



A DAWN OF NEW ERA

NATIONAL STATISTICAL OFFICE

CORPORATE PLAN

2015 - 2019



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ACRONYMS

BOP	-	Balance of Payment
BSTC	-	Basic Statistical Training Course
CBA	-	Census of Business Activities
CPI	-	Consumer Price Index
CRO	-	Civil Registration Office
CSD	-	Corporate Services Division
DAL	-	Department of Agriculture and Livestock
DHS	-	Demographic and Health Survey
DoFAT	-	Department of Foreign Affairs and Trades
DoH	-	Department of Health
DLIR	-	Department of Labour and Employment
DP	-	Development Partners
ESD	-	Economic Statistics Division
EPI	-	Export Price Index
GDP	-	Gross Domestic Products
GIS	-	Geographic Information System
HDI	-	Human Development Index
HIES	-	Household Income and Expenditure Survey
ICT	-	Information and Communication Technology
IPA	-	Investment Promotion Authority
LAN	-	Local Area Network
MDG	-	Millennium Development Goals
MoU	-	Memorandum of Understanding
NDoE	-	National Department of Education
NID	-	National Identification
NSO	-	National Statistical Office
PCD	-	Policy & Coordination Division
PIMS	-	Population Information Management System
PMU	-	Project Management Unit
PNGSDS	-	Papua New Guinea Strategies for Development of
PNGSIC	-	PNG Standard Industrial Classification
PNGRC	-	PNG Royal Constabulary (Police)
PSSD	-	Population and Social Statistic Division
		Statistics
SMART	-	Simple, Measurable, Achievable, Reliable and Timeliness
SNA	-	System of National Accounts

ABOUT US

The National Statistical Office (NSO) is the central statistical agency of the Government mandated under the Statistical Services Act (Chapter 386) 1980. NSO is responsible for the development of arrangements for providing statistical information services including collecting, compiling and disseminating official statistical information to meet the needs of the Government and other users for information on which to base policy, planning, monitoring and management decisions.

NSO's commitment to the Government includes collaboration with key state agencies, development partners and other stakeholders to improve and enhance capacities to produce and deliver quality and relevant statistics on a regular and timely basis.

NSO produces statistics from data collected on weekly, monthly, quarterly or yearly basis from relevant surveys and censuses it conducts and from administrative records. All business operations in NSO are done in compliance with international standards, procedures and best practices.

The current NSO structure has four (4) divisions comprising two (2) technical divisions which includes:

- Economic Statistics
- Population and Social Statistics;

and two (2) support services divisions:

- Corporate Services;
- Policy and Coordination.

CONTACT

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OUR GOAL, VISION & MISSION

OUR GOAL

To provide relevant, quality and timely statistics to improve the lives of our people

OUR VISION

To develop and co-ordinate a National Statistical System that conforms to set standards and best practices in production of official statistics

OUR MISSION

To promote quality, relevance, timeliness and independence of official statistics for policy formulation, decision making and research for the benefit of our people

CORE VALUES & COMPARATIVE ADVANTAGE

OUR CORE VALUES

We aspire to be a high performing organization delivering efficient and effective statistical services to our clients by upholding the following values;

- Integrity and professionalism
- Commitment to produce relevant, quality, independent and timely statistics
- Obligation and compliance to the international standards and best practises
- Team work and partnership with stakeholders
- Networking and information sharing
- Respect and courtesy
- Transparency and accountability
- Effective and efficient Management

COMPARATIVE ADVANTAGE

The mandated government entity with the expertise to co-ordinate and manage nationwide data collections, compilation, development of specific databases, dissemination and storage of information

MINISTER'S FOREWORD



As the Minister responsible, I am pleased to be a part of a “Dawn of a New Era” in the development of statistics. In October 2009, the Government of Papua New Guinea launched the national 40 year development vision (Vision 2050) with the intention to reform our society and nation by aligning our institutions and systems to be the agents of change to make Papua New Guinea become a smart, wise, vibrant, and a happy society.

