national standards and contribute to monitoring the progress towards achieving NSDP results.

❖ Recommendations for Prerequisites of Quality

Legal and Institutional Environment

- The Statistics Act 1966 needs to be reviewed and updated in order to ensure it reflects the full picture of the institutional infrastructure for official national statistics as well as current expectations and future directions. This will also strengthen sector level management of statistics where currently little policy and legal parameters exist.
- Clear priorities to be specified to mobilise resources for the NSDS in the 2014/15 Budget Statement and agency business plans.

Resources

- Consolidate resources within the sector to build a critical mass of technology and expertise to be able to offer a full range of essential quality statistical information management services to the sector and in particular for monitoring and reporting development results.
- Prioritise needs and opportunities to build capacity across the sector. This includes identifying assets for upgrade such as equipment and facilities are available and able to be shared across the sector. For example: digital scanning equipment used by Ministry of Justice being available for use by Parliament Services.
- Conduct training needs analysis. This includes priority training needs and training opportunities matched to key job descriptions and incumbents.

- Disaggregate financial data to determine current and future spend on statistical information management tasks by agency and sector.

Relevance

- Develop and implement protocols that will enable the appropriate sharing of information with sector agencies and stakeholders. For example: CIPS develop protocol about what and when it will provide quantitative information with family support services organisations. For example providing data on reported incidences of domestic violence to Punanga Tauturu Inc to assist with service delivery efforts.

❖ Recommendations for Statistical Processes and Outputs

Sound methodology

- Sector agencies consult with CISO to identify consistent and appropriate classification codes with a view to adopt.

Accuracy and reliability

- Set clear and consistent procedures in place to assess and validate the quality of data publications.

Serviceability

- Formalise a revision practice for each individual sector agencies linked to agreed sector-wide protocols.
- Prepare and implement a consolidated publication release schedule for the individual sector agencies linked to agreed sector-wide protocols.

Accessibility

- Establish and adopt standards to ensure timely dissemination of publications by appropriate means.

Introduction

In developing a culture of Management for Development Results (MfDR), the Government of the Cook Islands led by the Ministry of Finance and Economic Management's (MFEM) Cook Islands Statistics Office (CISO) has undertaken to design, implement, and monitor a National Strategy for the Development of Statistics (NSDS). With the assistance of the Partnership in Statistics for Development in the 21st Century (PARIS21), a work programme is currently underway which includes an assessment of data and capacity needs across four sectors – Sustainable Economic Development, Sustainable Human and Social Development, Sustainable Natural Resources and Environmental Management and Governance. Four NSDS sector consultants have been engaged to carry out data audits.

This report presents the assessment of agencies in the Governance sector. The information presented in this study will be synthesised as part of a national assessment and inform the development of a National Statistics Development Strategy (NSDS).

Purpose

The purpose of the Governance Sector data audit is to assess the availability of statistical information of the sector vis-à-vis the long-term and medium-term national development plans through the preparation of a sectoral/thematic data collection and information management assessments (audits).

Detailed tasks

The work involved the following tasks:

- a. Conduct a review of the statistical system, with a focus on existing data collection and information management systems, and the availability of statistical indicators required for evidence-based decision making and the monitoring of development progress by examining the following:
 - Institutional and legal arrangements for statistical activities of data producing agencies
 - Current calendars of data collection activities and production of statistical outputs
 - Data needs and gaps
 - Assessment of data quality and reliability aspects of statistical outputs
 - Use of information technology in statistical data collection, processing, and analysis
 - Data dissemination practices
 - Human resources and training
 - Availability of internal and external resources for statistics
- b. Review the past and on-going activities of donor agencies in building statistical capacity and their impact on statistical capacity building (SCB) and learning
- c. Identify the strengths, weaknesses, and binding constraints that hinder the development of statistics and assess the gap between demand and supply of statistics, keeping in view the data needs of poverty assessment and MDG indicators, and other critical data needs for developing indicators necessary for policy formulation, planning and monitoring of development targets
- d. Check if and how cross-cutting issues such as gender, disability, children, youth intersect with the sector

- e. Prepare an assessment report to include the recommendations on how to address the possible shortcomings and how to further improve existing sectoral databases and information management systems.
- f. Present assessment findings in the workshops to be convened.

Methodology

The audit was undertaken using a mix of data gathering methods which included a review of existing documents and conducting interviews using a pre-determined questionnaire that was used for all four sector assessments. Workshops were also held with Ministry representatives from the governance sector to validate preliminary findings. 27 participants were interviewed. This included 14 women ranging from senior managers to front line staff. In addition, information from other sector consultations was used. [Annex 1](#) provides a list of those consulted for the sector data audit.

Report Structure

This report is divided into five sections. The introductory section profiles the Governance Sector, its agencies, datasets and outputs. Section 2 assesses the prerequisites of quality which includes the legal and institutional environment, resources and relevance of statistical information in the sector. Section 3 assesses statistical processes and outputs. Section 4 focuses on the data needs and challenges for the sector. The concluding section sets out next steps for the sector.

I. Sector Introduction

For the purposes of this assessment and in line with National Sustainable Development Plan (NSDP) goals, the goals related to Governance and Law and Order were applied to define the sector. This includes ten agencies divided into three sub-sets: Law and Order, Central Agencies and Regulatory/Watchdog Agencies. They range from small to medium sized agencies with a mix providing direct services to the public while some provide services primarily to government. A number of these agencies have national mandates and outreach which include the Pa Enua Councils and administrations. These include: Southern Group - Aitutaki, Mitiaro, Mauke, Atiu and Mangaia; Northern Group - Rakahanga, Penhryn, Pukapuka, Manihiki, Nassau and Palmerston.

The agencies assessed included in the Governance Sector include the following:

Law & Order

- Crown Law Office (CLO)
- Ministry of Justice (MOJ)
- Police Service

Central Agencies

- Office of the Prime Minister (OPM – includes the Central Policy and Planning Office (CPPO), Corporate Services and Cabinet Services)
- Office of the Public Service Commissioner (OPSC)
- Ministry of Finance and Economic Management (MFEM – includes Treasury, Revenue Management Division, Cook Islands Statistics Office and Development Coordination Division)¹

Regulatory and Watchdog

- Parliamentary Services (PS)
- Ombudsman's Office
- Public Expenditure Review Committee & Audit Office (PERCA)
- Cook Islands Investment Corporation (CIIC)

The Ministry of Foreign Affairs and Immigration (MFAI) was assessed as part of the social sector.

A total of 43 datasets and statistical outputs were identified from the nine agency audits. The majority of data sets and outputs (19 in total) are managed by MFEM divisions – Treasury, Revenue Management Division, Development Coordination Division and Statistics Office. A full list of all sector datasets and outputs are attached as [Annex 2](#). A range of information is collected predominately from administrative data. Some data is collected by survey by the Statistics Office. Economic, financial and population data is collected mainly by MFEM. Other agencies such as Ombudsman, OPSC, Parliament, and the PERCA are collecting information related to transparency and accountability measures of good governance. The Police and MOJ deal with data related to crime, offending and safety.

