



Regional Technical Assistance Report

Project Number: 38637
October 2007

Support for Results-Based Management in the Pacific

ABBREVIATIONS

ADB	–	Asian Development Bank
AusAID	–	Australian Agency for International Development
DHS	–	demographic and health survey
FEMM	–	Forum Economic Ministers' Meeting
GDDS	–	General Data Dissemination System
HIES	–	household income and expenditure survey
IMF	–	International Monetary Fund
MDG	–	Millennium Development Goals
MfDR	–	managing for development results
MOU	–	memorandum of understanding
NIS	–	National Information System
NSO	–	National Statistics Office
NZAID	–	New Zealand Agency for International Development
PDMC	–	Pacific developing member country
PFS	–	Pacific Forum Secretariat
PFTAC	–	Pacific Financial and Technical Assistance Centre
PIC	–	Pacific Island Countries
SPC	–	Secretariat of the Pacific Community
TA	–	technical assistance
UNDP	–	United Nations Development Programme

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management, and public policy
Subsector	–	Economic management
Themes	–	Sustainable economic growth, capacity development
Subthemes	–	Promoting macroeconomic stability, organizational development

NOTES

- (i) The fiscal year (FY) of the Secretariat of the Pacific Community ends on 31 December. FY before a calendar year denotes the year in which the fiscal year ends, e.g., FY2000 ends on 31 December 2000.
- (ii) In this report, "\$" refers to US dollars.

Vice President	C. Lawrence Greenwood, Jr., Operations 2
Director General	P. Erquiaga, Director General, Pacific Department (PARD)
Director	I. Bhushan, Director, Area B, Pacific Operations Division, PARD
Team leader	A. Gill, Country Specialist, PARD

I. INTRODUCTION

1. This technical assistance (TA) was first identified in the pipeline for the *Draft Pacific Regional Strategy 2007*. It is consistent with the Asian Development Bank's (ADB) Pacific strategy—*Responding to the Priorities of the Poor: A Pacific Strategy for the Asian Development Bank (2005–2009)*, which identifies improved availability and dissemination of quality data on development issues as a key result area. Moreover, the TA aligns with ADB's efforts to enhance development effectiveness and is incorporated into the *Managing for Development Results (MfDR) Action Plan—Report on Progress 2007* under Pillar 1 Increased Understanding and Use of Results Management in DMCs. A TA Fact-Finding Mission was conducted on 19–21 March 2007.¹

II. ISSUES

2. The limitation on quality and types of statistics across the Pacific inhibits effective monitoring and reporting, socioeconomic analysis, informed policy making, and effective planning. This impediment needs to be addressed in a sustainable manner through long-term commitment by the region and its development partners. The demand for improvement has been recognized within the region. The Forum Economic Ministers Meeting (FEMM) in July 2006 released the Forum Economic Action Plan where Ministers “prioritized, as a matter of urgency, the upgrading of their statistical offices...” and “encouraged the timely production of economic and social statistics to support better outcomes.” Forum leaders also recognized the issue where Strategic Objective 12 of the Pacific Plan requires “improved transparency, accountability, equity and efficiency in the management and use of resources in the Pacific” (Pacific Plan Strategic Objective 12.4).

3. Experienced development economists and statisticians of Pacific island countries (PICs) agree that there is a substantial gap between the official statistics needed and the statistics actually available in the Pacific region.² Moreover, the widespread perception is that the gap is widening between the demand for official statistics and the available supply.³

4. The Pacific Financial Technical Assistance Centre (PFTAC) reviewed statistical capacity in seven countries in 2000–2002, focusing on macroeconomic data. It concluded that progress in statistical development had been uneven and that the capacity of national information management systems to generate macroeconomic data varied considerably between countries. In general, the problems of timeliness and quality of data meant that countries fell short of the guidelines of the International Monetary Fund's (IMF) General Data Dissemination System (GDDS). Technical assistance was especially needed to strengthen national accounts and balance of payments data.

