

Roadmap for Cook Islands

National Strategy for the Development of Statistics (CINSDS)

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List of Key Acronyms

ADB	Asian Development Bank
CISO	Cook Islands Statistics Office
CINSDS	Cook Islands National Strategy for the Development of Statistics
IMF PFTAC	International Monetary Fund's Pacific Financial Technical Assistance Centre
MFEM	Ministry of Finance and Economic Management
MDGs	Millennium Development Goals
NSDC	National Sustainable Development Commission
NSDP	National Sustainable Development Plan
NSDS	National Strategies for the Development of Statistics
NSS	National Statistical System
OC	National Oversight Committee
OECD	Organisation for Economic Coordination and Development
OPM	Office of the Prime Minister
PARIS21	Partnership in Statistics for Development in the 21 st Century
STaF	Sector Task Force
TWG	Technical Working Group

Introduction

This road map creates a coherent framework for the formulation of the Cook Islands National Strategy for the Development of Statistics (CINSDS). Its general objective is to describe how the Cook Islands will formulate and implement its Statistics Development Strategy. It must therefore:

- define the ways in which all the actors participate in formulating the CINSDS;
- define the organisation to be set up as a consequence;
- identify the ways in which CINSDS formulation tasks are to be coordinated;
- propose a realistic timetable for CINSDS design and approval; and
- estimate a budget for the formulation of the CINSDS and identify its sources of finance.

The deployment of the road map will result in a Cook Islands National Strategy for the Development of Statistics (CINSDS) to be approved by Cabinet. The CINSDS will include a government-approved financing plan, which will facilitate its implementation. The products obtained from the various stages of the process will be studies and reports duly validated by the competent authorities, such as reports on the state of the national statistical system (NSS), strategies and action plans.

A changing socio-economic environment, rapidly increasing globalisation, an expanding private sector, resource constraints and a declining national population over the last few decades since independence present new challenges to the Cook Islands. The effects of these changes have been recognised by the Cook Islands Government in its 15 year vision for development known as Te Kaveinga Nui: *Living the Cook Islands Vision – A 2020 Challenge*, which has so far included the National Sustainable Development Plan 2007-2010 (NSDP1), which and the National Sustainable Development Plan 2011-2015 (NSDP2). The next and final phase of Te Kaveinga Nui will be the NSDP 2016-2020 (NSDP3).

The objective of the NSDP is:

To build a sustainable future that meets our economic and social needs without compromising prudent economic management, environmental integrity, social stability, and our Cook Islands Maori culture, and the needs of future generations.

The NSDP sets out a framework for the formulation, implementation and monitoring of progress towards the NSDP. Although significant strides have been made, issues remain with the clarity of indicators and the capacity to properly monitor and report against the progress made. As the NSDP is a living document, there is scope to continue to improve these systems. As such, the NSDS should be anchored to the NSDP framework and answer to the needs in terms of data for monitoring and evaluating these plans.

Cook Islands Context

The Cook Islands is made of up of 15 islands and atolls spread over 2 million square kilometres of the Pacific Ocean of which 13 are inhabited. The country is geographically divided into two groups, commonly referred to as the Northern and Southern Group islands. The two groups of islands portray marked differences in their social, cultural and economic

activities. The population is dispersed across the islands but concentrated on Rarotonga, the centre of governance and commerce.

Politics

The Cook Islands is a self-governing state in free association with New Zealand. The Queen of New Zealand, represented in the Cook Islands by the Queen's Representative, is the Head of State. The Cook Islands are fully responsible for internal affairs, although New Zealand retains responsibility for defence and foreign affairs, in consultation with the Cook Islands.

The country has a Westminster-style system of parliamentary government, with 24 elected members and a parliamentary term of five years. There is also a 15-member House of Ariki composed of Cook Islands chiefs, with six high chiefs (Ariki) from Rarotonga and nine from the Outer Islands. The Ariki advise the government on land use and customary issues. There are two major opposing political parties – the Democratic Alliance Party (DAP) and the Cook Islands Party (CIP).

The Cook Islands has full treaty-making capacity, which is recognised by the United Nations Secretariat, and the Cook Islands is a full member of the World Health Organisation and United Nations Educational, Scientific and Cultural Organisation, and an associate member of UN Economic and Social Commission for Asia and the Pacific.

Economy

The OECD classifies the Cook Islands as an upper middle income country¹. In 2011, GDP per capita stood at NZ\$17,799². The Cook Islands economy is small, open and narrowly based but relatively affluent and among the best performing Pacific economies. Its narrow economic base is underpinned by tourism and marine resources which make it vulnerable to external price shocks. Threats to economic growth include environmental damage, infrastructure constraints, limited planning and project preparation capacity, and a labour shortage from ongoing emigration. The economy is particularly vulnerable to natural disasters, as demonstrated by the substantial damage caused by a series of cyclones in 2005 – and in Aitutaki in 2010 when Tropical Cyclone Pat caused significant damage to housing and public infrastructure.

The leading economic sector in the Cook Islands is tourism, supporting at least 60 per cent of economic activity. However, a slowdown in the New Zealand and Australian economies could pose a real risk to the sustained growth in tourism, as was seen following the global economic crisis in 2008 when the number of tourist arrivals dropped sharply causing the economy to contract. There are also concerns that the Cook Islands tourism infrastructure is approaching capacity, if these capacity constraints aren't addressed, the tourism industry may not be able to sustain the continued growth of the economy.

Real exports have contributed little to the overall economy – about NZ\$3.9million for 2011/12, a 26 per cent fall from 2010/11. The main non-tourism income is license fees from foreign fishing fleets; however, this income is subject to extreme volatility as fleets relocate

¹ www.oecd.org/dac/stats/49483614.pdf

² According to the [2012 Cook Islands National Accounts](#)

in pursuit of pelagic fish stocks. In 2000/01, the pearl industry collapsed and since 2009 there has been a significant decline in the international market price for black pearls. Agriculture remains a largely informal sector, and thus its contribution to the economy is difficult to quantify. Agricultural land is in short supply and constrained by land legislation and customary usage. In addition, markets are remote, sanitary regulations in importing countries are strict and the cost of labour is high.

Due to its free association status with New Zealand, Cook Island nationals are New Zealand citizens and have open access to work and reside in New Zealand and various reciprocal entry agreements in Australia. This access to New Zealand and Australia provides Cook Islanders to a greater degree of economic security than that enjoyed by most other Pacific Islanders. However, it also has had a significant impact on the structure of the Cook Islands labour force and economy. The opportunity to live and work overseas has contributed to ongoing depopulation, while the high price of labour and the nation's international terms of trade relative to the economy's available resources have resulted in an increasing use of foreign workers, including other Pacific Islanders.

The Cook Islands' development plans emphasise an "innovative and well-managed private sector-led economy". The first NSDP (2007-2010) recognised that for the economy to grow, it is essential for private sector-led development to be strengthened, and for the Government to provide a favourable macroeconomic environment, critical physical and social infrastructure, institutional and political stability while maintaining law and order.

Like most Pacific island nations, Official Development Assistance (ODA) contributes significantly to the Cook Islands economy. The 2013/14 Budget estimates that ODA accounts for 14 per cent of the national economy, and 30 per cent of the national Budget. The 2012/13 Budget included an ODA budget of NZ\$48.5 million, which dropped to NZ\$43.9 million in 2013/14, and is planned to drop again to NZ\$26.3 million in 2014/15.

