

SD
TONGA



STATISTICS DEPARTMENT

CORPORATE PLAN

2010/11 – 2012/13

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NUKU'ALOFA**

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FOREWORD

This corporate plan provides goals, objectives and output to be produced by the Statistics Department (SD) in the next three years i.e. **2010/11 to 2012/13**. The SD will endeavour to fulfill its vision of developing an integrated and comprehensive statistical information system to facilitate informed policy and decision-making, discussions, and encourage education and learning.

The SD in its mission will seek to be the leading statistical agency in the [kingdom](#), that strive to produce statistics on time for better decision-making and discussions within government and the public. Government requires statistics for project planning, monitoring, implementation and evaluation. Statistics are required for assessing the performance of the objectives and goals of Strategic Development Plan 8. Statistics helps people make informed decisions.

It is important for policy and decision making that the statistical information system provides statistics that are accurate, relevant, timely, and independent from political or other influences. The new millennium has created increased demands for social and economic statistics not just from Government but also from regional and international organizations, especially the United Nations. Statistics will show whether Tonga has achieved the Millennium Development Goals (MDG) adopted by the United Nations and agreed to by Tonga and other countries. Tonga has agreed to adopt the International Monetary Fund General Data Dissemination System (GDDS), as a useful planning tool, and framework for dissemination of statistics and metadata. The increased demands for statistics has strained meager resources to its limits given the staff constraints in the SD.

Since the beginning of the new millennium, the SD has undertaken large statistical data collection surveys and censuses, which has produced a wealth of information and statistics to meet user demands. These include a Household Income and Expenditure Survey 2000-01, an Agriculture Census 2001, Labour Force Survey 2003, Government Services surveys 2003 and 2005, the Statistical Abstract 2006. And the most recent one was the Population Census 2006 and HIES 2009. The Population Census 2006 was released and published during 2008 and HIES 2009 is currently processing. The Statistical Abstract 2006 is the first since 1993 and the first for this new millennium. The SD published a website in November 2003 which was a great leap forward into Internet dissemination and archiving of statistical information. The website was designed with assistance from the Secretariat of the Pacific Community and funded by the UK DFID. The connection to cyber space however poses problems of data security, which requires additional resources to alleviate. The Plan period includes part (50%) of the Household Income and Expenditure Survey 2009. This HIES was in 4 rounds, starting in March Quarter 2009, thus the last 2 rounds will be in 2009/10 fiscal year.

Hon. Dr. Feleti V. Sevele
Prime Minister & Minister for Statistics

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INTRODUCTION

The Statistics became a Government department in July 1975 under the Minister of Finance and its Statistical Act 31 of 1978 commenced in September 1979. The recent PSC Reform 2007 relocated Statistics as a division under the Secretary for Finance. However, the Hon. Prime Minister has kindly directed the reinstatement of the Statistics as a Department according to the said Act and transfers into his port folio. This was approved by the Cabinet and gazetted on 30 May 2008.

This corporate plan identifies relevant issues to the SD today and sets the direction the organisation should take in the coming three years. The attainment of the plan goals and objectives lies in the strength of the SD staff members and their concerted effort in producing statistics that are relevant to our valued customers, full utilization of modern technology available to the SD, and the support of regional and international statistical organisations. The statistical output of the SD is essential for measuring the performance of SDP 8 objectives as well as future National Strategic Plans.

The plan recognizes the need for more coordination of statistical activities within government to avoid duplication of effort, maximize use of resources and ensure compliance with accepted standards and procedures for statistical data collection.

