

The background of the cover is a photograph of a tropical beach scene. In the foreground, the wooden structure of a boat is visible, extending from the bottom left towards the center. The middle ground shows a calm, blue body of water reflecting the sky. In the background, a sandy beach is lined with numerous palm trees and a few small buildings. The sky is a clear, light blue.

***KIRIBATI
NATIONAL STRATEGY
FOR THE DEVELOPMENT
OF STATISTICS 2024-
2030***



KIRIBATI NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS 2024- 2030

Kiribati National Statistics Office (KNSO)



Pacific
Community
Communauté
du Pacifique

Noumea, New Caledonia

June 2025

© Kiribati National Statistics Office (KNSO) 2025

All rights for commercial/for profit reproduction or translation, in any form, reserved. KNSO authorise the partial reproduction or translation of this material for scientific, educational or research purposes, provided that KNSO and the source document are properly acknowledged. Permission to reproduce the document and/or translate in whole, in any form, whether for commercial/for profit or non-profit purposes, must be requested in writing. Original KNSO artwork may not be altered or separately published without permission.

Original text: English

Disclaimer: While efforts have been made to ensure the accuracy and reliability of the material contained in this report, KNSO cannot guarantee that the information is free from errors and omissions, and does not accept any liability, contractual or otherwise, for the content of this report or any consequences arising from its use.

Design and layout by Gaëlle Le Gall-Queguineur

Cover picture credit: UNDP Climate

Prepared for publication at SPC's headquarters, B.P. D5, 98848
Noumea Cedex, New Caledonia, 2025
www.spc.int | spc@spc.int

CONTENTS

<i>MESSAGE FROM MINISTER OF FINANCE AND ECONOMIC DEVELOPMENT, THE HON. VICE PRESIDENT DR. TEUEA TOATU</i>	<i>IV</i>
<i>MESSAGE FROM THE REPUBLIC STATISTICIAN</i>	<i>V</i>
<i>CHAPTER 1: INTRODUCTION</i>	<i>1</i>
1.1. What is the National Strategy for Development of Statistics (NSDS)?	1
1.2. Importance of a national NSDS.....	2
1.3. Background information	4
1.4. Kiribati Statistical Act and Regulation review	7
<i>CHAPTER 2: KIRIBATI NATIONAL STATISTICAL SYSTEM (NSS)</i>	<i>9</i>
2.1. Overview	9
2.2. Kiribati National Statistics Office (KNSO)	10
2.3. Perceived strengths, weaknesses, opportunities, and threats (SWOT) of the Kiribati NSS	13
<i>CHAPTER 3: KIRIBATI NSDS STRATEGIC FRAMEWORK</i>	<i>17</i>
3.1. Vision, mission, values, strategic objectives, statement of quality	17
3.2. Five Strategic Objectives	18
3.3. Governance	19
<i>CHAPTER 4: NSDS OPERATIONAL FRAMEWORK</i>	<i>21</i>
4.1. Matching strategic objectives and operational outputs.....	21
<i>CHAPTER 5: IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION</i>	<i>28</i>
5.1. Introduction/Overview	28
5.2. Implementation.....	29
5.3. Monitoring.....	31
5.4. Financial Resources	32
<i>ANNEX 1. UNITED NATIONS FUNDAMENTAL PRINCIPLES OF OFFICIAL STATISTICS</i>	<i>34</i>
<i>REFERENCES</i>	<i>35</i>

MESSAGE FROM MINISTER OF FINANCE AND ECONOMIC DEVELOPMENT, THE HON. VICE PRESIDENT DR. TEUEA TOATU

The Kiribati Government recognizes that the key to designing, refining and monitoring relevant policies, hence monitoring and responding to social, environment and economical situations are quality statistical data. Statistical data that are relevant to the Government's needs is of high priority. Particularly those that are needed by our National Development Plans such as the Kiribati Development Plan (KDP) and the Kiribati 20-Year Vision (KV20), regional initiatives and the Sustainable Development Goals (SDGs). It is with this in mind that at the Government's request, work began towards developing the Kiribati National Strategy for the Development of Statistics (NSDS) in 2023 through the World Bank PACSTAT-KI project. It allows to create a cohesive strategy that will enable Kiribati to achieve its national objectives.

The Kiribati NSDS acts as a roadmap for statistical development, outlining specific goals, objectives, and actions to be taken over a defined period. This NSDS is aimed to make the production and management of accurate statistical information efficient and effective. In effect, this strategy on a national level will:

- 1) Provide accessibility to user friendly quality statistics
- 2) Facilitate better and informative decision making
- 3) Encourage the development and practice of informative debate
- 4) Lead to informed policy planning and development

The work on developing the NSDS would not have gotten far without the necessary support of World Bank PACSTAT-KI project, PARIS21, local and international consultants, line Ministries as well as Kiribati National Statistics Office (KNSO). Their contributions are acknowledged and sincerely appreciated.

Hon. Vice President and Minister of Finance and Economic Development

Dr. Teuea Toatu

MESSAGE FROM THE REPUBLIC STATISTICIAN

The Kiribati National Statistics Office would like to acknowledge the contribution and support of the following institutions and individuals who made it possible to produce this Kiribati National Strategy for the Development of Statistics (NSDS) for Kiribati. Our sincere gratitude is to the Partnership in Statistics for Development in the 21st Century (PARIS21), in particular to Ms. Paz Patino and to World Bank team leaders Dr. William Hutchins Seitz, Mr. Taufik Indrakesuma and Mr. Jason Sze for the advices and technical support for this document.

To all the stakeholders that joined our consultations from 2023 and 2024, your contribution allows us to review the document to provide more realistic approach. To our World Bank PACSTAT-KI project team, the Resident Advisor Dr. Viliami Konifelenisi Fifita, Project Manager Ms. Elizabeth Copeland and Teribwata Tenanoa for leading the draft and consultation of the NSDS for Kiribati.

Our NSDS comes in timely as it provides a framework that guides our country in developing its statistical capacity, ensuring it can produce, disseminate, and effectively use data to support national development goals. Essentially, our Kiribati Development Plan (KDP) is a four-year plan spanning from 2026–2029 and our Kiribati 20-year vision (KV20) 2016–2036 that requires Kiribati to build a reliable statistical system.

I am happy that this is our first NSDS which is expected to build on a gradual approach and it is a robust document to modify and changes at any time as we move off in years to come.

Last but not the least to the Ministry of Finance and Economic Development and Secretary of finance for availing resources to support to the KNSO that allow KNSO to continue to provide necessary response to statistical demands needed.

Aritita Tekaieti



CHAPTER 1: INTRODUCTION

1.1. What is the National Strategy for Development of Statistics (NSDS)?

The NSDS is a framework, a process and a product built through the collective and coordinated work of the National Statistical System (NSS). They are government owned strategies and are used for the benefit of the country. A framework from which the strategic planning is outlined for the statistical development.

A framework from which the strategic planning is outlined for the statistical development.

A process following a results-based, stage-phase-step approach in designing a strategy. This helps in enabling collaboration and coordination between stakeholders in the national statistical system and development partners.

A product for statistical development providing a country with: a medium-term vision, detailed and costed action plans, and comprehensive advocacy tool.

An NSDS is a *national strategy* which enables developing countries to build a reliable statistical system that produces the data necessary to design, implement and monitor national development policies and programmes (development agendas). They also help countries meet not just their national plans (such as KV-20, Kiribati Development Plans) but their regional and international commitment with respect to statistics such as Regional Samoa Pathways, Pacific Regionalism, Pacific blue 50 agenda etc. and the international sustainable development goals (SDGs).

The NSDS is a planning approach for the strategy elaboration in order to develop capacity to produce, disseminate and mainstream the use of statistics. It is in line with a country's national development plan and other international and regional data requirements and guided by the principles of inclusiveness, transparency, and accountability.

The NSDS is a generic term for any strategic statistical development plan, which can take many forms (depending on country experiences and situations) and names — e.g. Statistical Master Plan, Plan for National Statistical Development, Strategic Plan. What is more important than the form or the name is the quality of the strategy, which depends largely on the design processes and whether or not it is implemented, which will in turn depend crucially on those processes. The PARIS21 documentation *NSDS Essentials* and *Guide to Designing an NSDS* set out key principles important to the success of an NSDS, including:

- Importance of **high-level political support and clearly defined leadership, typically by a country's National Statistics Office**
- Need for a **well-planned process (or roadmap) to the NSDS**
- Thorough process for **identifying and prioritizing user needs** and to assess **data gaps and weaknesses**
- Review of **existing statistical production and analysis; capacity, legal and institutional framework and coordination arrangements**
- **Agreeing** (at the appropriate political level) **on desired outcomes, building on what already exists and is in**

progress, e.g. in the context of PRS (what is this?) and SDG monitoring and the participation of many countries in the International Monetary Fund’s (IMF) general data dissemination system (GDDS) improvement programmes

- Setting priorities and strategies for implementation
- Managing change
- Engaging and motivating staff

An NSDS should be:

- Integrated into national development policy processes and context, taking account of regional and international commitments. This will help improve the flow of information among users and producers of statistics and develop and strengthen legal and policy responsibility for the NSDS.
- Developed in an inclusive way, incorporating results-based management principles and meet quality standards. This will result in strengthened and sustainable statistical capacity.
- Comprehensive and coherent and provide the basis for the sustainable development of statistics with quality. This principle paves the way for the development of a framework for monitoring and evaluation for national planning processes.
- Able to show where the statistical system is now, how it needs to be developed, and how to accomplish this. This principle encourages the development of appropriate mechanisms for guiding and accelerating the development of sustainable statistical capacity.
- The assessments upon which the NSDS is based are regularly reviewed to ensure that they remain aligned to the KV20 and KDP Key Performance Indicators and against its outcomes, and the regional and international development agendas.
- Data sources for these indicators are

reviewed to confirm their suitability and that this occurs in a timely manner.

- The frequency of statistical updating is appropriate and timely.
- The NSDS requires high level policy makers to support the NSDS’s vision, strategic objectives and action plans through the provision of appropriate funding and the deliberate alignment of the NSDS with the Kiribati Government’s development objectives, while at the same time creating the environment in which government agencies provide data for a results-based management approach to development and decision making.