¹ Data for MFEM was drawn from the Ministry report prepared by the Economic Sector consultant.

Business Planning and NSDP

All government agencies are required each year to update the agency Business Plan that includes a Statement of Intent that corresponds with the expectations from the Minister for the agency and a formal commitment from the Head of the agency to meet the expectations of the Government. This includes identifying key objectives in the NSDP (2011-2015) that are of relevance to the agency.

The data audit and assessment has listed the NSDP goals and strategies for each of the agencies in **Table 1** below.

Table 1 Governance Sector NSDP goals and targets²

Goal	Target	Ministry/ Agency
Goal 1 – A Cook Islands that thrives on good governance principles development	Functional review implementation framework completed	PSC
	Improve leadership and public service delivery	PSC
	Retain competent workforce	PSC
	Implement PFM Roadmap and achieve Roadmap scores	MFEM (Treasury)
	Personnel to GDP maintained within 40%	MFEM (Treasury)
	Annual Parliament calendar made public	Parliament
	Improve Parliamentary scrutiny on Public Finance and Expenditure	Parliament
	Improve access to information on Government operations	Central Agencies (MFEM, OPSC, OPM)
	Implement a National Foreign Policy	MFAI
Goal 8 – A Cook Islands where the rule of law ensures safe, secure, just, stable and sustainable communities	% of community that 'feel safe at home and public places	Police
	% of community satisfied with the level of police visibility in public places	Police
	Reporting of family violence	Police
	Crime rate	Police
	Rate of reoffending	Police/Justice
	Number of motor vehicle accidents	Police
	Automated border management system established and supported by modern legislation	MFAI/Customs/Intaff/Police

The table above shows those government agencies identified as the lead source of data for two of the NSDP goals and related targets. Overall this shows that not all agencies are actively required to provide information for NSDP reporting purposes.

² Refer to NSDP Monitoring and Evaluation Database 2013/14, Central Planning & Policy Office, Office of the Prime Minister.

While PERCA and the Ombudsman’s Office do not contribute directly to the NSDP targets they supply information regarding PEFA roadmap reporting activities related to accountability and transparency measures such as Audit compliance and investigation information.

Table 2 How well does the Ministry/Agency Inform NSDP Targets?

	High	Med	Low	Comment
PERCA			✓	No data required
CLO			✓	No data required
Justice	✓			Range of data required
MFEM	✓			Range of data required
Ombudsman			✓	No data required for NSDP reporting
OPM	✓			Data required from other agencies for collation
OPSC	✓			Personnel data required
Parliament	✓			Two sets of data required for NSDP reporting
Police	✓			Range of data required
CIIC		✓		Potential to better inform NSDP, provide information on rental rates to CISO
MFAI				Refer to Social Sector Report

Table 2 shows the linkages are made between individual ministry data collection efforts and NSDP targets.

The first NSDP Monitoring Report (2012), found that *“the governance sector has achieved much and has continuously tried to improve processes and systems to promote good governance”*. The report draws on the performance presented in the OPSC six month reports to inform progress against the strategies with reference to target data to augment its findings. Sector ratings range from poor to good for Goals 7 and 8. However, the commentary on the overall achievements of the sector against Goal 7 and 8 targets could be more clearly articulated with comparative discussion on progress against baselines and the use of statistical analysis. It is worth noting that overall NSDP monitoring has not been regular or strongly evidenced based. This is now changing with a move towards producing an annual indicator report led by the OPM.

Sector Challenges

A range of sector challenges identified from the initial July 2013 and follow up workshop in November 2013 related to quality, usage and awareness and attitudes towards statistics. These included:

Quality

- Reliability, relevance and timeliness of data;
- Predicting future demand for public services and the market;
- Coherent framework and processes to manage data collection, analysis, dissemination;
- Having access to a range of data such as Labour market information, demographic movement and trends;

Usage

- Demonstrating performance results including needs baseline data, population trends and projections – demands for service and infrastructure;
- Evidence based – planning and policy decisions including capacity and capability for data planning, collection, analysis;
- Real value of monitoring and evaluation needs to be better understood – creating demands for data;

Awareness and Attitudes

- Willingness to share information and providing it when asked;
- Change of mindset from arbitrary policy decisions to openness to grapple with the issues and different perspectives of stakeholders; and
- Lack of understanding information about policy/strategy development and how data fits into that.

II. Prerequisites of Quality

Prerequisites of quality includes elements and indicators that reinforce the idea that data users, who often cannot replicate or otherwise verify data, must place their trust in the institutions that produce statistics and the people who staff them.

Legal and institutional environment

GDDS 0.1

The responsibility for collecting, processing and disseminating the statistics is clearly specified; individual reporters' data are to be kept confidential and used for statistical purposes only; statistical reporting is ensured through legal mandate and/or measures to encourage response.

The legal and institutional environment for statistical information collection is guided by a range of legislation, policy mandates and international conventions. A few key pieces of legislation provide a framework for all ministries and agencies. These include the Public Records Act 1984 and the Official Information Act 2008. The Public Records Act 1984 provides for the National Archives to ensure the preservation of public records and gives instructions on how long documents need to be maintained, and the circumstances under and methods by which they can be disposed. The Official Information Act 2008 provides a clear definition of 'official information' and outlines a clear principle of availability, unless there is good reason for withholding it. These two key pieces of legislation establish the foundation on which data management and availability are built and are relevant to all agencies.

A range of legislation and policies are in place that provides the regulatory framework for agencies in the Governance sector, which are summarised in **Table 3** below. This includes international and regional treaties and conventions along with strategic policy instruments that provide each agency with its operating mandate and functions. A number of cross sectoral conventions are in place. This includes the Convention on the Rights of the Child (CRC), the Convention on the Rights of Persons with Disabilities (CRPWD) and the Convention for the Elimination of Discrimination Against Women (CEDAW). Statistical information requirements are set out in conventions to which the Cook Islands is a party. For example – CEDAW Article 7 'Right to vote and be eligible for election' requires statistical information on women voters and candidates.

Table 3 Legal and Institutional Environment

Ministry/ Agency	Legal Mandate and Legislation	International Conventions ³	Legislative provisions for data collection?
PERCA	PERCA Act 1995/96	Nil	No specified requirements
CIIC	CIIC Act 1998	Nil	No specified requirements
CLO	Crown Law Office Act 1980 Proceeds of Crime Act 2003		No specified requirements

³ This includes Human Rights and Environment related conventions such as Convention on the Elimination of Discrimination Against Women, Convention on the Rights of the Child and Convention on the Rights of Persons with Disabilities. Refer to Natural Resources Sector Report for Environment related conventions and treaties.

