



Government of Samoa

# SAMOA BUREAU OF STATISTICS



# CORPORATE PLAN

2016 - 2020

# FOREWORD

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I am pleased to present the Bureau's third Corporate Plan for 2016-2020. This plan reflects the scope of our statistical work and our priorities for the next four years.

This document has followed through the same direction as the previous Corporate Plan which is also derived from the strategic direction set out in the Samoa Strategy for the Development of Statistics (SSDS 2011-2021). This plan also reiterates the Bureau's role in the streamlining of Sustainable Development Goals (SDG) into various sector plans.

This plan continues to place more emphasis and focus on the delivery of our long term goals that we have established for ourselves. We will continue to strengthen partnerships which we have developed with our stakeholders and community in order to increase awareness and their interest as well as their commitment in the work that we do.

The bureau's vision and mission remain as is in the previous plan. This is due to the continuous work and commitment that the bureau has geared towards in achieving its strategic priorities set out in the SSDS 2011-2021. It also reaffirms the bureau's current position in collecting, compiling, analyzing and reporting quality and reliable statistical information in a timely manner.

This is a challenging plan, and I believe our journey towards achievement of our goals will not be easy due to the complexities in our internal and external operating environment. However, I believe that with hard work, support and dedication, we will be able to excel against these challenges and strive for the successful implementation of our plan.

I wish to convey my great appreciation to my management and staff for their valuable contributions in formulating and finalizing this Corporate Plan.

Faafetai,



Muagututi'a Sefuiva Reupena

**Contents**

FOREWORD..... 1

ACRONYMS ..... 3

INTRODUCTION..... 4

MANDATE..... 5

OPERATING ENVIRONMENT & ASSUMPTIONS..... 6

ASSUMPTIONS ..... 7

**VISION**..... 8

**MISSION**..... 8

VALUES & PRINCIPLES..... 9

STRATEGIC OBJECTIVES AND EXPECTED RESULTS ..... 10

CHALLENGES ..... 10

SBS LONG TERM GOALS AND STRATEGIES MATRIX..... 12

ORGANIZATIONAL STRUCTURE..... 24

# ACRONYMS

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BDM	Births, Deaths and Marriages
HIES	Household Income and Expenditure Survey
SEEA	System of Economic and Environment Account
GDP	Gross Domestic Product
PHC	Population and Housing Census
BMS	Border Management System
IMF	International Monetary Fund
GIS	Geographic Information System
EA	Enumeration Areas
SDGs	Sustainable Development Goals
e-GDDS	electronic- General Data Dissemination System

# INTRODUCTION

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The Corporate Plan 2016-2020 is designed to provide more insight in the implementation of our goals and strategies outlined in the SSDS 2011-2021 over the next four years. It also provides guidance on how we work, and our commitment in delivering quality services to all our stakeholders.

The plan is formulated to provide a holistic approach to the bureau's performance in providing statistical services to all. The content of the plan is divided into the following sections:

**Section 1:**

Explains the mandate in which the Bureau's work is guided by.

**Section 2:**

Explains the Bureau's current Operating Environment with a SWOT analysis to describe the internal and external factors affecting our working environment

**Section 3:**

Identify our Vision and Mission

**Section 4:**

Outlines the Corporate Values and Principles of the Bureau

**Section 5:**

Discusses our Strategic Objectives and expected results

**Section 6:**

Outline the Challenges we faced in implementing our goals and strategies

**Section 7:**

Provides a detail framework of our goals and how we endeavour to deliver those goals over the plan period.

**Section 8:**

Our institutional set up.

# MANDATE

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The Bureau's work is mandated under a number of legislations, policies and strategies as follows:

- ❖ The Constitution of the Independent State of Samoa 1960
- ❖ Samoa Bureau of Statistics Act 2015
- ❖ Births, Deaths and Marriages Act 2012
- ❖ Strategy for the Development of Samoa 2016-2020
- ❖ Samoa Strategy for the Development of Statistics 2011-2021
- ❖ PSC Act 2004
- ❖ Public Finance and Management Act 2001
- ❖ Treasury Instructions 2012
- ❖ Procurement Guidelines and Manuals

# OPERATING ENVIRONMENT & ASSUMPTIONS

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The Samoa Bureau of Statistics continues to operate within a complex and challenging environment. These challenges have a significant impact on how we carry out our mandated functions and services delivery. These challenges continue to evolve as a result of a dynamic environment that we operate in coupled with the emerging technological, social, economic, political and environmental influence involving statistical work.