The implementation of the Plan objectives and goals are constrained by staff shortages and staff with relevant academic qualifications and experience to guide and implement various activities. This has posed restrictions on the quantity and quality of outputs produced. The SD finds it difficult to cope with the high turnover of staff, and it is getting more and more difficult to replace staff members that have recently left the Department on retirement, migration abroad and voluntary redundancy. Staff training is crucial to curb these constraints; both long-term academic studies and short term specialized training is required. The assistance of regional and international organizations like the Secretariat of the Pacific Community, the Statistical Institute for Asia and the Pacific, the IMF Pacific Financial Technical Assistance Centre, the United Nations, the Australian Bureau of Statistics, Statistics New Zealand and others have helped alleviate the gaps in statistical capabilities in the SD. During the Plan period, the SD will continue to seek technical assistance from statistical agencies overseas to fill the gaps in human resources while long-term training opportunities are sought for staff members of the department.

1. The SD Purposes:

- To provide a statistical service during the next 3 years that would facilitate informed decision-making and discussions within government, and support learning for the people of Tonga.
- To produce the demanded statistical outputs according to the approved international standards and more up-to-date and timely basis.
- Statistics be neutral and independent.
- To improve the work environment.

2 THE SITUATION NOW

2.1 Statistics mandate

The Statistics Act No.31 of 1978 gives the Statistics Department the authority as the central government agency to collect, compile, analyse and disseminate statistics pertaining to the people and their institutions. The same Act requires the treatment of all personal information as confidential, and allows access to all kinds of information required for statistical purposes.

2.2 Role of the Statistics Department

The Statistics Department currently fulfills the following statistical roles to government and the public:

- i. Collection, compilation, analysis and dissemination of statistics and related information.
- ii. Co-ordination of statistical operations of other government departments in order to avoid duplication of efforts, maintain compatibility and maximise statistical efforts.
- iii. Providing statistical advice and assistance.

2.3 Statistical services

2.31 The prime service that the SD provides to Government and the public is producing up-to-date statistics relating to the status of the economy and the socio-demographic status of the people and their institutions. These services include:

- i. Regular production of Economic Statistics like National Accounts (Gross Domestic Product), Balance of Payments, Consumer Price Index, Merchandise Trade and Quarterly Manufacturing Survey;
- ii. Regular production of Population profiles, structure, size and distribution of population, migration profiles and vital statistics of births, deaths and marriages;
- iii. Conducting household surveys or censuses relating to population, agriculture, household income and expenditure, and labour force. These surveys and censuses provide a wealth of statistical information like household population, agricultural activities of households, household composition, household income and expenditure, labour force participation rates of household members, unemployment rates and

detailed information on those who are employed. Regular establishment surveys (quarterly) are also conducted on manufacturing establishments, and annual surveys on big businesses for GDP estimation and Balance of Payments compilation.

The administrative records of various institutions within government and sometimes outside government form the basis for most statistical compilations.

2.32 Another important service provided by the SD is co-ordination of statistical activities within government. This occurs mainly when large-scale household surveys are conducted by another government department like Agriculture or Health, or smaller scale surveys conducted by Ministry of Finance or Central Planning department. Co-ordination of statistical activities within government will encourage data sharing within government, avoid duplication of data collection efforts, and ensure maximum benefits are derived from government resources.

2.33 Statistical advice and assistance was extended by the SD to government departments requesting such services. Most statistical advice has been in relation to conducting statistical surveys, including planning and training of field enumerators, how to supervise fieldwork operations, data processing and final stages of report preparation. This service was often limited to advisory only, when the SD was short of staff to undertake such assistance.

2.4 Financial Matters

2.41 The Department has no revenue collection in the annual budget, but collected smaller amount each financial year from the sales of statistical periodicals and reports. The annual budget estimates financed the department's annual expenditure through the Programme Budget Estimate, was \$622,100 in 2009/10 then proposed to \$744,967 in 2010/11.

2.42 For the first time during financial year 2003/04, the Department operated as a separate program in Budget Estimates 2003/04 independent of the Ministry of Finance, then continued up to the current financial year while the Department has transferred to the PMO.

2.43 The Ministry of Finance Sun-system accounting package is the latest development towards improving the record, speed and management of disbursement of government funds. The Ministry of Finance installed a leased line in the SD which had Internet access as well as access to the Sun-system for processing of purchase orders, and access to Micropay before the end of 2004.