Ministry/ Agency	Legal Mandate and Legislation	International Conventions ³	Legislative provisions for data collection?
	Mutual Assistance in Criminal Matters Act 2003 Terrorism Suppression Act 2004 Law Commission Act 2007 Land Agents Registration Act 2009 Financial Transactions Reporting Act 2004		
Justice	Electoral Act 2004 Births and Deaths Registration Act 1973, Citizenship Act 1977, Marriages Act 1973, Coroners Act 1979-80 Unit Titles Act 2005 Cook Islands Act 1915, Unclaimed Monies Act 19704	CEDAW, CRC	No specified requirements
MFEM	MFEM Act 1996 PSC Act 2009 Income Tax Act 1997 Value Added Tax Act 1997 Customs Act 2012 Departure tax Act 2012 Statistics Act 1966	CEDAW	No specified requirements
Ombudsman	Ombudsman Act 1984 Official Information Amendment Act 2009 Disability Act 2008 Police Act 2012	CEDAW, CRC, Disability	Reference to CEDAW, CRPWD
OPM	Constitution of the Cook Islands Disaster Risk Management Act 2007 Island Government Act 2013 Official Information Act Spam Act 2008 Energy Act 2003 Energy Act Amendment 2012	CEDAW, CRC, MDGs	Reference to CEDAW, CRPWD
OPSC	Public Service Act 2009	CEDAW,	Reference to CEDAW, CRPWD
Parliament	Civil List Act 2005 Legislative Assembly Powers and Privileges Act 1967 Remuneration Tribunal's Act 2005 (amended 2007), Representative and Members of Parliament) Order 2009 Cook Islands Parliament Standing Orders (1984 amended 2004); Electoral Act 2004 House of Ariki & Koutu Nui Act 1966 Public Holidays Amendment Act 2011	CEDAW, CRC	No specified requirements
Police	Cook Islands Police Act 2012 ⁵	CEDAW, CRC	Reference to CEDAW, CRPWD
MFAI	Refer Social sector	Refer Social sector	Refer social sector

⁴ Refer to page 11, Ministry of Justice Business Plan 2013/14 for full list of legislative mandates.

⁵ Refer to page 14, Cook Islands Police Business Plan 2013/14 for full list of legislated mandates.

Apart from the relevant conventions, Public Records Act 1984, Statistics Act 1966 and Official Information Act 2008, there are no other specific provisions for the management of statistical information.

Only legislative and strategic policy directives of individual agencies guide data collection and storage of information. No sector level directives or strategies exist. The analysis and dissemination of statistical work is led by CISO and the OPM in meeting reporting and publication requirements of government policy.

Overall information is being collected as mandated by the suite of the three aforementioned Acts and in conjunction with the mandates of each agency as set by their respective policies and legislation. Where there are gaps these relate to the lack of clarity provided by the existing policies and legislation in place. This also includes conventions and treaties which cut across sectors and require information to demonstrate the degree to which specific clauses of a convention are being met. There are examples of Agency annual reports (e.g. OPSC report to the Minister, and Parliament Services report to OPSC) which have not yet been submitted to their relevant reporting body and subsequent tabling in Parliament. Therefore opportunities to present consolidated statistical information are not being fully utilised.

Overall, the legislative framework relating to statistical management functions for the sector is weak with opportunities to maximise collected data for transparency and accountability purposes underutilized.

Resources

GDDS 0.2

Staff, facilities, computing resources, and financing are commensurate with needs of statistical programmes.

Overall the in-house capacity of departments to undertake statistical management functions is limited. Staffing has been based on an estimation of time staff spends on statistical related tasks. This is mainly collecting and entering administrative data related to carrying out core duties of the agencies functions. As to be expected, MFEM has dedicated staff and facilities to lead and carry out statistical analytical work. This capacity is not matched by other agencies across the sector.

In the main, hardware and software is sufficient to carry out basic data collection and storage tasks with the need for software upgrades noted by a number of departments as an issue. In some cases, new databases are being rolled out where others are out of date. A number of agencies have purpose built software to cater for their specific data needs. A drawback with customised software is that they attract costly service subscriptions and make it difficult to share information and interface systems with other agencies.

In terms of financing, budget allocations are largely inadequate for statistical work beyond data collection. The Ministry of Justice and Parliamentary Services appear to be the least resourced in relation to staffing, training, budget and infrastructure. This is a particular issue for these two departments as they are expected to provide data for NSDP targets and convention reporting.

Training takes place mainly through job training. Where workshops and off site training is available this is appropriately linked to the roll out of new technology and systems. No systematic approach to matching training needs to opportunities appears to the place. However, there is some potential to develop this as modules are added to OPSC's Human Resource Information Management System (HRIMS) which started function in November 2013. A full list of resources available to Governance Sector agencies is provided in **Table 4** (see [Annex 3](#)).

None of the agencies in this sector maintain programmes or divisions focused specifically on data collection and analysis, other than those carried out by MFEM, in particular CISO. Despite the inadequacies of the sector, Development Partners are providing assistance through a range of technical cooperation mechanisms such as technical advice, training and system development. However not all are tailored specifically to a statistical management agenda.

Relevance

GDDS 0.3

The relevance and practical utility of existing statistics in meeting users' needs are monitored.

Across the sector, the users of statistics and information are varied and determined mainly by the mandates of each agency. For example, OPSC's and the CLO's client focus is other government departments whereas MOJ's clients are the general public. Data is collected mainly for administrative purposes enabling departments to plan and monitor workflows, resource demands and service delivery.

The assessments show that overall departments have little awareness of each others' data needs. However, information sought by MFEM, OPSC and OPM for reporting against NSDP and annual business plan implementation is generally well understood across the sector.

This limited awareness of data needs in turn leads to limited sharing of data within in the sector as well as with other sectors and stakeholders outside of government. Some agencies have formal arrangements in place to share information with Memorandums of Understanding. For example: MOJ and Cook Islands Tourism Corporation have a paid arrangement in which CI Tourism Corporation pays the MOJ to provide monthly marriage data to incorporate marriages by visitors into their monthly Tourism Statistics Report for all tourism industry members. Mostly, however, the process for sharing information is ad hoc or by informal request. For example: MOJ and Statistics Office have an informal arrangement (i.e. no MOU exists) for MOJ to provide monthly data on births, deaths and marriages which is required to produce the quarterly Vital Statistics and Population Estimates release. This is particularly so for civil society organisations seeking official information as evidence to support their advocacy and lobbying efforts on behalf of communities, issues and causes they represent.

With few examples of consulting to share information other than those examples in the previous paragraph, there is potential within the sector and its stakeholders to prepare principles and protocols to enable the sharing of information as appropriate. This may include the use of formal agreements as well as scheduling of agency to agency

consultations linked to the annual business planning and reporting cycles that specifically seek input from data users.