The impact of ad hoc policy changes from time to time also affect the work of statisticians in incorporating these changes into the existing statistical framework. Increasing demands for statistics from both national and international stakeholders also exaggerate the scope of our work and the need to ensure that the quality of the data we provide suits the demand and requirements of the users. Henceforth, a need to further develop our capacity and capabilities as a provider of official statistics is pertinent to ensure that we provide reliable and quality data.

The competitive environment in which the bureau is currently operating challenges it to maintain levels of best practice and high performance in order to enhance service delivery. The bureau continues to assess the internal and external factors with potential influence in its performance. In order to enhance performance the bureau aims to provide reliable and quality services through the following areas:

## **Internal**

- Continue to provide a conducive working environment that facilitates high level of staff performance.
- Formulation of appropriate policies and legislation to support the work of the bureau
- Continue to be the leading agency for statistics in Samoa
- Strengthen collaboration amongst divisions and staff through team building interventions
- Continue the implementation of the Performance Management system over the plan period
- Compliance with budget policies and encourage spending within our means, by prioritising activities
- Continue capacity building activities for staff
- Improve data/information/knowledge sharing
- Establish Statistics Advisory Board as mandated.

## **External**

- Strengthening partnership with national, regional and international stakeholders that support the work of the bureau
- Enhance public awareness on the work of the bureau through various activities
- Improve working with various government sectors in our effort to improve data collection at the sector level.
- Improve coordination with ministries and corporations that required the bureau's expertise in conducting surveys.
- Information access/sharing
- Legal support and advice on matters pertaining to legal issues encountered by the bureau

## **ASSUMPTIONS**

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The assumptions underlying this Corporate Plan 2016-2020 are:

- ❖ The Strategy for the Development of Statistics (SSDS) 2011-2021 continues to provide strategic direction for the work of the bureau within the plan period.
- ❖ The stakeholders continue to be supportive of the bureau's activities in providing reliable and timely data.
- ❖ The bureau has the required resources to implement its planned activities and programmes.
- ❖ The donors will continue to provide financial assistance to support the projects implemented by the bureau.
- ❖ The government policies and strategies will remain unchanged over this plan period.
- ❖ The mainstreaming of sustainable development goals (SDG) into sector plans.
- ❖ Increase in public demand for the use of statistics.



# VISION

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Samoa Bureau of Statistics to be the leader in providing relevant, quality statistics for the benefit of Samoa

# MISSION

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Help users make informed decisions and track progress by providing relevant, quality statistical information and services from a statistical system developed through effective partnership

# VALUES & PRINCIPLES

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The Bureau continues to embrace the following set of corporate values and guiding principles to guide the performance of its work and to ensure the provision of quality services to achieve its vision and mission.

## VALUES:

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### ***Leadership***

- We lead by example in statistics quality, development and dissemination
- We promote and use best practice approaches
- We are accountable and transparent in all we do

### ***Communication***

- We are focused on being clear, meaningful and relevant in all communication with our stakeholders
- We ensure we understand our audience and tailor our communication to meet their needs

### ***Professionalism***

- We are committed to quality and competence in all that we do
- We maintain a commitment to honesty and fairness in dealing with the public and stakeholders
- We ensure respect and courtesy in treatment of clients and employees
- We strive to create an environment where all staff are valued and challenged

## PRINCIPLES:

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### **To protect private information the Bureau will:**

- Ensure confidentiality and security of information
- Ensure integrity of transactions and records

### **To provide quality, timely and useful statistics the Bureau will:**

- Use international best practice in setting statistical standards and operating processes.
- Be innovative, adopting new technology and ideas to continue to improve statistics
- Bureau web-site is updated with the latest statistics available
- Maintain the timeliness of statistical information and its dissemination.
- Be responsive to requests for additional data and analysis within the confidentiality boundaries

### **To maintain a robust vital registration service the Bureau will:**

- Ensure that the vital registration service is available to citizens of Samoa and others who may have cause to use it
- Operate a service that is trusted by all stakeholders