In progressing this vision, the Government through the Alotau Accord came up with initiatives which included the improvement of basic data at the sub-national level. This compelled me to initiate the National Identification Project which I am proud to say that NSO is the implementing agency in collaboration with Civil Registry Office. This Identification system once fully implemented will address the lack of basic data at the sub-national level and also address many of the problems our people face in their every-day life. The O’Neil/Dion Government is fully supportive of this project because it is people focused.

I cannot stress enough the importance of statistics from the perspective of the Government. Nothing can be more critical for the Government or any other organization than having a good, reliable and timely statistics produced regularly for monitoring and reporting purposes.

There are a number of international reporting requirements such as the Millennium Development Goal (MDG), Human Development Index (HDI) amongst others, which the Government is obliged to report on and NSO as the central statistical agency has to take ownership of such obligations on behalf of the Government.

I am encouraged by the initiative taken by NSO together with the Department of National Planning and Monitoring in developing a PNG Strategy for Development of Statistics (PNGSDS). I believe that this initiative, when fully operational, will create and strengthen network of state agencies that have a common interest in statistics to coordinate and share responsibilities towards the strengthening of the National Statistical System (NSS).

The NSO Corporate Plan 2015 – 2019 is timely and can be a footstall for NSO to implement appropriate reforms required to make it an effective and vibrant institution within the next five (5) years and beyond. Having a fully functional management with visionary and effective leadership is so critical to ensure reforms take place to move the organization forward. I am pleased to see that NSO under the present leadership of Mr. Koloma is fast tracking the reform process to make NSO a respectable and efficient organization it fully deserves.

On this note, let me reiterate that no country can have good statistics unless it has a robust, well-staffed and well-resourced national statistical office.

In my capacity as Minister responsible for NSO, I have noted with concern that NSO’s recurrent activities have been poorly funded resulting in so many crucial macroeconomic indicators such as GDP and Balance of Trade (BOT) not produced on time.

I have already taken remedial measures to address these concerns since 2012 and will continue to do so to ensure priority program areas identified in this Corporate Plan 2015 – 2019 are funded and implemented.

I wish to thank all those who have contributed their ideas and thoughts on the development of this Corporate Plan. Through my Ministry and with the generous support of our development partners, I am confident that NSO will implement what it has planned for the next five years.

At this juncture, let me thank our Development Partners (DP) for their continued support to NSO over the years in implementing some of major projects. With confidence, I anticipate the same level of partnership support and strategic interventions to NSO to achieve its targets and goals outlined in this Corporate Plan 2015 – 2019.

Honorable Charles Abel, MP

Member for Alotau

Minister for National Planning & Monitoring

NATIONAL STATISTICIAN



In January of this year, a week retreat at Kokoda Motel was organized for the senior management of NSO to review the implementation of the last Corporate Plan 2010-2014. Under the theme *“Cultivate a working culture that can enhance NSO’s performance to deliver its mandated functions”* the team assessed the outcomes and deliverables of the last corporate plan. This Corporate Plan 2015-2019 has been framed based on the outcomes of these review.

NSO’s 2015-2019 Corporate Plan outlines the strategic path which the organization will pursue over the next five years. The Corporate Plan has been structured in such that the NSO’s collective Outcomes, Strategies and Key Performance Indicators (KPI) have been identified to be implemented at the Division level.

The development of the Corporate Plan comes at a time when NSO is undertaking three major projects which over time will define its future outlook. These are *PNG Strategy for the Development of Statistics (PNGSDS)*, *National Identification project (PNG NID)* and, *Census of Business Activities (CBA)*.

These programs will bring new challenges and will create new opportunities that will require NSO to undergo reforms.

A part of these reforms will be the integration of NSO and the Office of Civil Registry in-line with the PNG NID program roll-out.

A comprehensive review of the Statistical Services Act 1980 is required to ensure that the revised functions and activities of NSO and the National Statistical System are governed under a cohesive legal framework.

Other changes under these reforms shall include a progressive program of the decentralization of statistical functions to provinces through the creation of Regional Offices and Provincial Statistical Officer positions. On this note, a Memorandum of Agreement (MoA) will be signed between the NSO and Provincial Administrations to effect these reforms.

