

Statistical Commission
Forty-sixth session
3 - 6 March 2015
Item 3 (a) (iv) of the provisional agenda
Transformative agenda for official statistics

Background document
Available in English only

**Proceedings of the Global Conference on a
Transformative Agenda for Official Statistics:
Outcomes and Summaries of Sessions**

Prepared by United Nations Statistics Division and the
Statistical Office of the European Union (Eurostat)

Global Conference on a Transformative Agenda for Official Statistics

Background

This report presents the outcomes and summary of proceedings of the Global Conference on a Transformative Agenda for Official Statistics, jointly organised by the United Nations Statistics Division (UNSD) and the Statistical Office of the European Union (Eurostat) and held at the United Nations, New York from 15 to 16 January 2015¹.

The Conference was organized as a High-Level Forum of official statisticians with the purpose to seek a broad initial consensus on the main thematic areas of work of a transformative agenda for official statistics for the consideration of the 46th Session of the Statistical Commission in March 2015.

One of the drivers for a transformative agenda for official statistics is the expectation that in September 2015, the Member States of the United Nations will adopt a universal and transformative agenda with sustainable development at its core - improving economic and social well-being for all while protecting the environment. While this agenda reflects a shared vision that addresses policy concerns that are faced by all Member States, it is also specific in its formulation of sustainable development at sub-national, national and regional levels.

Apart from these shared policy demands for integrated multi-dimensional statistics, the statistical community is increasingly confronted with the need to reposition and modernize itself in the emerging knowledge and information society by embracing the new ICT developments, including the use of non-traditional data sources. These new demands require more efficiently functioning national statistical systems that organise their statistical production and services more flexibly to allow for an early reaction to emerging needs and new opportunities.

The administrative context of this Global Conference is set by Decision 45/103 in which the Commission requested the Friends of the Chair group on Broader Measures of Progress:

- (1) to engage in the debate on the data revolution, and reiterated the critical need for adequate statistical capacity, both technical and institutional, and the need for coordinated efforts and investments to fill the data gaps and satisfy the new data requirements,

¹ All documents are available online at:
<http://unstats.un.org/unsd/nationalaccount/workshops/2015/NewYork/Iod.asp>

- (2) to address the need for the development of new data sources, methods and methodologies resulting from the requirements of the post-2015 development agenda, taking into account the possibilities of new technologies,
- (3) to include in its future work programme the issue of household surveys and their critical role in providing data for the post-2015 development agenda, and
- (4) to address the need for an integrated statistics approach and for a shared standard business architecture and information model allowing for efficiency gains to meet the new demands of the post-2015 development agenda.

In addition, the Global Conference also took into consideration the outcome document of the Rio+20 United Nations Conference on Sustainable Development (2012) “The Future We Want”, the report of the Secretary-General’s High-level Panel of Eminent Persons on the Post-2015 Development Agenda calling for a “data revolution” that was released in 2013, and most recently the report of the Open Working Group of the General Assembly on Sustainable Development Goals, the report of the Intergovernmental Committee of Experts on Sustainable Development Financing; the report of the Secretary-General entitled “A life of dignity for all: accelerating progress towards the Millennium Development Goals and advancing the United Nations development agenda beyond 2015; the report of the Independent Expert Advisory Group on the Data Revolution and Sustainable Development, the reports of the Special Adviser on Post-2015 Development Planning and the reports of Statistical Commission, including the reports of the Friends of the Chair on Broader Measures of Progress.

This report is presented in two parts. Part I presents the way forward, consolidated outcomes by the five thematic areas of work and their related considerations for action, while Part II presents the detailed summary of the proceedings of the Conference.

**Proceedings of the Global Conference on a
Transformative Agenda for Official Statistics:**

Part I Outcome of the Conference and considerations for action.

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A. Introduction

The Conference identified five main thematic areas of work to address the demands for more efficiently functioning national statistical systems that are supported by the global and regional statistical systems.

It was agreed that a transformative agenda for official statistics should aspire to a truly coordinated and coherent Global Statistical Programme around the overall objective of modernizing statistics and strengthening the global, regional and national statistical systems. This would allow responding more effectively and efficiently to the new policy requirements, including those stemming from the Post-2015 Development Agenda. The thematic areas of work identified² are: i) coordination of the global statistical system; ii) communication and advocacy; iii) data collection, processing and dissemination through integrated statistical systems; iv) innovative methods, tools and IT infrastructure, including standards based production architecture; and v) capacity building. Each of these thematic areas of work are presented below.

This outcome of the Global Conference should be considered a first step in the formulation of the elements of a comprehensive transformative agenda for official statistics based on a shared vision for integrated statistical systems that meet the new demands for timely integrated statistics at the national, regional and global level.

The Commission is invited to consider the issues raised in the consolidated descriptions of the five thematic areas identified by the Global Conference. In its consideration of these thematic areas presented consecutively in Part 1, the Commission may like to take into account ongoing initiatives that may already address some of the aspects of the identified thematic areas.

In considering the *Coordination of the Global Statistical System*, the Commission may like to take into account the review of other governance structures of regional and national statistical systems. By way of example, the governance structure of the European Statistical System (ESS)³, the UK system for producing official statistics and other existing and emerging regional and national systems for producing official statistics are possible candidates for review.

In formulating a work programme on *Communication and advocacy*, it is expected that the work undertaken by the United Nations Economic Commission for Europe (UNECE) High Level Group on Statistical Production and Services and the UNECE Work Sessions on

² See below discussion of Session 1, Group 1. These themes are also broadly consistent with those discussed in the report of the Independent Expert and Advisory Group on Data Revolution.

³ See Annex 1 for a short description of The Governance Structure of the EU and the European Statistical System

Communication of Statistics, the ESS dissemination and communication priority area under ESS Vision 2020, the Organisation for Economic Cooperation and Development (OECD) Value for Money Project, regional and national practices are taken into account.

A programme of work on *Data collection, production and dissemination through integrated statistics* need to put in place mechanisms to foster the global coordination on the implementation of national and/or international household and business survey programmes, the formulation of practical guidelines for the harmonisation of business and household questionnaires, the development of a central metadata catalogue and creation of a common portal on practices related multi-source/mix-mode data collection, compilation and dissemination.

In formulating the programme of work on *Innovative methods, techniques and IT infrastructure, including standards-based statistical business architecture* the work undertaken by the UNECE HLG for the Modernisation of Statistical Production and Services, the ESCAP Strategic Advisory Body for the Modernization of Statistical Production and Services, the ESS modernization initiatives under ESS Vision 2020, the IMF and AfDB initiative in developing an Open Data Platform based on cloud technology for African countries, the IMF initiative to enhance the GDDS to also include actual data dissemination and other regional initiatives and expert groups working on modernization, including the GWG on Big Data need to be taken into account.

In formulating a coordinated statistical *Capacity building* programme, the Commission may like to consider the needed strengthening of mechanisms for the coordination of actions and programmes, the development of national SD compacts, the forging of partnerships and the facilitation of funding of the actions and programmes. Moreover, the Commission may also like to consider a broader set of issues raised by the report of the IEAG on Data Revolution and Sustainable Development.

B. Way forward

The brain-storming and free-flowing discussions of the Conference have resulted in a rich list of proposals in support of the formulation of a Transformative Agenda for Official Statistics, taking into account but not limited to the following thematic areas: i) coordination of the global statistical system; ii) communication and advocacy; iii) data collection, processing and dissemination through integrated statistical systems; iv) innovative methods, tools and IT infrastructure, including standards based production architecture; and v) capacity building.

Based on the short description in section A above (and in the various sections below) it is apparent that there are already a significant number of work-streams underway in the various thematic areas identified, many of which under the auspices of the Statistical Commission. It is, therefore, proposed, that the Bureau of the Statistical Commission, with the support of the Secretariat, and based on the discussions of the forthcoming Statistical Commission session, conduct a mapping of the existing mechanisms and work streams with a view of identifying those areas that require priority action.

C. Coordination of the Global Statistical System

Outcome

The Conference suggested that there is a need to formulate a truly coordinated Global Statistical Programme around the overall objective of modernizing statistics and strengthening the global, regional and national statistical systems in order to respond more effectively and efficiently to the new policy requirements, such as the Post-2015 Development Agenda.

Moreover, it was agreed to restructure the Global Statistical Programme around the specific objectives of: (i) developing and implementing standards and principles; (ii) integrating statistics with national planning and development; (iii) supporting transparency and openness; and (iv) promoting the use of new methods, technology and data.

Furthermore, the broad programmatic areas of such Global Statistical Programme could be further elaborated to include: (i) coordination, (ii) statistical standards and methods; (iii) data collection, production and dissemination; (iv) innovative methods, techniques and IT infrastructure, including standards-based business architecture; (v) communication/advocacy including resource mobilization and (vi) technical cooperation assistance and training.

An essential element of the Global Statistical Programme is ‘coordination’ to be governed by the United Nations Statistical Commission (UNSC). This coordinated approach to the implementation of the global statistical programme needs to be taken at all level: international, regional and national level. It was also suggested that the UNSC could organize its annual program of work around the thematic clusters of actions such as statistical production according to international standards, use of administrative and non-traditional data sources, means of implementation, integrated household and business survey programs, innovative methods and techniques, monitoring and reporting of SDG indicators, etc.

While it was generally recognized that the coordinating role of the CCSA needs to be strengthened, different governance models of coordination like the Eurostat’s model⁴ and the UK governance model were considered. The differences and similarities of the various governance models need further reflection and review to guide the strengthening of the governance structure of the global statistical system.

In order to decide whether a new ‘coordination body’ is needed in this regard, it is important to first clearly elaborate on the mandate of such institution and then see if any of the existing organizations or mechanisms could evolve into this coordination structure for the statistical agenda.

The Conference discussed the establishment (or strengthening) of an international coordination structure for the global statistical system. In this context the issue of an advisory body composed of users, respondents and producers of statistical information to deliver

⁴ See Annex 1 for a short description of the governance structure of the European Statistical System (ESS)

opinions on the statistical work programmes of the Commission with regard to relevance, priorities and resources was raised. Similarly, a governance advisory body for the global statistical system could be considered that provides an independent overview of the implementation of the Fundamental Principles and code of practice. This governance advisory body would aim at enhancing professional independence, integrity and accountability of the Global Statistical System. Some have considered whether a ‘watchdog’ function is needed for the verification and monitoring of compliance. In general, this was discouraged, but at the same time a lighter form of verification and monitoring of the adherence to the Fundamental Principles and related codes of conducts was considered particularly useful for the global statistical system. These new bodies for the global statistical system were considered increasingly relevant when the statistical system is extended to non-official data providers.