Social and Demographic Status

Cook Islanders have a reasonable standard of health, compared to that of other Pacific populations. There is adequate health coverage in each island, high immunisation rates throughout the country, nil maternal and low infant mortality rates due to the immediate access to the New Zealand healthcare system, and basic resources to meet the needs of the population.

Health services in the Cook Islands range from public health (inclusive of primary care) to secondary and tertiary care. These services are supplemented by visiting specialist teams and access to tertiary services through a referral process to overseas providers. There are, however, growing problems facing Cook Islanders with regards to non-communicable diseases (NDCs), such as diabetes, cardiovascular diseases, hypertension, obesity and their risk factors (e.g. tobacco smoking, excessive alcohol consumption, physical inactivity and poor diet). A Cook Islands STEPS survey report showed that in 2003-2004, in the adult population aged 25-64 the prevalence of obesity was 61 per cent, prevalence of

hypertension was 33 per cent, prevalence of diabetes was 23 per cent, and prevalence of elevated blood cholesterol was 75 per cent.³

Education in the Cook Islands is mainly provided by public institutions. There are 31 providers, including one stand alone early childhood education centre, 11 primary schools (of which 10 have ECE centres attached), four secondary schools and 15 area schools⁴ (all with ECE centres). Although there is no official literacy rate, the 2009 National MDG Report noted that “it is assumed that this [the literacy rate] is very close to 100 per cent at 99 per cent”.

The education system follows the Cook Islands curriculum and utilises the New Zealand Qualification Framework for assessment and qualifications at senior secondary level and beyond. Education is compulsory for all children between 5 and 16 years of age. The Government provides free secular education at early childhood (from the age of 3), primary and secondary school levels. The Trade Training Centre and Hospitality and Tourism Training Centre provide tertiary training. The University of the South Pacific has an extension centre providing vocational, foundation and degree courses.

Population loss remains a concern to the Cook Islands and is an economic risk. The 2011 Census figures show a resident population of 14,974 – a 14.5 per cent decrease from the 1991 resident population (17,518). The remote outer islands are experiencing a particularly marked decline: about 70 per cent of the population now lives on Rarotonga, the main island. As Cook Islanders can live in New Zealand and Australia due to their New Zealand citizenship, this exacerbates the rate of migration from the Cook Islands, particularly among young adults seeking education, training, experience and profitable work overseas. About 29 per cent of the population is under 15 years of age, with just under 13 per cent 60 years and older. Labour shortages, particularly in the tourism sector, are being addressed through the employment of foreign workers, predominately from Fiji and the Philippines. Foreign workers are estimated to account for approximately 7.9 per cent of the resident population.⁵

Both women and men have equal access to education and health, and the recent passing of the Employment Relations Act 2012 introduced government-funded paid maternity leave based on the minimum wage of six weeks for women in the private sectors (public sector workers are already covered). While women make up 46 per cent of the public service (and just over 50 per cent on Rarotonga), there are currently no women in Cabinet, and only three female Opposition MPs. About a third of CEOs or Heads of Ministries (HOMs) positions are held by women.

Environment

The northern Cook Islands are mainly atolls formed from tips of submerged, coral encrusted mountains. The southern Cook Islands are volcanic in origin with elevated encircling reef platforms along the coast.

³ Cook Islands National Health Strategy, 2012-2016

⁴ An area school is a school that provides education from early childhood through to secondary level on one site and under one management structure.

⁵ Based on the 2011 Census results.

Seasonal temperatures differ between the northern and southern group of islands. The Northern Group is positioned close to the equator, which results in fairly constant temperatures through the year. In the Southern Group, the temperatures cool off during the dry season (May to October). In general, the Cook Islands experiences a dry season from June to October and a wet season from November to March, which is also tropical cyclone season. Since 1950, the annual maximum and minimum temperatures have increased in both Rarotonga and in Penrhyn (in the Northern Group). Data collected via satellite indicates that the sea level has risen near the Cook Islands by about 4mm per year since 1993 – slightly larger than the global average of 2.8-3.6mm per year. It is projected that temperatures will continue to increase (including an increase in the number of very hot days), rainfall patterns will continue to change (including increased average annual and seasonal rainfall), there will be more extreme rainfall days, tropical cyclones will be less frequent but more intense, and the sea levels will continue to rise.⁶

The concept of a National Strategy for the Development of Statistics (NSDS)

Data on the economic, social and demographic status of their society guide governments in developing evidence-based policies and how to choose the best strategy for the interventions to be made to further socio-economic development. Statistical data:

- provides the necessary benchmarks for policy and planning;
- provides unambiguous evidence where priorities need to be set – sectorally, geographically, and targeting specific population groups (e.g. youth, unemployed, the elderly, the poor);
- alerts policy makers when key indicators are off track and prompt investigation to re-align policy for better results; and
- ensures that limited resources are used in an effective and efficient manner, and highlight where additional resources are needed.

The preparation of a national strategic plan to (i) produce such statistics on an ongoing, sustainable manner and (ii) develop information management systems facilitating evidence-based decision-making and regular monitoring of policy performance and development progress should be undertaken in recognition of the cross-cutting nature of official statistics and their relevance across government in:

- i. providing a quantitative basis for informed decision-making in socio-economic development planning and for monitoring development programmes and projects; and
- ii. sufficiently evaluating the outcomes of development programmes and projects.

This is also consistent with the Second International Roundtable on Managing for Development Results, held in Marrakech, Morocco, in February 2004. The Marrakech Action Plan for Statistics (MAPS) set a target for all low-income countries to have designed a national strategy for the development of statistics (NSDS) with the objective to have high quality, locally produced statistical data to monitor progress towards the achievement of the Millennium Development Goals (MDGs) in 2015.

⁶ From www.pacificclimatechangescience.org

The importance of statistics underpinning sound governance and informed decision making was again emphasised at the recent Fourth High-Level Forum on Aid Effectiveness 29 November to 1 December 2011 in Busan, Korea, which highlighted the importance of “partnerships to implement a global Action Plan for Statistics to enhance capacity for statistics to monitor progress, evaluate impact, ensure sound, results-focused public sector management, and highlight strategic issues for policy decisions.”

In 2013, a UN High Level Panel on the Post 2015 Development Agenda offered recommendations on the development agenda beyond 2015. Among these recommendations, the Panel called for a ‘data revolution’ with the aim of improving the quality of statistics and information available to people and governments. The Panel recommended the establishment of “a Global Partnership on Development Data that brings together diverse but interested stakeholders – government statistical offices, international organisations, CSOs, foundations and the private sector”.

However, strategic planning in statistics system-wide has been limited in the past in the Cook Islands. The Business Plan for the Ministry of Finance and Economic Management (MFEM) which provides objectives, outcomes and key deliverables to be achieved by the Statistics Office (CISO) has been prepared for 2013/14. The CISO has endeavored to fulfill its mandated core function, “the provision of timely and appropriate statistics for effective policy and decision-making and for monitoring national development”.

The elaboration and execution of an NSDS for the NSS is therefore indispensable. The development of the NSDS will provide the strategic planning framework with key information to allow evidence-based policy making help improve people’s lives.