I am mindful of the challenges and risks that NSO will encounter whilst implementing its programs over the next five years. Therefore, I am appealing to the government through my Minister and our Development Partners to ensure all planned activities are appropriately funded for NSO to implement.

I take this opportunity to thank my management and staff for their co-ordination, time and effort and also challenge them to take ownership of our Corporate Plan and together we shall deliver the expected outcomes.

Finally and not the least I am grateful to our Minister, Honorable Charles Abel for his vision to reform NSO for the better.

Roko Koloma
Acting National Statistician

OVERVIEW

The NSO 2015 - 2019 Corporate Plan provides a strategic road-map for organizational reforms which the NSO intends to undertake in the next five (5) years. The implementation of programs must be purpose driven based on the Simple, Measureable, Achievable, Reliable and Timeliness (SMART) concept.

Reforming NSO is a step forward and starts with the restructure. The restructure has taken into consideration the following; three (3) core Divisions namely the Economics Statistics Division (ESD), Population and Social Statistics Division (PSSD) and Corporate Services Division (CSD) will be maintained. The Policy and Coordination Division (PCD) which was created in the last restructure will become a special unit under the Office of the National Statistician. In its place, the Statistical Information Management Division (SIMD) will be created.

At the Branch level, Business Register Branch for ESD, Population Statistics Branch and Social Statistics Branch for PSSD will be created. Under the SIMD, there will be five (5) branches. The Website Development Section of the Library and Publication Branch will be moved to SIMD as a separate branch of its own while the Library and Publication Section remains with CSD.

The reforms will see the establishment of the Regional Statistical Offices in Alotau, Mt. Hagen, Lae and Kokopo. This initiative is to ensure costs are shared with the provinces and also to build provincial and regional capacities to accommodate reforms proposed in this Corporate Plan. Annual work plans will be developed to implement the reforms. Likewise appropriate quarterly performance reviews will be strengthened to monitor staff performance.

A number of major statistical surveys and activities are proposed to be undertaken during the next five (5) years. These surveys and activities will provide key indicators for the government and other stakeholders.

The current initiatives proposed under the National Strategies for the Development of Statistics (NSDS) will create opportunities for NSO to drive reforms by way of collaborating with state agencies and other stakeholders in terms of information sharing and networking for common interest. Similarly, the PNG National Identification Project (PNG NID) which is currently undertaken will strengthen NSO's mission to decentralize the statistical system at the sub-national level.

NSO's other programed activities including collection of macroeconomic statistics under the recurrent budget will be strengthened to improve the delivery of quality and timely economic statistics. This will be driven through the establishment of the Business Register Branch, conduct of Census of Business Activities (CBA) supported by the revised PNG Standard Industrial Classifications (PNGSIC version 4).

Under the 2015-2019 Corporate Plan, the emphasis will be to invest in building statistical capacity to achieve the expected outcomes of the reforms.

NSO is mindful of the challenges ahead in the implementation and delivery of the statistical products. Number of strategic interventions would have to be in place to ensure key outcomes aspired in this corporate plan are achieved.

The reform is necessary and must be structured to ensure that NSO is a purpose driven organization that delivers *Relevant, Quality, Timely and Independent* official statistics in a responsive and efficient manner.

*P*ROGRAM AREAS

ECONOMIC STATISTICS DIVISION

produces the following statistics;

- . National Accounts Statistics
- . Government Finance Statistics
- . Business Statistics
- . Trade Statistics
- . Price Statistics (CPI)
- . Business Register

POPULATION AND SOCIAL STATISTICS DIVISION

produces the following statistics;

- . Population Statistics
- . Demographic Indicators
- . Health Indicators
- . Education Indicators
- . Migrations Statistics
- . Census Unit Register

PROGRAM MANAGEMENT UNIT (PMU)

is responsible for the following ;

- . Stakeholders consultations
- . Management Meetings
- . Quarterly Program reviews
- . Resource Mobilization
- . Operations of Provincial Statistics Offices (PSO)
- . Facilitates PNGSDS implementation

CORPORATE SERVICES DIVISION

is responsible following support services;

- . Finance and Administration Services
- . Human Resources Management Services
- . Library and Information Services

STATISTICAL INFORMATION MANAGEMENT DIVISION

is responsible for the following services;

- . ICT Infrastructure
- . Data Administration
- Network Administration
- . Multimedia Services
- . Statistical Area Mapping Services (GIS)

OUTCOME

EXPECTED CORPORATE OUTCOME FOR EACH PROGRAM AREA

Corporate Outcome 1

An efficient, effective and comprehensive Economic Statistics Reporting system.