It was recognised that there is a clear need to strengthen the coordination at and between international and regional level in order to formulate a single global work programme on statistics, which covers aforementioned activities such as: the development and mainstreaming of statistical standards; the alignment of technical cooperation activities in countries with common objectives; a reduction of the response burden to countries and duplication of efforts in international data collection and dissemination; a communication/advocacy programme with common messages, etc.

It is particularly important to have a regional approach to coordinate and to fully align regional and international work programmes. For the implementation of a shared statistical programme, the relationships with the regional commissions need to be strengthened, and where appropriate also with the (sub) regional coordination agencies and bodies.

Since data for the SDGs are unlikely to be available from official statistics alone, it is important that the global and regional statistical system coordinates its programme of work with non-official data providers in order to harness new and existing initiatives. Similarly, with geospatial information playing a vital role in the modern statistical business architecture, it is crucial for the statistical community to collaborate, if not integrate, with the geospatial information community.

Coordination within the national statistical system is also essential. Effective coordination of the national institutions in the national statistical system is an enabling factor for the implementation of an integrated statistical systems, the integration of statistics into national planning; the introduction of innovative tools, techniques and the use of non-traditional data sources; and in the implementation of international statistical standards and principles.

Considerations for action

In considering the *Coordination of the Global Statistical System*, the Commission may like to take into account the review of other governance structures of regional and national statistical systems. By way of example, the governance structure of the European Statistical System

(ESS)⁵, the UK system for producing official statistics and other existing and emerging regional and national systems for producing official statistics are possible candidates for review.

D. Communication and advocacy

Outcome

It was agreed that communication and advocacy—both internal and external to the official statistical—are very important and should form one of the pillars of a single comprehensive programme on statistics for the global statistical system.

First, branding of official statistics is crucial to set it apart from other data providers. Official statistics has several strong comparative advantages, and this needs to be communicated strongly for branding purposes. These comparative advantages include official statistics' i) objectivity/independence, ii) transparency of its data and methods, iii) respect for privacy and confidentiality, iv) adherence to international standards and comparability of data, v) stability as a data provider, vi) the relevance of the information it provides, and vii) the quality of the data it provides. International organizations have an important role of providing backing and support in branding official statistics at the national level. Communicating these unique values also motivate staff working in the NSOs.

Second, effective communication of the value of official statistics is essential to mobilize resources and investments, particularly in modernizing statistical systems. It is therefore important to communicate the business case that the benefits of an improved statistical system exceed the costs of a national programme for modernization. Such communication also helps achieve and maintain support and commitment, and overcome resistance, to implement modernization programmes. Honest, proactive communications with national politicians and other influencers about NSOs capabilities in meeting data demand, and explaining the investments required to meet the new data demands would also help mobilize resources.

Third, communication is crucial to better coordinate the work of international and national statistical organizations. As such, it was suggested that UNSC's annual programme of work include sharing best practices, and creating thematic communities of practices using modern information and communication tools including social media. More generally, enhancing communication can help establish common ground, and build relationship and mutual trust across different entities working towards improving statistical systems.

Fourth, specific types of communication can be tailored by NSOs to meet concrete needs. For instance, the benefits in maintaining quality standards can be useful to get non-official

⁵ See Annex 1 for a short description of The Governance Structure of the EU and the European Statistical System

producers maintain a specific standard of quality, and communicating the benefits of the use of administrative data for statistical purposes in lowering costs of collection and response burden could reduce the reticence of administrative data providers to share these data.

To effectively articulate the value of official statistics, it was agreed that a common valuation framework for official statistics should be formulated. Reviewing national practices in valuation of official statistics would provide main elements of such a framework. The valuation framework should broadly cover the branding of the value of official statistics, the costing of producing official statistics, the measurement of the benefits and value of the outputs, and the impacts of official statistics.

It was agreed that a common message needs to be reinforced consistently to realize the objective of communication. Communication should be a two way street, and involve continuous dialogue with users. It should take advantage of modern communication tools such as social media and infographics. Since communication is a profession and not a core expertise of NSOs, the formulation of the communication strategy and its implementation may well require communication and advocacy to be outsourced. Implementation of the strategy should also be tailored to national and regional circumstances and priorities given the different levels of development of statistical system and the differences in national cultural environments.

In developing marketing and branding strategy of the value of official statistics and the development of a common valuation framework for official statistics, it was agreed that international organizations should take a leading role, including the formulation of common marketing messages, the collection of best practices and development of tools for communicating the value of official statistics. In collecting best practices, it was agreed that also the role of civil society organizations have to be explored, given their strength in communication and reaching out to several constituencies of users of official statistics. This could be leveraged by the official statistical community to reach out to specific groups and stimulate the understanding of the value added by official statistics.

Considerations for action

In formulating a work programme on *Communication and advocacy*, it is expected that the work undertaken by the United Nations Economic Commission for Europe (UNECE) High Level Group on Statistical Production and Services and the UNECE Work Sessions on Communication of Statistics, the ESS dissemination and communication priority area under ESS Vision 2020, the Organisation for Economic Cooperation and Development (OECD) Value for Money Project, regional and national practices is taken into account.

E. Data collection, processing and dissemination through integrated statistical systems

Outcome

The statistical community is increasingly confronted with the need to reposition and modernize itself to provide relevant information to policy makers. It was agreed that new

policy demands require more efficiently functioning national statistical systems that organise the production of statistical products and information services more flexibly to allow for an early reaction to emerging needs and new opportunities.

In the traditional approach of statistics production, small organization units are responsible for the complete production cycle of a single set of statistics. Due to the challenges brought by the greater demand for more information, fast technological development, and decreasing budgets for the national statistical systems, it was agreed that this 'silo' approach of data production is no longer efficient. Modernization programmes for statistical systems should aim to organize the production processes in a small number of subject-matter divisions (e.g. population, labour and socio-demographic statistics, economic and environment statistics) and a number of specialized corporate services units (e.g. methodology and data management, collection, IT services, project management) that service the statistical production processes of the divisions.

Modernizing statistical systems through implementation of integrated statistical systems contributes to the adoption of statistical principles and standards, leading to efficiency driven 'the industrialization of the statistical system'. Integrated statistical systems allows for better integrated planning and management, and contributes to the promotion and use of new methods, technologies and data in many ways. Due to its modular approach, an integrated system adapts more easily to new requirements (conceptual, methodological, changing of users' needs, etc.) and facilitates the implementation of new standards, new methods and new technologies more efficiently. It also contributes to the strengthening of coordination at the national and international level mainly by using a common language and clear rules of engagement.

Modernizing statistical systems in such a manner would improve statistical professionalism, and meet policy demands in the most cost effective manner possible. It would also improve the quality of data, reduce response burden, and offer room for collaboration in development and application of common methods and IT tools. More importantly, it would launch a robust and a flexible system capable of facing new developments.

Four areas were identified that summarises the challenges faced in modernizing official statistics. First is the cultural change related to finding new ways of managing resources and modernizing the production of statistics. This is linked with transforming the 'mind set' of official statisticians. The second area pertains to acquiring new skills including project management (skills) needed to set up a service-oriented business model aiming at providing information. Changing the business model for official statistics are not possible without people who are ready and capable to work in a new situation/environment. The third area concerns adopting new technologies and innovations to improve the data production business processes. The fourth area is improving the quality and methodology of official statistics by aligning with international standards and best practices.

Several organizational principles should guide this modernization process. An important one is to use corporate business and information architecture as a blue print for process

development. Others include, adopting legal mandates based on fundamental principles for official statistics, and mainstreaming standards and metadata. It is also important to optimize use of administrative data and maximize multi-use of data, and develop modular IT applications across statistical domains. Initiating methodological innovation, establishing a culture of quality, and managing and developing change are crucial guiding principles too.

A step-by-step approach can help facilitate the modernization process. First, partnerships should be established, and should involve all relevant agencies. Second, an assessment of current situation is required to discern what the domains for improvement are. Once these domains have been identified, they will feed into the formulation of a national programme on integrated statistics. Communication and advocacy—both internal and external—is essential to achieve and maintain support and commitment, and to overcome resistance to implementation of this national programme. The final steps include designing the governance of the programme, designing in detail the whole chain of the statistical production process, and the constant evaluation of the programme.

In many countries, administrative data is still a valuable data source to explore to modernize the statistical system. Modernization goes beyond the use of new ICT related processes but also entails improvement of institutional arrangements that increase regular use of administrative data for statistical purposes. Currently, there are several barriers to effective use of administrative data. Improving trust is very important to overcome reticence of administrative data providers.

It was agreed that an integrated household survey programme and integrated business survey programme should be mainstreamed to assist countries in streamlining the statistical production processes by facilitating cost efficiency, lowering response burden and ensuring the production of better-quality and consistent statistics to support the implementation of the SNA and SEEA.

An integrated system of statistics that advances common identifiers and standards and a principles based approach for linking administrative registers and other sources will benefit register-based population and housing censuses, and help produce better-quality and consistent statistics. Such statistics will also support the SDG indicator programme and a programme for poverty and inequality measures.

Modernizing statistical systems would take a lot of investment and should be seen as a long-term project. However, funds should be redistributed to those parts of the process that provide higher gains and medium term return on investment. For developing countries this might mean structurally increasing the budget of national statistical offices.

Setting common implementation requirements for institutional arrangements and standard-based statistical production processes should be considered with care. A flexible and modular approach should be used for their implementation in countries based on national priorities and the level of development of the statistical system. At the same time, the sharing of practices can only be achieved through a common architecture of internationally agreed principles and standards, institutional arrangements and statistical production processes.

Considerations for action

A programme of work on *Data collection, production and dissemination through integrated statistics* need to put in place mechanisms to foster the global coordination on the implementation of national and/or international household and business survey programmes, the formulation of practical guidelines for the harmonisation of business and household questionnaires, the development of a central metadata catalogue and the creation of a common portal on practices related multi-source/mix-mode data collection, compilation and dissemination.

F. Innovative methods, techniques and IT infrastructure, including standards-based statistical business architecture

Outcome

With the fast changing technological environment providing both challenges and opportunities for the official statistical community, it was agreed that the official statistical community could greatly benefit from harnessing the innovative and transformational power of ICT in the statistical production processes for official statistics. Examples are the use of Big Data as non-traditional data source, the application of social media and mobile devices, the introduction of the open data concept for micro data, the potential use of artificial intelligence, the mainstreaming of data visualisation, etc.

In considering how innovative and transformational power of ICT could contribute to modernisation of official statistics, various priorities were identified. The establishment of common national data and metadata portals is considered a high priority to advance data access and exchange. As a minimum, central federated meta data portals can be introduced as gateways to guide the users in the search for statistics at national level. In addition an agreed common set of statistics could be made available in central national data and metadata portals by keeping most of the data at source, whereby the producing agency retains responsibility for the data and its quality. It was agreed that such national central data and metadata portals could facilitate a continuous review of data quality and data gaps. Moreover, these central portals at the country level will drive the harmonization and adoption of common standards, classifications, metadata and statistics.