The development of a Cook Islands NSDS (CINSDS) is not a wish list spelling out desired statistical activities, but will result from a participatory process inclusive of all stakeholders and integrated into the development planning and policy process at the national level. The drafting of an NSDS is time consuming and a laborious process; hard choices have to be made and priorities need to be spelled out and agreed upon. This process is essential to arrive at a final product that serves both as concise strategic document detailing streamlined data collection and analysis systems across the country’s entire (national) statistical system, and as a solid tool for advocacy and resources mobilisation. National ownership is paramount to ensure that the CINSDS is implemented and the various action plans are monitored and evaluated.

This road map is intended to lay the foundation and provide the guiding principles for the preparation/design of the CINSDS, defining organisational set-up, steps to be taken, timetables for implementation of various activities, and the division of roles and responsibilities of various actors, as well as the human and financial resources that need to be mobilised. The roadmap contains of seven parts:

1. basis, context and justification;
2. objectives and expected results;
3. formulation of the CINSDS in the framework of existing development programmes;
4. methodology and organisation;

5. tasks and phasing of work;
6. budget, resources and sources of finance; and
7. monitoring and review mechanisms.

1. Basis, context and justification

1.1 Status of the NSS

The use of official statistics in the country, as well as the call for their improvement, is evident in the following materials:

- a. From **Cook Islands: Macroeconomic Assessment, ADB Final Report**, June 2013, p. 5, 21:

Limits on the availability and quality of economic data seriously constrain the development of timely and proactive economic and financial policies. There is inadequate data available to monitor the balance of payments. In particular, data on current transfers and private sector investment are either incomplete or non-existent. In addition, labour force data are either not collected or, when collected are not compiled. The GDP estimates appear to be compiled on an ad hoc basis from VAT returns. Coverage is incomplete and methods used inconsistent between estimates. Reconciling the various current estimates against past reports is difficult and time consuming. Improving the coordination of data collection, economic analysis and forecasting should be prioritised by Government

Limits on available economic data are a critical impediment to better decision making in the Cook Islands. While some data are not collected at all, many are available in different agencies but are not collated and therefore may not be available to assist policy development.

- b. From **Standard and Poor's Ratings Direct Supplementary Analysis: Cook Islands**, p. 6:

While there have been recent disclosure improvements in fiscal indicators, information shortcomings continue to pose a significant rating constraint. While not unusual for a country of its size, there are long lags and important gaps in coverage for the national income accounts and the fiscal accounts (in particular, timely fully audited financial accounts for the government and the activities of government-related entities). In addition there is an absence of data to assess the Cook Island's external position (including data on the balance of payments accounts and international investment position), demographics, and financial system performance. The Cook Islands is not a member of the International Monetary Fund and is not included in major international economic and social surveys, such as the United Nations Development Index, which also limits opportunities for comparison with the Cook Islands' peers.

c. From the **2nd National MDG Report: Cook Island, 2010:**

The report notes that the Cook Islands does not have data for the following indicators:

- indicator 1.7 Proportion of own-account and contributing family workers in total employment;
- indicator 2.3 Literacy rate of 15-24 year olds, women and men (no specific official literacy rate);
- indicator 5.6 Unmet need for family planning (only official data relating to unmet need for family planning is based on the 2001 Census);
- indicator 7.4 Proportion of fish stocks within safe biological limits;
- indicator 7.8 Proportion of population using improved drinking water (Most recent data from 2005 MDG report – unfortunately, more recent data is unavailable);
- indicator 8.7 Average tariffs imposed by developed countries on agricultural products and textiles and clothing from developing countries;
- indicator 8.8 Agricultural support estimate for OECD countries as a percentage of their gross domestic product; and
- indicator 8.12 Debt service as percentage of exports of goods and services.

d. From **IMF-PFTAC Country Report on the National Accounts Statistics Mission:**

The statistics legislation for the Cook Islands is outdated. While the Statistics Act 1966 includes provisions in relation to collecting, processing and dissemination statistics, as well as confidentiality, compulsory data reporting and penalty clauses, the Act needs to be amended, given the need to more effectively encompass the national statistical system and strengthen data coordination. Penalties are expressed in pounds and shillings and rather than being expressed in New Zealand dollars (NZD). The GS was not aware of anyone being prosecuted under the Act for non-compliance and there are currently no enforcement procedures in place. As a result, data collection is totally reliant on the voluntary cooperation of respondents. This approach has had an adverse impact on survey response rates, especially for higher income households and large businesses. It is recommended that the authorities seek technical assistance to amend and update the Act and to develop procedures to deal with any breaches of the Act, especially in relation to compulsory data provision.

Estimates of value added for businesses operating outside the VAT data coverage are poor, based on old assumptions and ratios. These needed to be updated. The constant price estimates are largely based on price deflation of the nominal estimates, using the all items and group level consumer price index (CPI), with some adjustments. There is considerable scope for improving the use of source data and the statistics techniques used to compile official GDP estimates.

1.2 Cook Islands Statistics Office (CISO)

The Cook Islands Statistics Office (CISO) is a division of the Ministry of Finance and Economic Management (MFEM), and operates under the authority of the Statistics Act 1966. The CISO originally sat within the planning department. By 1980 it had acquired autonomous status. By 1996 the CISO was folded into the Ministry of Finance and Economic Management along with several other divisions, where it has since remained.

The CISO's mandated core function is "the provision of timely and appropriate statistics for effective policy and decision-making, and for monitoring national development" for the Cook Islands.

Statistics Act 1966

The Statistics Act 1966 stipulates the authority of the Statistics Office to carry out any statistical activities, in particular the census, and outlines the responsibilities of the Government Statistician (referred to as the 'Statistics Officer' in the legislation). The Statistics Act 1966 covers the statistics office's purpose, the duties of the officers, enumerators and agents, attestation, evidence of appointment, schedules, classes of statistics, the furnishing of information required in schedules, right of entry, delivery of schedules, onus to complete schedules, sampling and secrecy, offences and penalties for non-compliance, and the annual reporting on the administration of the Act.

In its current state, the Act is outdated and it fails to account for the role of the other institutions that make up the NSS and the relationship between them and the Statistics Office. As the legislation has not been updated in over 45 years, it needs to be reviewed in order to ensure it reflects the full picture of the institutional infrastructure for official national statistics in the Cook Islands, as well as current expectations and future directions.

The CISO is currently made up of nine full time staff, one temporary employee, and headed by the Government Statistician who also acts as the Chief Electoral Officer.

Core Functions

The CISO is the central statistical agency for the Government. Its purpose is to develop and make available comprehensive statistical information to serve the needs of economic, social, developing, planning and management of the country. Its core functions are to:

1. collect, compile, analyse, abstract, and publish statistics on the Cook Islands economic, financial, production, environmental and social matters;
2. make or construct statistical estimates, forecasts, projections and statistical models;
3. define, lay down, and promote standard concepts, procedures, definitions and classifications for use in official statistics; and
4. inform other government departments on the suitability of statistical projects initiated or carried on by them.

Individual's data collected by the CISO for statistical compilation is to be strictly confidential and used exclusively for statistical purposes.

Statistical Services

Table 1 illustrates the key statistical services and products provided by the CISO.