## STRATEGIC OBJECTIVES AND EXPECTED RESULTS

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Given that the focus of this corporate plan derives from the SSDS 2011-2021, the bureau aims to continue on the implementation of its strategic objectives outlined in its strategy. We expect to establish an official system that will:

- ❖ Better provide the information needed to develop and monitor policies of Samoa
- ❖ Better provides information to meet national, regional and international commitments
- ❖ Increase the timely, quality, coverage, transparency and usefulness of statistics on Samoa and its people
- ❖ Increase user satisfaction
- ❖ Increase skills and efficiency of those working in statistics

## CHALLENGES

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The bureau has encountered a number of challenges in its operation, due to internal and external pressures.

- ❖ Classifications and definitions used in surveys remains a challenge for the bureau. There is a need to standardise classifications so that it will not only suit local classifications but also international recognised classifications for all types of surveys conducted by the bureau to avoid differences in interpretations of the users.
- ❖ The public's reluctance to provide the necessary information required during various surveys, which causes delay in analysing and reporting of reliable data in a timely manner.
- ❖ The extraction and compilation of pertinent social and environmental indicators/ data has been difficult for the bureau to compile and extract due to different priority needs of various government ministries. Also, some of these identified indicators have not been compiled by sourced ministries which make it difficult for the bureau to identify and tabulate for public use.
- ❖ Planning and implementation of unplanned surveys or ad-hoc surveys has been a very challenging issue for the bureau. Inappropriate timing and very late submission of requests from some organisations and ministries place enormous pressure on not only the staff in re-organising their schedules and work plans so that these surveys can be squeezed in and achieved within the limited timeframe but also has a huge impact on achieving the bureau's divisional main targets and deliverables according to timeframe allocated to each activities mandated under the division's responsibilities.

- ❖ Late registration for births, deaths and marriages. It has become a norm the public to rush in to register only when the need arises (new school calendar year, NZ quota etc).

## SBS LONG TERM GOALS AND STRATEGIES MATRIX

<b>Goal 1: Relevant, timely and accessible economic statistics: To provide the necessary information to assist in ensuring sound macro-economic performance and management of the Samoa economy.</b> <i>Leaders: Finance Statistics and Economic Statistics Divisions</i>				
OUTPUT	STRATEGY	PERFORMANCE INDICATOR	RESPONSIBLE	TIMING
<b>Compile GDP estimates (production and expenditure)</b>	<ul style="list-style-type: none"> <li>i. Frequent update of benchmarks using the latest survey results from the BAS, HIES, Population Census, Agriculture Survey etc.</li> <li>ii. Rebase GDP to reflect changes in the economy</li> <li>iii. Update classifications used in the system</li> <li>iv. Strengthen working relationship with data providers such as MfR, NPF, MCIL and other stakeholders</li> <li>v. Encourage partnership in sharing of administrative data</li> <li>vi. Continue dialogue and peer review with international experts, IMF experts and specialist consultants</li> </ul>	Quarterly GDP estimates/reports compiled and disseminated	Finance Statistics Division	Quarterly
<b>Compile Industrial Production Index</b>	<ul style="list-style-type: none"> <li>i. Conduct monthly industrial production survey</li> <li>ii. Strengthen collaboration with the Manufacturing Sector, community</li> </ul>	Compile and disseminate monthly, quarterly and annual Industrial Production Index.	Finance Statistics Division	Quarterly
<b>Compile Government Finance Statistics</b>	<ul style="list-style-type: none"> <li>i. Strengthen collaboration with the MOF, CBS</li> <li>ii. Continue dialogue and peer review with international experts, IMF experts and specialist consultants</li> </ul>	Quarterly Government Finance Statistics. Annual General government Accounts	Finance Statistics Division	Monthly
<b>Coordinate progress and updates on Data Quality Assessment Frameworks</b>	<ul style="list-style-type: none"> <li>i. Work in collaboration with the Ministry of Finance and Central Bank of Samoa</li> </ul>	e-GDDS up to date	Finance Statistics Division	Monthly, Quarterly, Annually
<b>Compile Formal Employment Statistics</b>	<ul style="list-style-type: none"> <li>i. Improve co-ordination and collaboration with the Samoa National Provident Fund</li> <li>ii. Frequent update and review of the Business Registration System</li> </ul>	Quarterly and annual employment statistics (formal sector)	Finance Statistics Division	Quarterly