5. Social statistics are derived through population censuses, administrative records of the ministries responsible for social programs, household income and expenditure surveys (HIES), and demographic and health surveys (DHS). ADB has been supporting HIES work within the region. With assistance from the Australian Agency for International Development (AusAID) and

¹ The TA first appeared in *ADB Business Opportunities* on 17 July 2007.

² ADB 2005. *A Road Map for Supporting Statistical Development in the Pacific* (forthcoming), Parry points in particular to “the very poor state of economic statistics throughout the region, compounded by the demands for better and more timely key macroeconomic indicators”; but adds that development of social statistics is also required.

³ ADB 2005. *A Road Map for Supporting Statistical Development in the Pacific* (forthcoming), Hughes observes that national statistics offices (NSOs) “generally have difficulty collecting and processing data necessary for orthodox measurement of economic activity.” Parry (2004) notes that “the overall range, quality and timeliness of official statistics in the Pacific region falls well short of what is required for effective analysis and policy formulation.”

the New Zealand Agency for International Development (NZAID), ADB has also piloted DHS in the region over the last 2 years. This work will need to continue in partnership with other development partners and regional organizations to slowly build capacity over the next 10 years.

6. Data for monitoring improvements in public service delivery, the private sector enabling environment, and the governance environment is limited.⁴ The World Bank “doing business” indicators, United Nations Development Programme’s (UNDP) governance indicators, and survey work on the prevalence of HIV/AIDs provide some information for monitoring gross changes over time. In general, Pacific developing member countries (PDMCs) fall short in generating the data required for results-based management and monitoring of national poverty reduction strategies, national development plans, and progress toward the Millennium Development Goals (MDGs).

7. National information systems (NISs) have failed to meet the growing national and international demand for statistics as (i) the number of their qualified staff and their operating budgets are inadequate, (ii) national statistical development strategies have been generally absent, (iii) processing systems and outputs are not yet harmonized, and (iv) little attention has been paid to promoting the use of administrative data.

8. The Secretariat of the Pacific Community (SPC), AusAID, NZAID, PFTAC, ADB, and others have (i) provided ongoing capacity-building assistance to PDMCs’ national statistics offices (NSOs); (ii) supported data collection through HIES, DHS, and census processes across the region; (iii) provided direct support to national finance and planning ministries; and (iv) supported the development and management of NISs through regional collaboration. These survey-focused efforts, while valuable in themselves, are not delivering a sustainable regional or national capacity.

9. The broad architecture is in place at the national level, but regional institutions are not yet aligned to provide a coordinated regional response. A number of models have been proposed. They include (i) a regional economic advisory and statistics unit within the Pacific Forum Secretariat (PFS), (ii) expansion of the role of PFTAC to strengthen the statistical capacity for economic statistics and economic advice within the region, and (iii) expansion of the SPC demography and statistics unit to improve national economics statistics capability.

10. Determining the way forward must be driven from within the region. The Forum leaders have tasked the PFS to report back to its 2007 meeting with options for the future. This will necessarily include comments on the level of development partner support. The PFS, in collaboration with the SPC, will undertake a study to identify the capacity of statistical services in PDMCs and propose a way forward to strengthen the services through regional approaches. ADB has been asked to fund and participate in this study.

11. While regional organizations, national governments, and the Forum leaders develop a strategy for strengthening the economic and social statistics capacity in the region, ADB and other development partners should participate when invited into this debate and prepare to be able to respond when the opportunity arises so that momentum is not lost.

12. Existing activities and possible future support for DHS and HIES work need to be flexible and adaptive as new roles and responsibilities for regional organizations unfold. Moreover, ADB should be ready to support future initiatives in strengthening economic statistics and advisory

⁴ World Bank’s “Doing Business” indicators are data series that will permit regional and international comparisons. UNDP. 2003. *Sources for Democratic Governance Indicators*. Oslo. lists numerous providers of various governance indicators, but its sources are narrow within Pacific island countries.

services in the region as a continuation of our close partnership in this area and in recognition of ADB's comparative advantage in providing this type of advice.