1.2. Importance of a national NSDS

Policy makers, decision makers, governments and the international community, have widely recognized the greater effectiveness of the role of statistics in supporting result-based management, informed decision making and better governance. The Kiribati NSS must be able to respond in a precise and sustainable manner to the changes underway in the social, economy and environment and to the new information requirement it induces. Such response entails a coordinated national effort aimed at improving the mechanisms and processes to produce relevant statistics. The NSDS is a strategic planning process which embodies this effort.

The rationale for having an NSDS

For national statistical systems to provide reliable and relevant statistics that are sufficiently robust to inform the design, implementation and monitoring of sustainable development policies and performance management processes in Kiribati, such systems must be effective, efficient, coordinated and appropriately resourced. Furthermore, their importance

needs to be recognized, understood and supported at a national level.

High quality, timely statistics are also necessary to justify choices relating to resource allocation and to support bids for donor aid funding and to monitor progress in relation to Kiribati's economic, social and environmental development by facilitating the measurement of outcomes. An NSDS aims to ensure that the statistical system provides quality, comprehensive and coherent statistical data for effective and efficient use of national resources. Consequently, data needs to be publicly accessible, in a user-friendly format, to facilitate decision making at all levels within society.

Kiribati is currently facing a significant change agenda that is presenting both exciting opportunities and considerable challenges. Consequently, it is of great importance that its statistical system can deliver its usual outputs and also meet new demands efficiently and effectively, providing data to internationally comparable standards.

The NSDS will provide a framework to underpin the enhancement of Kiribati's current statistical systems through the establishment and implementation of a cohesive action plan covering the next six years. The activities contained within this plan will aim to achieve a clearly defined shared vision through the attainment of core goals.

The NSDS is the outcome of a strategic planning process aiming for direct involvement of the national statistical system in order to ensure that the perspectives of all segments of society and their needs are integrated within it. Thus, the Strategy should have widespread ownership which will support mainstreaming of statistics in

the design, formulation, implementation and monitoring of policies to ensure that these are relevant and appropriate. As such, the Kiribati NSDS builds upon what already exists, and is a 'live' document that will be reviewed at regular intervals and updated as required in order to ensure that it continues to address key priorities and underpins statistical systems that are fit for purpose.

Design of NSDS

According to best practice and as per PARIS21 guide to designing an NSDS, the process of designing a NSDS takes 12 to 18 months, providing an opportunity to identify the reforms that have to be undertaken. In September 2022, KNSO in consultation with other NSS partners carried out the Statistics Act Review, adding Statistics Regulations to that of the original Statistics Act 1977. This work, which was completed in March 2023, is now awaiting Cabinet approval. Accordingly, the review shows what changes need to be made in some key components of the NSS, the status of the KNSO, co-ordination mechanism, human and financial resources, etc. Once the strategy, action plans, and funding schemes have been determined an institutional mechanism will be set up to oversee the implementation. This body will be in charge of coordinating, monitoring, and reporting activities.

Implementation of NSDS

The implementation of an NSDS depends on the financing of its action plans. In many developing countries, national budgets are often insufficient. Support from the international community is therefore crucial. In this case, the government and technical and financial partners ought to set up a long term-dialogue and co-ordinate body in charge of drawing up a consistent funding

strategy and monitoring of the NSDS's implementation.

Launching the NSDS

It is expected that the drafted NSDS will be internally reviewed by KNSO followed by reviews from PARIS21 and other development partners before a series consultation within the NSS led by KNSO, according to a schedule provided in **Annex 1**. These sessions will involve data producers and users from different NSS agencies.

The development of the NSDS comprises of a three-phase approach consisting of a preliminary phase, a design stage, and a deployment stage. During the preliminary stage, stakeholder engagements are conducted to enhance comprehension of concepts, principles, methodologies, and advantages of the NSDS process. This stage also establishes the framework for developing and implementing the strategy. The initial phase of this statistical process involves evaluating the requisite data, statistical proficiency, outlining key objectives, and devising specific measures to tackle the requirements of the domestic statistical framework. The subsequent phase, deployment, entails executing the action plan's activities. The efficacy of the NSDS is dependent on the backing of the Government and other development collaborators, to facilitate the mobilization of requisite resources for the execution of sector-specific action plans.

1.3. Background information

Kiribati recognizes the importance of statistics in planning and evaluating national development and deciding on policies that will positively impact the people of Kiribati and raise their standard of living. Like all other countries, good statistics are needed

to manage the business of the government as well as providing society generally with information about what is happening. Officials statistics that are produced and disseminated by government agencies, are important to support policy making, to allocate scarce resources, to monitor national progress and to make government more transparent and accountable.

In many developing countries including Kiribati, statistical systems are fragile and under increasing pressure. New demands for data in Kiribati, particularly from regional and international communities place increased emphasis on results management, and are putting already weak statistical systems under considerable strain. At the same time, the managers of statistical units in line ministries within the Kiribati Government administration, particularly the Republican Statistician, are coming under pressure to reduce expenditure, cut costs, and improve efficiency.

KNSO is facing limited resources with only 14 staff, less than a quarter of whom have a university degree. Additionally, statistics staff salary scales are not in line with other professionals, making it difficult to attract more staff. There is also a government policy of zero increase in organizational structure. Each year the budget ceiling was normally cut by 2% overall. The SDGs and Kiribati new vision of KV20 are now in the minds of all ministries putting pressure on KNSO on data demands for different statistics, surveys, statistical advice, and other statistical related issues, without plans to meet these requests.

As a result, the Kiribati national statistical systems are struggling, with limited public confidence in the reliability and integrity of the data and with limited capacity to turn things around in the short-term. Financial

and human resources are scarce and hard decisions need to be made about which statistics to produce, what methods should be used, and how the data should be disseminated and used. Therefore, as best practice and given the situation in Kiribati, there must be a political will and the right enabling environment to ensure that the NSDS is adopted and fully implemented with proper resource allocation.

Building on what is already in place

A crucial starting point is to realize whether there are initiatives already in place, or whether Kiribati will need to start everything from the beginning. It has been identified in some government documents that references have already been made to the Kiribati NSDS and the need to design and implement such a national strategy for Kiribati. So in this section, we can refer to some of these references which include:

KDP requirements

First, one of the NOT achieved Key Performance Indicators of the Kiribati Development Plan (KDP) 2016–2019 which was brought forward to the current KDP 2020–2023 was “Enhance the collection and availability of statistics through the implementation of a *National Strategy for the Development of Statistics*”.

KNSO advocacy

Second, the KNSO has longed wish to establish the NSDS, highlighted again by the Republic Statistician in the KNSO plan of 2016–2019 as follows:

Steps in Formulation of a national statistics development strategy

- *Advocacy – get in, documented in the Kiribati Development Plan. Advocate it in the Development Partners Forum, promote to*

get support from UNPS 2018–2022.

- *Consult with partners for NSDS – such as Paris21, SPC, UN organizations*
- *Public consultation – organized a public consultation on the phenomenon of Interest i.e. formulation of ideas on what is Kiribati plan to develop the Statistics.*
- *Building a road map – building a timeframe, plan to work on*
- *Lobbying to cabinet for endorsement – write cabinet paper and information paper*
- *Set up committees – formulate committee 1 technical working group and 1 Task force and TWG*
- *Formulation of plan as an output of TWG or task force.*
- *Designing of strategies (realistic)*
- *Envisaged with Implementation plan*
- *Monitoring and Evaluation checklist*
- *Reporting of Progress*
- *Reviewing of plans and modifying such as re-planning*
- *Monitoring and evaluation*
- *Progress reports*

MFED objective

Additionally, **objective 5** of the Ministry of Finance and Economic Development (MFED) Strategic Plan 2020–2023, aims to improve the information available to the Government through the production of accurate and timely statistics. The key strategy to achieve this objective as outlined in this plan is to “Enhance the collection and availability of statistics: Developing a Kiribati National Statistics Development Strategy (KNSDS) 2020–2030”

The **objective 5** of the plan is quoted below:

To improve the information available to the Government including through the production of accurate and timely statistics.

Strategy

Enhance the collection and availability of statistics: Developing a Kiribati National Statistics Development Strategy (KNSDS) 2020–2030:

- *Developing a centralized national statistical repository to encompass all data collected by Government agencies;*
- *Improving the collection and sharing of secondary data on fisheries and tourism to support KV20 aspirations;*
- *Censuses, Surveys, and Analyses are conducted in a timely manner;*
- *Improving availability and dissemination of all statistical collections, including online accessibility vis NSO website;*
- *Develop the data catalogue and library to store and archive the documentation of official statistics data in all stages for public access and utilization.*

World Bank support

The PACSTAT-KI project of the World Bank led by the Republic of Kiribati under its institutional review contains a component to carry out the task of developing the NSDS for Kiribati. It starts off with the Statistics Act review, resulting in a Statistical Act and Statistical Regulation submitted to Cabinet and Parliament in April 2023.

International guidelines

The Fundamental Principles of Official Statistics¹, adopted by the United Nations Statistical Commission, established guidance on the fundamental values and principles to be followed to produce useful, high-quality statistics that will have the confidence of data users. The financial crises of the mid 1990s led to the increased recognition of the importance of official statistics and the need for more

detailed and explicit standards for countries to follow to improve their statistical systems. Drawing from the Fundamental Principles of Official Statistics, the IMF, in close cooperation with a large range of producers and users of official statistics, began developing guidelines for the production and dissemination of such data. The Special Data Dissemination Standard (SDDS)², established in 1996, provided guidance to countries that borrowed, or intended to borrow, on international financial markets on the set of official economic and financial statistics that must be produced and disseminated, with strong emphasis on the timeliness of these data.

The NSDS concept

The NSDS concept, as articulated by PARIS21, supports the development of statistics strategies that are linked to and integrated with national development policies, including sectoral policies. The process for developing an NSDS includes broad consultation and involvement from decision makers as well as consultation with users. The Kiribati NSDS will build on previous statistics strategies and support the statistics system to optimize the availability of statistics that are important for the future development of Kiribati.

The overall objective of the Kiribati NSDS is to provide strategic directions and appropriate mechanisms for guiding and accelerating the development of sustainable statistical capacity and promote evidence-based policy formulation, planning and decision-making in support of the national, regional and international development agenda in pursuit of better development outcomes.