<b>Central Business Register</b>	i. Compile a Central Business Registry database for the bureau and its stakeholders.	Business Survey frame	Finance Statistics Division	Annually
<b>Develop an Integrated Business Information Database</b>	i. SBS to liaise with main stakeholders – MfR, MCIL, SNPF, SBEC, CBS, MOF and other stakeholders to share administrative data from their administrative systems, to be integrated for statistical purposes. ii. Technical Assistance funded under the EIF assistance through the MCIL	Integrated Business Information Database Business survey frame	Finance Statistics Division	2017 +
<b>Provide Statistical support for sectors</b>	Provide statistical support for sectors such as: i. Trade Commerce and Manufacturing Sector ii. Finance iii. Communication iv. Tourism	Provision of sector statistics on an annual basis	Finance Statistics Division	Annually
<b>Merchandise Trade Statistics</b>	Work with & support Customs to improve the quality of trade data  <ul style="list-style-type: none"> <li>• Enable electronic AW reporting system-data transfer from customs</li> <li>• Incorporate HS 2017</li> <li>• Complete PCTrade 2012 upgrade</li> <li>• Review/Rebase Import Price Index</li> <li>• Develop Export Price Index</li> </ul>	Publish monthly and quarterly merchandise trade data  Publish Quarterly Import & Export Price Index	Economics Statistics Division  Economics Statistics Division	Monthly & Quarterly  Quarterly
<b>Price &amp; Volume</b>	Improve the quality and coverage of price statistics, including:  <ul style="list-style-type: none"> <li>• Using results from most recent HIES to rebase CPI</li> <li>• Review/ Rebase Local Market Survey</li> </ul> Develop Fruit Survey Report for price and volume	Publish monthly CPI report and Local Market Reports  Publish monthly fruit report	Economics Statistics Division	Monthly

**Goal 2: Comprehensive, timely and reliable population and demographic statistics:  
To provide the necessary information so that population, demographic and related policies can be formulated and monitored  
Leaders: Census & Surveys and Social Statistics Divisions**

<b>OUTPUT</b>	<b>STRATEGY</b>	<b>PERFORMANCE INDICATOR</b>	<b>RESPONSIBLE</b>	<b>TIMING</b>
<b>Tourism/Migration Statistics</b>	<ul style="list-style-type: none"> <li>i. Ensure secure &amp; timely collection, checking and processing of arrival and departure cards</li> <li>ii. Reconcile with BMS</li> <li>iii. Use of BMS(Border Management System) to capture all migration statistics</li> </ul>	Monthly, quarterly and annual migration statistics published	Social Statistics Division	Monthly Quarterly Annual
<b>Population &amp; Demographic Statistics</b>	Produce & disseminate population projection for years 2016-2030	Availability of updated Population projection from 2016-2030 on website	Census, Surveys and Demography Division	2017
<b>Population and Housing Census</b>	<ul style="list-style-type: none"> <li>i. Conduct consultations with the public, government ministries and other organisations on population issues and indicators to be collected from population census to increase awareness on the importance of population censuses</li> <li>ii. Conduct the Population and Housing Census in November 2016 and compile analytical reports</li> <li>iii. Release the Report of the Preliminary census count in December 2016</li> <li>iv. Strengthen working in collaboration and partnership with other government ministries and organisations in the compilation of the Census 2016 analytical report and other related reports</li> </ul>	<ul style="list-style-type: none"> <li>i. Public well informed through consultations</li> <li>ii. Increased demands for population information and indicators from the public</li> <li>iii. Report of the Preliminary Count of the population 2016 census released on time</li> <li>iv. Census 2016 Analytical Report published in 2017</li> <li>v. Improved working in partnership with other ministries and organisations for related census reports</li> </ul>	Census, Surveys and Demography Division	On-going