13. Strengthening the capability of the Pacific region to develop and utilize economic and social statistics in a sustainable manner is imperative for development planning, articulating sound development policies, and improving public sector service delivery. This has been recognized by Forum leaders and development partners and as such the demand for this support is evident. In accordance with ADB's policies — Weakly Performing Countries Policy and MfDR — it is proposed that the TA to address the issues outlined above be delivered through a cluster TA approach.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

14. The intended impact of the TA is improved MfDR within PDMCs. The outcome of the project is to improve PDMCs' capacity to utilize economic and social statistical information for informed planning and policy decisions. This outcome can only be achieved in a phased approach led and driven by the region itself, which is consistent with ADB's commitments to the Paris Declaration and its commitment to support the implementation of the Pacific Plan. The following are the proposed subprojects of the cluster TA.

- (i) **Subproject 1.** The objective is to develop PDMCs' regional solution to strengthening the delivery of economic and social statistical services. Outputs will include (a) a stocktaking of national and regional capabilities for generating economic statistics, (b) a strategy for upgrading statistical information databases in the region, and (c) a proposal to strengthen the preparation of economic statistical information and its implementation within the region.
- (ii) **Subproject 2.** The objective is to support social and economic statistical surveys in selected PDMCs. Outputs include (a) technical and financial support to HIES in selected PDMCs, and (b) technical and financial support to DHS in selected PDMCs.
- (iii) **Subproject 3.** The objective is to support the implementation of the regional solution to strengthening the delivery of economic and social statistical services as identified through subproject 1. Outputs may include (a) in partnership, implementing the national and/or regional economic statistics plans; (b) promoting linkages between organizations developing economic statistical information, and national planning and policy development ministries; (c) promoting the use of economic statistics in national planning and policy development through the provision of technical advice, assistance, and support; and (d) building capacity for the use of economic statistics in MfDR at the ministry CEO and ministerial levels.

B. Methodology and Key Activities

15. Subproject 1 is to be delivered through the PFS to whom the Forum leaders have given the mandate for the study. Stocktaking will be conducted through a review of existing statistical information databases, literature review, face-to-face consultations with eight PDMCs, and consultations by phone and interviews through PDMC embassies in Suva. The study will be conducted by a team of two: a regional eminent person to assess the strategic and political dimension, and a statistics advisor to undertake the technical assessment.

16. The team will also collect information necessary to outline an implementation plan for strengthening statistical services. The outputs of subproject 1 will be used to define subprojects 2 and 3.

17. Stocktaking will take 45 days to draft, which will require further consultation with PDMCs before the draft is finalized. The report will encompass the current capacity of statistical services in the region, identify the future needs of PDMCs for statistical services, and estimate the cost of the resources to meet those needs. A costed strategy for maintaining and/or upgrading the current statistical information databases will form part of the report. A proposed approach to strengthen the preparation of economic and social statistical information and its interpretation within the region will form a separate report.

18. Partnership approaches will be a key element for subprojects 2 and 3. ADB's strategy of engagement to date has been to support a regional capacity and, through it, foster the engagement of other development partners. This approach remains appropriate, given the quantum of resources that are likely to be required and ADB's history and comparative advantage in economic and social statistics in the region.

19. Prior to releasing funds for either subprojects 2 or 3, a memorandum detailing the: (i) progress of the TA to date; (ii) objectives, scope, and intended outputs of the subproject; (iii) terms of reference for the consultants; (iv) cost estimates; and (v) implementation arrangements will be prepared for consideration by the Director General PARD. Additional criteria for further engagement will be considered; they may include the quantum of development partner funding, the commitment demonstrated by each individual PDMC to strengthening statistical services, and support to the regional organizations that will provide technical expertise and statistical services

20. Subproject 2 continues the survey work already started by ADB and supported by AusAID and NZAID. Before implementing a further program of HIES and participatory poverty assessment activities, ADB will: review lessons learned through RETA6157 Strengthening Poverty Analysis and Strategies in the Pacific,⁵ seek agreement for an ongoing cycle of HIES and participatory poverty analysis in each country, and identify other sources of funding. For every \$1.00 ADB contributed through RETA6157, additional funding of \$1.10 had come from other development partners.