Table 5 Identifying and meeting data user needs

Ministry/ Agency	Main Users of Data		Main Use of the Data	Data users consulted on relevance of data & data needs?	
	Internal (Govt and Sector)	External and Public			
CIIC	Administrative, MFEM, economic and Infrastructure sector agencies	Public, Development Partners	Infrastructure governance and management	No	No
CLO	Administrative – Public sector	N/A	Legal Advice and representation	No	No
MOJ	Administrative Statistics Office, Tourism	Public	Law & order sector reporting	No	No
MFEM	Central agencies, Agriculture, Internal Affairs, Immigration, Ports, NES, Police, MMR, MOH	Private sector, regional and international agencies, Development Partners	Economic, fiscal and trade forecasting and planning and monitoring – importation of goods, produce and live animals, fish exports, passenger and crew arrivals/departures,	Yes	Yes
Ombudsman	Public service	Individuals	Transparency and accountability	No	No
OPM	Public service	Civil Society, Private sector, Development Partners	Development planning and performance	Yes	Yes
OPSC	Central Agencies	regional and international agencies, Development Partners	Transparency and accountability	Yes	Yes
Parliament	Parliamentarians, OPM, Cabinet	Public, regional and international agencies, Development Partners	Transparency and validation, legal research,	No	No
PERCA	Administrative, Central Agencies, Cabinet	Public via Parliament	Transparency and accountability purposes	No	No
Police	Police, Justice, Health, Education	public	Law and Order, Public Safety	No	No

❖ Recommendations for Prerequisites of Quality

Legal and Institutional Environment

- The Statistics Act 1966 needs to be reviewed and updated in order to ensure it reflects the full picture of the institutional infrastructure for official national statistics as well as current expectations and future directions. This will also strengthen sector level management of statistics where currently little policy and legal parameters exist.
- Clear priorities should be specified to mobilise resources for the NSDS in the 2014/15 Budget Statement and agency business plans.

Resources

- Consolidate resources within the sector to build a critical mass of technology and expertise to be able to offer a full range of essential quality statistical information management services to the sector and in particular for monitoring and reporting development results.
- Prioritise needs and opportunities to build capacity across the sector. This includes identifying assets for upgrade such as equipment and facilities that are available and able to be shared across the sector. For example: Digital scanning equipment used by Ministry of Justice being available for use by Parliament Services.
- Conduct training needs analysis. This includes priority training needs and training opportunities matched to key job descriptions and incumbents.
- Disaggregate financial data to determine current and future spend on statistical information management tasks.

Relevance

- Develop and implement protocols that will enable the appropriate sharing of information with sector agencies and stakeholders. For example: CIPS develop protocol about what and when it will provide quantitative information with family support services organisations. For example providing data on reported incidences of domestic violence to Punanga Tauturu Inc to assist with service delivery efforts.

III. Statistical Processes and Outputs

International standards, guidelines and good practices are fully observed in the processes used by the statistical authorities to organise, collect, process and disseminate statistics.

Sound methodology

GDDS 2.

The methodological basis for the statistics follows internationally accepted standards, guidelines, or good practices. The overall structure in terms of concepts and definitions follows internationally accepted standards, guidelines, or good practices. The scope is broadly consistent with internationally accepted standards, guidelines, or good practices.

Governance Sector agencies reflect a mix of awareness of concepts, definitions and classifications with half having little awareness, **Table 6** below shows. While some agencies apply relevant professional or practice standards to their statistics, MFEM is the agency most familiar with acceptable standards and practices.

Table 6 Standards and Classifications

Ministry/ Agency	Awareness of Standards and Classifications	Standard or Classification used
	Yes/No	
CIIC	No	International Financial Reporting standards to be applied to SOEs
CLO	No	n/a
Justice	No	Not applied to 8 data sets.
MFEM	Yes	Range used relative to dataset and outputs. Refer to agency summary
Ombudsman	Yes	PARBICA & PAMBU – record keeping standards
OPM	Yes	MDGs and relevant conventions applied
OPSC	Yes	Use of fiscal responsibility ratios – staff %
Parliament	No	n/a
PERCA	No	Use NZ International Audit standards & International Financial Reporting standards
Police	Yes	Modelled after NZ Police Act

Given the number and range of datasets managed by MFEM, it is also most familiar with classifications systems for coding survey and administrative information. However, beyond MFEM the use of these systems is limited across the sector. Having said that, there is a degree of awareness around the MDGs and Convention articles. Without the use of the same standards and definitions, there is a risk of inconsistency and unreliability where similar data is being collected.

Accuracy and reliability

GDDS 3.

Source data and statistical techniques are sound and statistical outputs sufficiently portray reality.

a. Source data

Source data available provide an adequate basis to compile statistics and are regularly assessed.

All agencies are collecting administrative data as a part of their day-to-day business operations. MFEM is the only agency collected data through research or survey methods.

Most agencies within the Governance sector rely heavily on source data from other agencies and ministries – both from within the sector and outside of it. For example, the Ministry of Health provides information to Police and Ministry of Justice, while OPM is heavily reliant on other agencies to supply it with information for NSDP monitoring purposes.

Table 7 Source Data

Ministry/ Agency	Primary Source (collected by the agency)		Secondary Source (collected from another agency)	
	Admin	Survey	Admin	Survey
CIIC	✓	-	✓	-
CLO	✓	-	-	-
Justice	✓	-	-	-
MFEM	✓	✓	✓	-
Ombudsman	✓	-	✓	-
OPM	✓	-	✓	-
OPSC	✓	-	✓	-
Parliament	✓	-	✓	-
Police	✓	-	MOH	-
PERCA	✓	-	✓	-

b. Statistical techniques

Statistical techniques employed conform to sound statistical procedures. Appropriate statistical procedures, implemented from data collection to data validation, underpin quality statistics.

Analysis of the agency audits shows that there is little application of statistical procedures being carried out across the sector and is limited to basic trend analysis. Any complex analysis of data is not undertaken or assistance is sought from external sources with technical assistance from development partners. The MOJ has capacity with one staff member able to design data entry systems (data bases) as well as the systems to check the quality of the data. Some capacity is also available within the IT division of the OPM for system design and quality checks.

The CISO does provide a limited amount of information on the methodology and techniques used to produce some CISO publications. Expanding and disseminating this documentation would serve to build capacity and raise the limited level of understanding of statistical techniques. **Table 8** (see [Annex 3](#)) provides a summary of statistical techniques by agency and statistical output.

c. Assessment and validation of data and statistical outputs

Intermediate results and statistical outputs are regularly assessed and validated.

On the whole, agencies have limited capacity and processes in place to assess and validate the quality of their outputs – reports and publications. Triangulation of data with other source data is carried out in some cases. E.g.: Police conduct checks against MOH data such as confirming cause of death classifications following classification on initial notification.