<b>Sample Surveys</b>	<p>i. Maintenance of existing sampling software and tools and procurement of new items(when needed) to strengthen sampling related activities as well as continuing training to up-skill the capacity of the staff</p> <p>ii. Conduct and compile the Demographic Health and Disability Survey in July, 2019</p> <p>iii. Strengthen working in collaboration and partnership with other government ministries and organisations in the conduct of sample household surveys</p> <p>iv. Division is well prepared to conduct or assist in any unplanned surveys requested by ministries and organisations from time to time</p>	<p>i. Increased demands for sampling methodologies from the public</p> <p>ii. Report of Demographic Health and Disability Survey released in 2020</p> <p>iii. Improved working in partnership with other ministries and organisations on household surveys</p> <p>iv. Managed to conduct and compile unplanned surveys from ministries and organisations</p>	Census, Surveys and Demography Division	On-going
<b>Cartography and Geographic Information Systems for Census</b>	<p>i. Maintenance of existing Cartographic and GIS software and tools like GPS, and, procurement of new items (when needed) to strengthen Cartographic and GIS related activities. Likewise, relevant training must be continued to up-skill the capacity of the staff.</p> <p>ii. Strengthen working in collaboration and partnership with Cartographers and GIS staff in other government ministries and organisations through MOU (Memorandum of Understanding) in order to share skills and expertise to improve the census population GIS database and Cartography for national developments.</p>	<p>i. Increased demand for use of Cartographic and GIS related activities from the public for different developments</p> <p>ii. Improved collaboration and sharing of expertise through MOU with other government ministries and organisations for national developments</p>	Census, Surveys and Demography Division	On-going
<b>Publicity and dissemination of population data</b>	<p>i. Continue to disseminate population information on SBS website (www.sbs.gov.ws) through REDATAM and NADA programs</p>	<b>i. Increased number of people accessing and using REDATAM and NADA to download statistical</b>	Census, Surveys and Demography Division	On-going



	iii. Disseminate population information via newsletter, newspaper, television, radio and also workshops for public awareness of population statistics	<b>information</b> <b>ii. Improved publicity of population information and increased demands for use of population data</b>		
<b>Electronic tools for data collection and compilation of population data</b>	i. Work with Division of IT and Data processing in procurement and applying some new electronic tools such as CAPI, Tablets, Scanner, etc to collect and compile census and survey data	i. Staff attended relevant training and applied new technological tools  ii. New tools have collected and compiled data much faster than older technological tools	Census, Surveys and Demography, IT and Data processing Divisions	On-going
<b>List of Households in all villages of Samoa</b>	i. Conduct fieldwork to update the national Household Lists for the Population and Housing Census 2016 and for on-going sample surveys from 2016-2020	i. Availability of the updated List of Households for the 2016 census and sample surveys from 2016-2020	Census, Surveys and Demography Division	2015-2017
<b>Goal 3: Relevant, timely, accessible and reliable social &amp; sector statistics: To provide the information needed to support sector development plans and related socio-economic policy objectives including SDGs, poverty and environment issues.</b> <i>Leaders: Social Statistics, Census and Survey ,Economic Statistics , and Policy Advice to Minister Division</i>				
<b>OUTPUT</b>	<b>STRATEGY</b>	<b>PERFORMANCE INDICATOR</b>	<b>RESPONSIBLE</b>	<b>TIMING</b>
<b>Statistical Abstract</b>	Strengthen coordination and finalize compilation of relevant statistical tables	Agreements for data supply in place  Abstract published on time	Social Statistics Division	Review and update web version annually Biennial paper publication
<b>Infrastructure Statistics</b>	Strengthen coordination & cooperation with stakeholders & data providers (MWTI, SWA, EPC, MCIT, LTA)	Annual report on Energy Sales and Production  Annual report on water supply	Social Statistics Division  Social Statistics Division	Annual