Corporate Outcome 3

An effective management and administration of Finance and the Human Resources



Corporate Outcome 2

An efficient, effective and comprehensive Population and Social Statistics Reporting System



Corporate Outcome 4

An efficient and effective management and administration of statistical information system



STRATEGIES FOR ACHIEVING CORPORATE OUTCOME 1

Economics Statistics Division

1.1

Improve and maintain an effective system of reporting Business Statistics

1.2

Improve and maintain an effective system of reporting International Trade Statistics

1.3

Improve and maintain an effective system of reporting Price Statistics (CPI)

1.4

Improve and maintain an effective system of reporting National Accounts Statistics (GDP)

1.5

Establish and maintain an effective and comprehensive Business Register system

KEY PERFORMANCE INDICATORS (KPI)

KEY PERFORMANCE INDICATORS

Strategy 1		Key Performance Indicators
Improve and maintain an effective system reporting Business Statistics	1.1	Census of Business Activities (CBA) conducted every three years, commencing in 2015 CBA reports published at the end of each census
	1.2	Complementary Surveys including Building & Labor Statistics conducted annually, commencing 2015. Complimentary Surveys reports produced annually
Strategy 2		Key Performance Indicators
Improve and maintain effective system of reporting International Trade Statistics	2.1	Online link-up with PNG Customs Assyncuda ++ established by 2015 to produce Merchandised Trade Statistics annually
	2.2	Trade In Service Statistics produced annually using data from Central Bank (BOP data) and through supplementary survey on airlines, shipping and insurance companies.
	2.3	Export and Import Price Indexes report produced annually
Strategy 3		Key performance Indicators
Improve and maintain effective system of reporting Price Statistics	3.1	Price collection in designated CPI towns conducted weekly, monthly and quarterly Quarterly CPI reports produced and released
	3.2	2 nd Household Income Expenditure Survey (HIES) conducted in 2017 and reports produced after the survey
	3.3	Number of CPI towns increased from current 8 to 16 by 2019 New base year for CPI established based on 2017 HIES results
	3.4	International Comparison Program (ICP) data collected and quarterly reports produced
Strategy 4		Key performance Indicators
Improve and maintain effective system of reporting National Accounts Statistics	4.1	System for compiling National Accounts Statistics based on 2008 SNA Euro-Stat edition established
	4.2	Government Finance Statistics compiled and reported annually from administrative data from National, Provincial and Local Level Governments
	4.3	Import of CBA and other data to National Accounts and GDP estimates compiled and reported
Strategy 5		Key performance Indicators
Establish and maintain an effective and comprehensive Business Register System	5.1	Business Register Branch established by 2015
	5.2	MOU between NSO and IPA signed to reconcile data on the Business Register
	5.3	Business Register Frame updated and maintained

STRATEGIES FOR ACHIEVING CORPORATE OUTCOME 2

Population Social Statistics Division

2.1

Improve and enhance effective system of reporting population statistics

2.2

Improve and enhance effective system of reporting social statistics

2.3

Improve and maintain effective field procedures and operations

2.4

Improve and maintain effective system of reporting international travel statistics

KEY PERFORMANCE INDICATORS (Milestones)