The CISO ensures the quality of its data by using several methods for quality checking. This includes checking for consistency of time series, checking against external data sources as well as calling on technical advice from Secretariat of the Pacific Community (SPC) or the IMF PFTAC.

Table 9 Assessment and Validation

Ministry/ Agency	Identified Responsibility Position	Is validation done?	Procedures Exists	Comment
		Yes/No	Yes/No	
CIIC	Property Manager	No	No	
CLO	Legal Executive	No	No	
MOJ	Registrar and director level	Varied	Ad hoc	No one centralised approach to all statistical outputs
MFEM	Manager level	Yes	Yes	
Ombudsman	Assistant Ombudsman	Yes	No	Difficult to prioritise task
OPM	Director level	Yes	No	CITAF TA assistance in place for 2013/14
OPSC	HR Director	Yes	No	
Parliament	HoM level	No	No	
PERCA	Audit Manager	No	No	
Police	Divisional Head	Yes	Yes	

Overall, most agencies in this sector do not appear to have clear systems or procedures in place to check the quality of their information, although in some cases it is included in the role of staff to undertake the checking. However this is not necessarily a high priority task against other competing priorities. In order to ensure high quality data is available for sharing, processes for assessing the quality of the data needs to be established across the sector.

Serviceability

GDDS 4.

Statistics, with adequate periodicity and timeliness, are consistent and follow a predictable revisions policy.

a. Periodicity and timeliness

Periodicity and timeliness follow internationally accepted dissemination standards.

A published release schedule provides an opportunity to inform users when information will be available. While there are a range of publications released, only MFEM has a published release schedule of its outputs. These are provided by MFEM's Budget team and the CISO.

Table 10 Periodicity and Timeliness

Ministry/ Agency	Published Data	Periodicity	Timeliness
	List output/ product name	Annual, quarterly	
CIIC	n/a		
CLO	n/a		
Justice	Land and High Court Sitting schedule	Quarterly	3 weeks prior to sitting date – as legal requirement to give notice.
MFEM	Range of publications	Annual and six monthly	Refer to Agency summary. Some timely others not as per ADB Macroeconomic Assessment.
Ombudsman	n/a		
OPM	NSDP monitoring report	Annual	First one released in December 2012, prior to Development Partners Roundtable
OPSC	n/a		
Parliament	n/a		
PERCA	Audit Reports	Quarterly	Subject to parliamentary sitting dates schedule – can be untimely.
Police	TV police report	Weekly	Weekly – reporting on recent events is timely and useful

Adequate periodicity and timeliness assists users who are reliant on data being available with their planning and monitoring activities. Eg: The preparation of a CEDAW Shadow report by civil society organisations requires knowledge of and access to publically available statistics.

b. Revision policy and practice

Across the sector, data revision policies and procedures vary. Few agencies have formal procedures in place for revising or documenting changes to data. This includes changes for replacing data with better data sources or introducing new methodologies or classifications. However, most noted that revisions are made as new information comes to hand. So while data is revised, this is not always systematically carried out as a matter of practice.

In the case of the CISO, revisions are constant with changes indicated in publication release tables. Other agencies undertake revisions when software is updated, as noted by the Police Service. However these are not routinely set procedure.

Table 11 Revision policy and practice

Ministry/ Agency	Review and revise data	Established procedures
	Yes/No	
CIIC	Yes	No
CLO	Yes	As required
Justice	Yes – not for all data sets.	No set procedure other than to update data as its received.
MFEM	Yes – CISO, No – other divisions	Yes – for CISO
Ombudsman	Yes	No revision policy in place.
OPM	Yes	No set policy other than to update annually
OPSC	Yes	No revision policy in place.
Parliament	Varied	Yes – follow a procedure
PERCA	Yes	No revision policy in place
Police	Yes	Yes

Accessibility

GDDS 5.

Data and metadata are easily available.

a. Data accessibility

Statistics are presented in a clear and understandable manner, forms of dissemination are adequate, and statistics are made available on an impartial basis.

Overall, there is limited availability of data collected by Governance Sector agencies with only a few agencies making processed information publically available. Some agencies cited issues of confidentiality and the need to limit access to identifiable unit record data. Other reasons why information was not published was no interest or requirement to do so and limited capacity and resources available.

Where information is publically available it is disseminated via a range of methods including: publication on a website like MFEM as downloadable PDF or Excel document and published in the newspaper like MOJs court sitting information. In general e-publications are released as PDFs which can impact on the data's usefulness, particularly if users wish to carry out further data analysis. In addition, e-publications are less accessible to the general public where access to technology and internet such is limited. While it can be argued that hard copies are expensive to produce, it is accepted practice for copies to be made available at a central point for viewing. E.g. MOJ put a printed land court schedule up on a notice board in Rarotonga and in relevant Pa Enea Island administration offices.

All agencies do however make information available to their respective Minister through the head of the agency briefings and regular reporting requirements. In some instances,

information is released through public announcements such as special launches and media releases. Eg: MFEMs Annual Budget statement accompanied by a series of press releases and public meetings. **Table 12** (see [Annex 3](#)) provides a summary of data accessibility by agency and statistical output.

b. Metadata accessibility

Up-to-date and pertinent metadata are made available.

In general, most agencies in the Governance Sector do not systematically provide information that defines and describes the data.

The CISO (MFEM) is one example of an agency which produces metadata along with its statistical publications (see National Accounts, Banking Statistics, CPI, Tax Statistics, Vital Statistics and Population Estimates, and Census), although the information provided is limited.

❖ Recommendations for Statistical Processes and Outputs:

Sound methodology

- Sector agencies consult with CISO to identify with a view to adopt consistent and appropriate classification codes.

Accuracy and reliability

- Set clear and consistent procedures in place to assess and validate the quality of data publications

Serviceability

- Formalise a revision practice for each individual sector agencies linked to agreed sector-wide protocols.
- Prepare and implement a consolidated publication release schedule for the individual sector agencies linked to agreed sector-wide protocols.

Accessibility

- Establish and adopt standards to ensure timely dissemination of publications by appropriate means.

IV. Data needs and challenges

Common data needs and challenges for sector have been identified and include:

- limited pockets of expertise across the sector;
- lack of data analysis and interpretation skills;
- limited awareness of the purpose and value of data; and
- territorial attitude to data as well as a resistance to taking on new technology.