As for the modernisation of data sharing and dissemination, it was agreed that standards such as SDMX should be mainstreamed for data and metadata exchange. Using SDMX standards will further promote transparency and access at country level and facilitate regional and international data sharing and reporting. In recognition of the technical barriers in the use of the SDMX at country level, the international statistical community was requested to develop a gradual and modular approach to the implementation of standards for data and metadata exchange.

It was also agreed that the practices of the cloud computing for official statistical purposes, such as, the IMF and AfDB initiative in developing an Open Data Platform based on cloud technology for African countries as well as the IMF initiative to enhance the GDDS to also

include actual data dissemination, should be shared and explored. Moreover, the global statistical system should advance cloud computing by addressing the present perceived impediments like security risks and issues related to confidentiality and perception in close consultation with best practices at the national level. In particular, it should be investigated how and when cloud computing could be considered for access to micro data, central national data and meta data platforms, “sandboxes” for the experimentation of the use of Big Data, outsourcing of statistical activities and the sharing of common IT related tools and techniques for data collection, processing and dissemination.

It was agreed that modernization goes beyond the use of ICT related innovations, but also entails improvement of institutional arrangements. An example is the promotion of the increasing and regular use of administrative data for statistical purposes. In order to facilitate wider use of administrative data, modernization of national statistical systems should also include the creation of trust to overcome reticence of administrative data providers and the establishment of a mutually beneficial relationship in the use of the administrative data. These mutually beneficial relationships could be established through public-public partnerships that cover the introduction of common identifiers and classification systems across the public administrative data sets to vastly expand the potential use of administrative data, including for statistical purposes. It could also include the support for national programme to establish major registries for civil registration of vital events when such major gaps in the administrative sources exist.

The institutional issues surrounding the use of public administrative data such as confidentiality and privacy are equally applicable to the access and use of Big Data sources held by private providers. Moreover, the global statistical system should explore the establishment of public-private partnerships with global operators that would be beneficial for the regional and national statistical systems.

It was recognised that the work being undertaken by UNECE High Level Group on Modernization of Statistics on the standards-based descriptions of national statistical systems like the Common Statistical Production Architecture (CSPA) and statistical production processes like the Generic Statistical Business Process Model (GSBPM) using common language have a global relevance. Based on these standards, it is expected that international synergies and economies of scale can be achieved when similar processes and structures exist in every country, as new innovations or methodologies developed by one country can be easily applied to another. However, it should be kept in mind that the implementation of standards in a consistent way across countries can be difficult. With the international acceptance of these standards on modernization, it can be envisaged that a maturity framework for modernization is developed that could guide a country’s roadmap towards continual modernization with clear priority setting for allocation of resources.

Considerations for action

In formulating the programme of work on *Innovative methods, techniques and IT infrastructure, including standards-based statistical business architecture* the work undertaken by the UNECE HLG for the Modernisation of Statistical Production and Services,

the ESCAP Strategic Advisory Body for the Modernization of Statistical Production and Services, the ESS modernization initiatives under ESS Vision 2020, the IMF and AfDB initiative in developing an Open Data Platform based on cloud technology for African countries, the IMF initiative to enhance the GDDS to also include actual data dissemination and other regional initiatives and expert groups working on modernization, including the GWG on Big Data, need to be taken into account.

G. Capacity building

Outcome

Coordination for capacity building

It was agreed that good progress has been made in many countries in establishing statistical capacity to produce official statistics, and in recognizing that a virtuous cycle of mainstreaming principles and standards, and improving the statistical production processes and institutional environment for the national statistical system improves the quality of official statistics. However, despite this progress, statistical capacity in the production of official statistics in many countries is still very limited. It was also agreed that the transformative changes in our technological environments have provided both new challenges and opportunities and, combined with the new policy demands of the Post-2015 Development Agenda, have brought a new sense of urgency in stepping up the statistical capacity building efforts in countries.

While recognizing the existing efforts of the UN and the multilateral development banks under the MoU on statistics and Paris 21 to address the issue of coordination, it was also agreed that, the coordination between the international partners have to be strengthened further.

The conference discussed how newly proposed entities (such as the High Level Group on Coordination, Capacity building and Partnership for the Post-2015 Development Agenda) could contribute to resolving existing bottlenecks in co-ordination, capacity development and financing. It was agreed that there is a clear need to improve coordination at the international and regional level, but it was not immediately apparent whether the mandate of such coordination body would allow for efficient sharing of information. Some cautioned that it is a difficult task to coordinate activities at the international level as each organization has the obligation to carry out certain programmes in response to the directives of its executive board and its constituency.

To avoid a proliferation of committees and groups and of reporting requirements the conference emphasised the need to first exploit, with the necessary adjustments and adaptations, the already existing ones. It was suggested to take the following approach: first identify and delineate the necessary tasks and mandate of the “coordination body”, and then look at existing mechanism to see if they can evolve into this coordination body. Examples of existing mechanisms include, for example, MoU Group on Statistics (between the UN and the multilateral development banks), the CCSA and Paris 21. The conference also noted that,

since some of the indicators for the Post-2015 Development Agenda may not come from official statistics, it is important to coordinate not only the statistical community but also other stakeholders from the non-statistical community.

In considering these new entities and initiatives for coordination, it was agreed that some common questions should be asked to meaningfully assess the proposals and activities. First, will these new proposed entities or initiatives contribute to solving some of the existing problems in coordination, capacity building and financing? Second, how will the new entities and initiatives be linked to existing ones? Third, should we prioritize the creation of new entities or should we first exploit, with necessary adaptations, the existing ones?

It was agreed that the global coordination mechanism for capacity building should build on the regional organisation and management structure to reflect on regional specificities and their different stages of statistical development. In this context, the important role of the regional development banks, the regional commissions and various regional integration agencies in capacity building was emphasized. Therefore the global statistical system should strengthen these regional institutions to increase the effectiveness of service delivery in capacity building.

It was also agreed that partnerships and coordination arrangements with non-statistical organizations outside the official statistical community should be established at the international level, since some of the new data requirement for monitoring the SDG may not be easily met by the national statistical systems without these partnership at the global level.

The broader elements of a programme of work for effective coordination of capacity development were noted, such as: formulating and implementing a communication and advocacy strategy on data and statistics; addressing gaps in data production and accessibility through the implementation of statistical standards, use of administrative data and integrated survey programmes for household and business statistics, sharing innovative approaches to data production and data accessibility, supporting global poverty and well-being estimates for the vulnerable population groups. Moreover, the conference noted that funding of statistical capacity building is a key issue that should be addressed with a priority, for which the MoU Group on Statistics is well placed.

National Strategies for the Development of Statistics

The post-2015 Development Agenda brings challenges and opportunities for official statistics at both the national and global level. It was agreed that national considerations involve the adjustment of priorities of national statistical production of official statistics, which should be reflected in National Strategies for the Development of Statistics (NSDS) and the proposed national sustainable development (SD) data compact associated with the NSDS.

It was agreed that the national strategies and compacts should clearly set out the implications of the modernization and innovation programmes on the institutional environments and the statistical production processes. Moreover, developing a standards-based national SD compact should strengthen national statistical systems through a programme on integrated

statistics and a programme on innovation and modernization at its core. With a common template for the formulation of the national SD compact, the national SD compacts could also be a starting point for the creation of communities of practice in data collection, compilation and dissemination in an integrated statistical system environment.

While the NSDS is a tool to list priorities in improving the national statistical system (and the post-2015 development agenda should be taken into account in its formulation), the national SD data compact should focus on how to implement those priorities listed in the NSDS, in which the standards-based integrated system of statistics guides the actions for strengthening the institutional arrangements and the statistical operations and infrastructure.

The national SD data compact should take a broad scope on the strengthening of the national system of statistics covering the various programmatic actions for the SDG indicator programme, the programme for poverty and inequality measures, the SNA and SEEA programme, the programme on the use of administrative data, the programme on integrated household and business surveys, the programme on innovation and modernization and the programme on communication and advocacy.

It was agreed that the data requirements arising from post-2015 development agenda could significantly facilitate the new orientation of the NSDS and the related national SD data compacts, creating the necessary ‘crisis’ needed to drive integration of national statistical systems forward by: i) creating higher pressures for cooperation between different data producing agencies in the national statistical systems; ii) building political will to change legislation in order to strengthen the role of the NSO in the national statistical system and the use of administrative data to meet post-2015 statistical needs, and iii) bringing statistics to the forefront in the political discourse on the post 2015 development agenda and its statistical monitoring through SDG and thereby creating a stronger case for funding of the investments in statistical operations and infrastructure.

It was also agreed that NSOs should be proactive and honest with their national politicians regarding their present limited ability to meet new data demands for the post 2015 development agenda. Also the NSOs should ensure that these concerns are reflected in international policy discussions through inputs from national delegations in the intergovernmental negotiations for the post 2015 development agenda. In addition, NSOs should be proactive about bringing this discussion to potential funders in which a standards-based national SD data compact should be positioned as an important instrument for mutual accountability.

Partnerships

There are significant opportunities for national statistical offices to partner with other entities in the national statistical system to collaborate in introducing innovation and modernization of the national statistical systems. In addition, these public-public partnerships can help overcome internal constraints on the implementation of integrated systems of statistics, as long as a common cause is properly established and institutional objectives are aligned. Moreover, members of the national statistical system could develop partnerships with non-

official statistics providers in the production of statistics and data to respond to the broader needs for statistics and information arising from the post-2015 development agenda.

It was agreed that partnerships should also be established with partners outside the national statistical system. However, these partnerships should be based on a good understanding of the mutual benefits and the risks. At the same time, all partnership engagements should be made in a transparent manner and should not compromise the independence and integrity of the national statistical system.

Through public-private partnerships with the private sector, the development of new tools and techniques should be pursued and access to non-traditional data sources be secured. These tools, techniques and access to non-traditional data sources, when made available on continuous basis, may well structurally improve the timeliness and periodicity of the official statistics as well as mobilise new media to disseminate official statistics.

Mutually beneficial partnerships with research institutes and universities should also be explored for training and capacity building in statistical, technical and management skills, in outsourcing of specific statistical operations and in retaining national knowledge and capability in statistical production of official statistics in an environment with high turnover of staff. In addition, partnerships with academia and research institutes could improve use of official statistics in national development and policy making. Such a partnership could also foster new funding channels through the connections with reputable research work and influential academics. Best practices should be developed in mobilising research institutes and universities in supporting and complementing the national official statistical community in bringing value to official statistics, in particular in countries where the capabilities of the national statistical system are not well developed.