21. Before designing and implementing further DHS in other PDMCs, ADB will review the findings of its current pilot program RETA6258 DHS in selected PDMCs⁶ and the level of additional sources of funding. For every \$1.00 ADB contributed through RETA6258, additional funding of \$1.30 had come from other development partners.

22. Key outputs of an HIES and participatory poverty assessment are analyzed and reported data from an international standard HIES, a poverty assessment resulting in provincial and national poverty line data, and a country poverty assessment report. Key activities include developing the survey instruments for the country, training enumerators, conducting surveys, analyzing data, and preparing reports.

23. Key outputs of a DHS are an international standard DHS country report, and tabulated DHS data. Key activities include developing the survey instruments for the country, training enumerators, conducting surveys, analyzing data, and preparing reports.

⁵ ADB 2004 Countries covered under the RETA are Fiji Islands, Kiribati, Palau, Solomon Islands, and Tuvalu. An HIES has been conducted for Nauru under RETA 6009.

⁶ Countries covered under the RETA are Marshall Islands, Nauru, Solomon Islands, and Tuvalu.

24. Subproject 3 supports the implementation of the regional solution to strengthening the delivery of economic and social statistical services. Without pre-empting the findings of subproject 1 and for indicative purposes only, the approach in subproject 3 may be the long-term support to a Pacific regional organization whose objective is to strengthen and coordinate the collection, analysis, interpretation, and dissemination of economic and social data and indices, in a manner relevant to the capability and resources within each PDMC.

25. Key outputs are likely to be support in implementing national statistics plans; ongoing technical advice in the preparation of economic and social statistics; provision of economic advisory services for more effective use of economic and social statistics in development planning and policy articulation; strengthening the quality and timeliness of regional and national statistical information databases; and creating linkages between regional, national, and international stakeholders.

C. Cost and Financing

26. ADB will fund a maximum amount of \$1,000,000 for all the clusters. The three subprojects will be financed on a grant basis by ADB's TA funding program, with in-kind inputs from PFS and SPC staff as managers of the study. The cost for subproject 2 cannot be determined until subproject 1 is complete and the level of additional funding is ascertained. An indicative HIES/participatory poverty assessment cost is approximately \$200,000 with the DHS cost averaging \$500,000. The cost for subproject 3 would be predominantly financed through SPC with top up funding from AusAID and/or NZAID directly to SPC.

27. Other direct funding for subprojects 2 and 3 will be discussed with AusAID and NZAID after subproject 1 is complete. Funding from these agencies may go directly to the regional institutions of SPC and PFS.

D. Implementation Arrangements

28. The TA will be implemented over 36 months beginning November 2007. Due to the phased nature of implementation, ADB will be the Executing Agency for the TA. Implementation arrangements for each phase will be determined and approved at the start of each subproject. The Implementing Agency for subproject 1 will be PFS. The consultants will be engaged by ADB in accordance with its *Guidelines on the Use of Consultants* (2007, as amended from time to time) for subproject 1.

29. The approach outlined in this TA enables the regional bodies and the PDMC leaders to whom they report to have flexibility in developing their own approach to strengthening systems and approaches to the collection and dissemination of economic and social statistics.