The NSDS is a comprehensive framework for advocating for statistics, assessing and meeting user needs, building capacity at

¹ For Details see: <http://unstats.un.org/unsd/goodprac/bpabout.asp>

² For Details see: <http://dsbb.imf.org/Applications/web/sddshome/>

all levels (with added focus on sectors), enhancing data quality, and, for mobilizing and leveraging resources (national, regional and international). The NSDS is not a wish list spelling out desired statistical activities, but it must be the result of a participatory process inclusive of all stakeholders with links to the development planning and policy process.

Design phase

The approach used for the development of the concept of national statistics and bringing other agencies within the scope of the NSDS in Kiribati is designed to be carried out **gradually**. It has been identified that not all agencies may see the advantages of active participation from the outset and some may wish to retain their own independence. Further, it is common/strategic for the first NSDS to be more KNSO-centric aiming to improve the office's coordination role and its capacities to do quality assurance and data communications. It is expected for the first NSDS to start small and set the foundation for this kind of collaboration in the NSS, and include only key sectors which are usually most advanced and have the biggest impact in terms of statistical activities. In these circumstances, a more gradual approach which promotes participation by demonstrating the advantages, is identified to be more effective than one which simply requires participation through external pressure. Further, it is expected that the Kiribati NSDS is robust enough to respond effectively and can be easily changed if needed, which means that activities will need to be reviewed occasionally to ensure that they continue to be relevant and align with the current statistical information needs of government and users and to maximize the benefits available from new methods, technologies and developments in statistical standards.

1.4. Kiribati Statistical Act and Regulation review

Review of Kiribati's legal and regulatory framework on statistics

A modern statistical institutional framework requires the statistical legislation to regulate the organization of the NSS; assert the independence of the KNSO and its head; outline the relationship between the producers of statistics and respondents; outline access to administrative records and their use for statistical purposes; the dissemination policy; the legal infrastructure for ensuring the confidentiality and the penalties in case of breach of confidentiality; budget issues; the availability of sufficient resources for financial statistical programmes; the international statistical cooperation; and the co-ordination of statistical activities within the country's statistical system.

As part of its efforts to meet the public policy objectives and the legislative reforms stated above, the Government of Kiribati through the PACSTAT-KI project performed a review of the Kiribati Statistics Act led by a consulting service with the assistance of the KNSO in consultation with NSS, as well as related legislation, regulations and policies. The assignment has been implemented in three phases.

First, a Legislative Review Paper was produced and delivered to the KNSO on September 5th, 2022. The review exercise performed an assessment of the Kiribati Statistics Act and related legislations, policies and regulations that cover the Kiribati NSS and the KNSO's role in data collection, maintenance, and analysis, was performed. The objective was to identify the gaps between the existing legal framework and the Government of Kiribati's goals for the country's statistics system in

the future and assess the KNSO's ability to effectively manage the NSS. The KNSO shared the initial version of the Legislative Review Paper with key stakeholders. All stakeholders reviewed the document, including in the stakeholders' consultation event organized by the KNSO on October 26th. This round of consultations was crucial to gather several inputs to improve the review exercise. Stakeholders actively provided their comments, which were incorporated in the final version of the Legislative Review Paper.

The second phase's objective was to provide recommendations for reforms to the Statistics Act (and draft Bill for first reading) and Statistics Regulations. A Recommendations Paper was produced to present a set of recommendations for a new set of legislation (Statistics Act and Statistics Regulations) around the Kiribati statistical system, taking into consideration: 1) the Legislative Review Paper and the results of the consultation events; 2) further guidance from the KNSO and other key stakeholders; 3) international standards and best practices on statistical systems.

In the third and last phase, all comments and suggestions received from the consultations with stakeholders were incorporated into the new statistics Act and Regulations and final recommendations/drafting for a new Statistics Act and Statistics Regulations were provided. As of now (June 2025), the phases have been completed and are awaiting decisions from Cabinet and Parliament.

It is important to note that this new Statistics Act and Statistics Regulations is a key component of an institutional strengthening to formalize and clarify the official mandate of the KNSO, as well as the scope of its roles and responsibilities within the machinery of government. This objective is particularly

relevant in determining the scope of the KNSO's authority such as related to the coordination and collation of data from other government agencies (data sharing), together with other leading roles of KNSO within the Kiribati NSS.

The draft Statistics Act and Statistics Regulation includes but is not restricted to the following:

- Organization of the NSS.
- National Statistical Advisory Council, whose functions are to guide and provide oversight of national statistical activities. Coordination of the NSS and statistical programmes, for example, KNSO to act as a "statistical clearinghouse" to ensure all statistical activities undertaken in Kiribati adhere to international statistical standards, classification and recognized procedures to help ensure data quality, requiring government agencies' to seek advice and clearance from KNSO prior to embarking on new statistical collections.
- Data collection, data governance and access to records It provides a framework/process through which parties can resolve any issues relating to the ownership of statistical data.
- Statistical confidentiality and protocols for disclosure of records.
- Quality of official statistics. These include the production and use of quality statistical information, to provide the foundation for evidence-based decision-making, policy development, planning, monitoring of, and accounting for development progress.
- Dissemination and communication
- International and regional standards and cooperation.
- Relationship to other legislation.
- Offences and penalties.
- Miscellaneous provisions.

CHAPTER 2: KIRIBATI NATIONAL STATISTICAL SYSTEM (NSS)

2.1. Overview

Like many countries, the official statistics are collected, compiled and disseminated by the KNSO and other government agencies in Kiribati. As such, statistics are an absolute necessary element in the information system of the I-Kiribati society, serving government, the economy, and the public with data on the economic, demographic, social and environment situation necessary to support policy formation and to inform decision making both within government and elsewhere.

Because official statistics are produced and disseminated by more than one agency in Kiribati, the concept of a national statistical system is appropriate to be established and properly implemented. Such concept is basically to bring together the most important national indicators and data sets within a coherent framework, providing users with some assurances about data quality and integrity. It brings all agencies involved in the production of data to work together as a team in the generation of coherent, reliable and demand-driven data products to support management and development initiatives, including policy formation and critical decision making in Kiribati.

Statistical production including dissemination and usage of statistical products is a venture that requires collaborative effort (teamwork) with a broad spectrum of the population (the society) being involved in different functions. The team consists of producers, users and suppliers (providers) of data (statistics), who compile, use and supply the raw data respectively. It should be noted however, that

each group is involved to varying degrees in the functions.

Hence the NSDS is aimed at enabling the Kiribati NSS to work towards supporting the country's strategic direction in a manner that encourages coordination and collaboration while at the same time recognizing and supporting the KNSO as the principal authority for the official statistics of Kiribati. The Kiribati NSS is categorized according to whether an agency or individual entity is a:

- **Supplier/provider:** These include establishments and/or institutions in the public sector, business establishments in the private sector, NGOs, CSOs, informal sector establishments, private households and people within the society.
- **Producers** are those that process the data and information to generate official statistics and statistical information. Within the public sector these include KNSO, statistical units in line ministries, regulatory authorities and statutory bodies. In the private sector these include business organizations, nongovernmental organizations, and sometimes community, or civil society organizations. Producers are supported by and held accountable by a common statistical infrastructure and guiding principles.
- **Users** are those who use official statistics to fulfill a range of purposes. Within the public sector these include ministers, parliamentarians and senior government officials who require access to quality data and statistical information to enable sound policy formulation and planning, as well as the regular monitoring of policy performance and development progress. It also includes private sector,

NGOs, researchers, development partners and international organizations, regional organizations and individuals in society who use statistics in a similar manner.

- **Training Institutions:** Statistical training institutions or centers contribute to skills development for both the producers and users of statistical data.

A list of stakeholders will be provided later according to which categories they belong including also technical partners such as SPC. It is understood that some of these stakeholders can take more than one category.

2.2. Kiribati National Statistics Office (KNSO)

KNSO's role in the NSS

The KNSO is the main provider of official statistics in Kiribati. Its core functions are development and production of official statistics including collection, processing, analyzing and dissemination of essential demographic, economic, social, and environmental statistics. These are mainly in the form of surveys and censuses. The KNSO has also a key role, particularly with the help of SPC, in providing statistical

infrastructure in the form of sampling frames, statistical techniques, and standards. One of the fundamental responsibilities that will be upcoming to the KNSO once the NSDS is up and running is the promotion of common practices, and standardization and harmonization of official statistics together with capacity building across the NSS.

Organizational structure

The KNSO is responsible for leading the production of official statistics. Operating under the Statistics Act as a division of the MFED, the KNSO is responsible for economic and social statistics, including the 5-yearly Census of Population and Housing. **Table 1** shows the number of staff in each pay grade.

Table 1. KNSO staff level

Post	Level	number of staff
Republic Statistician	L4	1
Deputy Statisticians	L9–7/L6–5	2
Statisticians	L11–10	2
Assistant Statisticians	L13–12	1
Statistical Officers	L18–16/15–14	7
Statistical Clerks	L18–16/15–14	1
Total		14

3 Web address: www.spc.int/prism/Country/KI/Stats/



Main duties

To collect, compile, analyze, abstract and publish statistical information relating to the commercial, industrial, agricultural, social, economic and general activities and condition of the people of the Gilbert islands.

To coordinate with departments of the Government the collection, compilation, analysis and publication of statistical record of administration.

Generally, to organize a coordinated scheme of social and economic statistics related to the Islands, in accordance with the provision of this ordinance. It shall be the duty of the Republic Statistician to make sure such arrangements and to do all such things as are necessary for the performance of his duties under this Ordinance.

While KNSO has been able to produce a large variety of quality statistical outputs over the years,

a review of its functions as proposed by the new draft Statistics Act and Regulation, undertaken as part of the NSS assessment to guide the formulation of the Kiribati NSDS, 2024–2030, identified several major constraints impacting on KNSO capacity to deliver quality statistical products and services, which deserve priority attention in the NSDS which includes:

Resource allocation

The most pressing challenge faced by KNSO is its current limited staff of 14. With all its operational areas affected by this shortfall, KNSO cannot be expected to operate efficiently and effectively in addressing current demands for economic and social-demographic statistics, with both areas running at low staff capacity. Further, with a growing demand for natural

resources/environmental statistics and many “new domain” statistics currently not met, this has severe implications for Kiribati’s ability to monitor its own domestic and regional development policy performance, notwithstanding the excellent work undertaken by the Kiribati Government with the development of its KV 20 vision and its KDP strategic initiatives. What still needs to be inserted is the statistical indicators that will comprehensively assess and monitor its progress and the effectiveness of current policies and work programmes. For this to be achieved, it is crucial for the NSDS to be implemented and equipped sustainably. For instance, through NSDS, enhancing areas such as NSS coordination, will bring efficiency gains across the different institutions and resources will be leveraged for common systemic approach to data and statistics.