Strategy 1		Key Performance Indicators
Improve and enhance effective system of reporting population statistics	1.1	National Population and Housing census conducted every ten years. Next census to be conducted in year 2020 Census reports produced and main finding presented
	1.2	Conduct Demographic and Health Survey every ten years. Next DHS to be conducted in 2016
	1.3	Population Projects undertaken during mid census / survey interval
	1.4	Generate Population statistics from the Population Information Managamnet
Strategy 2		Key Performance Indicators
Improve and enhance effective system of reporting social statistics	2.1	Establishing of new social statistics branch by 2015 to collecting and compile social statistics indicators from relevent state agencies namely, education, health, environment, community development, labour, migration and CRO. Some of the other social statistics to be compiled as follows; * School Enrolment Statistics - NDOE * Heath Indicators (DoH) * Vital Statistics (CRO) * Crime Statistics (PNGRC - Police) * Labour and Employment Statistics (DLIR) * Agriculture Statistics (DAL) * Citizenship and Migration Statsitics (DOF&T)
Strategy 3		Key performance Indicators
Improve and maintain effective field procedures and operations	3.1	Census Unit and household Listng updated annually Census Unit Regsiter produced
	3.2	Determining appropriate method to collect GPS Data Establishing naming conventions Recording the way points
Strategy 4		Key performance Indicators
Improved and miantaing effective system of reporting international travel statistics	4.1	Quarterly bulletins completed on migration
	4.2	Analytical report completed on migration

STRATEGIES FOR ACHIEVING CORPORATE OUTCOME 3

Corporate Service Division

3.1

Ensure compliance to Government Finance Management practises

3.2

Promote and enhance Human Resource Management practises

3.3

Comply to standard Public Service procedures in asset inventory

3.4

Improve and maintain library and statistical information services

KEY PERFORMANCE INDICATORS (KPI)

Strategy 1		Key Performance Indicators
Ensure compliance to Government Finance Management practises	1.1	2014 Expenditure Report produced
	1.2	2014 Audit Report produced
	1.3	2015 Budget Submission prepared and submitted
	1.4	Accounting System improved and maintained
	1.5	Subscription fees for the Regional trainings paid annually
Strategy 2		Key Performance Indicators
Promote and enhance Human Resource Management practises	2.1	2014 staff performance appraisal report produced
	2.2	Organizational restructure approved and implemented
	2.3	5 year staff training plan developed and implemented
	2.4	Basic Statistical Training Course (BSTC) implemented at HQ and in provinces
	2.6	HR policy approved and implemented
Strategy 3		Key performance Indicators
Comply to standard Public Service procedures in asset inventory	3.1	Assets Inventory report produced annually
	3.2	Staff register updated annually
Strategy 4		Key performance Indicators
Improve and maintain library and statistical information services	4.1	Publications developed and maintained - Inventory of all the publication developed by 2015
	4.2	Advocate, market and disseminate statistical products. - Financial Report for sales of product produces annually

STRATEGIES FOR ACHIEVING CORPORATE OUTCOME 4

Statistical Information Management Division

4.1

Establish and administer the operation of the ICT Infrastructure

4.2

Develop appropriate mechanism for Data Administration

4.3

Establish a robust systems of Networking

4.4

Strengthening Multimedia service

4.5

Improve and maintain an efficient system of Mapping and Geo-Coding

KEY PERFORMANCE INDICATORS (KPI)

KEY PERFORMANCE INDICATORS

Strategy 1		Key Performance Indicators
Establish and administer the operation of the ICT Infrastructure	1.1	ICT Policy reviewed by 2015
	1.2	Filing and archiving of official technical NSO documents ICT Procurement Guidelines documented by 2015 Inventory System reviewed and updated.
Strategy 2		Key Performance Indicators
Develop appropriate mechanism for Data Administration	2.1	Data Processing Lab Established
	2.2	Capacity in place by 2015 to develop • Data processing applications. • Database developed for each technical divisions • NSOInfo/ Redatam database updated and maintained
Strategy 3		Key performance Indicators
Establish a robust systems of Networking	3.1	Review and establish LAN system to improve the existing • Proxy & Mail Exchange Server Set Up • PABX and Call Accounting System • PC Maintenance & Support • Redundent system of ICT established and maintained • Connectivity with ASSYCUDA ++ established to net work NSO and IRC
Strategy 4		Key performance Indicators
Strengthening Multimedia service	4.1	Provision of Multi-Media Service • Print Assembly for Mass Printing • Website/ Intranet Administration & Hosting • Graphical Design for Publications (Templates) • Developing statistical dissemination packages such as CPS and TRS
Strategy 5		Key performance Indicators
Improve and maintain an efficient system of Mapping and Geo-coding	5.1	Review of existing inventory of Mapping and Geo-Coding equipment and products