IV. THE PRESIDENT'S DECISION

30. The President, acting under the authority delegated by the Board, has approved (i) the TA cluster approach; and (ii) the provision of technical assistance not exceeding the equivalent of \$1,000,000 on a grant basis for Support for Results-Based Management in the Pacific, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators ^a	Data Sources/Reporting Mechanisms	Assumptions and Risks ^b
Impact Improved management for development results in selected PDMCs	National development plans including a realistic results framework	National development plans released near project completion	Assumption <ul style="list-style-type: none"> Improved planning leads to improved delivery of statistical services in selected PDMCs.
Outcome Economic and social planning and policy decisions informed by statistical information	30% of relevant Cabinet papers containing statistical analysis of the impacts of the proposed policy or plan by project completion	Report by Cabinet Office	Assumptions <ul style="list-style-type: none"> Statistical information is accessible to politicians. Politicians are willing to balance statistical information with political priorities
Outputs Subproject 1 1. Stocktaking of capabilities in PDMCs to generate economic & social statistics 2. Strategy for upgrading statistical information databases in the region 3. Strategy for strengthening the preparation of economic & social statistical information Subproject 2 4. Completed HIES in selected PDMCs 5. Completed DHS in selected PDMCs Subproject 3 6. Assistance to PDMCs in implementing national statistics plans 7. Promotion of linkages between	1. Stocktaking report accepted by PFS 2. Strategy endorsed by heads of national statistics offices 3. Strategy endorsed by Pacific leaders 4. Countries to be determined 5. Countries to be determined 6. Processes in place to sustain statistics plans in 7 PICs by Nov 2008 and another 5 by November 2009 7. One NSO meeting per year attended by the	1.1. Letter of endorsement 2.1. Minutes of heads of NSO meeting 3.1. PFS minutes of meetings 4.1. Country report provided to ADB 5.1. Country report provided to ADB 6.1. Provided to ADB through TA reporting 6.2. Independently assessed through ADB review missions 7.1. Minutes from regional NSO	Assumptions <ul style="list-style-type: none"> Genuine agreement of 2006 Forum Leaders on resolution on statistics. Willingness of PDMCs to participate in regional information databases Resolution of sovereignty issues on statistics Development partner funding available Commitment by NSOs to match expectations of Forum Leaders

<p>relevant statistics and planning organizations.</p> <p>8. Promotion of the use of economic & social statistics in national planning and policy development.</p> <p>9. Capacity for the use of economic & social statistics in managing for development results built at the ministry CEO and ministerial levels</p>	<p>planning ministries in 90% of PDMCs</p> <p>8. National planning and policy development units using economic statistics in national planning and policy development by November 2009</p> <p>9.1. At least one policy supported by economic statistics released by November 2009</p> <p>9.2. One ministry in each PDMC making an annual budget submission based on new statistical information by November 2007</p>	<p>meetings</p> <p>8.1. Review by ADB with inputs from PFTAC.</p> <p>8.2. Feedback from stakeholders</p> <p>9.1. Review of policies by ADB missions to those countries</p> <p>9.2. Review of budget submissions (probably by PFTAC)</p>	
<p>Activities with Milestones</p> <p><u>Subproject 1</u></p> <p>(i) Identify capability of NSOs, other relevant ministries, and regional organizations to prepare economic and social statistics.</p> <p>(ii) Undertake a needs analysis of NSOs and other relevant ministries providing economic & social statistics for domestic, regional, and international purposes.</p> <p>(iii) Analyze current statistics information databases in the PDMCS and undertake a gap analysis against future requirements.</p> <p>(iv) Consult with PDMC senior management and leaders on needs and options for regional support services.</p> <p><u>Subproject 2</u></p> <p>To be determined after subproject 1 and dependent on cofinancing</p> <p><u>Subproject 3</u></p> <p>To be determined after subproject 1 and dependent on cofinancing</p>			<p>Inputs</p> <ul style="list-style-type: none"> • ADB: \$1,000,000 • Cofinancing: \$1,500,000

ADB = Asian Development Bank, DHS = Demographic Health Survey, HIES = Household Income and Expenditure Survey, NSO = National Statistics Office, PDMC = Pacific developing member countries, PFTAC = Pacific Financial and Technical Assistance Centre, TA = technical assistance

^a Further consideration of performance targets and data sources is needed to utilize as many of the Pacific plan performance measures as possible.