Statistical coordination

In the meantime, there is an absence of a clear legal requirement to coordinate the statistical work of all national government agencies. Such a process could be facilitated through regular National Statistical Advisory Council meetings; proper administrative autonomy of the KNSO to lead the NSS; effective execution of the National Strategy outlined in the NSDS are some among other drivers of processes which the proposed Statistical Act and Regulation awaiting Parliament decision will provide. The Act identifies the KNSO as the principal authority for the official statistics of Kiribati, and refers to the duties of the Republic Statistician as “to co-ordinate the practices of ministries in the collection, compilation and dissemination of statistics and related information”.

Traditionally data was derived by the KNSO since the enacting of the 1977 first Statistics Act of Kiribati, which includes statistical

censuses and surveys. The process also includes by-product of extracting data from administrative records collected by other line ministries particularly in recent years. It is now typical that government ministries compile and disseminate statistical information from the administrative processes for which they are responsible. For example, the Education Management Information System (EMIS) of the Ministry of Education in Kiribati is used to compile and publish education statistics. Similarly, with the Health Information System (HIS) and other government agencies do compile and publish their own statistics.

Datedness, irregularity of accessible data and statistical products

With many socio-demographic and micro-economic data and indicators derived from censuses and household surveys, the lengthy time-lags and irregularity of household surveys, which more often than not are conducted when external funds are available rather than when required for policy development, do not lend themselves for regular monitoring of policy performance and development progress. An added pressure to deliver quality statistical outputs in a timely manner and through a diverse range of products, is hampered by current staff constraints as referred to earlier.

Assessment of the Kiribati NSS

Very few countries will be starting strategic planning from scratch and the purpose of a strategic plan will normally be to improve an existing national statistical system if any. Some countries for example, have already participated in the IMF's SDDS/GDDS frameworks or have had a similar sort of assessment. Therefore, as explained earlier, the purpose of the NSDS is to build on and extend existing approaches to cover all data sectors and users, including prioritizing

statistical outputs, and consider the 'softer' organizational and institutional aspects of strategic planning. As the first step in developing a strategy, it is desirable to carry out an in-depth assessment of the current status of the system, including from the user perspective and taking account of existing improvement programmes. The assessment should be realistic, objective, detached, and critical. It should use best practices and be benchmarked against international standards and frameworks as appropriate. The assessment should lead to an understanding of the adequacy of the outputs and the organization and management of the NSS as a whole. Specifically, it should lead to an understanding of:

- Users' current and perceived future requirements for statistical information; their (NSS) assessment of the adequacy of existing statistics and of where there are gaps in existing and planned data; their priorities; and their ability to make effective use of statistical information
- What statistics are available, their sources and how quickly they are made available to users (publication and dissemination policies)
- The linkages and coordination arrangements among producers and between producers and users of statistics and how priorities are set across the NSS
- The legal and institutional framework in which key producers of statistics operate
- Organizational aspects, including how the NSS is managed, human resource policies; and strengths, weaknesses, opportunities and threats
- The quality of statistics and how they are produced (methods and procedures, use of international standards, constraints and problems) and processed, analyzed and archived (IT policies, databases), and

- Current capacity of the NSS (physical, statistical, and ICT infrastructure; human and financial resources; and dissemination policies and strategies). This will involve taking account of the views of the main groups of users and producers of statistics; comparing needs with inventories of all official statistics and the agencies that produce them; taking stock of all existing statistical commitments; the legislation or other authority under which data are compiled, the adequacy of infrastructure and processes for production and management; the adequacy of domestic financial resources; the existence of capacity building programmes; and the availability of external technical and financial resources.

2.3. *Perceived strengths, weaknesses, opportunities, and threats (SWOT) of the Kiribati NSS*

An integral component of an NSS assessment is undertaking a SWOT analysis as part of a country's NSDS strategic planning workshop. The benefit of such an exercise is twofold: it serves both as a cross-check/validation of earlier sectoral assessments taken place in Kiribati (if any), and provides a solid basis for the strategic planning process in helping to identify key strategic outputs associated with each strategic objective ("what the NSDS wants to achieve"), as well as associated operational outputs ("what needs to be done to get there"). The result of this process which is summarized later need further validation and to have a binding particularly with political leaders and NSS as a whole on what needs to be in place for Kiribati so that a validated strategic planning framework and risk analysis matrices is confirmed for NSDS.

Strengths

One of the possible strengths of the statistical system for Kiribati is that it is supported by a new drafted statistical legislation and regulation completed with an NSDS being drafted which is a great opportunity to adopt, given Cabinet approval. If this statistic Act is approved, then that addresses the first of the five KNSO's strategic objectives. The official status afforded to the position of the Republican Statistician is stated in the draft legislation together with the definition of 'Official Statistics'. Associated with this, the roles and purpose of statistics and that of the KNSO are more widely understood and accepted than they have been in the past. The proposed formation of a National Statistics Advisory Council ensures representative governance of the statistics system. Stakeholder relationships are improving through on-going dialogue between statistics stakeholders and the re-formation of active sectoral technical working groups. These groups will provide information and advice to the Republic Statistician. Their formation will lead to a growing awareness of statistics stakeholders' roles and responsibilities, and enable the development of agreed protocols, procedures, and common standards for collection, classifications that help improve data production, sharing and dissemination.

The legal review also highlighted coordination aspects of the NSDS as **who** is doing **what** and when. It provides clear direction on coordination where KNSO is leading the national data collection and the data sharing mechanism. Such leadership by KNSO promotes unified official statistics. It also allows capable staff at the KNSO to provide technical backstopping to other producers of official statistics with good working collaboration and networking, hence avoiding duplication and working in silos. The new

drafted Statistics Act review includes specific reference to a key KNSO function to act as a “statistical clearinghouse” and stronger reference to the importance of statistical coordination and collaboration between government agencies.

Weaknesses

There is no definition of the Kiribati NSS or if there is any it is unclear. There is a lack of inter-link and co-ordination between various databases and weak co-ordination among various stakeholders for exchange of information. Technical and analytical expertise is low. The absence of an institutional framework for regular quality review, particularly with the administrative data, is something to be taken into consideration.

There are no common data release calendars by the KNSO, line ministries and agencies.

Statistical literacy of users is very low and this is evident from the national development plan where there are minimal indicators with lack of evidence base policies and work programmes. Resources allocation is a key issue for statistical development where fund allocation for statistics is very low.

The advocacy for public value of statistics is absent and therefore most survey data produced by KNSO are underutilized data. A very good advocacy programme will assist.

Despite good work done on the Statistics Act review, it is uncertain whether the Statistics Act review will be fully approved or partially approved or not approved at all. There remain some inconsistencies in the Act review and conflicts with other Acts over ownership, use and control of statistical data. However, there is provision in the Act review that allows Statistics Act to be more authoritative over other laws pertaining to national data. In fact, this is one of the examples where a thorough consultation and political commitment is required.

Added to this, the term ‘Official Statistics’ needs to be clearly defined if the authority and legitimacy of the Republic Statistician is to be fully understood and recognized by stakeholders. And at the governance level, the National Statistics Advisory Council and NSDS Steering Committee have yet to be established.

Technical weaknesses within the system include the range of different databases and data systems in use by statistics stakeholders. The range of types and frequency of statistical cycles does not make it easy for members of the public to have access to relevant data. Though coordination, cooperation and communication are improving between statistical users, providers and producers, the system, from time to time, is at risk of producing statistical information that is a duplication or contains discrepancies and/or gaps in information.

The system needs to develop a coordinated approach to the production and use of personal identifiers, in the form individual ID numbers, which have been previously issued in Kiribati. This would enable a system wide approach to the production, allocation, accessing, and monitoring of statistical data for individuals, while guaranteeing individual privacy and data confidentiality. It would also reduce the risk of data duplication.

Resource constraints, both in terms of lacking (i) human resource capacity (number of staff and technical expertise) to collect, compile, process, analyze and disseminate statistics and statistical information, as well as (ii) realistic working budgets to do so, are a major weakness across the Kiribati NSS. It is of particular concern regarding the production of natural resources/environmental and many “new domain” statistics associated largely with international development framework

and treaty monitoring requirements. Having said this, even Kiribati's pre-eminent statistics provider, KNSO, is not immune to such challenges and constraints, as referred to earlier.

Opportunities

There is an increased demand for more and better statistics for the KV20 and the SDGs. In particular, with the new KDP starting in 2026, it is evident from ministries that they need new data such as climate change, poverty, financial inclusion amongst others. Having said this, an increased international technical and financial support for statistics had been offered to KNSO from SPC, World Bank PACSTAT-KI project.

Further, the availability of sub-regional, regional, and international frameworks to enable collaboration aiding: ICT advancement timely, accurate, and cost-effective data collection, analysis, and dissemination. Further possible institutions which could be consulted to support advanced data analysis and interpretation (UNSD, WB, IMF, UNESCAP, ADB, SPC, PFTAC, PARIS21 and donor countries). This allows strengthen analytical and reporting writing capacity/communication skills which expand releases and use all types of media.

There is a global call, particularly to SIDS, for evidence-based decision making and policy formation. The emerging demands for better and more statistics for international SDGs, regional development framework and national agendas is seen as opportunities for improving data quality and timeliness. The ongoing development of strategic relationships, at organizational and individual levels, between the KNSO and statistics stakeholders is an opportunity to consolidate understanding of the roles, responsibilities,

representation, and planned action as they relate to the strategic production and use of statistics. The fostering of strategic relationships within stakeholder organizations and sectoral groups could assist in enhancing statistical processes and procedures such as improving communication, the production and exchange of information, and the alignment of activities.