Type	Product	Frequency	Latest Publication
Economic	National Account (GDP)	Annual	2011
	Balance of Payments	Annual	2010
	Consumer Price Index	Quarterly	Jun qtr 2013
	Overseas Trade Statistics	Quarterly	Jun qtr 2012
	Banking Statistics	Quarterly	Mar qtr 2013
	Tax Statistics	Quarterly	Mar qtr 2013
Population and Social	Vital Statistics and Population Estimates	Quarterly	Mar qtr 2013
	Tourism and Migration Statistics	Monthly	July 2013
Miscellaneous	Climate Building approvals Aircraft movement Air cargo Motor vehicle registrations Electricity generated	Quarterly	Mar qtr 2013
Surveys	Census of Population and Dwellings	5 years	2011
	Agriculture Census	Irregular	2011
	Household Income and Expenditure Survey	irregular	2005

The regular series of publications cover a broad range of statistical outputs. While a majority of the products are published on time, some of the series suffer from significant data source issues that have caused long time lags between dissemination – in particular the Overseas Trade Statistics, National Accounts and Balance of Payments. Additionally, the only source of household information comes from the five-yearly census. This does not adequately meet users' needs for monitoring of policy performance and development progress.

While the Statistics Office works in close collaboration with some agencies, such as Customs and Immigration, to collate and process some statistical information, there is considerable scope for improvement in the coordination of official statistics between CISO and other Ministries. Building stronger relationships with these agencies would yield more effective and efficient data collection and reporting, providing a platform for better functioning management information systems.

There is no provision in the Statistics Act for an advisory council or any other sort of body to coordinate statistical activities across government. As such, any coordination occurs on an ad hoc basis. There is a real need to establish a committee or council including key representatives from the public, private and NGO sectors. Such an organisation would be tasked with meeting on a regular basis to encourage ongoing coordination, contribute to better statistical governance as reflected in increased data sharing between government agencies, the avoidance of duplication in data collection, use of common statistical standards and classifications, and ensure maximum use of statistical data and information to support evidence-based government practices.

In addition to strategies under the CINSDS to improve the effectiveness and efficiency of statistical coordination there is a need to review the Cook Islands statistical legislation, considering the advancement of information technology and communication made over the past 45 years.

1.3 Linkages with development partners

As with many other departments and agencies, the Statistics Office is constrained by staff shortages, including a lack of staff with relevant academic qualifications and experience. Ten permanent staff are responsible for the collection, processing, analysis and dissemination of several regular statistical series as well as some reporting to regional and international agencies such as the Secretariat of the Pacific Community (SPC) and the Asian Development Bank (ADB). For these reasons, continued constructive staff training is essential for mitigating these constraints.

The CISO has received considerable assistance from regional organisations including the SPC, the IMF Pacific Financial Technical Assistance Centre (PFTAC), the Statistical Institute for Asia and the Pacific (SIAP), and to some degree Statistics New Zealand. Outside of the Statistics Office, technical assistance in collecting and publishing statistical information is also provided to various Ministries by other international organisations, including but not limited to SPC, the Food and Agriculture Organisation (FAO), Global Fund, WHO, and the United Nations Population Fund (UNFPA).

There is wide support from both national stakeholders of the NSS and financial and technical partners (FTPs) for the concept of further developing a National Statistical System through the development of an NSDS for the Cook Islands. These stakeholders recognise the need for better efficiency, coordination, support for, and increased capacity among producers of statistical information within the NSS. Statistical capacity building is a growing priority area for development partners and the willingness to assist in capacity building across the NSS is, with the assistance of SPC, currently being put proposed to AusAID and the New Zealand Aid Programme.

2. Road map objectives and expected results

2.1 Objectives

The road map creates a coherent framework for the formulation of the CINSDS. Its general objective is to describe how the Cook Islands will formulate and implement its Statistics Development Strategy. It must therefore:

- define the ways in which all the actors participate in formulating the CINSDS;
- define the organisation to be set up as a consequence;
- identify the ways in which CINSDS formulation tasks are to be coordinated;
- propose a realistic timetable for CINSDS design and approval; and
- estimate a budget for the formulation of the CINSDS and identify its sources of finance.

2.2 Expected results and products

The deployment of the road map will result in a **Cook Islands National Strategy for the Development of Statistics** (CINSDS) to be approved by Cabinet. The CINSDS, elaborated according to the principles defined in point 4.1 below, will include a government-approved financing plan, which will facilitate its implementation. The products obtained from the various stages of the process will be studies and reports duly validated by the competent authorities, such as reports on the state of the NSS, strategies and action plans.

3. Formulating the CINSDS in the context of existing development programmes

A changing socio-economic environment, rapidly increasing globalisation, an expanding private sector, resource constraints and a declining national population over the last few decades since independence present new challenges to the Cook Islands. The effects of these changes have been recognised by the Cook Islands Government in its 15 year vision for development known as Te Kaveinga Nui: *Living the Cook Islands Vision – A 2020 Challenge*, which has so far included the National Sustainable Development Plan 2007-2010 (NSDP1), which and the National Sustainable Development Plan 2011-2015 (NSDP2). The next and final phase of Te Kaveinga Nui will be the NSDP 2016-2020 (NSDP3).

The objective of the NSDP is:

To build a sustainable future that meets our economic and social needs without compromising prudent economic management, environmental integrity, social stability, and our Cook Islands Maori culture, and the needs of future generations.

In order to achieve this objective, the NSDP has a multi-sector focus. It emphasises the need to focus on providing equal opportunities for education, health and other social services; law and order and good governance at all levels; an innovative and well-managed private sector-led economy; sustainable use and management of natural resources and the environment; strong basic infrastructure for national development; safe, secure and resilient communities; foreign affairs policy that meets the needs of the Cook Islands people; and better coordination and institutional support systems for planning, monitoring and evaluation.

The NSDP sets out a framework for the formulation, implementation and monitoring of progress towards the NSDP. Although significant strides have been made, issues remain with the clarity of indicators and the capacity to properly monitor and report against the progress made. As the NSDP is a living document, there is scope to continue to improve these systems. As such, the NSDS should be anchored to the NSDP framework and answer to the needs in terms of data for monitoring and evaluating these plans.

4. Methodology and organisation

4.1 Principles

The development of a CINSDS was officially endorsed in the 2012/13 MFEM Business Plan, and reconfirmed in the in the 2013/14 MFEM Business Plan and Annual Budget. This confirms the recognition on the importance of having a statistical system in place that is capable of addressing the various needs of evidence-based policy development and of monitoring development progress in the Cook Islands.

NSDS formulation is based on the following three principles:

- i. The process must be inclusive and interactive. NSDS formulation will involve all actors involved in the Cook Islands' social and economic development. At this level, this means regular discussion/feedback workshops, implying decentralised, local arrangements; meetings with technical and financial partners; and dialogue between national authorities, development partners and civil society. A communications and participation strategy will therefore be drawn up to increase awareness and motivation as well as deepen the implication of all the actors listed above. Political commitment is paramount for a successful development and implementation of the CINSDS.
- ii. The CINSDS will be formulated taking into account international standards and recommendations for the collection, compilation and dissemination of statistics. The CINSDS will also incorporate demands for statistical information identified in dialogue with users. It will cover the whole of the NSS and will have to meet the information needs of the Cook Islands' various development programmes and sector policies.
- iii. CINSDS formulation will involve several successive stages and a product will be delivered at the end of each. The move to the following stage will depend on the validation of the milestone deliverables by the different actors.