Challenges also include:

- A legislative and policy framework that is out of date and lacking in user friendly tools to drive evidence based policy, planning and performance towards measuring development results with well matched NSDP targets and available data.
- Lack of political will amongst political leaders and senior officials to advocate for quality data and the efficient use of resources.
- Institutional arrangements that limit coordination and collaboration efforts amongst sector agencies to collect and share data without duplication and compromising quality.
- In particular isolate and minimise the needs of the Pa Enea agencies and communities

Overall a number of factors that characterise the governance sector:

- Data collection – a full range of information is being collected whether it's for administrative operational use or strategic longer term purposes, all agencies are engaged in this exercise.
- Institutional knowledge – a vast amount of experience and knowledge sits within a range of staff throughout the sector that are well placed to transform the current statistical management arrangements and practices to a more future focused regime.
- The existing legislation begins to give agencies a framework from which to develop a more integrated and useful sector approach as part of a national strategy.
- Opportunities allow for an investment in open access database and information management systems that enable sharing of information between agencies and stakeholders through interfaced software.
- An increasing demand for more transparency and public sharing of information that lends towards increased cooperation between and across sectors is also present.

V. Next steps

In moving closer towards developing the NSDS, the next steps in the process are focused on the synthesis of this and the other three sector assessments into a national assessment of NSS.

Overall, commonalities across the sector form the basis for sector based strategies that also link to the mandates of the sector agencies. In taking the assessment forward it is recommended that:

- The recommendations outlined in this sector assessment be reviewed by sector agencies and adopted.
- Guiding principles be developed that promote an integrated approach, foster cooperation, maximise the efficient use of existing facilities, staff and resources, and that draw on the expertise of those outside the sector.
- Objectives and outcomes are set that are based on international and national standards and contribute to achieving the NSDP results.

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Annex 1 – List of those consulted for sector data audit

	Ministry/ Agency	Name	Position
1	Cook Islands Investment Corporation	Tamarii Tutangata	CEO
2	Cook Islands Investment Corporation	Anne Taoro	Property Manager
3	Cook Islands Investment Corporation	Lee Stevenson	Accountant
4	Cook Islands Police Service	Karen Ngamata	CIMS Manager
5	Cook Islands Police Service	Aporo Kirikava	Police Officer
6	Crown Law Office	Martha Henry	Crown Solicitor
7	Crown Law Office	Cheryl King	Crown Solicitor
8	Ministry of Justice	Tingika Elikana	Secretary
9	Ministry of Justice	Claudine Henry Anguna	Registrar
10	Ministry of Justice	Helen Williams	Registrar Officer
11	Ministry of Justice	Khamla Narith	IT Manager
12	Office of the Ombudsman	Jeannine Daniel	Assistant Ombudsman
13	Office of the Ombudsman	Tearoa John Tini	Ombudsman
14	Office of the Prime Minister	Elizabeth Koteka	Chief of Staff
15	Office of the Prime Minister	Petero Okotai	Director
16	Office of the Prime Minister	Nga Puna	Strategic Planner
17	Office of the Prime Minister	Maria Tuoro	Policy Adviser
18	Office of the Public Service Commissioner	Daphne Ringi	CEO
19	Office of the Public Service Commissioner	Dorothy Pokura	HR Adviser
20	Parliament Services	Niki Rattle	Speaker of the House
21	Parliament Services	Helen Maunga	Assistant Clerk
22	Parliament Services	Issac Solomon	Director
23	Parliament Services	Pastor John Tangi	Clerk of Parliament
24	Parliament Services	Ina Pierre	Manager
25	Parliament Services	Tangi Mataio	Finance Officer
26	Public Expenditure Review Committee and Audit Office	Allen Parker	Manager
27	Public Expenditure Review Committee and Audit Office	Nick Rous	Audit Adviser

Annex 2 – Complete list of sector datasets and statistical outputs

Ministry/ Agency	Dataset/ Output title	Data source(s)	Frequency	Collection type	Accessibility
PERCA	Quarterly PERCA Report	Financial Audit System	Quarterly	Administrative Data	Parliament
CIIC	Asset Management system	Asset Management system	Ongoing	Administrative Data	Not published
Police	weekly Media release	Crime Management Information System	Weekly	Administrative Data	Cook Islands Television Weekly News Report
MOJ	Tourism and Migration Statistics Release	Births, Deaths & Marriages	Quarterly	Administrative Data	MFEM website
	Land Register of Titles	Land Register of Titles	No publication	Administrative Data	Print - Daily Newspaper release
	Land Survey Maps	Land Survey Maps	No publication	Administrative Data	Not published
	Annual Public Notice	Incorporated Societies	Annual	Administrative Data	Newspaper Advertisement
	Annual Public Notice	Private Companies	Annual	Administrative Data	Newspaper Advertisement
	Land Court Sitting Public Notice	Criminal & Civil Court Proceedings	Approx. quarterly	Administrative Data	Newspaper Advertisement
	Prison Service Case Management System	Prison Service Case Management System	No publication	Administrative Data	Not published
	Probation Service Case Management System	Probation Service Case Management System	No publication	Administrative Data	Not published
	General Electoral Roll	Electoral Roll	4 yearly/bi- elections	Administrative Data	TV/Newspaper Advertisement
CLO	Crown Law Information Management System	Crown Law Information Management System	Ongoing	Administrative Data	Not published
OPM	National Sustainable Development Plan Monitoring Report	NSDP Monitoring and Evaluation Database	Annual	Administrative Data	OPM Website
	Research Register	Research Register	Ongoing	Administrative Data	Not published
	Cabinet Decisions Register	Cabinet Decisions Register	Ongoing	Administrative Data	Not published
OPSC	Human Resource Information Management System	Individual department personnel files	Ongoing	Administrative Data	Not published
	Annual Budget Statement	Human Resource Information Management System	Annual	Administrative Data	Tabled in Parliament, MFEM website
Ombudsman	Ombudsman Investigation Management System	Ombudsman Investigation Management System	Ongoing	Administrative Data	Not published
Parliament	Hansard Records	Hansard Records	Ongoing	Administrative Data	Available for purchase

Ministry/ Agency	Dataset/ Output title	Data source(s)	Frequency	Collection type	Accessibility
Services	National Sustainable Development Plan Monitoring Report	Sitting Days Register	Ongoing	Administrative Data	OPM Website
	Legislation Depository	Legislation Depository	Ongoing	Administrative Data	Some available from www.paclii.org website
MFEM Treasury	Financial Information Management database	Agency/Ministry financial reporting (revenue, spend)	Monthly	Administrative	Not available to public
	Quarterly financial statements	Financial Information Management database	Quarterly	Report	MFEM website
	Annual Consolidated Crown Accounts	Financial Information Management database	Annual	Report	MFEM website
	PayGlobal Payroll System	Ministry/Agency employee information	Ongoing	Administrative	Not available to public
	Budget	Crown Accounts actual, National Accounts, Tourism Statistics, CPI, Building consents, Number of public service employees and pay scales, MFEM payroll data, Debt servicing (interest and loans), Donor contributions and project and budget support, census data, Assets registered for outer islands, exchange rates (RBNZ), Ministry admin data: pearl, fisheries, private public holdings, Budget appropriations for ministries, capital expenditure, ministry capital schedules, AUT Tourism Survey data, Trade data, BOP data, Banking data	Annual	Report	MFEM website
	Half-year update & Budget policy statement		Six monthly	Report	MFEM website
MFEM Revenue Management	Revenue Management System (RMS)	monthly VAT/PAYE returns, monthly contractor turnaround, non-VAT personal returns, withholding tax on interest returns, departure tax	Monthly, annual reconciliations	Administrative	Not available to public. Data provided to CISO for VAT Statistics publication.
	Border Management System (BMS)	Import entries, scanned passenger passport data, passenger manifest	Ongoing	Administrative	Not available to public. Imports & exports data provided to CISO for Overseas Trade Statistics publication.
MFEM Development Coordination	Monthly financial report to implementing agencies & donors	MS Dynamics database	Monthly	Administrative	MFEM website
	Development Coordination Country Profile report	Data from OPM, MFEM, NZ Aid Programme, Audited Annual Reports, MFAI	Annual	Administrative	Not yet published
MFEM	Consumers Price Index	Prices of basket of goods surveyed every	Quarterly	Survey	MFEM website