The alignment of the KV20 and KDP's indicators and the SDGs, as they relate to statistics, presents an opportunity for the strategic setting and acceptance of data priorities. The development of statistics planning, timelines, frequency of data collection and production, allocation of organizational and individual responsibilities, and indicators of outputs being completed and outcomes being realized can all stem from this strategic alignment exercise. The alignment of the National's indicators and the SDGs can inform the development and implementation of information technology and the statistical infrastructure. A flow on opportunity is the identification of training opportunities and capacity building initiatives to enable the delivery of statistics. In turn this could help facilitate the KNSO and statistics providers to effectively and efficiently collaborate on producing and sharing statistics and provide professional and systems support to each other.

Threats

One of the key assumptions which the NSDS is based on is the active, considered and deliberate leadership within the KNSO and line ministries and agencies. Such assumption presents one of the risks to the successful implementation of the strategy in that leadership roles in the statistical system is not taken up by or accepted by other producers of statistics. An associated risk is

that stakeholders are unwilling, or unable, to coordinate and co-operate in statistical activities or to recognize their responsibilities within the statistics system.

It has been identified that there is a low appreciation of the importance of statistics in the process of policy- and decision-making which is highlighted in the resources allocation to KNSO budget compared with other national priorities. Further, there is a lack of public awareness about the importance of the quality of statistics and indicators and their utilization. This has been evidently identified in our Household Income and Expenditure Survey (HIES) consultation where stakeholders stated that they were not aware that some of their needed information is being consistently collected by KNSO in their past HIESs. This shows that there is a failure to meet stakeholders' expectation and the mismatch between producers and users that coordination within and outside NSS is crucial.

It is likely that the development of information technology and systems infrastructure will be necessary to enable the delivery of the NSDS strategic objectives. There are a range of risks associated with this that include budgetary matters, the potential for changes in government priorities or demands from other projects, the ability of providers to deliver products and services, and the ability of the system's participants to become competent in meeting any new information technology or infrastructure demands. The development of information technology and systems infrastructure will require resourcing and there is a risk that the government, or support partners are unwilling or unable to provide the necessary resources.

Another assumption that underpins the NSDS is that the participants in the statistics system will be involved in change that focuses on

the improvement of the development and use of statistical information. The risk is that key participants are reluctant to support the change process and/or work actively to maintain the status quo. Maintaining organizational capability and professional memory is a challenge for the system and there is a risk of capable and competent staff moving out of the system therefore potentially weakening the system's leadership and change and improvement process.



CHAPTER 3: KIRIBATI NSDS STRATEGIC FRAMEWORK

3.1. Vision, mission, values, strategic objectives, statement of quality

This chapter describes the inter-related concepts of “mission”, which describes the business the Kiribati NSS is in, “vision” – where it is heading, strategic planning to achieve the mission and vision, and prioritization plan. The Kiribati NSDS is grounded in the strategic objectives to improve coordination and management of its NSS within a robust institutional environment, and effectively manage resources, to ensure that there is better communication, access and use of an improved quality and range of statistics, to better meet users’ needs. It is guided by the United Nations Fundamental Principles of Official Statistics (**Annex 1**).

Vision

The vision seeks to answer the overarching question: **What do we want to become** in the longer-term, 10 years from now? The benefits of a vision include “breaking out of boundary” thinking, identification of purpose and direction, promoting interest and commitment, encouraging and building confidence as well as creating loyalty through ownership.

The Vision that the Kiribati NSS aspires to achieve in the implementation of its NSDS is:

To be recognized as the best statistical system for providing timely and reliable statistics to assist the development and management of the Republic of Kiribati, hence responding to its user demands with strong partnership among stakeholders.

Mission

A **mission** refers to **what is our business** and why do we exist as a national statistical system. It provides the basis for priorities, strategies, plans and work assignments. The statistical system of Kiribati must be developed and strengthened to meet emerging demands in the social, economic and environment areas.

The mission statement aims to describe the purpose, customers, products or services, markets, philosophy and basic technology used by the statistical system of Kiribati to realize its vision. The mission statement is aimed to be inspiring, supplying energy, motivating and galvanizing staff and customers alike. It should create a commonality of interest and create an “emotional bond” and “sense of mission” for managers and staff of the national statistical system⁴. For a national statistical system and especially a central statistical agency such as KNSO, the mission will derive from the new proposed Statistics Act Review (which is now awaiting Cabinet decision) providing the mandate for statistical activities.

In simple terms, **the mission** statement tells us what we must do to help our vision become a reality. To continually improve, the Kiribati NSS members need to recognize the barriers to progress and develop strategies to plan well and build a stronger future. The mission of the NSS is:

To coordinate, produce and disseminate quality and timely statistical information for evidence-based decision making for all.

⁴ Fred R. David, *Concepts of Strategic Management*, 6th Edition, Prentice Hall International, Inc.

Mission statement:

To coordinate among the national statistical system, and with users, in an effective and efficient manner that ensures the integration of the national data ecosystems and the inclusion of a gender perspective in the production and dissemination of official statistics to drive the development agenda.

Values

The Kiribati NSDS values reflect the guiding principles and behaviors stakeholders in the statistical system believe in as a national statistical service including:

- **Integrity:** Focus on: reliability, accuracy, confidentiality, unbiased, compliance with standards.
- **Professionalism:** Focus on: timeliness, relevance, legally compliant, efficient, accountable, innovative, transparency, independence.
- **User Focus:** Focus on: improved data availability/accessibility; data sharing/dissemination; collaboration and inclusiveness.
- **Independence:** Focus on: institutional/professional attributes.

3.2. Five Strategic Objectives

The Kiribati NSDS proposes the following strategic objectives. When translated into concrete actions, they set the stage for the Kiribati NSS to produce timely and reliable national statistical information in accordance with internationally accepted methodological standards. There are five strategic objectives which embrace the central thrusts and performance areas that the Kiribati NSS is looking forward to pursuing to achieve its vision and mission.

The Kiribati NSDS is grounded in the strategic objectives to improve the national statistical system through the following:

- A sound legislation with a Statistics Act review and Regulation had been submitted to Cabinet for their approval and policy framework for statistics.
- Better access to, use and communication of statistics.
- Enhanced knowledge management.
- Effective coordination across all agencies in the national statistical system.
- The implementation of a continuous programme of institutional and human resources capacity building.
- These five strategic objectives embrace the central thrusts and performance areas that the NSS will pursue to achieve its vision and mission.

Prerequisites of quality

The strategic goals are expected to be identified through the sector assessments of the prerequisites of quality required in the national statistical system of Kiribati. In general, across the NSS, there is a need for better coordination and resource sharing between agencies with mandates for collecting, compiling and disseminating statistical information, and integrating statistics across the economic, social and environment spheres to provide a more complete and rounded analysis of the situation in Kiribati. More resources are required to define quality standards for statistics and make these assessments known to the users of the statistics. The wide range of statistical information produced by government agencies is generally not presented in a way that makes the statistics easy to understand by the general public (user friendly), In general, statistics are produced by government for government. Increasing

access to statistics which are transparent in method (best practice and contextually appropriate) and made use of by the general public is a long-term process.

In order to ensure high quality data is available for sharing, processes for assessing the quality of the data need to be established across the NSS. At this strategic level for the NSDS, stakeholders recommended:

- All stakeholders within the Kiribati NSS develop an understanding of what the NSS is, how it should function, and its role in promoting improved collection and use of high quality statistical information in order to improve evidenced-based decision making across government.
- Guiding principles be developed that promote an integrated approach, foster cooperation, maximize 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 National Development Plan results.
- Support and resources are mobilized to implement NSDS strategies.

3.3. Governance

A sample NSDS governance structure, comprising of an NSDS oversight committee providing broad strategic guidance, with the actual NSDS implementation and monitoring responsibility entrusted to an NSDS steering committee and three sectoral technical working groups is shown in figure 1. With proposed Kiribati Statistics Act and Statistics Regulation to Parliament providing for the formation of a National Statistics Advisory Council to ensure Government, private sector and civil society's interests in, and access to

information pertaining to economic, social and natural resources development are met, it is imperative for these three bodies to be convened as soon as practical, to ensure NSDS implementation gets off to a successful start.

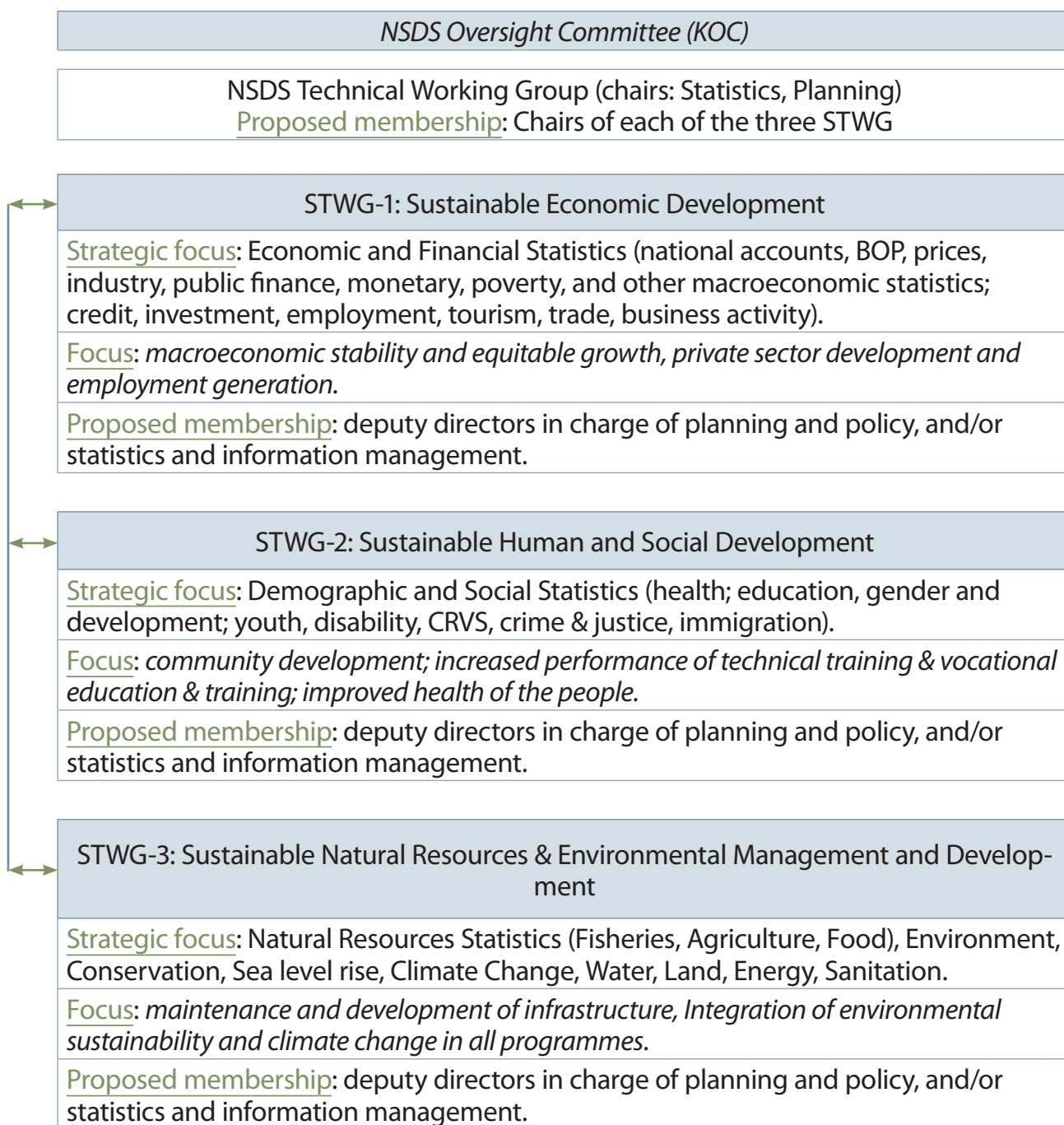
This is of particular importance for the establishment and composition of both the NSDS steering committee and the three sector technical working groups (STWG), to make an early start with developing and implementing:

- Core statistical action plans across sectors to address national and regional/international policy commitments, and
- Agreement on processes and mechanisms to facilitate statistical coordination and collaboration, including data sharing,

These two major strategic and operational outputs should be pursued right from the start of NSDS implementation.

It is envisioned that the work of this National Statistics Advisory Council will be supported by the NSDS Steering committee, which is tasked with providing overall guidance to, and monitoring of the NSDS implementation, comprising of the Republic Statisticians (Chair) and Director of Planning (Deputy Chair), and the chairs of the three NSDS sectoral technical working groups, representing the three pillars of sustainable development. The sectoral technical working groups' main role is to ensure implementation of the sector-specific statistical action plans.

Figure 1. NSDS Organizational Structure



CHAPTER 4: NSDS OPERATIONAL FRAMEWORK

4.1. Matching strategic objectives and operational outputs

What we need to do to improve the NSS through the NSDS

Objective 1. Responding to data needs from policy demands and strengthening the statistics Act review and Regulation

Rationale: Ensure Kiribati NSS addresses national information and policy demands (link to national plan/budget process). Sound policy and legislative framework for the NSS.

Strategic output 1.1: Develop a strategy for the production of national indicators to report progress against Global, Regional and National reporting priorities, including the Kiribati Vision 2016-2036 (KV20), Kiribati Development Plan (KDP) and Ministry Strategic Plans (MSPs), where activities included cover all key aspects of the Pacific Indicator Guidelines.

Responsibility: All government agencies including the KNSO.

Actions include:

- Identification of all Kiribati’s reporting priorities, addressing Global, Regional, National and Sub-national reporting.
- Clarification of roles and responsibilities for each key stakeholder in the identification and production of key indicators for each of Kiribati’s reporting priorities
- Development of an indicator framework to monitor progress of the Kiribati Development Plan which aligns with KV20, and incorporates key elements of each Ministry Strategic Plan (MSP)
- Development of indicator frameworks to monitor progress of each Ministry Strategic Plan (MSP)
- Develop an agreed approach on how Kiribati will report progress against key Global/Regional initiatives, with particular emphasis on the i) 2030 Agenda and corresponding SDGs, ii) the Antigua and Barbados Agenda for SIDS (ABAS) and iii) the 2050 Strategy for a Blue Pacific.
- Development of a Core Set of priority indicators covering actions (iv) and (v) above, stored in a central location, to guide the production of data to best facilitate the production of indicators for Kiribati’s reporting priorities
- Development of detailed metadata for all indicators identified in the Core Set or priority indicators outlined above
- Production of annual reports of progress against the KV20, KDP and MSPs
- Production of reports of Kiribati progress against key Global/Regional initiatives in line with expected reporting frequencies of these initiatives.

Strategic output 1.2: Operational new legislation (Statistics Act and Statistics Regulation) to support official statistics and effective execution of the NSDS.

Responsibility: KNSO, AGO, Secretary of MFED, and Parliament.

Actions include:

- Statistics Act and Statistics Regulation passed into legislation. The draft has been submitted to Cabinet and Parliament and is awaiting decision.
- Advocacy and legal consultation of the new Statistics Act and Statistics Regulation to be made available.

Strategic output 1.3: The Kiribati NSDS is completed, and following political endorsement, is ready for implementation.

Actions include:

- The NSDS is in place following endorsement by NSDS Steering committee prior to final submission to Minister responsible for Finance and Economic Development for endorsement, and ultimately Cabinet, to guide statistical developments in Kiribati to enable evidence-based policy development and planning, policy and activity monitoring, and accounting for development results.
- Experience in a number of other countries shows that a plan that has a senior political champion (or preferably champions) driving the process forward gets better results. KNSO will embark on an advocacy programme for the political leaders, Cabinet and the Statistical Council for the political will necessary for the adoption and implementation of the Kiribati NSDS.
- Attracting the attention of the donor community at an early stage enhances success. In addition to involving existing partners, potential donors might be identified through a review of their country planning documents (e.g., the World Bank's Country Assistance Strategy) and identifying a focal point for anchoring inter-donor coordination (a champion of the process from the donor side).

Strategic output 1.4: NSDS Steering Committee and National Statistical Advisory Council are established and meet on an agreed-upon regular basis.

Responsibility: KNSO with the support of the Secretary and Minister of MFED.

Actions include:

- KNSO Republic Statistician to submit terms of reference (TORs) for the NSDS Steering Committee and the National

Statistical Advisory Council (NSAC) to the Minister responsible for Statistics to enable establishment and regular convening of these bodies.

- NSS, with the leadership of the KNSO, to establish sector working groups with TORs and compositions to be approved by the NSAC.
- Develop Annual Work Plans and Budget for NSS and line ministries implementing NSDS.

Objective 2. Better communication, access and use of statistics

Rationale: Official statistics should be disseminated to the widest possible audience to benefit society, enhance trust in official statistics, and to achieve maximum benefits from the investment made in collecting and compiling the data in the first instance (data utilization). Making data accessible and relevant is key to improving and promoting their use across target groups within Kiribati.

Strategic output 2.1: List of KNSO and sector agency (NSS) statistical publications, including calendar of release, is to be made publicly available and updated on a regular basis.

Responsibility: KNSO and Government ministries (NSS).

Actions include:

- KNSO to publish an annual calendar of release of national statistics and statistical publications, including an annual Statistical Digest.
- All government agencies commit to produce an annual statistical digest in line with the tracker database, as part of their annual management plan and reporting requirements, and share this information with KNSO to allow production of a consolidated Annual Statistical Yearbook.

Strategic output 2.2: Protocols for sharing administrative data between government agencies are established, including provision of metadata.

Responsibility: KNSO

Actions include:

- KNSO to develop data sharing protocols, as outlined in the Statistics Act and Regulations, to facilitate NSS-wide collaboration and communication and assist administrative data providers with adding statistical value to their data collections. In preparation for data sharing, KNSO has started working on data cleaning for line ministries to avail for sharing protocols and also for advocacy for the public values of statistics.
- It has been identified that KNSO needs a proper website to be administered within the KNSO to act as the main channel for disseminating KNSO's official statistics. The content needs to be expanded to include all official statistics for Kiribati including the national dataset, portals for environment statistics and disaster-related statistics, and/or links to other agencies' datasets. To improve transparency, the website should have a release calendar for all scheduled statistics outputs, published at least six months in advance. Statistics outputs should include relevant metadata. To improve the utility of statistics, data should be made available in any form for the users upon request. Other publications such as methodologies, research papers, and minutes from various committee meetings should also be available.
- To satisfy user's increasing demands for access to microdata and to maximize utility of data already collected, the KNSO will develop a programme to promote and facilitate safe access to microdata. To evaluate use of statistics and improvements in KNSO could use web traffic analytics to monitor website traffic and conduct regular user satisfaction surveys. This could include a "pop-up" on the website to ask users if they found what they were looking for or a simple questionnaire for users who visit the KNSO requesting information.
- Statistical literacy is a term used to describe the ability of an individual or a group to understand and comprehend statistics. Initiatives need to be put into practice to increase statistical literacy in all fields of society: for scholars and students, for journalists, for decision makers in politics and businesses, for business respondents, and the general public. Awareness of the value and use of statistics can be improved though



building good relations with local media and providing regular briefings and workshops for the media and users. An annual Statistics Day is a good way to build staff morale and knowledge as well as generate interest with users, families, and the public.

Strategic output 2.3: To make statistics available in various user-friendly formats.

Responsibility: KNSO.

Actions include:

Development of a platform to disseminate indicator data which focuses on the Kiribati Development Plan M&E, but also promotes reporting against key global and regional initiatives of priority to Kiribati such as the SDGs, ABAS, and 2050 Strategy for a Blue Pacific

Objective 3. Data and Information Management

Rationale: review/update or establish protocols for collection, classification, quality assurance, sharing and dissemination of statistics. Ensure adequate and sustainable human, financial and institutional (budget, IT, physical environment) resources are in place to deliver quality statistical products and services.

Strategic output 3.1: IT infrastructure improved across Government agencies to facilitate move-away from manual data compilation and recording.

Responsibility: Government ICT unit, KNSO.

Actions include:

- KNSO to undertake a review of current statistical compilation and recording practices across agencies, before deciding on next steps to progress from manual to electronic data compilation.

Strategic output 3.2: Best practice statistical procedures (adherence to international classifications, standards, definitions) are adhered to by all providers of statistical data.

Responsibility: All government agencies with the support of the KNSO and other partners

Actions include:

- In line with its statistical clearing house functions (specified by the Statistics Act review), NSO to assess and ensure agency compliance with statistical standards, with technical support, where required, from specialist external technical assistance providers.