STRATEGIES FOR ACHIEVING CORPORATE OUTCOME 5

Project Management Unit

5.1**Strengthen the coordination of activities of the technical divisions of NSO****5.2****Improve co-ordination of NSO's strategic functions with the relevant state agencies and stakeholders****5.3****Improve and strengthen partnership with stakeholders for Resource Mobilization****5.4****Facilitate co-ordination and implementation of PNGSDS**

KEY PERFORMANCE INDICATORS (KPI)

Strategy 1		Key Performance Indicators
Strengthen the coordination of activities of the technical divisions of NSO	1.1	Coordinate documentation of funding proposal for - 2015 CBA, - 2016 DHS - 2017 HIES and - 2020 Population census
	1.2	Facilitate quarterly program reviews commencing 2015
Strategy 2		Key Performance Indicators
Improve co-ordination of NSO's strategic functions with the relevant state agencies and stakeholders	2.1	Statistical Services Act 1980 reviewed and implemented by 2016
	2.2	Memorandum of Agreement (MoA) signed with the Provincial Administration to establish four regional statistical offices in Alotau, Lae, Mt Hagen and Kokopo
	2.4	Coordinate the implementation of PNGSDS commencing in 2015
	2.4	Set up project coordination committees for the implementation major statistical surveys and projects
Strategy 3		Key performance Indicators
Improve and strengthen partnership with stakeholders for Resource Mobilization	3.1	Establish Donor desk at NSO
	3.2	Identify and establish focal contact points with stakeholders
	3.3	Co-ordinate formation of project technical committees
	3.4	Facilitate bi-annual stakeholder consultative meetings
Strategy 4		Key performance Indicators
Facilitate co-ordination and implementation of PNGSDS	4.1	PNGSDS branch established in 2015
	4.2	Facilitate the implementation of PNGSDS