Ministry/ Agency	Dataset/ Output title	Data source(s)	Frequency	Collection type	Accessibility
Statistics Office		quarter			
	Tourism and Migration Statistics	Arrival and departure cards (Immigration), Advanced Passenger Information (Customs), Scanned passenger passport details (Customs)	Monthly	Administrative data/survey	MFEM website
	Banking Survey	Banking Survey collected by FSC	Quarterly	Survey	MFEM website
	Tax Statistics	VAT data from RMD	Quarterly	Administrative	MFEM website
	Government Financial Statistics	Audited Crown accounts	Quarterly	Administrative	MFEM website
	Vital Statistics & Population Estimates	Births, Deaths and Marriages recorded by Ministry of Justice	Quarterly	Administrative	MFEM website
	Miscellaneous Statistics	Met Service climate data, MOIP building approvals, Airport Authority aircraft movement and Air NZ Cargo, BCI motor vehicle registrations	Quarterly	Administrative	MFEM website
	International Trade Statistics	Import data from Customs BMS database; export data entered manually by CISO	Quarterly	Administrative	MFEM website
	Balance of Payments	Value of goods, freight and insurance, number of visitors from Cruise ships, Govt Financial Accounts, Foreign Aid spent economy, Migration statistics, Population Estimates, VAT data, companies financial statements, CPI, HIES data, FSC and FIU data – bank, trustees, and insurance companies data, Jet fuel sold to foreign owned airlines (eg Air NZ, Virgin Blue and Air Tahiti), MMR data on value of fish unloaded from foreign flag fishing boats, Airport and Port Authority data	Annual	Administrative	MFEM website
	National Accounts	VAT data, SOE financial statement, Government accounts, export data, CPI, migration data, company financial accounts, population estimates, banking data, education statistics, employment data,	Annual	Administrative	MFEM website
Census of Population and Dwellings	Census of Population and Dwellings survey	5 yearly	Survey	CISO website (2001-2011)	
Household Income & Expenditure Survey	HIES survey	Ad hoc	Survey	MFEM website	

Ministry/ Agency	Dataset/ Output title	Data source(s)	Frequency	Collection type	Accessibility
	(HIES)				

Annex 3 – Large Tables

Table 4 Resources Available

Ministry/ Agency	Staffing	Training adequate to Stats Needs	Computer Resources	Facilities Storage, and buildings office	Budget Recurrent adequate	Development Partners
	Numbers	Yes/No On the job	Yes/No Adequate			Yes/No List the Donors
PERCA	8 staff as users of teammate use proportion of time in data entry	On the Job	Software and hardware upgrade needed.	Limited without reporting function	No	Potential for PASI support with regional software subscription
CIIC	Proportion of 2 staff	Diploma of Asset management (to be offered nationally)	Upgrade needed	Limited – in transition	No	ABD – Asset Management
CLO	1 FTE for data entry only	No	Adequate for data collection purposes	Storage limited	No	No
Justice	Estimated at .33FTE of 63 staff across all outputs.	No	Inadequate – mix of manual and computerised systems in place	No	No	Yes – CITAF Land Titles, NZ – Online Companies Registry
MFEM	48 FTE across all divisions and Statistical tasks	On the job and one off training sourced through DPs	Fit for purpose with upgrades needed	In the main fit for purpose	No designated budget for Statistical tasks	Yes – includes PFTAC, SPC, CITAF, NZ – Customs, Stats and Aid Programme
Ombudsman	.3 FTE x 3 staff	On the job	Fit for purpose in need of upgrade	Adequate	No	Informally through NZ Ombudsman office and PARBICA, PAMBU
OPM	Estimated .3 of 4 staff. .5 x 2 IT staff	Regional M&E training as available	Adequate	Adequate	No	PIFS, UN agencies.
OPSC	1 FTE	New HRIMS software training	Upgraded	Adequate	No designated budget of statistical tasks	Commonwealth Secretariat – PM TA
Parliament	4 x FTE	Available although not directly Statistics related	Inadequate	Inadequate	No	Western Australia Twinning assistance
Police	3 x FTE plus estimated .3 FTE of staff	On the job	Fit for current purpose software upgrade needed	Adequate	Software Subscription and personnel for CIMS	Australia Federal Police

Table 8 Statistical Techniques

Ministry/ Agency	Dataset	Statistical Method	Capacity to design Forms, Database and Queries	Capacity to Analyse and interpret Data	External Assistance
		Excel, Access	Yes/No/Limited	Yes/No/Limited	Who?
PERCA	Teammate - Financial Audit System	Customised database	No	Yes	PASI
CIIC	Asset Management system	Excel	No	Yes	ADB
MOJ	Births Deaths & Marriages	Access	Yes	Yes	- ⁶
	Land Register of Titles	Access	Yes	Limited	-
	Land Survey Maps	Manual	Yes	Limited	-
	Incorporated Societies	Excel	Yes	Limited	NZAP
	Private Companies	Excel	Yes	Limited	NZAP – Online Registry with FSC project
	Criminal & Civil Court Proceedings	Manual	Yes	Limited	-
	Prison Service Case Management System	Manual	Yes	Limited	-
	Probation Service Case Management System	Excel	Yes	Limited	-
Crown Law	Information Management System	Excel	No	Limited	-
	Electoral Roll	Manual	Yes	Limited	-
OPM	NSDP Monitoring and Evaluation Database	Excel	Limited	Limited	-
	Research Register	Excel	Limited	Limited	-
	Cabinet Decisions Register	Manual	Limited	Limited	-
OPSC	Human Resource Information Management System	Customised database	No	Limited	-
Ombudsman	Case Management System	Customised Paradox	No	Limited	Ombudsman NZ.
Parliament	Hansard Records	Manual	No	Limited	Western Australia Government
	Sitting Days Register	Excel	No	Limited	-
	Legislation Depository	Manual	No	Limited	Western Australia Government
Police	Crime Management Information system	Customised Access	No	Limited	Jade Company Australia