Strategic output 3.3: Establishment of thematic/sectoral statistical working groups to agree and implement on common standards for collection, classifications that help improve data sharing and dissemination.

Responsibility: KNSO and NSDS steering committee.

Actions include:

- Establish working groups.
- In line with KNSO statistical clearing house functions, assess agency compliance with statistical standards.
- In line with Kiribati’s new statistics legislation, all household surveys and community consultations with a statistical focus will undergo prior review and endorsement by KNSO to (i) ensure compliance with statistical standards (ii) and the published annual calendar of statistical surveys, to avoid both duplication and respondent fatigue.
- This also applies to collections undertaken/initiated by Civil Society Organizations and Non-Government Organizations.

Strategic output 3.4: Protocols are in place for data dissemination.

Responsibility: KNSO, with support by ICT.

Actions include:

- KNSO to develop a draft protocol for data dissemination in close consultation with SPC, for review and endorsement by NSDS Steering committee.
- Following steering committee endorsement, agencies commit to implementing dissemination protocol.

Strategic output 3.5: All Government agencies have database security/back-up protocols in place to avoid data loss or data being compromised.

Responsibility: All government agencies.

Actions include:

- ICT of Government to advise on data security protocols that protect databases against hacking and theft, virus and malicious software attacks, fire and natural disasters (e.g drought, sea level rise, flooding).
- Implementation of these protocols rest with all government agencies.

Strategic output 3.6: Ongoing training provided for data collection/information management procedures and standards for all agencies producing national statistics.

Responsibility: KNSO, supported by SPC and/or specialized technical agencies.

Actions include:

- Develop and implement an annual statistical training programme for KNSO and other agencies' staff involved in data collection, processing, analysis and dissemination.

Objective 4. Enhance coordination and leadership

Rationale: The NSS is a coordinated system where agencies work together and have a legal

mandate for the collection, dissemination and using of statistics. It establishes partnerships, improve collaboration, coordination, consultation between internal and with external stakeholders. Adequate funding for KNSO as an independent bureau to enable it to lead and manage the NSS is essential so that the KNSO can provide leadership, coordination, statistical advice and capacity-building activities.

Strategic output 4.1: Governance framework – Coordination mechanisms to be established for Kiribati.

Responsibility: KNSO and NSS.

Actions include:

Establishing high level committees across the NSS. The committees will be responsible for, amongst other things, examining statistical work programmes of the various line ministries in an effort to avoid duplication of work and evolve the national statistical programme for the approval of the Kiribati Statistics Advisory Council and developing strategies. This will ensure uniform standards and methodology amongst the various agencies with a view to improving on the quality, comparability and timeliness of their statistical outputs.

- Establishing collaborative working arrangements for statistical production including carrying out joint surveys and research. This initiative will eliminate duplication of effort and save funds and encourage close collaboration between the different agencies.

Strategic output 4.2: Coordination tools and consultation

Responsibility: KNSO and NSS.

Actions include:

- Develop and implement a coordination plan that includes regular coordination

and consultation meetings with the National Statistics Council, Sector Committees and other users and providers.

- Develop and implement technical coordination tools including compendium of common concepts, definitions and classifications; national data quality assurance framework; annual national statistical programmes; comprehensive national socio economic database. There had been informal work on this area, where KNSO had started advocacy programme for the NSS via different initiatives. It started off with the consultations on the new Stats Act and regulation review, consultations on national surveys where line ministries with the KNSO try to merge the user needs and the producers' information collected. This was a successful exercise as a lot of ministries were unaware of such national data collection conducted by the KNSO.
- Advocacy by the KNSO to support work on data cleaning of line ministries' data bases, particularly with their administrative data.

Strategic output 4.3: To establish a national database.

Responsibility: KNSO.

Actions include:

- KNSO is developing a data coordination exercise where internal units from line ministries will merge their data to a data hub hosted by KNSO. This will enable effective data sharing as outlined by the new Statistics Act and Statistics Regulation, hence avoiding duplication and aiming at more evidence base policy initiatives.
- The national database will act as a one stop-shop for official data and statistics .

Strategic output 4.4 To improve KNSO functions and operations.

Responsibility: KNSO.

Actions include:

- Undertake a full and comprehensive review of the NSO functions, human resources capacity at all levels in the organization, resources (in-kind and budget), training needs and infrastructure staff (in conjunction with other strategic outputs).
- Restructure the NSO to fit the needs of the future NSS.
- Establish a Statistical Coordination unit or at least a staff member within KNSO to advise on, lead, and coordinate funding priorities, statistical activity, improvements to standards, methods and processes, the dissemination process, and training and professional development across the NSS.
- Establish a Household Survey Unit within the NSO to conduct an ongoing programme of household and business surveys for the NSS. The unit will require funding for:
 - one-off establishment costs;
 - ongoing funding of salaries and wages for permanent staff; and
 - funding for each survey's operational expenses (wages, travel, and accommodation allowances for field staff).

Strategic output 4.5: To provide facility for KNSO staffs.

Responsibility: KNSO, MFED, Cabinet and donors.

Actions include:

Office accommodation: refurbish existing accommodation or purchase/build new "Statistics Haus" to accommodate up to 60 staff.

Establish KNSO as an independent bureau as proposed by the new Statistics Act and Statistics Regulation. This will include

identifying other actions required to establish the Kiribati Bureau of Statistics independent from MFED.

Objective 5. Resources development: human, financial, institutional:

Rationale: ensure adequate and sustainable human, financial and institutional (budget, IT, physical environment) resources are in place, to deliver quality statistical products and services.

Strategic output 5.1: Provision of sustained training opportunities and capacity building initiatives are in place to enable the delivery of quality official statistics by the KNSO and other sectoral statistical providers.

Responsibility: Public Service Commission (PSC)/KNSO, in collaboration with specialized technical agencies.

Actions include:

- KNSO and PSC collaborate in a regular statistical capacity/needs assessment of all statistical providers in the Kiribati public sector (human, budgetary, IT-systems), to address current training and capacity building demands.
- Such assessments, or their updates, to become an essential part of annual Department Budget preparations.

Strategic output 5.2: Government agencies' strategic plans/business plans include provisions for data and information management.

Responsibility: All government agencies.

Actions include:

- KNSO to undertake a stock-take of line ministries' current statistical data and information management capacity and statistical needs, to advise the first meeting of the NSDS steering committee to develop appropriate action plans to address current data and statistical

capacity gaps (e.g. dedicated budgetary/ staff resources to allow for regular data collections and information management).

Strategic output 5.3: Government agencies involved in the collection of statistics and management of information will have these functions reflected in job descriptions of staff recruited to undertake such tasks.

Responsibility: All government agencies.

Actions include:

- Update job descriptions.
- Ensure statistical capacity assessment of line ministries is endorsed by PSC.

Strategic output 5.4: Appropriate and sustainable budgetary support is in place to assist improvement of statistics across sectors.

Responsibility: MFED

Actions include:

- This is of particular relevance to agencies across the Natural Resources/Environment sector which currently lack departmental statistical capacity and expertise (Agriculture, Environment, CC, & Energy). A business case can be made to strengthen the statistical capacity across this sector.

Strategic output 5.5: Government agencies involved in the collection of statistics and management of information will have succession and key personnel contingency plans in place, to mitigate "key person risk".

Responsibility: All government agencies

Actions include:

- Make use of the One-Process Tool which entails provision for risk assessment.

CHAPTER 5: IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION

5.1. Introduction/Overview

Strategic management as a continuous process

“The ability to execute strategy is more important than the quality of the strategy itself,”⁵

The preparation of the strategic plan is really just the beginning. Without effective implementation all the effort invested in designing the strategy will simply be wasted. A successful outcome will require both the design of the strategy and its implementation to be sound. Appropriate arrangements should, therefore, be established within Kiribati Government in order for efficient implementation of its NSDS.

It is also important to recognize that changes are inevitable, especially within the longer timeframe for the NSDS. Hence, this plan is expected to build in flexible mechanisms to respond to changes, problems, and opportunities during the implementation process. Indeed, the most effective strategic management processes are not necessarily those that produce the best plans, but rather those that build in the flexibility to respond to change. A key requirement of the implementation process, therefore, is that it includes mechanisms for managing change, for monitoring and reporting on progress, for reviewing the strategy and for adapting and changing it when required. It is also important to manage the timing and sequencing of NSDS design and implementation to be in line

with government budgetary cycles and other processes, for instance review and updating of national policy frameworks.

Managing implementation

Arrangements for the implementation of the strategy are likely to include the following.

- **Managing change.** It is expected that implementation of an NSDS in Kiribati will, almost certainly, require a number of organizations, including the KNSO to undergo change, in particular to take on new roles and responsibilities. Change is difficult and can, in many circumstances, be painful for some. Typically, some will see themselves as gaining from the change process and so be in favor, while others will think they will lose out and hence will often try to obstruct what is planned. Management structures and processes need to be put in place to manage the change process and, if possible, to provide some compensation to the losers.
- **Management capacity needs to be developed to implement the strategy, including Leadership. This involves** communicating with stakeholders, creating awareness, and maintaining external and internal support. In addition to a champion or champions of the process, there may also be a need to develop strategy “missionaries” within a number of the key agencies who can teach others about the change process and help to maintain support.

⁵ *The Strategy-focused Organization* by Robert S. Kaplan and David P. Norton, Harvard Business School Press, Massachusetts, 2001

- Capacity will also need to be developed to manage important functions such as **financial management and procurement**. It is important that resource inflows into the NSS be well managed and accounted for. Both national governments and donors involved in the implementation of the NSDS will want clear financial and procurement guidelines to be established and followed in accordance with established rules and procedures.
- **Engaging and motivating staff:** agency and system implementation plans will need to be translated and cascaded into annual work programmes and objectives for each work area, and into individual job plans and appraisal and incentive systems.

5.2. Implementation

Key government departments and agencies within the statistical system will have a role to play in the implementation of the NSDS. Statistical outputs would be delegated to directors, senior statisticians and head of statistical units in line ministries to implement, and their progress reports would also feed into to implementation plan and monitoring reports.