It was agreed that collaboration with the geospatial information community is particularly important in the post 2015 era as it would provide the much needed detailed geospatial data for policy making. The modalities of this collaboration will depend on existing national institutional arrangements, but two different approaches should be envisaged: i) to work towards the institutional integration of the GIS community into the NSO or national statistical system, or ii) to maintain the GIS community independent from the national statistical system, but establish direct access to geospatial information for statistical purpose through data sharing portals or services.

It was also agreed that the official statistical community should strengthen partnerships with civil society organizations. Collaboration could be based on the civil society's comparative advantage in communication and advocacy of the value of official statistics to a broader audience. Their capability and wider reach of users of statistics would be instrumental for resource mobilization by reaching the appropriate influencers. The partnerships with civil society organisations also present opportunities for the alignment of community-based reporting with the principles and standards of official statistics.

Finally, a broad agenda for an active dialogue with the corporate sector should be formulated. One aspect of this dialogue is the alignment of corporate sustainability reporting with the

standards of official statistics, which should build on existing experiences in obtaining and using data from the private sector. There is also potential to take further the set of fundamental principles for the data revolution laid out in the IEAG report on the data revolution, and extend them to a set of overarching principles which would apply to the corporate sector. The business community could also play an important role in mobilizing funding for mutually beneficial research projects. The platform for establishing joint research projects could be the World Economic Forum.

Funding

It was agreed that it has become increasingly clear that substantial investments in human and technological infrastructure and operation are required to modernize statistics. The new policy requirements of the post 2015 development agenda have further compounded this challenge. Therefore, availability of financial resources from both domestic and external sources and technology transfer are essential for statistical capacity building.

The conference agreed that official statistics community has to be more pro-active to attract investments for its innovation and modernization programmes. Central banks and ministry of finance can be important partners and allies to this end, as they have stronger influence on funding decisions. Additionally, through discussions on the importance of monitoring the development agenda, the standards-based national SD data compact could bring statistics to the forefront of discussions with external donors. There is an expectation that this increased attention for the national SDG monitoring and reporting is likely to result in higher funding for statistical capacity development.

It was agreed that the NSOs and the national statistical system in general should show accountability in use of financial resources and demonstrate the value of official statistics. To mobilise domestic and external funding, the official statistical community should articulate convincing arguments on how investments in official statistics are likely to lead to cost reductions and/or efficiency improvements. Foremost, this approach requires highlighting the return on investment in official statistics. These could be achieved through the introduction of cost efficiencies, but also through creating new markets for products and services on the basis of these new data and statistics. It is therefore essential that when funding is received, it be allocated to those parts of the process that provide higher gains and medium-term returns on investments.

It was agreed that partnerships with academia and research institutes can play an important role in mobilizing domestic and international funding for statistical capacity building. Academic and research institutes' reputation and the quality of their research work can provide credibility in securing funding. This is especially true of very influential academics, who may be in a better position to persuade domestic and external sources/donors to provide funding in their areas of specialization. Moreover, academia and research institutes may have access to other sources of funding, which are not typically available to national statistical offices.

Similarly, it was agreed that public-private partnerships can help mobilize domestic and international funding for statistics. The private sector is likely to place a value on being compliant with the new sustainable development agenda, making large businesses more likely to fund research on issues they find relevant. World Economic Forum was suggested as platform to engage with potential funders to mobilize resources for mutually beneficial research projects. However, the participants also voiced concerns regarding the risk in compromising the independence and the integrity of the NSOs resulting from accepting such funding, and potential conflict of interests. It was agreed that these risk considerations need to be weighed against the benefits when making decisions regarding funding from the corporate sector.

Considerations for action

In formulating a coordinated statistical Capacity building programme, the Commission may like to consider the needed strengthening of mechanisms for the coordination of actions and programmes, the forging of partnerships and the facilitation of funding of the actions and programmes.

**Proceedings of the Global Conference on a
Transformative Agenda for Official Statistics:**

Part II Summary of the proceedings of the conference

Part II Summary of the proceedings of the conference

Introduction

The Conference was organized to discuss and formulate a response to the demand for detailed and timely data to monitor progress on sustainable development. Sustainable development is universal, addressing policy concerns that are faced by all UN Member States, but specific at the same time in the way sustainable development is formulated at sub-national, national and regional levels. Moreover, the statistical community is increasingly confronted with the need to reposition and modernize itself in the emerging knowledge and information society by embracing the new ICT environment, including the use of non-traditional data sources. These new demands require more efficiently functioning national statistical systems that organise their production of statistical products and information services more flexibly to allow for an early reaction to emerging needs and new opportunities.

This Conference was organized as a High-Level Forum of official statisticians with the purpose to - elaborate proposals for the consideration of the 46th Session of the Statistical Commission (UNSC) in March 2015.

Following the opening remarks, the Conference was organized along four main sessions and four group discussions for each session and a concluding session. This report presents a summary of the opening remarks and summaries of the sessions and the group discussions and contains three annexes. Annex 2 presents the list of questions that the groups discussed; Annex 3 presents the agenda and Annex 4 contains the list of participants. All documents are available online at:

<http://unstats.un.org/unsd/nationalaccount/workshops/2015/NewYork/iod.asp>

Opening remarks

Ms. Mariana Kotzeva, Deputy Director of Eurostat, highlighted in her opening remarks that the national, regional and national statistical systems are confronted with new policy requirements, institutional arrangements and technical challenges that warrant a broad based modernization and innovation programme for our institutional environments and statistical production of products and information services.

At global and regional level, the statistical system should critically review its effectiveness and the efficiency of their statistical infrastructure and operations in support of national statistical systems. At country level, the national statistical system has to make choices based on their own priorities in meeting the new policy requirements of the post 2015 development agenda and other challenges and opportunities brought about by the new technological environment.

She underlined that this process of modernization and innovation of our national statistical systems is a universal statistical agenda that is equally applicable to countries with advanced and with less developed statistical systems. Each country has to formulate its own programme of modernization and innovation of its institutional arrangements and statistical production processes from its present vantage point. She emphasized that countries should adopt a

flexible and modular approach based on mainstreaming international agreed principles and standards.

The global and regional statistical community should provide the standards-based statistical and information architecture from which the national statistical systems would be able to seek support and guidance for their national modernization programmes. With a truly universal agenda for the post 2015 development era, she expected that the global partnership for development data can take shape through a broad engagement with civil society, the research community and the business sector through public-public and public-private partnerships in advancing broader causes of data literacy and use.

Mr. Stefan Schweinfest confirmed that our statistical community has to modernize and innovate to meet the demands of our new policy and technological environments. He pointed out that demand for a data revolution in the post-2015 development agenda from the most senior levels of government and society provides a huge opportunity for the official statistical community to make the business case that business as usual is no longer an option and appropriate resourcing is required.

He stressed to seize the historic opportunity in September 2015 during the 70th anniversary of the United Nations at the UN Summit on the post-2015 development agenda to launch a universal statistical agenda of modernization and transformation. He pointed out that the reflections of this conference need to build on the extensive ‘modernisation work’ undertaken by the Conference of European Statisticians.

In closing, he invited the leadership of the heads and senior management of national statistical offices present at the Global Conference to be specific and recommend the overall and specific objectives for the transformative global statistical agenda, its approach and methods, and its main actions and programmes needed to establish vibrant and sustainable national statistical systems

SESSION 1: NEW REQUIREMENTS FROM POLICY DEMANDS FOR THE GLOBAL STATISTICAL SYSTEM

Session 1 of the Global Conference addressed the new requirements for the global statistical system that are stemming from the formulation of the Post-2015 Development Agenda and the emerging technological and information environment. The targets and goals that need to be monitored for the Post-2015 Development Agenda will likely pose a great challenge to national, regional and global statistical community in reporting relevant and timely indicators.

The session started with a presentation by Mr. Giovannini, which addressed the constraints in the current global statistical systems and suggested ways to improve them in order to better respond to these new policy demands, the challenges and opportunities provided by the emerging ICT environment and the demands for a broad partnership for development data. An important point raised was the need to formulate, among all relevant organizations, a truly coordinated global statistical programme capable of aligning activities by each organization in terms of: data and metadata collection; development of standards and handbooks; coordination of future cycles of households and business surveys, censuses in support of common baselines and base years; and technical assistance.

Some of the suggestions put forward for discussion included: the updating of the framework for establishing the work programmes of the UNSC, taking into account monitoring and reporting of the SDGs; the development of a fully integrated global statistical programme; the strengthening of the CCSA and the involvement of non-governmental international data providers relevant for SDGs; the sharing of innovation and modernization through the development of common infrastructures for data collection, management and storage (common platforms, technical standards, statistical cloud, etc.), including the use of non-traditional data sources; the review of the international statistical standard setting system, to make it more flexible and able to provide more timely outputs, and the development of new statistical standards to cover all SDGs domains; the strengthening of the connections between statistical and geospatial information, including standards; and the establishment of a global network of data users.

The presentation also noted that the post-2015 Development agenda not only poses challenges, but also provides opportunities for official statistics, for example: to adjust priorities and reflect them in the National Strategies for the Development of Statistics (NSDS); to strengthen the institutional setting of national statistical offices and systems; to elevate the responsibility of NSOs to have access to administrative data and other Big Data and monitor/check the quality of data produced by others; to experiment new approaches to take advantage of latest technological and methodological developments (e.g. satellite images); the development of a “national SDGs data compact” associated to NSDS.

Four themes were addressed in group discussion, namely: the coordination of a global statistical programme for the Post-2015 Development Agenda; the engagement of non-official producers and users; improvements to the coordination of the work of international

and national statistical organisations; and improvements to data and metadata collection and exchange for international agendas and research.

Session 1 – Group 1: The coordination of a global statistical programme for the post-2015 development agenda

The group agreed that there is a need to formulate a global statistical programme around the overall objective of modernizing statistics for the Post-2015 Development Agenda. It was noted that the lack of a global coordination on statistics would foster uncoordinated and overlapping initiatives in countries by international organizations.

The group noted that a global statistical programme can be formulated around the specific objectives of: mainstreaming standards and principles; integrating statistics with national planning and development; supporting transparency and openness; and promoting the use of new methods, technology and data.

The group considered the following as the broad programmatic actions/themes of such a single comprehensive programme: the coordination of the global statistical system, the development of statistical standards and methods; technical cooperation assistance and training; data collection, processing and dissemination; innovative methods, tools, techniques and IT infrastructure; and communication and advocacy, including resource mobilization. There are various levels of involvement at international, regional and national level, for each of the programmatic themes/actions. In general, the group highlighted the importance of identifying the role of donors and means to enforce the global statistical programme.