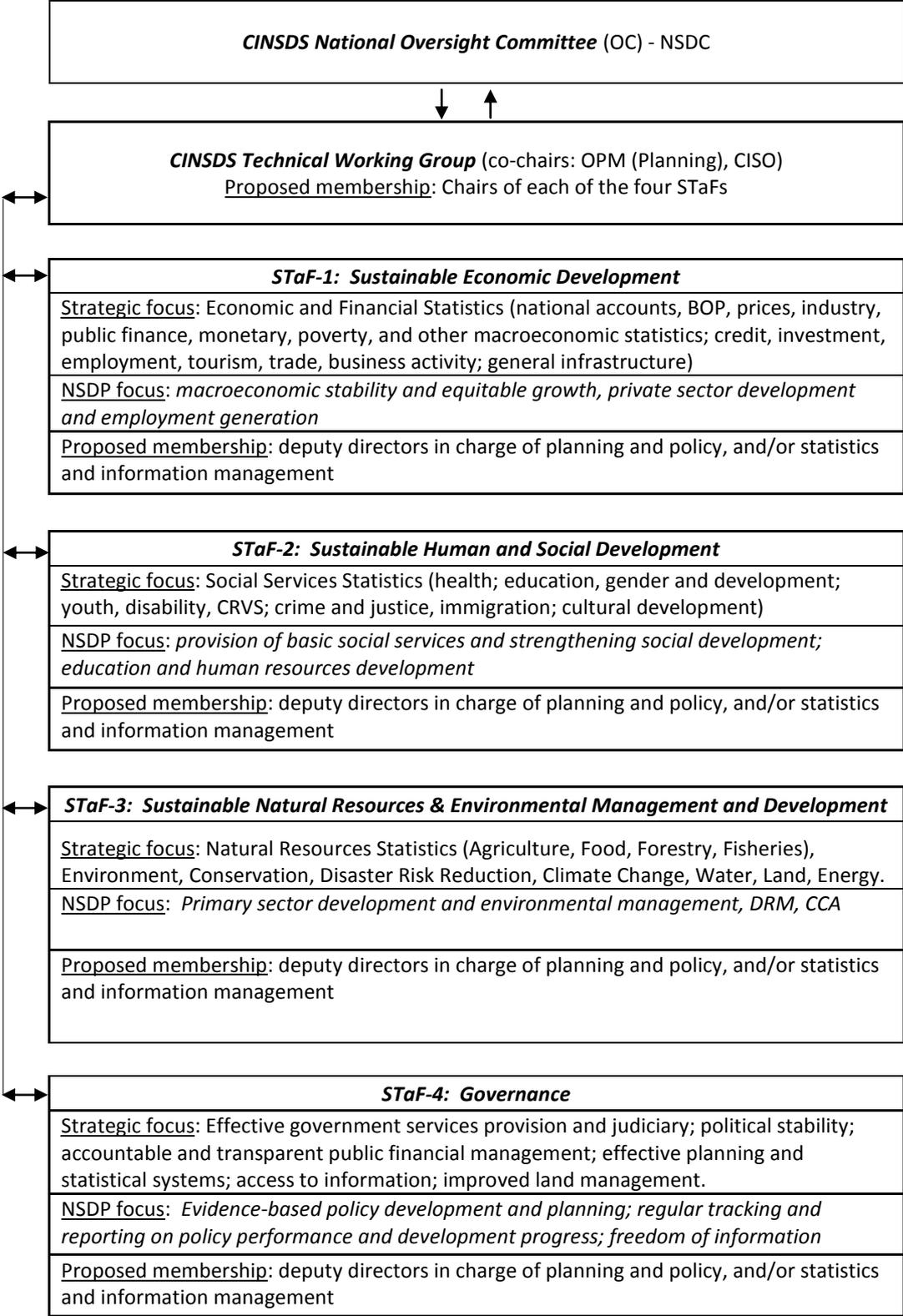
The need for more and better coordination is highlighted together with the need for a central access point to statistical information and analysis in light of scarce resources for data collection and limited capacity in data analysis. More dialogue and understanding is needed between users and producers of statistical information. An issue related to this is the need for harmonising standards and definitions across surveys conducted by different organisations to make the results comparable and increase the usefulness of the information.

Given these general principles, a breakdown of the different actors' roles is suggested below.

4.2 Roles and responsibilities of various actors and organisational arrangements

Based on PARIS21 recommended guidelines, the following structure will be adopted.

Figure 1. CINSDS Organisational Structure



National Oversight Committee (OC)

CINSDS formulation, in line with PARIS21 recommended guidelines, is the responsibility of a designated NSDS National Oversight Committee (OC). This committee should comprise of Heads or Chief Executive Officers (CEOs) of ministries with a stake in key national development priorities, where timely and quality statistics and indicators are indispensable for evidence-based policy-making, the setting of development priorities, and regular monitoring of and reporting on policy performance and development progress. The latter refers to both national (NSDP) and international (e.g. MDG) development commitments.

For the Cook Island an alternative approach has been approved. Recognising existing committees and decision-making structures with the country's Cabinet as the ultimate body responsible for approving Government policy, the National Sustainable Development Commission (NSDC) is comprised of the Governments senior public servants (the Head of Ministries and CEOs of the various Ministries). Convening on a regular basis, this existing structure provides an ideal basis for the oversight of the entire process of designing the Cook Islands NSDS. Thus the NSDC will be the National Oversight Committee (OC) to steer and guide the Technical Working Group (TWG) and the Sectoral Task Forces (STaFs) in formulating the Cook Islands NSDS.

OC membership should comprise of members of the National Sustainable Development Commission (NSDC) which includes HOMs and CEOs of the following agencies:

- Office of the Prime Minister;
- Crown Law;
- Ministry of Finance and Economic Management/Development Coordination Division;
- Ministry of Foreign Affairs;
- Public Service Commission; and
- Ministry of Education.

As the ultimate decision-maker, the Government is the project's owner. The OC is effectively the project owner's representative. It examines the reports emanating from the various stages of CINSDS formulation and submits them to the Cabinet for validation and decision.

Technical Working Group (TWG)

The work of the OC will be supported by a small technical secretariat comprising of the two co-chairs of the CINSDS Technical Working Group (TWG), and the chairs of the four Sectoral Task Forces (STaFs), representing the four pillars of sustainable development (Figure1). Such a structure would facilitate cross-sectoral support and buy-in into the CINSDS process, and would allow an effective functioning of the OC. The TWG can also gather and involve all the persons in the task forces, if necessary. The proposed **CINSDS Technical Working Group (TWG)** acts as the permanent technical secretariat for the OC on matters related to NSDS development.

The TWG plays a management role. It brings together representatives from the four STaFs, under the leadership of its two co-coordinators from CISO and OPM. It can at various times include key data users in the agenda.

The TWG would be entrusted with organising and prioritising the studies and technical work required formulating the CINSDS. Its main tasks would comprise of:

- determining the work programme of the four thematic STaFs;
- managing, synthesizing, consolidating the analytical work completed by the four thematic STaFs; and
- drawing from this work, identify strategic issues and communicate these to the OC so this can be translated / converted into policy.

The TWG co-chairs would be assisted by the CINSDS Coordinator. TWG coordinators from OPM and/or CISO would exercise their functions throughout the CINSDS formulation period. The other members would work on the project on a needs basis.

Sector Task Forces (STaFs)

The STaFs would be charged with monitoring the formulation of strategy for their respective sectors on a regular basis, to consider not only the production of statistical data by sectors but also the necessary changes in terms of governance arrangements, improvement of infrastructures, HR plans, funding of statistical activities, etc. They should also take into account regional strategic priority objectives and the political endorsement of the *Ten-Year Pacific Statistics Strategy 2011 – 2020*, as well as international commitments entered into by the Government, such as conventions and treaties, like MDGs, CEDAW, and the Busan Action Plan for Statistics – to name just a few.