During the first six months of the NSDS implementation, a series of sector NSDS design teams would be set up in each of the major line ministries (e.g. Education and Health) with existing or proposed statistical units. A workshop would be held for each line ministry to familiarize these sector teams with the NSDS and to kick off the process in their Ministry or Department.

At the early stage of implementation all the actions in the NSDS would be converted into a detailed **implementation plans and annual work plans** for each directorate or work unit of NSS. Once the sector strategies for each line

ministries are ready, the respective ministries would also deliver detail **implementation plans and annual work plans**. It will be essential that every aspect of the NSDS be covered by these more detailed plans. They also need to be linked to plans for statistical monitoring of any Poverty Reduction Strategy Programme in Kiribati that is needed by the Kiribati Vision 2016 - 2036. A good format to follow for each statistical topic area would be the IMF's GDDS framework, covering metadata and work plans for improvement.

Further to the sector level (Social, Economic and Environment), each sectoral technical working group has the responsibility to develop an annual implementation plan outlining core statistical and data and information management activities undertaken by relevant government departments and statutory bodies, providing ongoing clarity as to what is expected from each agency.

A monitoring and evaluation framework, developed alongside the implementation plan, will enable progress to be measured and reported to the NSDS Steering Committee on a regular basis, given its responsibility for the overall coordination of the NSDS, and its three co-chairs will provide regular progress reports to the Secretary responsible for Statistics. In the event funds are not sufficient to carry all the intended activities, the NSDS Steering committee would take a Risk Management Analysis to determine the critical path to be followed.

A new Deputy Statistician post would be established within the KNSO to assist the Republic Statistician in monitoring and implementing the strategy. The following tasks would be undertaken:

- Promoting and publicizing the Strategic Plan and implementation progress.

- Seeking funding commitments for the plan and managing any pooled funding agreed by the donors.
- Secretary to an “Implementation Steering Committee”, which would be established reporting to the Statistics Council and the Statistical Coordination Committee. External funding agencies would be represented on this by a single agreed lead agency.
- Producing quarterly reports on progress, covering **all actions identified in this strategy**.
- Producing an annual update of the work plan, to take account of new development and progress on implementation.
- Keeping all stakeholders informed of progress.

As well as regular communications with staff, it will be essential to ensure regular and good communications with government and external stakeholders. An occasion newsletter might for example might be considered updating people and media on progress. Every new statistical output should be written for the media to explain the new development and set it in the context of NSDS. Raising the profile and understanding the need for good statistics is one essential objective of the whole process. It had been suggested to request UN assistance on strategic communication for the Kiribati NSDS.

Risk analysis regarding NSDS implementation

An important component of any plan, be it a long-term national development policy, or a medium-term strategic action plan such as the 2024–2030 NSDS, is a risk assessment that identifies both known risks that are clearly visible, as well as possible risks and challenges that, if left unattended to, might turn into real risks and derail all good intentions and planned endeavors. Some of the major risks have already been identified in the Kiribati

NSS assessment, with most subsequently validated in the SWOT analysis undertaken during the initial 2022 NSS outlined above.

There will be some validation workshop upcoming before the launching of the Kiribati NSDS in June 2025. These workshops include strategic planning training which is part of the weakness and threats that links to the five NSDS strategic objectives and their associated outputs. Discussions from the workshop will provide a more comprehensive picture of what the Kiribati NSDS could achieve if proposed strategic and specific operational outputs and associated actions are considered, and what strategic opportunities to improve data and information management in Kiribati would be missed if proposed risk mitigation strategies are taken lightly or are ignored.

Drawing from these assessments and also illustrated in NSDS developments in other Pacific countries since 2010 and reported by other national statistical systems particularly across Africa and Asia beginning as early as 2004, major risks to the successful implementation of the NSDS can be grouped into two broad categories, relating to (i) institutional, and (ii) data and information management challenges, as reflected in the NSDS five strategic objectives, and which require different types of intervention and support.

- The first concerns the current legislative and policy environment which is now awaiting Cabinet and Parliament decision, as well as prevailing resource allocations addressing demands for statistical information and services, which requires political and policy attention and support;
- The second challenge deals specifically with data and information management practices and constraints, including data security, requiring active participation and

commitment of both operational staff and senior management across the Kiribati National Statistical System.

Challenges to both are inter-linked, and careful attention to this intersect is indispensable for a successful implementation of the NSDS and the achievement of its desired strategic outcomes.

Other risk-mitigation strategies and associated activities will need to be further identified and confirmed as recommended NSDS operational outputs. This is targeted to be obtained from the validation workshop stated above in order to provide a summary of major risks to a successful implementation of the NSDS and the achievement of desired strategic and operational outcomes.

5.3. Monitoring

NSS Steering Committee

A high-level formal Steering Committee would meet annually. The head of Statistics (Republic Statistician) would chair this committee. Other members may consist of:

- NSS sectors' representative
- Deputy Secretary of Finance
- Head of Planning
- Line Ministries representative
- Civil Society representative
- Donor representative
- Secretariat – KNSO.

The purpose of monitoring is not just to report on progress, but also to consider corrective action. Where objectives and targets are not being met, plans might need to be revised and supplemented in order to get back on track for the original delivery date.

Regular review and alignment with KDP and other frameworks

Pursuing an alignment of the Kiribati NSDS strategic and operational outputs (statistical action plans, and associated statistical activities) with national and regional development policy commitments and plans, provides a clear focus on strategic directions and operational decision-making, to ensure all current Kiribati Strategic Development Framework 2024–2030 and the Pacific Sustainable Development Framework associated performance indicators (KPIs) can be monitored and reported on a regular basis, illustrating immediate NSDS priority concerns and activities, with every government agency committing to:

- Undertake a stock take/inventory of currently available base-line indicators to measure and report on its performance against the targets for their KV-20 Vision KPIs against its strategic plan outcomes, as well as the 132 Pacific Sustainable Development Indicators Government committed to monitor and report on a regular basis
- Identify the data source for these indicators (who collects the required statistics and how) and the frequency of these statistics being updated (how often)
- Outline any difficulties experienced in accessing these statistics, and plans to address/improve this situation.

An immediate benefit of this work, and an early-win for the NSDS implementation is the potential to commit to a regular Kiribati NSS-wide programme of core data collection and compilation, which include:

- Monthly, quarterly and annual data collections and a cycle of household and Enterprise surveys, population censuses, as well as
- Ongoing updates to departmental and statutory agencies' management

information systems including the publication of annual statistical reports.

Aligning such a core programme of data collection with the NSDS's broader strategic and operational outputs and objectives will help ensure it is integrated with administrative data, cross-Government statistical activities, and first and foremost address cross-policy data and information management requirements.

5.4. Financial Resources

Funding process

Securing sustainable funding is identified as one of the key challenges for the NSS in Kiribati. The major sources of funds expected for the NSS are the Republic of Kiribati and development partners. Therefore, it is important to secure appropriate funding before the implementation of the NSDS to support the execution of the NSDS activities. The NSS must ensure that future sources of funding are committed, well-coordinated, and predictable in order to guarantee sustainability.

Therefore, the NSDS requires high level commitment from policy makers to support the NSDS's vision, strategic objectives and action plans through the provision of appropriate funding and the deliberate alignment of the NSDS with the Kiribati Government's development objectives, while at the same time creating the environment in which government agencies provide data for a results-based management approach to development and decision making.

Implementation and monitoring and evaluation of the NSDS will require substantial human, financial and material resources. The funding arrangement (Kiribati Government with strong support from development

partners) is expected to continue in the future, however as the NSDS implementation programmes progress and new statistics and systems are implemented, it is envisaged that the Government will fund more of the core work programs. Nonetheless, development partner support will still be required for major activities for some time into the future. Funding will need to be sufficient to ensure both the implementation of the strategy and the sustainability of the NSS into the future. Much activity is highlighted for the 2024–2030 financial years, and planning will have to begin in the very near future to achieve results.

In addition, the NSS Steering Committee would approve funding proposals and work programmes to fund NSS activities. Government agencies and sector groups will also have to be encouraged to budget for their statistical activities and include them in their budget submissions.

External Funding

The World Bank's Trust Fund for Statistical Capacity Building is one important source of grant funding from bilateral donors to help countries to **design** NSDSs. The World Bank has also launched a new programme—STATCAP—aimed at helping countries gain access to loans and credits to support the **implementation** of an NSDS. Further details will be provided in the NSDS Knowledge Base.

Sustainability

A major problem with many earlier projects supporting statistical activities has been that once donor funds have ended, then the activities cannot be sustained. It is crucial that the NSS becomes sustainable over the long term. It is therefore recommended that the NSDS implementation plan places considerable emphasis on how activities

supported through the NSDS are to be sustained once external support has finished. In order for this to happen, it will be necessary to make clear which activities are being funded initially through external assistance and for government to progressively increase its funding for those activities. The higher the proportion of donor funding, the more important it is to look at the longer-term capacity and willingness of governments to provide more funding themselves. One principle might be for governments to seek external resources (if needed) to develop the NSS ('investing for improvement'), but plan to meet all recurrent costs associated with the new system once it is developed: the new 'steady-state' cost outlined above. The process of preparing the action plan is likely to require a number of iterations, involving the preparation of different scenarios until both a feasible financing plan has been

developed and the issue of how activities and improvements are to be sustained is also addressed.



© SCP, Bertrand Buffière

ANNEX 1. UNITED NATIONS FUNDAMENTAL PRINCIPLES OF OFFICIAL STATISTICS

- Principle 1 Official statistics provide an indispensable element in the information system of a democratic society, serving the Government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honor citizens' entitlement to public information.
- Principle 2 To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.
- Principle 3 To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standards on the sources, methods and procedures of the statistics.
- Principle 4 The statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.
- Principle 5 Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents.
- Principle 6 Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
- Principle 7 The laws, regulations and measures under which the statistical systems operate are to be made public.
- Principle 8 Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.
- Principle 9 The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.
- Principle 10 Bilateral and multilateral cooperation in statistics contributes to the improvement of systems of official statistics in all countries.

REFERENCES

Fred R. David, *Concepts of Strategic Management*, 6th Edition, Prentice Hall International, Inc.

Robert S. Kaplan and David P. Norton, *The Strategy-focused Organization*, Harvard Business School Press, Massachusetts, 2001

Paris21, nsds guideline <https://nsdsguidelines.paris21.org/en>