The group agreed that an important first step in the development of a research agenda to address gaps in our standards-based architecture is the comparison of topics/statistical domains of the UNSC programme of work with the post-2015 development agenda linked to the SDGs.

The group discussed ways to develop a research agenda to quickly develop standards for domains of SDGs so far identified like governance and peace and security by benefiting from activities carried out outside the community of official statisticians. In general, the group, while highlighting the importance of international statistical standards, suggested to take a pragmatic approach in the new areas where international standards are not yet available whereby available methodologies are used – as interim standards - to guide the collection/compilation of the relevant indicators for an initial period of time until the standard methodology is developed and internationally agreed upon. It was noted that the statistical community should not start from scratch in these new areas, but look at available work from international/regional organizations, NGO's etc. and build from there. This would allow for testing and developing international statistical standard without hampering the monitoring of indicators for the post-2015 SDG. In this regard, the group noted the importance of metadata to provide necessary explanation on the methodologies used for the data to the users to ensure transparency of the methods.

Session 1 – Group 2: Engagement of non-official producers and users

The group considered three interrelated issues around new non-governmental partnership and the use of non-traditional data for the Post-2015 Development Agenda: i) the quality of non-official data, ii) mechanisms for participation of non-official actors in the data production process, and iii) whether a “watchdog” is required for increasing the integrity of the global statistical system.

Quality of data, as understood within the context of statistics, might not be the primary concern for non-official actors involved in the data production process. Additionally, where strong interests exist, non-official actors might be tempted to compromise on accuracy to achieve ‘quick’ and even (near) real time results. The heterogeneity of the non-official actors—from big private firms to small civil society organisations—implies different levels of data quality and incentives to maintain certain level of quality, further adding to the complexity of maintaining quality control in non-official data.

In such a situation, the group identified two mechanisms that can be considered in enforcing/encouraging the use of quality standards to data produced by non-official entities. First, legislations and regulations can ensure private actors adhere to pre-determined guidelines established by relevant authorities. Second, an organization’s interest can be encouraged to align to quality standards applied by the NSO. Various mechanisms and programmes can be considered in this regard, like certification schemes or by communicating the benefits in maintaining quality standards.

Several modalities for participation of non-official actors in the statistical production of official statistics exist. One of them is public-private partnerships. This has been effectively used in other projects such as infrastructure development projects and could be used in statistical production as well. Providing private actors with specific incentives to engage in production of statistics according to predefined standards will also induce cooperative behaviour. Finally, local communities can also be engaged in different phases of statistical production cycle.

With regard to the question whether the establishment of an independent “watchdog” can help to increase the integrity of the international statistical system, especially if extended to non-official data providers, the group agreed that the NSOs could take more responsibility to monitor and check the quality of data produced by others.

Session 1 – Group 3: Better coordination of the work of international and national statistical organisations

The discussions in the group started with reconfirming the urgent need for improved statistical coordination at the international level in data collection and technical assistance activities. It was mentioned that NSOs, especially in developing countries, often have to bear the burden to respond to similar data requests by international organisations. The group also noted that, in order to avoid duplication of efforts and seek synergies between various international/regional programmes to improve the statistical infrastructure and operations in countries, technical assistance activities should follow a comprehensive strategic approach among all the initiatives in the countries rather than follow an individual programme

approach. The coordination mechanism of the European Statistical System (ESS)⁶ was mentioned as a good governance arrangement to effectively organize the statistical system at the regional level that may hold promise for other regional statistical systems and even the global statistical system. In its consideration, the group recognised that the ESS is built on a strong regulatory environment within the European Union that may not be easily replicated in other institutional environments. Also the UK system of producing official statistics was mentioned as a good coordination mechanism.

As point of departure, the group agreed that the UNSC should organize its annual programme of work around the thematic clusters of action such as statistical production according to international standards and domains, use of administrative sources, means of implementation, integrated household and business survey programmes, innovative methods and techniques, monitoring and reporting of SDG indicators, etc.

The group noted that care should be used when setting common implementation requirements for institutional arrangements and standard-based statistical production processes. It suggested the use of a flexible and modular approach for their implementation in countries based on national priorities and the level of development of the statistical system. At the same time, the group recognised that sharing of practices can only be achieved through a common statistical business architecture of internationally agreed principles and standards, institutional arrangements and statistical production processes.

The group also suggested that UNSC's annual programme of work includes the sharing best practices and tools for each thematic cluster of actions. The group proposed that the international and regional organisations could facilitate this sharing of practices and tools by creating thematic communities of practices using modern information and communication tools including for example social media.

The group agreed that the CCSA could strengthen its coordination mechanism. Examples of activities that the CCSA could undertake or strengthen are: sharing country experiences and practices on the implementation of statistical standards for the creation of appropriate institutional environments and statistical production processes; putting in place appropriate mechanisms to improve the coordination of international/regional activities at the country level to avoid duplication and overlap of international programmes; and ensuring that sustainable national statistical production processes are put in place. The group also agreed that CCSA should encourage international/regional organizations to better reconcile their activities at local, regional and global levels based on a standards-based statistical architecture.

The group discussed the idea of developing standards-based national SD compact to guide the formulation and monitoring of the implementation of the national programme of work for the Post-2015 Development Agenda. The group agreed that such compacts would indeed be beneficial and could also induce a strengthening of national statistical systems in countries,

⁶ See annex on Governance Structure of the EU and the European Statistical System

especially in developing countries. With the sharing of the national data compacts, this instrument was also viewed as a starting point for the creation of community(ies) of practices.

In recognition of the importance of geo-coding of statistical information, the group emphasised that geospatial information plays a vital role in the modern statistical business architecture. In fully integrating the new geo-referenced information requirements of the users, it is crucial for the statistical community to collaborate if not integrate with the geospatial information community. Two approaches were mentioned on how to foster this collaboration. One approach would be to institutionalize the integration of the geospatial information community into the NSO or in the national statistical system more broadly. This institutional approach has proved successful in Mexico and Brazil. It is expected that in most developing countries, the geospatial information communities will be linked/merged with the NSOs to create institutional synergies and meet the emerging information requirements.

A second approach would see the geospatial information community as independent system, like in many countries in Europe, but where the NSOs would have direct access to the geospatial information through, for example, data sharing hubs or services. This approach would generally be specific to countries where historically geospatial information was outsourced and developed outside the NSOs and often in projects with academia and other private and public institutions.

Session 1 – Group 4: Improving data and metadata collection for international agendas and research

The group agreed that, in general, the establishment of a national data and metadata collection portal would help to improve the efficiency of data collection. Suggestions were made to create a data portal using SDMX standards in countries, allowing national data to be brought together using a federated approach for improving transparency and access at country level and for purposes of international reporting, as data within a single portal would allow for the application of common set of standards and be easier to reconcile. It was put forward that countries with less developed statistical systems could benefit from adopting Eurostat's metadata practice, rather than starting to develop one from scratch. The group agreed that National Statistical Offices are best placed to lead this portal in the national statistical system. Appropriate institutional agreements at national level should be established and the mapping of the potential data providers to the national central hub is an important step in its establishment. Moreover, international and regional organisations are considered critical catalysts in the creation of these national central hubs building on their best practices.

Legal considerations were considered an important aspect of establishing data portals, and it was acknowledged that the legal framework, in particular NSOs having a legal mandate to coordinate the data portal efforts, can be a requisite to the effective implementation of a data portal. At the same time, the inclusion of private providers of data will affect these legal considerations. In this context, the group noted the Open Data Initiative and potential benefits of employing a principles-based approach to making data and meta-data available.

The group agreed that the potential for data collection portals to improve the efficiency of data collection will depend on the characteristics of the portal. It was suggested that the

notion of a data portal which holds all data in a large database may not be the best option, as it is unlikely to enhance efficiency. A data portal could add more value if it were considered more a ‘gateway to a federation of data suppliers’, in which data is kept at source and the portal has cross references to link data. Using portals as a gateway for finding data rather than storing it is a significantly cheaper option, and, by keeping the data at source, the producing agency retains responsibility for the data, thereby creating greater incentives for quality improvement. Furthermore, in their capacity to bring together data from a range of providers, a national central data portal forces a review of comparability, thus driving harmonization of standards, classifications, country codes, metadata etc. In addition, data portals can improve efficiency by detecting duplication (as well as data gaps) and are an efficient method of disseminating information.

The group discussed how to foster and speed up the development and use of standards for data and metadata exchange. They agreed that data portals could be one such method, as portals should be attached to standards, and so have the potential to be a way of advancing standards. Data referenced in portals could be labelled, or tagged, according to its quality. In this manner, data from the private sector could be included conditional on them meeting a given standard. There may be added benefit for the private sector to be a part of portal initiatives – for instance for the SDG related indicators through a ‘SDG data compliance label’.

In general the group agreed that while standards such as SDMX represent a robust ‘gold standard’ for data and metadata exchange, the standard can represent a large burden on statistical systems, especially for developing countries. Calls were made for standards on data and metadata exchange to be simplified and internationally agree on a particular version of the standard to avoid necessitating constant infrastructural changes. The high burden on less developed statistical systems resulting from an over-emphasis of high standards could risk the creation of a barrier to entry for many countries. This calls for more agility on standards, and the need to build on ongoing practices to find a way for low level entry into using standards such as SDMX, as many countries are unable to use them in their current form.

The group recommended that the statistical community find a way forward towards establishing standards for ‘low level entry’ in data and metadata exchange. The group suggested establishing a modular approach to the implementation of standards to help countries get started, and suggested that the UNSC work to establish agreement on what an entry (or minimum) standard should be. The potential for the SDMX group to consider a “SDMX light” version was also put forward.

The group agreed that the development of statistical clouds could help national statistical offices/systems to meet the demand coming from researchers and international organisations, although the group expressed the need for guidance and best practices on the kind of data held in the statistical cloud. The use of developing statistical clouds was welcomed, as they could modernize the way statistics are made available and enable outsourcing and sharing of tools and techniques. Statistical clouds could allow the international community (including both researchers and international agencies) to access data provided by national statistical

offices directly to the Cloud, thus reducing the burden on national agencies to build their own platforms for disseminating data. NSOs could outsource services by placing their micro-data in a statistical cloud, leading to efficiencies in meeting the demand placed on them.

The enforcement of access rights to certain data sets could also be managed more effectively using a Cloud, as access rights could be set at different levels depending on the user. The group agreed that statistical clouds could help clarify what data actually exists, without jeopardising data sharing restrictions as countries remain in control of what to make publicly available. As multiple producers hold data in the Cloud, the Cloud allows users to mix data (also with the potential to also link with other clouds). It was noted that statistical clouds could be of particular beneficial for Small Island Developing States in seeking closer collaboration in using common tools and techniques and opportunities for outsourcing of statistical operations.