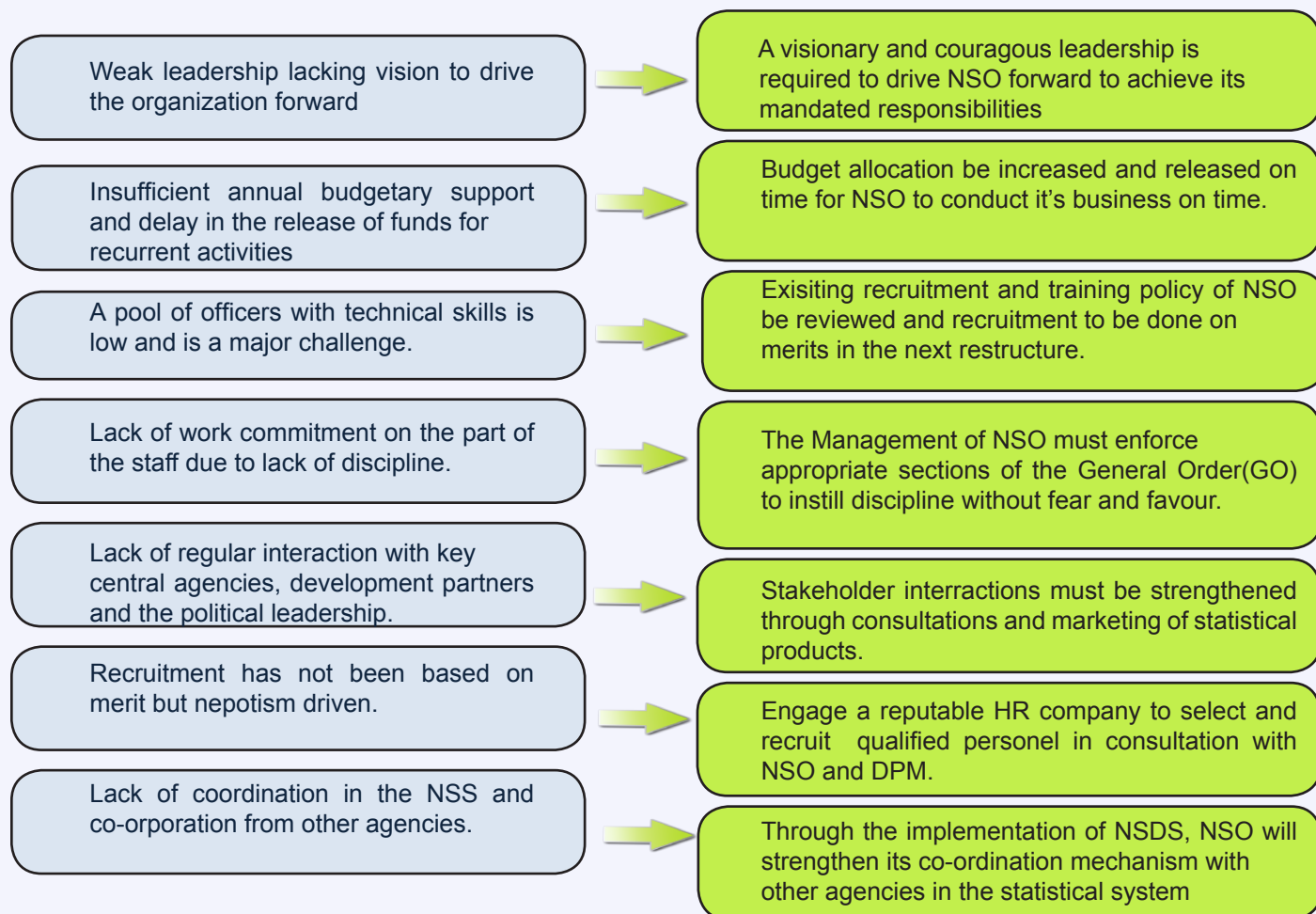
CALENDER OF NSO's MAJOR SURVEYS AND ACTIVITIES - 2015-2019

Projects / Activities by Divisions of NSO	Year to Implement	Key Coordinating Partners	Expected Outputs
PNG National Identification Project	2015	Department of National Planning Civil Registry Office	Birth Registration Identity Cards for 18+ years
Review Statistical Act (1980)	2015	Department Attorney General Law Reform Commission	Amended Law
Organizational Restructure	2015	Department of Personnel Management	Enhance capacity through reform process
PNG National Strategy for Development of Statistics	2015	Department of National Planning Other Central Agencies	Road map for National Statistical System
Census of Business Activities	2016	Central Bank, Department of Treasury, Department of Finance	• Business Register • Production by industries and sector • GDP estimates
1 st National Agriculture Survey	2016	Department of Agriculture & Livestock	• Agricultural and Live-stock production indices • % of arable land
3 RD Demographic and Health Survey	2016	Department of National Planning, Department of Health	• Health indicators • Population indicators
Regional Statistical Offices Set up in 4 regional centers (Alotau, Lae, Mt,Hagen and Kokopo)	2016	Department of Personnel Management Provincial Administration	• Capacity building at provincial and regional level • Decentralization of Statistical function at regional level