<b>Transport Statistics</b>	Work in collaboration with the Samoa Ports Authority and Shipping Agents	Publish and Release 6 monthly and annual Shipping Report	Economic Statistics Division	Biannual and Annual
<b>Labour Statistics</b>	Conduct labour force survey 2017	Production of labour force statistics report	Social Statistics Division	2018
<b>Education Statistics</b>	Strengthen coordination & cooperation with stakeholders & data providers (MESOC)	Agreement with administrative data providers on data to be provided and published in abstract.  Census data published	Social Statistics Division	On-going and annual website update  Published in biennial abstract
<b>Health Statistics</b>	Strengthen coordination & cooperation with stakeholders & data providers (MoH, NHS, MWSCD)	Agreement with administrative data providers on data to be provided and published in abstract.  Census data published	Social Statistics Division	On-going and annual website update  Published in biennial abstract
<b>Judicial Statistics</b>	Strengthen coordination & cooperation with stakeholders & data providers (P&P, LTA, MJCA)	Agreement with administrative data providers on data to be provided and published in abstract.	Social Statistics Division	On-going and annual website update  Published in biennial abstract
<b>Poverty &amp; Hardship</b>	Conduct HIES 2018 and compile statistics on hardship & poverty	Poverty & hardship indicators  Nutrition indicators Vulnerability & social protection indicators	Economic Statistics Division	2018

<b>Environmental Statistics</b>	Strengthen coordination and cooperation with stakeholders and data providers (MNRE)	Annual website update of Energy Statistics Annual website update of Water Statistics Annual website update of Environment Statistics	Social Statistics Division	Annually
<b>Agriculture &amp; Fishing</b>	Work with the Ministry of Agriculture and Fisheries to: <ul style="list-style-type: none"> <li>• Conduct Agriculture Census 2019</li> <li>• Improve communication and dissemination of agriculture statistics</li> <li>• Develop Agriculture module to be used in non – agricultural surveys</li> </ul>	Food Security Nutrition Indicators	Economic Statistics Division	Agriculture Survey 2019 10 Yearly
<b>Sustainable Development Goals for the 2030 Agenda</b>	Work in collaboration with Sector Coordinators to: <ul style="list-style-type: none"> <li>• Collect and compile the data to track the implementation of the SDG indicators.</li> <li>• Mainstream SDG indicators into various sector plans.</li> </ul>	SDG indicators mainstreamed into sector plans.	Policy Advice to Minister	Monthly
<b>Goal 4: Provide a sound &amp; secure vital statistics registration service for the people of Samoa and to support our international relations: Ensure full compliance with the BDM legislation</b>				
<i>Leader: Births, Deaths and Marriages Division</i>				
<b>OUTPUT</b>	<b>STRATEGY</b>	<b>PERFORMANCE INDICATOR</b>	<b>RESPONSIBLE</b>	<b>TIMING</b>

<b>Vital registration; Births, Deaths &amp; Marriages</b>	<p>Continue to strengthen partnership with the main informants (village representatives, church ministers, NHS) and key implementing agencies, (NHS, MWCSD) to improve births registration.</p> <p>Training for newly elected informants</p> <p>Continue to strengthen partnership with MJCA to improve adoption registration</p>	<p>At least 1000 birth registration per FY</p> <p>At least 6 trainings per FY</p> <p>All required documentation for registration is provided.</p>	BDM Division	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<b>Deaths Marriages</b>	<p>Strengthen partnerships with funeral directors (church ministers) NHS and funeral parlours to improve death registration</p> <p>Strengthen partnership with church ministers and civil marriage officer to improve marriage registration</p> <p>Public awareness campaign to promote and enforce the importance of vital registration</p>	<p>All required documentation for registration are provided</p> <p>All required documentation for registration are provided</p> <p>At least 6 awareness programmes per FY</p>	BDM Division	<p>Ongoing</p> <p>Ongoing</p>
<b>Revitalize CRVS Steering Committee</b>	Review TOR to take into consideration changing operating environment	At least 4 meetings (additional ad hoc meeting depending on need)	BDM Division	Quarterly
<b>Verification of Vital Statistics for New Zealand Citizenship</b>	<p>Strengthen partnership with overseas mission office (MFAT) to verify BDM records</p> <p>Strengthen partnership with Overseas Mission office(MFAT) to verify BDM records</p>	<p>At least 30 events verified and send to Internal Affairs within month</p> <p>All requested events rightfully verified and send to overseas missions (MFAT)</p>	BDM Division	Ongoing