It is proposed to convene four STaFs, each one addressing one of *four pillars of sustainable development*, and address data collection and information management challenges pertaining to core national strategic priorities as outlined in the current NSDP.

STaF-1: Sustainable Economic Development

- Strategic focus: Economic and Financial Statistics (national accounts, BOP, prices, industry, public finance, monetary, poverty, and other macroeconomic statistics; credit, investment, employment, tourism, trade, business activity, general infrastructure);
- Policy focus: *macroeconomic stability and equitable growth, private sector development and employment generation.*
- NSDP focus: Goal 1, Goal 2
- Membership: Chamber of Commerce, Cook Islands Superannuation Fund, Ministry of Finance and Economic Management, Cook Islands Tourism Corporation, Ministry of Internal Affairs, Business Trade Investment Board, Financial Supervisory Commission.

STaF-2: Sustainable Human and Social Development

- Strategic focus: Social Services Statistics (health, education, gender equality, youth, disability, CRVS, crime and justice, immigration, cultural development)
- Policy focus: *provision of basic social services and strengthening social development, education and human resources development*
- NSDP focus: Goal 1 (culture), Goal 4, Goal 8
- Membership: Ministry of Education, Ministry of Health, Ministry of Internal Affairs (Youth, Women, Community development), Ministry of Culture, Ministry of Foreign

Affairs and Immigration, Ministry of Justice (Chief Registrar), Police, Cook Islands Civil Society Organisation.

STaF-3: Sustainable Natural Resources & Environmental Management and Development

- Strategic focus: Natural Resources Statistics (agriculture, livestock, forestry, fisheries), environment, conservation, disaster risk reduction, climate change, water, land, energy.
- Policy focus: *Primary sector development and environmental management, DRM, CCA*
- NSDP focus: Goal 2, Goal 3, Goal 5, Goal 6
- Membership: Ministry of Agriculture, Ministry of Marine Resources, National Environment Services, Ministry of Infrastructure and Planning, Office of the Prime Minister (Climate Change and Disaster Risk Reduction).

STaF-4: Governance

- Strategic focus: Effective government services provision and judiciary; political stability; accountable and transparent public financial management; effective planning and statistical systems; access to information; improved land management
- Policy focus: *evidence-based policy development and planning; regular tracking and reporting on policy performance and development progress; freedom of information*
- NSDP focus: Goal 7, Goal 8
- Membership: Public Service Commission, Office of the Prime Minister, Ministry of Justice, Ministry of Finance and Economic Management.

To facilitate an effective and efficient working of these STaFs, these task forces may organise their work along thematic clusters, such as in the case of STaF-3:

- *Natural Resources* (Agriculture, Forestry, Fisheries); and
- *Environment* (Environment, Land, Water; Climate Change, Disaster Risk Reduction).

Four designated sector consultants would assist the sectoral task forces. They would be charged with:

- assessing the availability of statistical information of each sector vis-à-vis the long-term and medium-term national development plans through the preparation of sectoral/thematic data collection and information management assessments (audits); and
- drawing from this, prepare recommendations on how to address possible shortcomings and how to further improve existing sectoral databases and information management systems.

Technical and financial partners would be invited to STaF meetings, in accordance with their areas of interest. Non-government and private organisations, such as those that have been cooperating with the CISO, would likewise be invited to attend specific STaF meetings.

These arrangements can only come after the effective establishment of the overall CINSDS development management structure and associated working group (TWG) and the four STaFs. The TWG and the STaFs will be established through administrative orders from the OC. These orders will specify the powers of the TWG and the various STaFs.

An example of the terms of reference for the sector consultants can be found in Appendix 2.

5. Tasks

The CINSDS design comprises of five distinct phases, comprising of specific tasks outlined in Table 1, with further detail on target audience, activity timelines and required outputs contained in Appendix 1.

<i>Activity</i>	<i>Responsibility</i>
Stage 1: Preliminary Tasks (2 months)	
CINSDS Coordinator appointed full-time	Government Statistician
CINSDS Official Launching workshop (Optional)	CINSDS Coordinator / Government Statistician
Finalise roadmap	CINSDS Coordinator
ToRs finalised	PARIS21/SPC with CINSDS Coordinator
Sector consultants & national consultant recruited	Government Statistician / PARIS21
TWG/STaFs organised	CINSDS Coordinator / Government Statistician

Stage 2: Sectoral Assessments (2 months)	
<p>Undertake sectoral assessments, applying SWOT analysis, and a risk assessment:</p> <ul style="list-style-type: none"> • assess the availability of statistical information of each sector vis-à-vis the long-term and medium-term national development plans through the preparation of sectoral/ thematic data collection and information management assessments (audits), and • drawing from this, prepare recommendations on how to address possible shortcomings and how to further improve existing sectoral databases and information management systems. 	CINSDS Coordinator/ Sectoral consultants
Review / synthesis of sectoral assessments by CINSDS Coordinator	CINSDS Coordinator
Draw out statistical policy issues from sector action plans for OC	CINSDS Coordinator, in collaboration with PARIS21/SPC (home-based)
Validation of sector assessments	CINSDS Coordinator
WORKSHOP-1: Training on strategic planning using validated sector assessment reports	CINSDS Coordinator, in collaboration with PARIS21/SPC
Preparation of Workshop outcome document, containing OC-endorsed sectoral assessments	TWG co-chairs to organise/ OC

Stage 3: Visioning and strategy development (3 months)	
Post Workshop-1 Activity 1: Review/Finalisation of Workshop-1 outputs on CINSDS vision and mission by TWG	TWG

Post Workshop-1 Activity Nr. 2: Identifying objectives, strategies, and desired outcomes/results by broad sector (STaFs); circulate document to key development partners for information, prior to Workshop 2	STaFs
Post Workshop-1 Activity Nr. 3: Synthesizing STaFs work, with vision, mission, objectives and strategies for TWG	CINSDS Coordinator
Workshop-2: Review/finalise/validate recommended CINSDS vision, mission, objectives and strategies	CINSDS Coordinator, in collaboration with PARIS21/SPC
Preparation of Workshop outcome document, containing agreed upon CINSDS vision, mission, priorities, objectives	CINSDS Coordinator, in collaboration with PARIS21/SPC
Submission of CINSDS vision, mission, objectives and strategies for approval	CINSDS Coordinator

Stage 4: Develop sector action plans (3 months)

Develop sector action plans based on recommendations of the three sectoral consultants	CINSDS Coordinator,
Synthesizing validated sector action plans, with costed priority inputs/ activities	CINSDS Coordinator, in collaboration with PARIS21/SPC (home-based)
Finalise statistical policy issues and agenda from sector action plans for OC	CINSDS Coordinator, in collaboration with PARIS21/SPC (home-based)
Preparation of final CINSDS design document and policy paper for approval by OC	CINSDS Coordinator, in collaboration with PARIS21/SPC (home-based)
Workshop-3: Launching CINSDS design and Implementation Plan	CINSDS Coordinator

Stage 5: Start NSDS Implementation Phase

Publish and circulate CINSDS document, including Executive Summary	CINSDS Coordinator in collaboration with PARIS21
Establish monitoring and assessment arrangements for NSDS implementation in line with CINSDS M&E framework, facilitating ongoing consultations between key stakeholders in the spirit of <i>Paris Declaration</i>	CINSDS Coordinator
Mobilise resources needed for CINSDS implementation: domestic resources and contributions from development partners	Government Statistician in collaboration with Development Coordination Division

6. Budget, resources and contributions for CINSDS formulation

The organisation and human resources required are described in Chapter 4 above.