2.5 Resources

2.51 The quality and quantity of statistics and services provided by the SD is dictated by the caliber of its human resources. The recent redundancy and staff turnover continue to be the major concern especially the difficulty of retaining qualified and skilled Statisticians. It is increasingly more difficult to recruit staff to fill posts vacated by those who left the SD. The current organizational structure cannot fully meet the SD objectives hence there is a need to consider the restructure of the organisation. A new structure will boost morale and retain qualified staff since a more promising career path is created, enhance the output of much needed economic and social statistics, and improve people management skills of all senior staff.

2.52 Training of various skills at the professional level is required to be conducted regularly in order to meet changing SD demands. Specialized areas for regular training include data analyses, data processing, report writing, use of specialized statistical packages, and leadership and management.

2.53 The accessibility of staff to computers has hit the target of 1:1 before the Plan period. This expectation has obtained due to redundancy in July 2006 and the 2 return scholars. In addition, the 7 computers were provided for the processing of Population Census 2006 in 2007 has contributed to the attainment of this target and the replacement of old/damaged computers. This has improved quality and timeliness of statistical output.

2.54 The SD, the provider of statistics will continue to have the organisation's trust and appreciation of their contribution to statistical production, which will continue into the future.

3. THE FUTURE

3.1 Vision

- To continue developing an integrated and comprehensive statistical information system to facilitate better decision-making and discussions and to encourage education and learning for the people.
- To accomplish other purposes noted in no.1 above

3.2 Mission

To be the leading statistical agency in the [kingdom](#), that strives to produce statistics on time for informed decision-making and discussions within government and the public.

3.3 Goals

To provide Government and the public with relevant, timely and quality statistics, that is:

- i Informative and independent of government and outside influences but true and based on objective measures;
- ii Effective for policy formulation, implementation, monitoring and presentation;
- iii Sufficient to encourage informed decision making.

3.4 Values

3.41 Our People

All staff members of the SD value customer satisfaction with intentions of providing a fair and honest statistical service that is highly respected.

The organisation's charter mirrors to Government and the public the staff intentions:

We will endeavour to provide our Customers with:

- Quick Service;
- Where focus will be client oriented; and
- That is free from bias and status quo considerations

We will treat our Customers with:

- Politeness, caution and due respect;
- Treat every statistical requirement in a professional manner with effective promptness
- Improved products and service depending on customer needs.

We invite our Customers to:

- Question us and provide propositions for better service delivery.

3.42 What the SD will do for its staff

- Provide staff with fairness, respect and make available to staff a safe and healthy working environment
- Form a consultative dialogue environment that encourages consultations with staff on matters that affect them, and provide justification for various decisions
- Encourage a working culture that would build excellence into performance, work recognition and reward.
- Provide appropriate training needs for staff development and job advancement
- Continue to assess the structure of the Department and levels of work performance to meet the expanded and improved service delivery.

3.43 What the SD expects of its staff

- Understand the Statistical Act and perform their duties in a professional manner
- Know the Departments purpose, values and goals and work together towards their fulfillment
- Strengthen and foster good working relationships between providers and the SD, and between users of statistics and the SD
- Strict adherence to regulations and rules that govern employment in government as in the ESTACODE/PUBLIC SERVICE ACT and revised from time to time by the Public Service Commission

- Continuous assessment of work processes by discussing pertinent issues for improved performance
- Provide timely, honest and constructive feedback
- Treat customers and colleagues with fairness and respect
- Uphold the Department's values and acts as true ambassadors of the SD.