<b>Verification of Mutual Benefit</b>	Strengthen partnership with insurance company, NPF, Public Trust and other mutual benefits bodies to verify identification	All requested events rightfully verified and send to partners in due timeframe	BDM	Ongoing
<b>Search Enquiries</b>	Strengthen partnership with Ministry of Police and AG to verify criminal identity  Strengthen communication mechanism to deal with general enquiries	All requested events rightfully verified and send to Ministry of Police and AG in due timeframe  All requested events rightfully verified and communicated to enquirer	BDM	Ongoing
<b>Mass Registration</b>	Strengthen partnership with implementing agencies (MWCSD, Council of Churches, NHS) to conduct the community campaign to ensure all BDM events are captured  Collaboration with development partners and MoF to assist with resourcing Mass registration	At least 90% of unregistered BDM events captures  Resourcing confirmed	BDM	Ongoing
<b>National Identification Card</b>	Work in collaboration with external consultants and relevant Government agencies to further develop the concept  Collaboration with development partners and MoF to assist with resourcing of National ID	National ID linked to relevant services  Resourcing confirmed	BDM	FY 17-18
<b>Goal 5: Ensuring that the strategic factors that enable the delivery of the statistical goals are in place: Statistics environment, coordination, communication and dissemination; statistics infrastructure; financial resources, human resources &amp; IT systems</b> <i>Leaders: Corporate Service Division &amp; ICT/Data Processing Division</i>				
<b>OUTPUT</b>	<b>STRATEGY</b>	<b>PERFORMANCE INDICATOR</b>	<b>RESPONSIBLE</b>	<b>TIMING</b>

<b>Human Resource and Management Development</b>	Implementation of Human Resource Management and Development functions  Implementation of performance appraisal system	Improved Human Resources Management and development  Induction, technical and overseas experience  Completion of workforce plan for the bureau  Percentage compliance with HR policies and PSC Act 2004  Annual appraisal of staff performance	CSSD and all Divisions	Monthly  Ongoing  Bi-annual and annually
<b>SBS Act 2015 in place</b>	Enforce Legislation in place	Level of compliance with SBS Act 2015 SBS established and functioning	CSSD & all Divisions	Ongoing
<b>Revise &amp; update BDM Act</b>	Revise current Act for BDM	New BDM Act enacted	BDM	2019
<b>Efficient &amp; effective management of Bureau</b>	Develop and implement process for staff reporting of views on service delivery	Monthly feedback reports from staff	GS and CSSD	Monthly

<b>Effective Financial Management</b>	Full compliance with PFMA Act & Treasury Instructions	Monthly Expenditure Reports delivered to Output Managers  Improved financial management  Improved audit reports  Budgeted estimates fully utilized by end of financial year.	CSSD	Monthly  Financial Year  Financial Year
<b>Efficient Records Management</b>	Ensure all inwards/outwards communications are centralized  Prepare communications Report	Improved communication reports  Monthly communications report for management	CSSD	On-going  Monthly
<b>Access to relevant and reliable statistics</b>	Maintain and update office website  Implement dissemination policy/strategy	All reports placed on Website on day of delivery  Website is operational and accessible at all times to SBS staff, and also the public both locally and internationally.  Increasing number of visitors to web-site	ICT & DP Division  ICT & DP Division  ICT & DP Division	Ongoing  On going  Ongoing

<b>Data processing &amp; IT services</b>	Develop computer system to process data for census and surveys	<p>For scanning, a finalized CSPro system to be in place 1 month before the actual scanning of census questionnaire. The system includes data dictionary, data entry screen, batch edit, and tabulation plan.</p> <p>For manual entry, a finalized computer system must be in place, and data entry to begin on the 4th week of data collection. The system includes data dictionary, data entry screen, batch edit, and tabulation plan.</p>	ICT & DP Division	<p>As required by census &amp; survey schedule</p> <p>Ongoing, data published within one month</p> <p>Monthly</p>
	Maintain computer system to process migration data	Prepare final public use file	ICT & DP Division	
	Provide IT support to all other divisions	Produce final tables as outlined in tabulation plans for census and surveys		
	Manage SBS helpdesk	Produce monthly, quarterly, and annual tables for migration data		
	Manage BDM main networks	IT services are efficient and support all other activities in the Bureau		
	Manage SBS main network	<p>Monthly report on number of system errors logged</p> <p>Daily backup log maintain</p> <p>Secure offsite backup operational</p>		



# ORGANIZATIONAL STRUCTURE

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