The group agreed that there are significant security risks, confidentiality and perception issues to be considered in using a statistical cloud environment. At the same time, a statistical cloud could be more secure than physical storing of data. The fact that NSOs are starting from different points was also acknowledged. A prerequisite to the development of statistical clouds is to convince NSOs to share data in the first place. The group therefore called on the international community to discuss the parameters of a potential statistical cloud, to begin to determine what data should go into statistical clouds and how to account for national security and confidentiality concerns.

SESSION 2: INNOVATIONS IN DATA COLLECTION, DATA DISSEMINATION, DATA ACCESS AND DATA ANALYTICS

Session 2 of the Global Conference addressed the topic of innovation in the data collection, dissemination and analytics. With the fast technological development, official statistics can greatly benefit from harnessing the innovative and transformational power of ICT: examples use of Big Data, the widespread use of social media, the impact of open data, the potential of artificial intelligence, the use of standards-based modernisation and data visualisation. These examples all offer plenty of opportunities for modernization of the production of official statistics and national statistical systems.

Mr. Dalton opened the discussion with a presentation of modernization of the statistical systems (and its challenges) and considered what the definition of modernisation means to different National Statistical organisations taking account of the linked to different aspects of a statistical system and to different starting points of the development of the statistical systems. The challenges in the modernization of the institutional-, legal- and ethical- setup lie mainly in the area of institutional independence, branding of official statistics, data security, privacy and confidentiality when huge volumes of data from new public and possibly private administrative data sources are linked together. In terms of data sources, a lot of attention has been brought to the potential uses of Big Data, but a number of challenges remains to be addressed such as: their the sustained availability of the data; the availability of the IT tools for analysis; the availability of the specific skill sets necessary to mine them; the development of a roadmap for others to follow and the ability to address the resource implications in managing Big Data. Administrative data still represents in many countries a valuable data source to exploit for the modernization of statistical production processes and the national statistical system for many countries.

There have been major technological advancements in recent years that have the potential to significantly alter the way statistical offices operate. There are, however, a number of questions on how the NSOs can engage with third parties to build strategic alliances (both public and private) without undermining the NSOs privacy reputation and how we can share experiences in exploiting the developments in technology.

The importance of standards-based modernisation was emphasized to facilitate the modernisation process and a lot of work is being done at international and national level to develop such standards. However, there are some challenges for the global statistical community on how to collaborate in an effective manner to ensure the establishment and implementation of a consistent set of standards for use in modernising official statistics. The power of the statistical community speaking in unison with one common, consistent message was also reinforced.

Finally, modernization can also take place in the communication of official statistics. In today's fast-moving and technologically advanced world where information is readily available at the touch of a screen, the value of slower and more carefully produced official statistics may become less apparent to users. Thus, branding the value of official statistics

becomes particularly important in articulating to the users' community the comparative advantages of official statistics. The challenge remains in articulating the message and communicating it at all level. In closing his presentation, Mr. Dalton discussed the need for the Statistical Offices to take pride in the excellent work that they do and raised the issue of changing organisational culture to embrace the modernisation challenge which will enable us to compete with other producers of statistics.

Four themes were addressed in group discussion, namely: defining a communication strategy in the branding of official statistics; the review and modernization of secondary data sources; the challenge of communicating the value of official statistics for better investment in official statistics; and the challenges in the modernization of the institutional settings, the formulation of standards-based modernization and the role of NSOs in the privacy/efficiency debate. The summary of the group discussion is presented below.

Session 2 - Group 1: Branding of Official Statistics

The group discussed ways to promote and enhance the Official Statistics brand at a time of increased competition from other data producers taking into account the comparative advantage of Official Statistics. The group agreed on the importance of branding for Official Statistics and identified the following as the comparative competitive advantages or unique selling points: i) trust/being objective/independence; ii) transparency of data and methods; iii) confidentiality/dealing with privacy; iv) adherence to international standards and comparability of data; v) being a stable source of data (as opposed to private organizations which may cease to provide data); and vi) relevance of the information provided by NSO (i.e. information that it is fit for purpose); vii) the provision of data at no cost to users.

The group noted the important role of international/regional organizations in providing backing and support in the branding of official statistics at national level.

The group discussed how official statistics can meet the challenge of the "quality-timeliness debate" where information is readily available in today's fast-moving and technologically advanced world at the touch of a screen. The group noted that 'timeliness' is an important component of 'quality', however, it should not be taken to the extreme: the NSOs should not aim at publishing data at the speed of private/corporate companies - which produce dataset on a real time basis. The comparative advantages of official statistics are: the scrutiny and quality of the information, the transparency of the methods, the relevance of the information and the handling of privacy. The NSOs, as part of their quality culture, however, should review their data sources (administrative sources, surveys, big data etc.) in order to find ways to improve the timeliness of the data.

The group addressed the question on how we meet the changing needs of the modern user while educating them about the advantages that official statistics have over other less rigorous sources of information. The group noted that the continuous dialogue with users is a two-way street where it is necessary to understand the users' data needs and to educate them. The NSOs should take advantage of modern communication tools such as social media, infographics to reach out to the users. The group highlighted the importance of

communicating the quality of the data (e.g. through metadata) and explaining the differences between data sets produced by the NSO and other less rigorous sources of information. Best practices on data literacy should be brought together and shared among NSOs.

Technology & Skills

The group addressed the issues of outsourcing/insourcing in an environment where technology and systems development tools are evolving so quickly and how the NSOs should maximise their return on investment in this field. In general, the group noted that the question over outsourcing/insourcing is important but it has no easy answers. Countries have a wide range of experiences and the choice depends on the skills required in the office. It is important to partner with other companies/institutions/research institutes at country level to leverage existing national knowledge and expertise and to experiment in new areas and develop knowledge and technology. The experience of Cameroon was mentioned as an example where partnership with academia was established to build and retain knowledge in the NSO. The idea of a statistical cloud for a group of NSOs was mentioned as an area that should be further explored together with regional and international statistical agencies and research networks.

The group discussed what the opportunities are for NSOs to develop public private partnerships to deliver value for money when developing new technologies and if there are particular key areas to concentrate on. The group noted that there are indeed many opportunities for public-private partnership when developing new technologies. The example of Sweden in the development of new software by a private company was mentioned. The group emphasized the importance of transparent methods and independence when engaging in such arrangements. The various agreements on public-private and public-public partnerships could be brought together to learn from best practices.

The group addressed the issue of scarce skills and partnerships for the development and retention of skills. The group noted that the lack of staff and the high turnover of staff represent a challenge in a number of NSOs, particularly in developing countries. Collaborative approaches with research institutes, universities, and statistical associations can be exploited to develop skills and retain knowledge.

The group generally noted that the salaries and work conditions may not be attractive in NSOs as compared to the private/public sector and this can be a deterrent to attract new skilled workforce. There could be arrangements put in place to attract and retain staff through offering attractive and flexible working arrangements. Also communicating to the staff the value of public service and importance of official statistics is important to motivate staff.

Session 2 – Group 2: Secondary data sources

The group addressed the issue of modernization with respect to data sources. Modernization goes beyond the use of new ICT related processes but also entails improvement of institutional arrangements that increase regular use of administrative data for statistical

purposes. Currently, there are several barriers to effective use of administrative data. First, in many developing countries, administrative data are simply missing, like civil registration, or incomplete. Second, even in countries where they are available, there is a culture of secrecy, which hinders the use of administrative data. Third, IT systems can be a constraint in the effective use of administrative data sources.

Improving trust is very important to overcome reticence of administrative data providers. That can be done by effectively communicating the benefits of using administrative data such as reduction in costs and response burden. Additionally, making the producers aware of the usefulness of their data and the impact it has on policy, and articulating the benefits of increased usage of administrative data to producing agencies themselves can enable trust building. Maturity of the institutional/legal system and rules regarding confidentiality are crucial trust building mechanisms.

Using common identifiers and classification systems across different data sets would expand potential uses of administrative data for statistical purposes. Moreover, realizing the full potential of administrative data for statistical purposes requires engagement of NSOs with administrative agencies throughout the data production chain, for instance providing input on what type of data is collected to add most value for both agencies. Therefore public-public partnerships are particularly vital.

The issues surrounding administrative data are relevant to Big Data sources too. Big Data are generally characterized by 3 Vs—velocity, variety, and volume—and some administrative data exhibit those attributes too. Therefore strengthening processes that allow better use of administrative data for statistical purposes would also allow NSOs to better use Big Data, and benefit from these data sources. One area in which Big Data has already made an impact is by encouraging discussions of modernizing the statistical systems, and many other opportunities lie ahead.

The group noted, however, that Big Data is not a panacea for everything and some of the expectations around it might not be realistic. Like administrative data, Big Data sources can have problems with representativeness and comprehensive coverage of the population. Additionally, they can pose a risk of continuity due to NSO's lack of control over the sources and the availability of the data over long periods of time. As such, while Big Data sources have a huge role to complement primary sources for official statistics, like administrative data, they cannot replace it. Therefore it pragmatic to neither underplay nor overplay the role of Big Data sources, but review its use as a viable secondary source of data for more timely and relevant official statistics.

Session 2 – Group 3: Investment in Official Statistics

The group discussed the challenge of communicating the value of official statistics for better investment in official statistics. In general the group expressed a concern with the adequacy of resources made available for official statistics to meet the ever growing demand for quality statistics and the increasing range of statistical indicators requested by governments and society in general.

The group agreed that official statistics community has to be more pro-active to attract investments for its modernization. In articulating the value of official statistics as well as the return on investment in official statistics through the introduction of cost efficiencies, reduction of response burden or by creating new markets for products and information services on the basis of these new data and statistics. The group acknowledged that there is a need for a shared common message to policy makers and relevant stakeholders that can be broadcasted by many voices. The UNSC could facilitate the development of such common communication message/slogan with the support of the international, regional and national statistical community by emphasising the need to attracting investments in official statistics. This message should be addressed to key stakeholders and decision makers at all levels. Moreover, this communication strategy for official statistics could consider a professional branding campaign developed by the global and regional agencies that can be used by the national statistical agencies.

The group also noted that official statistics needs to move away from the current business model of a collector, curator and custodian of data for official statistics (considered as a passive producer of statistics) towards a proactive and forward looking information service-oriented business model by focusing more on the provision of information (considered as an active producer of information). The group agreed that transforming the ‘mind set’ of the official statistics community in repositioning the community from statistics to information provider is important. With this new model in mind, the community should become visible in the information society and demonstrate its value for national development and decision making.