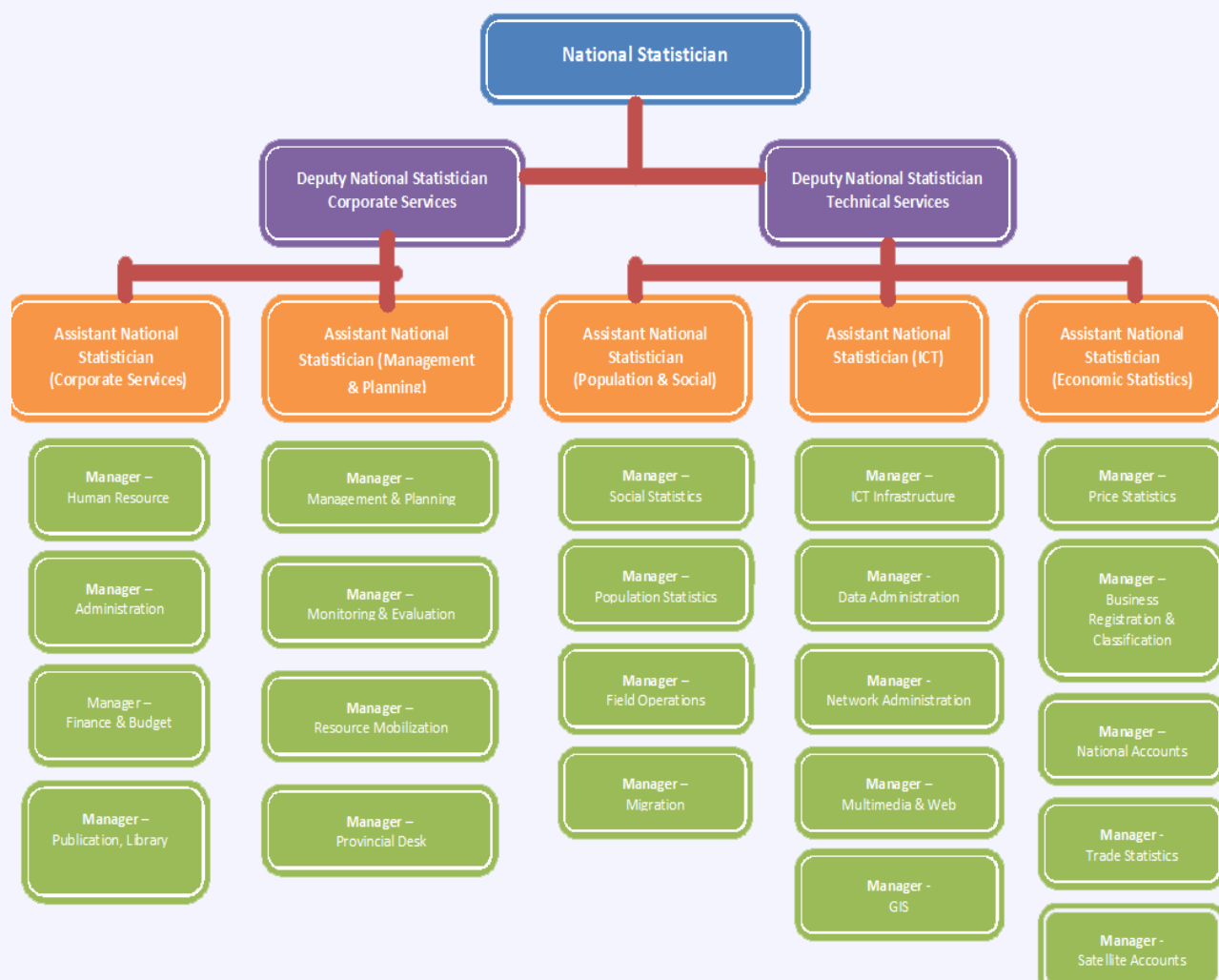
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2 ND Household Income and Expenditure Survey	2017	Central Bank, <i>Department of Treasury,</i> <i>Department of Finance</i>	• Consumer prices index (CPI) • <i>Gross Domestic products (GDP)</i> • <i>Poverty Indices</i>
1 st Labor Force Survey	2017	Department Industrial Relations and Labor <i>Office Higher Education</i> <i>Department of Trade and Industry</i>	• % population in informal sector • % of population unemployed • % of population self-employed etc.
<i>Census of Business Activities</i>	2019	Central Bank, <i>Department of Treasury,</i> <i>Department of Finance</i>	• Business Register • <i>Production by industries and sector</i> • <i>GDP estimates</i>
5 th National Population Census	2020	Department of National Planning	Population count and other basic data

Like any organization, NSO has encountered Challenges that have impeded its delivery capabilities. Under this Corporate Plan the management is keen to address these issues by a Way Forward. These are;



PROPOSED ORGANIZATIONAL STRUCTURE 2014



Where it all *B*EGAN