The budget estimate for CINSDS formulation is US\$39,450 (NZ\$50,000), for which full funding is being sought from PARIS21. The Cook Islands government's contribution mainly comprises the salary of the CINSDS Coordinator, and the public servants participating in the TWG and STaFs.

An estimated budget is included in Appendix 3.

7. Monitoring and revision mechanisms

The CINSDS will cover the period 2014–2024. At the time of the NSDP review, the government will similarly conduct its monitoring and assessment of the CINSDS. This recognises the importance of influencing budgetary allocations in ways consistent with realising development planning goals. A medium-term statistical work programme will be appended to the NSDP document, outlining agreed-upon annual statistical priority activities, including major statistical collections, to ensure statistical tools and systems are in place and the required statistics are generated to provide the necessary benchmarks figures to allow ongoing monitoring of sectoral policy performance and development progress. This medium-term work programme will also be discussed and included in the national budget.

In order to take account of statistical production requirements in economic and social development policies, the strategy is to be assessed halfway through its implementation period. This exercise will have to take account of the NSDP. It will help meet demand for statistics in monitoring development goals and will take advantage of the development framework for financing purposes.

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- World Bank. The Marrakech Action Plan for Statistics, February 2004.

Other Internet sources

- www.mfem.gov.ck/statistics
www.oecd.org/dac/stats/49483614.pdf
www.pacificclimatechangescience.org

Appendix 1 Stages of Cook Islands NSDS Design Tasks

<i>Activity</i>	<i>Responsibility</i>	<i>Target Audience</i>	<i>Timeline</i>	<i>Output required</i>
Stage 1: Preliminary Tasks				
CINSDS Coordinator appointed full-time	Government Statistician		completed	
CINSDS Official Launching workshop (Optional)	CINSDS Coordinator / Government Statistician	STaFs/TWG members	completed	CINSDS design phase officially launched
ToRs finalised	PARIS21/SPC with CINSDS Coordinator		to be completed by 23 August	Final TOR to be sent to PARIS21
Sector consultants recruited	Government Statistician / PARIS21		to be completed once approval given by PARIS21	PARIS21 issue contracts
TWG/STaFs organised	CINSDS Coordinator / Government Statistician		to be completed by 2 September	TWG and STaFs membership finalised

Stage 2: Sectoral Assessments			7 weeks	
<p>Undertake sectoral assessments, applying SWOT analysis, and a risk assessment:</p> <ul style="list-style-type: none"> • assess the availability of statistical information of each sector vis-à-vis the long-term and medium-term national development plans through the preparation of sectoral/ thematic data collection and information management assessments (audits), and • drawing from this, prepare recommendations on how to address possible shortcomings and how to further improve existing sectoral databases and information management systems. 	CINSDS Coordinator/National Consultant/ Sectoral consultants	Sectoral consultants & CINSDS Coordinator	3 weeks	Sectoral assessments completed and submitted to CINSDS Coordinator
Review / synthesis of sectoral assessments by CINSDS Coordinator	CINSDS Coordinator	CINSDS Coordinator	2 weeks	Sectoral assessments reviewed
Draw out statistical policy issues from sector action plans for OC	CINSDS Coordinator, in collaboration with PARIS21/SPC (home-based)	CINSDS Coordinator	1 week	Draft of Statistical Policy issues
Validation of sector assessments	CINSDS Coordinator	STaFs	2 weeks	Validated assessments

WORKSHOP-1: Training on strategic planning using validated sector assessment reports	CINSDS Coordinator, in collaboration with PARIS21/SPC	STaFs/TWG members	2.5 day	Workshop report with timelines for post workshop activities
Preparation of Workshop outcome document, containing OC-endorsed sectoral assessments	TWG co-chairs to organise/OC	OC	1 week	OC- endorsed sectoral assessment

Stage 3: Visioning and strategy development			16 weeks	
Post Workshop-1 Activity 1: Review/Finalisation of Workshop-1 outputs on CINSDS vision and mission by TWG	TWG	TWG, CINSDS Coordinator	1 week	TWG-endorsed Workshop-1 outcome document
Post Workshop-1 Activity Nr. 2: Identifying objectives, strategies, and desired outcomes/results by broad sector (STaFs); circulate document to key development partners for information, prior to Workshop 2	STaFs	STaFs	3 weeks	STaFs' endorsed sectoral objectives, strategies and desired outcomes/ results
Post Workshop-1 Activity Nr. 3: Synthesizing STaFs work, with vision, mission, objectives and strategies for TWG	CINSDS Coordinator	CINSDS Coordinator	4 weeks	Completion of initial CINSDS design for review in second workshop
Workshop-2: Review/finalise/validate recommended CINSDS vision, mission, objectives and strategies	CINSDS Coordinator, in collaboration with PARIS21/SPC	TWG, STaFs, invited Development partners/ key non-state actors	3 days	Workshop report with timelines for post workshop activities

Preparation of Workshop outcome document, containing agreed upon CINSDS vision, mission, priorities, objectives	CINSDS Coordinator, in collaboration with PARIS21/SPC	TWG	1 week	Workshop outcome document (Executive Summary) for OC information
Submission of CINSDS vision, mission, objectives and strategies for approval	CINSDS Coordinator	OC	1 day	Endorsement by OC

Stage 4: Develop sector action plans			11 weeks	
Develop sector action plans based on recommendations of the three sectoral consultants	CINSDS Coordinator	STaFs	4 weeks (allow 1 week for completion of each STaFs document)	3 sector action plans are developed
Synthesizing validated sector action plans, with costed priority inputs/ activities	CINSDS Coordinator, in collaboration with PARIS21/SPC (home-based)	CINSDS Coordinator	2 weeks	Validated sector action plans, with costed priority inputs/ activities
Finalise statistical policy issues and agenda from sector action plans for OC	CINSDS Coordinator, in collaboration with PARIS21/SPC (home-based)	CINSDS Coordinator	2 weeks	Finalised statistical policy agenda
Preparation of final CINSDS design document and policy paper for approval by OC	CINSDS Coordinator, in collaboration with PARIS21/SPC (home-based)	CINSDS Coordinator	3 weeks	CINSDS policy agenda endorsed by OC
Workshop-3: Launching CINSDS design and Implementation Plan	CINSDS Coordinator	TWG, STaFs, invited Development partners/ key non-state actors	1 week (1-day workshop, rest for writing workshop report)	CINSDS officially launched

Stage 5: Start of CINSDS Implementation				
Publish and circulate CINSDS document, including Executive Summary	CINSDS Coordinator in collaboration with PARIS21	Cook Islands Government and key stakeholders		Published and widely circulated CINSDS document
Establish monitoring and assessment arrangements for CINSDS implementation in line with CINSDS M&E framework, facilitating ongoing consultations between key stakeholders in the spirit of <i>Paris Declaration</i>	CINSDS Coordinator	OC		Arrangements implemented
Mobilise resources needed for CINSDS implementation: domestic resources and contributions from development partners	Government Statistician in collaboration with Development Coordination Division	OC		CINSDS budget finalised and resources commitment obtained

Appendix 2 Sector Consultant TORs

The following is an example of one of the sector TORs, for the Sustainable Economic Development Sector.