The group also noted that the present intergovernmental negotiations on the Post 2015 Development Agenda and its financing at the upcoming Conference on Financing for Development (July 2015, Addis Ababa) provides a huge opportunity to include the topic on allocation of funds for strengthening national statistics and monitoring capacities into the agenda of the current global negotiations on SDGs.

Maturity

The group discussed how ‘modernization’ can be translated in practice: which areas need to be revolutionized or to evolve more gradually and how the challenges in modernization can be supported in a coherent and coordinated manner. The group agreed that it depends on the maturity level of the national statistical systems and its individual organisations. Further development of the proposed Modernization Maturity Model (MMM) in the background paper could be used as an assessment framework for the identification of inflection/transition points of maturity to take particular actions towards modernization and innovation for certain activities and statistical domains.

In general sense, the group identified four common areas that summarise modernisation perspectives of official statistics. One is cultural change related to finding new ways of managing resources and modernizing the production of statistics. This is linked with transforming the ‘mind set’ of official statisticians. A second area is acquiring new skills including project management (skills) needed to set up a service-oriented business model aiming at providing information. A third area is adopting new technologies and innovations

to improve the data production business processes. A fourth area is improving the quality and methodology of official statistics by aligning with international standards and best practices.

With regard to the question of which areas need a revolutionizing or evolutionary approach to modernization of official statistics, the group noted that this depends on the specific context of national statistical system of the countries and its organisations and thus it cannot be generalized. The group emphasised that a gradual approach to modernisation of official statistic is more feasible and desirable in countries, but an assessment framework based on MMM could assist managers to consider actions for modernization.

In general the group noted that there are two main challenges that NSOs are facing across the world. The first is the need to strengthening ‘human capital’ in order to realise modernisation of official statistics. For example, transforming the ‘mind set’ and changing the business model for official statistics are not possible without people who are ready and capable to work in a new situation/environment. The second challenge is the need to adopt new IT environments in order to increase efficiency in the statistical production processes.

The group also considered some features of the modernisation of the Statistics Netherlands such as the strong collaboration of Statistics Netherlands with national and international stakeholders; opportunities created by the economy in terms of outsourcing of some functions and hiring more educated and skilled people that helped the NSO effectively overcome some of these challenges in its modernisation. It was agreed that similar arrangements should be leveraged by less advanced national statistical organisations and systems.

Session 2 - Group 4: Institutional Settings, Standards and Privacy/Data Collection

The group agreed that the Fundamental Principles of Official Statistics are adequately worded towards ensuring the appropriate institutional setting to safeguard independence, objectivity, integrity, and confidentiality of official statistics. While there is no need to re-visit the wording of the Principles, it was agreed that there is an issue of visibility and enforcement of these Principles to safeguard official statistics. It was also put forward that, in developing countries, it is often not a question of the Principles but rather the resources to fulfil them.

Adequate communication of the principles requires a careful communication strategy which addresses the key role of National Statistical Offices as an authoritative body on official statistics while at the same time exercising professional independence. It was noted that the issue of independence should be addressed with due consideration to the institutional setting and allocation of resources at the national level. While independence is a critical consideration, institutional independence should be considered carefully (especially in developing countries which lack resources to fulfil the principles) as independence can result in isolation and poor resource allocation if support is lacking.

The group agreed that the Principles in themselves are not enough. Adequate enforcement of the principles will require backing and support from the international community. It was agree that the international community should act as an enabler in enforcing these principles in the event that national action has been taken by course but requires reinforcement. The group also agreed that there is often a need to revise the legal framework in countries to further advance the implementation of the Principles. Moreover, the regional and

international statistical community has a role to play in supporting this implementation, through for example, legal advice and technical support, including proposing review mechanisms for monitoring compliance. While the group was in agreement that a review mechanism is needed to safeguard the Principles, there was caution on adopting a ‘name and shame’ approach. The group agreed that any international or regional watchdog should avoid being overly oppressive. Instead, it should adopt a supportive approach to implementation of the Principles.

The group discussed collaboration among the global statistical community to ensure the establishment of a consistent set of standards for use in modernising official statistics. The notion of adopting standards in the modernisation of official statistics was interpreted in two different ways, and discussed accordingly:

The first consideration was the extent to which the statistical community could forward the establishment and adoption of statistical standards in official statistics. It was acknowledged that the adoption of statistical standards in full can represent a significant burden for less developed statistical systems, and as a result a gradual and modular approach along agreed thresholds/milestones to their implementation is recommended. In order to minimize the burden of implementing statistical standards, the group suggested that the international community develop mechanisms to assist countries in planning for the adoption of standards and their gradual implementation.

The second consideration was the use of a business production model to describe the statistical system, thereby creating a more clear and standardized picture of each step of the production process for official statistics, and using this to develop modernisation standards. The benefits of the statistical community agreeing on a conceptual normative system for statistics whereby similar products are produced (i.e. based on statistical standards such as the SNA, SEEA etc.) were acknowledged. Such methods towards a standardised production model could assist in modernising statistical systems, as the statistical production process is treated as a chain where each link can be modernised in a particular way (through sharing of experiences on each link between countries). The international and regional statistical agencies should take up this approach towards standardization of the production model in their programmes of work. This approach should help in developing and sharing tools to start modernisation and professionalization of official statistics.

The group discussed the role of NSOs in the privacy vs. efficiency debate, as well as the need to address public perceptions and maintain trust in official statistics, in the context of emerging requirements to balance growing data needs with greater demand for stronger data protection. The opinion was that NSIs have a leading role to play in the privacy debate as their many years of experience in privacy issues provides them with a unique strength and position to act as an advisor to other parties. This could entail the general sharing of advice with the private sector, such as how to link data without violating privacy. There is also the potential for the NSO to be a service provider in flagging privacy violations. The ability to provide such a service would re-enforce the relevance of NSOs. It was suggested that the initiative to develop this service could come from UNSD.

The notion of the NSO acting as a service provider raised the cultural question of maintaining the credibility and independence of the NSO in provision of this service, as providing the NSO with authority on privacy issues could create tensions and weaken public trust in the NSO.

It was noted that the role of the NSO in the privacy efficiency debate varies by country. Public attitudes on privacy vary hugely by country, as does the sharing and the treatment of private sector data. For example, obtaining private sector data can often be problematic for NSOs, as companies are concerned that the disclosure of the disaggregated data may compromise their competitive advantage. National legal considerations, therefore, play an important role.

SESSION 3: MODERN STATISTICAL PRODUCTION PROCESSES BASED ON A SERVICE-ORIENTED BUSINESS AND INFORMATION ARCHITECTURE

Session 3 aimed to discuss modern statistical production processes based on a service-oriented business and information architecture. Mr. Bruinooge started the session with a presentation which focused on the challenges facing the current statistical systems, how the integrated statistics programme helps to address those challenges, and on general guidance principles for implementing an integrated statistics programme.

In the traditional approach of statistics production, small organization units are responsible for the complete production cycle of a single set of statistics. Due to the challenges brought by the greater demand for more information, fast technological development, and decreasing budgets for the national statistical systems, this ‘silo’ approach of data production is no longer efficient. Modernization programmes for statistical systems should aim to organize the production processes in a small number of subject matter organizational units and a number of specialized corporate services units that harmonizes/centralizes the statistical production processes. This new architecture needs to be carefully designed with a flexible and modular approach.

Modernizing statistical systems in such a manner would allow for statistical professionalism, and meeting policy demands in the most cost effective manner possible. It would also improve quality of the data, reduce response burden, and offer room for collaboration in development and application of common methods and IT tools. More importantly, it would launch a robust and a flexible system capable of facing new developments.

Several organizational principles should guide this modernization process. An important one is to use corporate business and information architecture as a blue print for process development. Others include, adopting legal mandates based on fundamental principles for official statistics, and mainstreaming standards and metadata. It is also important to optimize use of administrative data and maximize multi-use of data, and develop modular IT applications across statistical domains. Initiating methodological innovation, establishing a culture of quality, and managing and developing change are crucial guiding principles too.

A step-by-step approach can help facilitate the modernization process. First, partnerships should be established, and should involve all relevant agencies. Second, an assessment of current situation is required to discern what the domains for improvement are. Once these domains have been identified, they will feed into the formulation of a national programme on integrated statistics. Communication and advocacy—both internal and external—is essential to achieve and maintain support and commitment, and to overcome resistance to implementation of this national programme. The final steps include designing the governance of the programme, designing in detail the whole chain of process, and constant evaluation of the programme.

Modernizing statistical systems would take a lot of investment and should be seen as a long-term project. However, funds should be redistributed to those parts of the process that provide

higher gains and medium term return on investment. For developing countries this might mean structurally increasing the budget of national statistical offices.

In the context of this session, the group discussions revolved around the following four themes: the benefits of integrated systems of statistics; how an integrated statistical system is translated into practice in the statistical production process; what actions need to be taken to implement integrated system of statistics to meet the new post-2015 policy requirements; and how implementing integrated national system of statistics requires new partnerships, coordination and statistical capacity building.

Session 3 - Group 1: Integrated systems of statistics

The group recognized that the implementation of integrated systems contributes to the adoption of statistical principles and standards. In general, the group considered the implementation of integrated statistical system as “the industrialization of the statistical system” where efficiency is a key. Having an integrated statistical system requires the use of a common language so it drives adoption and use of standards, and international comparability when international standards are used. Also, the group noted that an integrated statistical system can speed up the adoption of new standards. This flexibility helps also to better respond to users’ needs and adapting to the new users’ demands.

The group addressed the question on how the implementation of integrated systems contributes to the transparency and openness of data. The group noted that transparency and openness are not inherent to a particular type of statistical system (whether integrated or not), but the group considered that an integrated statistical system can foster transparency (for example, validation rules are clear and transparent across domains) and openness.

The group noted that integrated statistical systems require a change in the type of specialization in the office. In a statistical system based on a silo approach, the specialization is from the beginning to the end of the production process for a specific domain without due consideration to the proliferation of registers and methods, techniques and IT practices for data collection, processing and dissemination. In contrast, in adopting an integrated statistical system, staff specializes in the harmonisation of parts of the business production process (data collection, methodology and process management, IT services) and the delivery of common services for the statistical production process across statistical domains.

The group discussed the question on how the implementation of integrated systems contributes to national planning and development. The group considered that the implementation of integrated systems can indeed contribute to better planning. An integrated system facilitates the review of available data and their metadata thus allowing better integrated planning.

The group noted that the integrated systems contribute to the promotion of the use of new methods, technologies and data in many ways. Due to its modular approach, an integrated system adapts more easily to new requirements (conceptual, methodological, changing of

users' needs, etc.): it facilitates the implementation of new standards, new methods and new technologies more efficiently.