⁶ - indicates none available

MFEM DCD	Financial Report to implementing agencies and donors	MS Dynamics	Yes	Yes	MS Dynamics
	Development Coordination Country Profile report	MS Excel	No	Yes but want to improve	OPM, CISO, PIFS
MFEM Treasury	Financial Information Management database	MS Dynamics, MS Excel	Limited	Limited	PFTAC, Ernst & Young
	Quarterly financial statements	MS Excel	Yes	Yes	-
	PayGlobal Payroll System	SQL	Basic. Anything not already tailored would require external assistance.	No	Pay Global
	Budget	MS Excel	Yes	Yes	-
	Half-year update & Budget policy statement	MS Excel	Yes	Yes	-
MFEM RMD	Revenue Management System	Custom built database (Access based)	Limited	Yes	Data Torque NZ
	Border Management System	CusMOD & CusPCK	No	No	Customs NZ; NZ Aid Programme
MFEM Statistics	Consumers Price Index	MS Access	Yes	Limited	-
	Tourism and Migration Statistics	MS Access	Yes	Limited	-
	Banking Survey	MS Excel	Yes	Limited	-
	Tax Statistics	MS Excel	Yes	Limited	-
	Government Financial Statistics	MS Excel	Yes	Limited	PFTAC
	Vital Statistics & Population Estimates	MS Access	Yes	Limited	-
	Miscellaneous Statistics	MS Access	Yes	Limited	-
	International Trade Statistics	PC Trade (Access)	Yes	Limited	Statistics NZ
	Balance of Payments	MS Access	Yes	Limited	PFTAC
	National Accounts	MS Excel	Yes	Limited	PFTAC
Census of Population and Dwellings	MS Access	Yes	Limited	SPC	
Household Income & Expenditure Survey (HIES)	MS Access	Yes	Limited	SPC	

Table 12 Data Accessibility

Ministry/ Agency	Datasets	Data Request Protocol	Dissemination to the Public		Inter-Agency and Cross Sector Sharing of Data		Brief Minister
		Formal, Ad hoc, by Request	Type Website newsletter Print - Reports	Media Release	Provide Data Output Yes/No	Receive Data Input Yes/No	Yes/no
PERCA	Teammate - Financial Audit System	Ad hoc	Limited print for Parliament	No	Yes	Yes	Yes
CIIC	Asset Management system	By request	n/a	No	No	Yes	Yes
MOJ	Crime Management Information System	Ad hoc by request and formal – for NSDP reporting	Email data to stakeholders	No	Yes	No	Yes
	Births Deaths & Marriages	Formal and informal	n/a	No	Yes	No	Yes
	Land Register of Titles	Formal and informal	n/a	No	Yes – CIIC	No	Yes
	Land Survey Maps	Formal	n/a	No	Yes	No	Yes
	Incorporated Societies	Formal	Newspaper annually for registration update purposes	News paper	Yes	No	Yes
	Private Companies	Formal	Newspaper annually for registration update purposes	News paper	Yes	No	Yes
	Criminal & Civil Court Proceedings	Formal /informal	Newspaper. http://www.paccli.org/		Yes	Yes – CLO, Police,	Yes
	Prison Service Case Management System	Restricted access to information	n/a	No	Yes	Yes – Police	Yes
	Probation Service Case Management System	Restricted access to information	n/a	No	Yes	Yes – Police	Yes
Electoral Roll	Formal	Print publications available at selected venues	Notified through media	Yes	Yes – CISO	Yes	
Crown Law	Information Management System	Restricted access not publically available	n/a	No	No	No	Yes
OPM	NSDP Monitoring and Evaluation Database	Annual M&E report	OMP Website	Media	Yes	Yes	Yes

Ministry/ Agency	Datasets	Data Request Protocol	Dissemination to the Public		Inter-Agency and Cross Sector Sharing of Data		Brief Minister
		available		release			
	Research Register	On request	Email to requests	n/a	Yes	Yes	Yes
	Cabinet Decisions Register	Restricted	Paper copy	n/a	Yes	No	Yes
OPSC	Human Resource Information Management System	Non identifiable data sets	e-copies	n/a	Yes	Yes	Yes
Ombudsman	Case Management System	Restricted	n/a	n/a	No	Yes	Yes
Parliament Services	Hansard Records	On request	Paper	n/a	Yes	No	Yes
	Sitting Days Register	On request	Email	n/a	Yes	No	Yes
	Legislation Depository	On request	Photocopy	n/a	Yes	Yes	Yes
Police	Crime Management Information System	Ad hoc by request and formal – for NSDP reporting	Email data to stakeholders	No	Yes	No	Yes
MFEM DCD	Financial Report to implementing agencies and donors	By request and at discretion of DCD.	Yes	No	MFEM only	Yes	Yes
	Development Coordination Country Profile report	By request	No	Not yet	No	Yes	Yes
MFEM Treasury	Financial Information Management database	By request	--	No	Yes	Yes	Yes
	PayGlobal Payroll System	No	--	No	Yes – PSC only	Yes – some delays	Yes
MFEM RMD	Revenue Management System	By request and at discretion of RMD	--	No – only for major changes	No – confidential	Yes	Yes
	Border Management System	No	--	No	No	Yes	Yes
MFEM Statistics	Consumers Price Index	No formal protocol, by request	MFEM website	Media informed	Yes	Yes	No
	Tourism and Migration Statistics	No formal protocol, by request	MFEM website	Media informed	Yes	Yes – some delays	No
	Banking Survey	No formal protocol, by request	MFEM website	Media infor	Yes	Yes	No

Ministry/ Agency	Datasets	Data Request Protocol	Dissemination to the Public		Inter-Agency and Cross Sector Sharing of Data		Brief Minister
				med			
	Tax Statistics	No formal protocol, by request	MFEM website	Media informed	Yes	Yes	No
	Government Financial Statistics	No formal protocol, by request	MFEM website (table only)	No	Yes	Yes – although delayed	No
	Vital Statistics & Population Estimates	No formal protocol, by request	MFEM website	Media informed	Yes	Yes	No
	Miscellaneous Statistics	No formal protocol, by request	MFEM website	Media informed	Yes	Yes – some delays	No
	International Trade Statistics	No formal protocol, by request	MFEM website	Media informed	Yes	Yes – some delays	No
	Balance of Payments	No formal protocol, by request		No	Yes	Yes	No
	National Accounts	No formal protocol, by request	MFEM website	Media informed	Yes	Yes	No
	Census of Population and Dwellings	No formal protocol, by request	Print MFEM website	Yes	Limited	Yes	Yes
	Household Income & Expenditure Survey (HIES)	No formal protocol, by request	Print MFEM website	Yes	Limited	Yes	Yes