NSDS Sector Consultant Cook Islands Terms of Reference Sustainable Economic Development Sector

Background

The Partnership in Statistics for Development in the 21st Century (PARIS21) is a unique initiative that aims to promote the better use and production of statistics throughout the developing world. Established in 1999, PARIS21 has successfully developed a worldwide network of statisticians, policy makers, analysts, and development practitioners committed to evidence-based decision making.

The Partnership facilitates statistical capacity development, advocates for the integration of reliable data in decision making, and co-ordinates donor support to statistics. Its goal is to develop a culture of Management for Development Results (MfDR) by encouraging and assisting low-income and lower middle income countries to design, implement, and monitor a [National Strategy for the Development of Statistics \(NSDS\)](#).

The engagement of specific NSDS sector consultants in Cook Islands is in line with PARIS21's work program in the Pacific for 2013-2015, specifically aimed at assisting Cook Islands to strengthen the statistical capacity of its national statistical system to have a nationally owned and produced data for planning and monitoring policies and programs.

Objective

The main objective of the consultancy is to assist PARIS21 in facilitating, at the country level, the preparation and finalization of the NSDS for the Cook Islands. Specifically, the sustainable economic development sector consultant, in coordination with the national coordinator, will:

1. 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). The sector will likewise cover those related to sustainable economic development concerns.
2. Drawing from the assessment, prepare recommendations on how to address possible shortcomings and how to further improve existing sustainable economic development sector databases and information management systems.

3. The assessment work will involve, but are not limited to, 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.
 - b. Detailed examination of 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
 - c. To assist in examination, the consultant is expected to make use of SWOT analysis
 - d. Review the past and on-going activities of donor agencies in building statistical capacity and their impact on statistical capacity building (SCB) and learning
 - e. 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
 - f. Check if and how cross-cutting issues such as gender, disability, children, youth intersect with the sector
4. 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.
5. Present assessment findings in the workshops to be convened.

Target outputs

The sector consultant is expected to submit an assessment report to include recommendations for improving the sustainable economic sector statistics in the Cook Islands and to present the findings in the workshops to be convened for the purpose.

Reporting and communication

The consultant will closely coordinate with the PARIS21 Secretariat (specifically the Secretariat Manager and his dedicated team), Secretariat of the Pacific Community (SPC), the national coordinator, and the Statistical Office to ensure effective delivery of the output.

The consultant will provide the PARIS21 Secretariat, the SPC, and the Statistics Office, with copy of the draft assessment report for review and feedback before finalization.

All deliverables/outputs will be sent electronically.

Planned activities

1. Conduct of assessment of economic development statistics
2. Preparation of reports, inputs, materials
3. Presentation of assessment/findings in workshops

Duration, location, and budget

Duration: The work shall be carried out from September to December 2013.

Location: Cook Islands in the Pacific

Budget: Daily fee of USD 350 for 18 person days (15 days assessment and 3 days for workshops): total budget of **USD 6,300**

Points of contact

The PARIS21/OECD contact point for administrative and financial matters linked to the execution of this contract:

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Appendix 3 Estimated Budget for Formulating NSDS (in US Dollars)

Cook Islands NSDS Design: Budget estimate **US \$39,450.00 (NZ \$50,000.00)**

ACTIVITY	TASK	BUDGET	RESPONSIBLE
Recruitment of three local consultants to undertake sector assessment: 1. Economic Development (18 days) 2. Social and Human Development (18 days) 3. Natural Resources (Environment) (18 days) 4. Governance (18 days)		USD 25,200	PARIS21 to contract directly with consultants
Financing 3 workshops 1. Wk-1: Strategic planning/using validated sectoral assessment reports (3 days) 2. Wk-2: Validation of NSDS vision, mission, objectives and strategies (3 days) 3. Launch final NSDS (0.5 days)	Co-facilitated by PARIS21 consultant and SPC SDD Director	USD 9,250 1. USD 3,080 2. USD 4,340 3. USD 1,830 Publication: Flyer USD2,000 Final document USD 3,000	PARIS21 to transfer the money to the countries (contracts to be concluded with the NSOs)

Appendix 4 Proposed Indicative Schedule

Month	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Stage 1 – Preliminary Tasks										
Stage 2 – Assessment										
Stage 3 – Vision & Strategies										
Stage 4 – Action Plans										

Stage 1	Timeline
CINSDS Official Launching workshop (Optional)	completed
CINSDS Coordinator appointed full-time	completed
Consultant ToRs finalised	19 Aug
NSDS Roadmap finalised and tabled with NSDC	23 Aug
Sector consultants recruited	23 Aug
TWG/STaFs organised	13 Sept

Stage 2	Timeline
Undertake sectoral assessments , applying SWOT analysis, and a risk assessment: <ul style="list-style-type: none"> • assess the availability of statistical information of each sector vis-à-vis the long-term and medium-term national development plans through the preparation of sectoral/ thematic data collection and information management assessments (audits), and • drawing from this, prepare recommendations on how to address possible shortcomings and how to further improve existing sectoral databases and information management systems. 	2 – 20 Sept
Review / synthesis of sectoral assessments by CINSDS Coordinator	23 Sept – 4 Oct
Draw out statistical policy issues from sector action plans for OC	7 – 11 Oct
Validation of sector assessments	14 – 18 Oct
WORKSHOP-1: Training on strategic planning using validated sector assessment reports	28 Oct – 1 Nov
Preparation of Workshop outcome document, containing OC-endorsed sectoral assessments	4 – 8 Nov

Stage 3	Timeline
Post Workshop-1 Activity 1: Review/Finalisation of Workshop-1 outputs on CINSDS vision and mission by TWG	11 – 15 Nov
Post Workshop-1 Activity Nr. 2: Identifying objectives, strategies, and desired outcomes/results by broad sector (STaFs); circulate document to key development partners for information, prior to Workshop 2	18 Nov – 6 Dec
Post Workshop-1 Activity Nr. 3: Synthesizing STaFs work, with vision, mission, objectives and strategies for TWG	9 Dec – 10 Jan
Workshop-2: Review/finalise/validate recommended CINSDS vision, mission, objectives and strategies	27 – 31 Jan
Preparation of Workshop outcome document, containing agreed upon CINSDS vision, mission, priorities, objectives	3 – 7 Feb
Submission of CINSDS vision, mission, objectives and strategies for approval	By 7 Feb

Stage 4	Timeline
Develop sector action plans based on recommendations of the three sectoral consultants	10 Feb – 7 Mar
Synthesizing validated sector action plans, with costed priority inputs/ activities	10 – 21 Mar
Finalise statistical policy issues and agenda from sector action plans for OC	24 Mar – 4 Apr
Preparation of final CINSDS design document and policy paper for approval by OC	7 – 25 Apr
Workshop-3: Launching CINSDS design and Implementation Plan	28 Apr – 2 May (1-day workshop, rest for writing workshop report)

Stage 5	Timeline
Publish and circulate CINSDS document, including Executive Summary	
Establish monitoring and assessment arrangements for CINSDS implementation in line with CINSDS M&E framework, facilitating ongoing consultations between key stakeholders in the spirit of <i>Paris Declaration</i>	
Mobilise resources needed for CINSDS implementation: domestic resources and contributions from development partners	