^b Risks and assumptions have not been considered at this time.

Endorsed by:

Indu Bhushan, Director, Area B, PAHQ

Philip C. Erquiaga, Director General, PARD

COST ESTIMATES AND FINANCING PLAN^a
(\$'000)

Item	Total Cost
A. Subproject 1 (ADB)	
1. Consultants	
a. Remuneration	70,000
b. International Travel (including per diem)	60,000
2. Miscellaneous Administration and Support Costs	13,000
3. Reports and Communications	3,000
4. Contingencies	10,000
Subtotal (A)	156,000
B. Subproject 2 (ADB)	
1. HIES Surveys (\$200,000/survey)	100,000 ^b
2. DHS Surveys (\$500,000/survey)	250,000
3. Contingencies	35,000
Subtotal (B)	385,000
C. Subproject 3 (ADB)	
1. Delivery against the Strategy (Support to a Regional Body)	420,000 ^c
2. Contingencies	39,000
Subtotal (C)	459,000
Total	1,000,000

ADB = Asian Development Bank

^a Counterpart funding cannot be identified because the proposal needs to be discussed directly with governments in the region.

^b Nominal figures to be determined based on the proposed costs of subproject 2.

^c Nominal figures to be determined based on the proposed costs of subproject 3.

TERMS OF REFERENCE FOR SUBPROJECT 1

STRENGTHENING STATISTICAL SERVICES THROUGH REGIONAL APPROACHES: A BENCHMARK STUDY AND WAY FORWARD

Prepared and Managed by Pacific Forum Secretariat

A. Background

1. Developing and implementing the Pacific Plan for Strengthening Regional Cooperation and Integration highlighted the need for, and access to, quality statistical information. Quality data is required to formulate development policies and to evaluate national and regional priorities. Pacific Plan Initiative 12.4 recognizes the need to “upgrade and extend country and regional statistical information systems and databases across all sectors.” In addition, Initiative 12.8 of the Plan highlights the potential to “establish an accountable and independent macroeconomic and microeconomic technical assistance mechanism (including statistics) to strengthen treasury and finance functions and provide economic analysis.”

2. The Forum Economic Ministers Meeting (FEMM) in 2006 reaffirmed the value of regional economic integration, and in this context requested the Pacific Islands Forum Secretariat (PIFS) and other regional agencies, including the Secretariat of the Pacific Community (SPC), to examine the feasibility of regional approaches to strengthening statistical services, and to report back to FEMM in 2007.

3. A preliminary cost-benefit analysis¹, undertaken prior to the formulation of the Pacific Plan, identified the potential for regional approaches to address the current challenges in the area of statistics, and proposed either a whole-of-region statistical organization charged with all aspects of statistics, or a specialized regional or subregional statistics office to make quality improvements in statistical information, and enhance the productivity of the mechanisms currently used to produce key economic and social statistics.

B. Objective

4. The consultants will (i) assess and take stock of current statistical mechanisms (both in-country and regional) that can be examined against country needs and priorities, to enable the development of a long-term strategy; (ii) provide an implementation strategy aimed at upgrading country and regional statistical information systems and databases across all sectors; and (iii) propose appropriate regional solutions to current problems in the delivery of statistical services, including exploring the feasibility of the possible modalities for the provision of regional statistical services.

5. The results of the activities in para. 4 will form the basis of specific recommendations to the 2007 FEMM and progress reporting on Pacific Plan Initiatives 12.4 and 12.8 to the Pacific Plan Action Committee.

¹ Refer to *A Regional Statistics Office for the Pacific* available: http://www.pacificplan.org/tiki-download_file.php?fileId=141, and *Toward a New Pacific Regionalism –* available: <http://www.pacificplan.org/artimages/Toward%20a%20New%20Pacific%20Regionalism.pdf>.