4. REACHING THE FUTURE

4.1 The output objectives:

The outputs that the Statistics Department endeavours to produce include the following objectives:

- i facilitate Government and private sector planning, policy and decision-making by providing timely statistical information and analyses, and encouraging informed decisions by the public;
- ii meet the information needs of local, regional and international organizations and promote efficient production and dissemination of information;
- iii coordinate all statistical services within government to avoid duplication of effort, as well as ensure compliance with accepted concepts and procedures;
- iv increase and maintain the level of professional staff to meet the statistical needs of Government;
- v It was planned, after the Population Census in November 2006 (i.e. f/yr 2006/07), the SD will conduct various surveys during the next 3 years, subjected to the available of resources. As such, SD has completed the HIES 2009 in November 2009 and the HIES data is currently processing.

4.2 The Key Result areas:

4.21 An expanded and improved statistical service through

- Developing and promoting better collection and improving statistical collection from government administrative sources;
- Exploring the possibility of utilising government computerised data collections;
- Regularising some survey collections such as Labour Force and Household Income and Expenditure and new surveys required by the Minister;
- Increased utilization of the Internet to disseminate statistical information via the SD website;
- Timely provision of statistical information according to pre-set timetable.

4.22 Statistical service that is timely, relevant and respected for quality and standards.

Structuring of work programmes to cater for SD present needs including timely review to address continuing and emerging issues by:

- Having build-in clear work objectives and standards for measurement of performance which include quality and timeliness;
- Enhancing data consistency and reliability across the SD;
- Exploring opportunities to strengthen transparency in statistical procedures and methodologies, and publishing metadata on the SD website.

Establish and maintain a strong user-producer relationship via:

- Regular discussions of SD work programmes, output and constraints in the
 - Statistics Advisory Council meetings
 - Macro-economic review committee
 - Millennium Development Goals Taskforce
 - General Data Dissemination System
 - Steering Committees of Health Sector Project, Customs Modernisation Project, Tax Reform Project, Fuel Concession Committee
 - Other groups

4.23 An organisation that encourages excellence in its staff by:

- Developing a performance management scheme that would encourage and reward work achievements and innovation;
- Maintaining skilled and highly motivated staff members for the SD current and future developments;

- Providing good and fair working environment to all staff members;
- Facilitating staff access to appropriate training and staff development programmes;
- Improving the way the SD access, secure, communicate, and share knowledge and skills;
- Sharing with other NSOs in the region the recognition and utilization of staff skills development;
- Utilising recommendations from Users for improvement in SD service development;
- Utilisation of various staffing assistance schemes, like AYAD, to alleviate gaps in skilled manpower.

4.24 Maintaining statistical contribution to international and regional statistical activities that would foster Tonga’s development.

- Enlarging our statistical services by expanding our on-line services;
- Timely responding to international and regional requests for statistical information;
- Securing technical assistance from international and regional organizations that would enhance production of economic and social statistics.

4.25 Providing a statistical advisory service that is sound and accessible

- Increase the number of professional staff in the SD so that statistical advice may be provided to other Government departments without jeopardizing the Department’s output.

5. Acknowledgement;

The Department would like to acknowledge with thanks the kind direction and support of the Hon. Prime Minister during the past year. The assistance and cooperation of other Government Ministries and Departments, Statutory Boards, Private Companies, Institutions, Households and Individuals in supplying data and information as required by the Department is gratefully acknowledged. The assistance and support of various International, Regional and Overseas National Organisations is also greatly appreciated. The Department also appreciated the assistance rendered by the Ministry of Foreign Affairs and Defense to accommodate statistics unit in former VDU office in Vava’u in providing free office accommodation as well as amenities including transport during survey fieldwork, and wages for one temporary employee. The Department also acknowledges with appreciation similar assistance provided by the Ministry of Finance Sub-Treasuries in outer islands.

KEY RESULT AREAS	OBJECTIVES	KEY PERFORMANCE INDICATORS	ACTIVITIES	REQUIRED RESOURCES (Budget, HR)	DEADLINE	RESPONSIBLE DIVISION
1. CUSTOMER	1. Customer satisfaction * Better services * Timely & high quality statistics	1. Number of stat bulletins/reports produced; 2010/11 = 27 2011/12 = 29 2012/13 = 32 2. Timeliness of statistical information, 3. High Quality statistics, 85% satisfaction rate for 2010/11, 90% for 2011/12, and 95% for 2012/13	1. Leadership/Policy Advice 2. Administration & IT. 3. Economic statistics comprised of Divisions; BOP, CPI, NA, Foreign Trade & Manufacturing Survey. 4. Population & social statistics, Divisions are Population, Migration, and Vital statistics. 5. Ad-hoc Surveys.	Budget 2010/11; Activity 1. \$65,435, 3 staff members. Activity 2. \$227,204, 7 staff members. Activity 3. \$226,970, 11 staff members. Activity 4. \$161,954, 6 staff members. Activity 5. For instance, HIES 2009 will be completed by June 2010. But when a survey/census is done by a project fund, re-allocate the above staff members when required.	CPI monthly, within 2 weeks after @ month. BOP & Trade quarterly within 2 months after @ quarter. NA 9 month after the f/yr. Other annual report within 3 months after each year.	Specify responsible division (and head of division) Activities 1 & 2, headed by GS. Whole activity 3 headed by PVM, of which, BOP by PVM, CPI by FF, Mfg by TL, NA by GS, Trade by FAL, HIES by MM. Activity 4 headed by VKF, of which, Population by VKF, Migration by SL, Vital by SFL and other stats by SF
	2. Effective partnership	1. User-producer forum; individually or group.	Leadership or Delegate to the concerned	Within the above-noted resources.	When requested.	Activities 1 & 4.

KEY RESULT AREAS	OBJECTIVES	KEY PERFORMANCE INDICATORS	ACTIVITIES	REQUIRED RESOURCES (Budget, HR)	DEADLINE	RESPONSIBLE DIVISION
		2. Co-ordination of statistical operations of other Government departments to avoid duplication of resources, maintain compatibility and maximise statistical efforts. Currently with MOE, MOH & Immigration Department. 3. Provide statistical advice & assistance	Activity/staff member			
2. FINANCE/ BUDGET	1. To cover the operation of the SD for the f/year. 2. Improve the statistical services	1. Timely & high quality statistics. 2. Increase the annual number of statistical bulletins/reports	All divisions within each activity.	Total budget; 2010/11 = \$744,967 +70,895 = \$815,862 <i>(ERC presentation)</i> 2011/12 = \$897,000 2012/13 = \$987,000 (up by 10% p.a. from 2010/11 to cover inflation, staff	Annual budget by February each year.	Leadership & Administration

KEY RESULT AREAS	OBJECTIVES	KEY PERFORMANCE INDICATORS	ACTIVITIES	REQUIRED RESOURCES (Budget, HR)	DEADLINE	RESPONSIBLE DIVISION
				increments and new staff, esp return scholar.)		
3. LEARNING & GROWTH	1. Staff training	1. Number of training received each year. 2. Improved quality of statistical outputs. 3. Increased the number of statistical outputs each year	Activity/ies whose staff member/s gone on training.	Relying on; (i) Invitations from Regional & international training institutions, (ii) Government scholarship awards. and (iii) On the job training.	(i) Depend on each invitation, and (ii) will be announced by MOE each year.	Leadership, Administration and Group which each training is related to.
	2. Human Resource Development	1. number of staff gone on training each year .	Do.	Do	Do	Do
	3. Employee satisfaction	1. Number of complaints 2. Increase number of trainings.				

KEY RESULT AREAS	OBJECTIVES	KEY PERFORMANCE INDICATORS	ACTIVITIES	REQUIRED RESOURCES (Budget, HR)	DEADLINE	RESPONSIBLE DIVISION
4. INTERNAL BUSINESS PROCESS	1. Relevant statistics output	Number of requests per output				
	2. High quality statistics	Complete, accurate and in current international standard				
	3. On-time delivery/response	Delivery/response date meets acceptance dates. Target – 90%	Tracking of records	Do	Do	Do

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