C. Specific Duties

6. A report, entitled “Strengthening Statistical Services through Regional Approaches: A Benchmark Study and Way Forward” will be prepared. The report will draw on relevant research on the subject, including research conducted by the consultants through travel to a number of Pacific developing member countries (PDMCs), and from direct contact with the remaining PDMCs and key development partners. Recent literature as well as the consultants’ own experience and knowledge will also be used.

7. The report will have three parts.

- (i) Part A will review and document:
 - (a) the underlying country and stakeholder requirements for statistical information, including consultation with national statistics and planning offices, CROP agencies, and relevant development partners with involvement in statistical work in the PDMCs. This task should identify key data needs in relation to national needs and priorities. The consultants will refer to policy priorities of the respective Governments as detailed in their national development plans and/or related documents;
 - (b) the inputs/outputs of existing national mechanisms for statistical services in the identified priority areas, including budgets, capacity-building programs, and resources (equipment and human resources), statistical publications, monitoring and evaluation. The consultants are not expected to conduct a detailed analysis; however, the report must capture the cost and resource structure of delivering statistical outputs;
 - (c) the current key regional and international support mechanisms provided to the PDMCs in meeting their statistics needs; and
 - (d) the productivity of various national statistical services by comparing different inputs against quantitative and qualitative outputs.
- (ii) Referring to the findings of part A, part B will examine and identify the constraints to delivering statistics to sector(s)/area(s) of importance; including capacity and resource constraints that inhibit the collection, consolidation, analysis, and timely publication of statistical data for sectors of national importance; and constraints to regional and international reporting requirements and standards.
- (iii) Part C will build a regional implementation strategy
 - (a) that draws on lessons from national efforts to provide statistical services; and with reference to national data priorities and constraints identified in parts A and B, outline service delivery model/s that consider all possible modalities of regionalism, including subregional configurations, and the most productive use of resources to address national and international statistical requirements; and
 - (b) that includes an economic cost and benefit analysis of the possible regional approaches/solutions. The consultants are expected to include

financial and nonfinancial implications of establishing appropriate configurations of regional statistics services, and should briefly consider possible regional funding mechanisms.

D. Required Outputs and Indicative Timelines

8. A draft evaluation report not more than 50 pages long (including the executive summary) will be submitted by March 2008. This study will involve travel to selected PDMCs, including Fiji, Kiribati, Marshall Islands, Papua New Guinea, Samoa, Solomon Islands, Tonga, and Tuvalu. The study will require consultation with other PDMCs through the respective high commissions and embassies as well as direct contact with relevant Government authorities, relevant CROP agencies, and relevant development partners and aid agencies with involvement in the area of statistics.

9. A final report will be submitted by April 2008, incorporating comments received from the PIFS and the SPC on the draft study.

10. A Powerpoint presentation, lasting no more than 15 minutes (maximum of 10–12 slides), will highlight the key points of the study to an audience comprising PIFS and SPC officials (and senior government officials), as required.

11. All reports will be presented in A4 format. Electronic versions of Microsoft Excel Worksheets, and Powerpoint and Word documents will be e-mailed.

E. Inputs

12. A total of 45 working days has been allocated for the completion of the draft study, with another 5 working days to finalize the study following receipt of comments on the draft study from the PIFS and the SPC.

13. The study will comprise a combination of in-country consultations, wide consultations, and desktop analysis. It is envisaged that the consultants will devote consultancy time of around 55% on part A, 15% on part B, and 30% on part C.

F. Consultant Expertise

14. Each of the two consultants will be contracted for 50 days of inputs during the study. Each of the two individual contracted consultants should have:

- (i) demonstrated familiarity with developing countries, small states, and PDMCs; and first-hand experience with statistics issues in a number of those countries;
- (ii) tertiary qualifications related to the field of statistics, with a strong sense of public policy and familiarity with development economics;
- (iii) specific understanding of the operations of statistical offices and the important role they play in supporting economic and social policy/reform programs, and development priorities;
- (iv) excellent writing skills; and
- (v) ability to meet the required deadlines.