The group noted that the implementation of the integrated systems contributes to the strengthening of coordination at the national and international level mainly by using a common language and clear rules of engagements.

The group also noted that the hard question is: how to move from a silos system to an integrated system and who drives the process. The head of the NSO was considered an important and leading figure in this process: the head of the NSO should drive the process and engage his staff within the institution and stakeholders outside its institution. The group mentioned the importance of engaging and convincing stakeholders by making a business case whereby the benefits outweigh the costs.

Session 3 - Group 2: Statistical production process

The group addressed the general question of what it means in practice to adopt an integrated system of statistics in the statistical production processes.

The group agreed that all organizational principles for integrated statistics approach are relevant for improving the NSOs' institutional environment such as use of corporate business and information architecture; adopt and update legal mandates based on fundamental principles for official statistics; mainstream standards and metadata; optimize use of administrative data; maximize multi-use of data etc.. These organizational principles can be prioritized depending on the level of development of the statistical system and should guide the modernization processes.

When it comes to statistical corporate services of NSOs, the group agreed that they can be divided in two parts: core business services and services that can be potentially outsourced. Examples of core business services were mentioned by the group included: methodology and process development; project management and budgeting; population and business registers; establishing bureau of standards; data collection (compulsory when it covers personal and sensitive business information); and some of ICT services (which are critically needed as a part of statistics production process).

Examples of services that could be outsourced included: data processing (for example, making copies of filled questionnaires that do not contain sensitive information); overwhelming ICT services that require economies of scale to be efficient (for example, data storage and management); data collection through call centres and professional survey companies; data dissemination through various means/channels (for example, Cloud computing techniques) and others.

The group also mentioned that, when the NSOs' corporate services are defined by legal frameworks (decree, law, etc.), outsourcing of some services by the NSO could be problematic and would require collaboration/partnership and support from key stakeholders.

The group agreed that establishment of partnership is very important in order to realize national integrated systems of statistics. In this respect, partnerships to be established would

mostly aimed at: (i) improving methodology and process management of official statistics; (ii) improving quality of statistics; and (iii) effectively setting common standards and others. The partnerships to be established for implementation of national integrated statistical systems will likely be the same for decentralised and centralised national statistical systems

Session 3 Group 3: Implementing integrated system of statistics

The group noted that the ease of communicating the business case, that the benefits exceed the costs of national programmes on integrated system of statistics, depends on the following factors. One is the nature of the national statistical system. Compared to a decentralized national statistical system, a centralized national statistical system may find it easier to communicate the benefits of a national programme on integrated statistics as the national statistical office may have more authority. A second factor is the level of statistical development of the national statistical system. A country with a more developed statistical system may find it easier to communicate the benefits of a national programme on integrated statistics. A third factor is the extent of the legal mandate that is given to the national statistical office. A national statistical office that is given the legal mandate may be in a better position to highlight the benefits of a national programme on integrated statistics. Notwithstanding the above factors, there is a need for a step-by-step guidance to be developed by international agencies on how to develop a national programme on integrated statistics so as to make the process more transparent for countries. An effective communications strategy highlighting the benefits of a national programme on integrated statistics should also be developed to get the support of stakeholders.

The group noted that a review of the NSDS with the purpose to develop a national SD data compact for the Post-2015 Development Agenda in which a standards-based integrated system of statistics is fully incorporated may not be necessary. The NSDS is a tool to list the priorities to be taken in improving the national statistical system. Instead, the national SD data compact should focus on how to implement the priorities that are listed in the NSDS, in which the standards-based integrated system of statistics should guide the actions for strengthening the institutional arrangements and the statistical operations and infrastructure.

The group noted that the proposed integrated household survey programme and integrated business survey programme should assist countries in streamlining the statistical production processes. These programmes for household and enterprises statistics should guide in improving the cost efficiency and response burden and ensuring the production of better-quality and consistent statistics to support the implementation of the SNA and SEEA.

The group agreed that an integrated system of statistics approach that advances common identifiers and standards and a principles based approach for linking administrative registers and other sources will benefit register-based population and housing censuses as this will help to produce better-quality and consistent statistics.

The group agreed that an integrated system of statistics will support the SDG indicator programme and a programme for poverty and inequality measures by producing better-quality and consistent statistics.

It was agreed that national considerations involve the adjustment of priorities of national statistical production of official statistics, which should be reflected in National Strategies for the Development of Statistics (NSDS) and the “national SD data compact” associated with the NSDS.

It was agreed that the national strategies and compacts should clearly set out the implications for the modernization and innovation programmes on the institutional environments and the statistical production processes of the national statistical offices and systems. Moreover, the national SD data compact should take a broad scope on the strengthening of the national system of statistics covering the various programmatic actions for the SDG indicator programme, the programme for poverty and inequality measures, the SNA and SEEA programme, the programme on the use of administrative data, the programme on integrated household and business surveys, the programme on innovation and modernization and the programme on communication and advocacy.

It was agreed that developing a standards-based national SD compact should have the strengthening of national statistical systems through a programme on integrated statistics and a programme on innovation and modernization at its core. With a common template for the formulation of the national SD compact, the national SD compacts could also be a starting point for the creation of communities of practice in data collection, compilation and dissemination in an integrated statistical system environment.

Session 3 - Group 4: Coordination

The group discussed internal national constraints in realizing the development and implementation of integrated systems of statistics. In particular, the group agreed that the first step in overcoming internal constraints was to establish a common cause to ensure institutional objectives are aligned. Unless this is achieved, obtaining funding and sharing expertise and management skills is particularly difficult.

The group identified five key considerations to help overcome internal national constraints through collaboration and partnerships:

a. Coordination at an institutional level was considered particularly important, along with the alignment of objectives of different organizations. Without a common cause partnerships and cooperation are difficult to establish.

b. Legislation may also create the enabling environment, as NSOs need to have a mandate to integrate the national statistical systems. With this mandate, it is much easier to move the work forward and create the necessary coordination mechanisms.

c. Communication with other institutions will enhance coordination as constant contact and joint projects can help to establish common ground, and build relationships and mutual trust. Of particular importance may be the central bank and ministry of finance, as they can be valuable partners through their high level of influence on funding decisions.

d. Accountability in the use of resources is also an important factor, as this places the NSO in a stronger position to ask for more funding to move towards integrated systems. The

NSO must be able to prove that cost reductions and/or efficiency improvements are obtainable if investment is made towards realising the implementation of integrated systems of statistics.

e. Regional partnerships can be of value, especially for sharing common experiences and expertise.

In general the group agreed that establishing a common message from relevant national stakeholders for integrated statistical systems would help establish a common cause towards which funding can be obtained.

The group discussed external national constraints to integrated systems of statistics and how these can be overcome. The group defined external national constraints as referring to those outside the national statistical system, such as pressure from political regimes and the media. It was agreed that external pressures can increase the need to integrate statistical systems through a number of ways. For example, pressure to reduce response burdens and reduce duplication, as well as political pressure for more data to meet international requirements, may create the necessary impetus to integrate statistical systems. Conversely, external challenges to integration are also likely to arise, such as pressure to protect confidentiality and privacy potentially constraining the integration of social statistics obtained from administrative sources.

The group discussion largely focussed on identifying external pressures to the functioning of NSOs, and did not explicitly consider constraints specific to the integration of statistical systems. In particular:

a. The media and external users often critique the NSS due to its link with the political system. As a result it is important to build strong relationships with them, and be transparent and clarify methodology, limits to data disseminated, on-going process of quality improvements, etc.

b. By emphasizing the use of international principles, standards and methodology, including those related to institutional arrangements and statistical production processes, a NSO is able to extend this stamp of quality and strengthen its credibility standing.

c. The NSO should defend its independence, as this is an important factor in resisting external pressures, particularly from government.

The group discussed the ways in which a national SD data compact could contribute to capacity building for integrated systems of statistics to create the much needed edge for national statistical systems to meet the new policy and data requirements. The group agreed that the post-2015 development agenda and corresponding data requirements could significantly facilitate change, by creating the necessary 'crisis' needed to drive integration of national statistical systems forward. The national SD data compact should drive integration of statistical systems by:

a. Creating higher pressures for cooperation between different data producing agencies as well as universities to meet growing information demands for the new development agenda.

b. Build political will to change legislation so as to reinforce the role of the NSO, giving it a mandate to integrate and build capacity to meet statistical needs in the new development agenda.

c. Through discussions on the importance of monitoring the development agenda, the national SD data compact could bring statistics to the forefront of discussions. This increased attention is likely to result in higher funding for capacity development

It was noted that the NSOs should be proactive and honest with their national politicians regarding their ability to meet data demands, particularly in regards to communicating the burden placed on NSOs to meet the data demands for the SDGs. By pushing for dialogue on how the data demands for the SDGs will be met, the concerns of official statistics can be properly reflected in international policy discussions through input from national delegations. In addition, NSOs should be proactive about bringing this discussion to potential funders in which a standards-based national SD data compact should be positioned as an important instrument for mutual accountability.

SESSION 4: MEANS OF IMPLEMENTATION

Session 4 aimed to discuss the means of implementation for the Post-2015 Development Agenda. The presentation of Mr. Taamouti discussed: the progress made in the past few years in statistical capacity building; the driving forces for transition to a newer system; emerging initiatives for action on organization and governance of statistical activities, on mobilizing resources for statistical development; and proposals for the future.

Mr. Taamouti set out that there has been much progress in statistical capacity building for many years, partly due to the launch of the Millennium Development Goals, which brought statistical capacity building in developing countries on the forefront of the development agenda. Despite the progress, there is a lot that needs to be done, because statistical capacity in many countries is still very limited. Additionally, transformative changes in ICT have translated into availability of huge volume of data, and the Post-2015 Development Agenda have brought new sense of urgency (and many new fields for data collection and monitoring) in improving statistical capacity of developing countries. For instance, the Secretary General's High Level Panel on Post-2015 Development Agenda called for a data revolution to improve the quality of statistics and information available to citizens.

Given these expectations, it has become increasingly clear that the current national and international architecture and level of resourcing for data collection are not adequate, and require substantial reorganization and additional investments. At the national level, many NSOs are able to adopt international standards and good practices, but they cannot promote the use of these standards by other agencies in the national statistical systems, sometimes exacerbated by the lack of funding. At the international level, there are numerous actors with sometimes overlapping missions, and there needs to be concerted efforts to "coordinate the coordinators". That being said, through Regional Development Banks, activities of UNSD and the Statistical Commission, the World Bank and several other stakeholders, and initiatives such as Paris 21, some efforts have been made to address the aforementioned concerns.

There are several proposals for future actions too. For example, the SG's report on Post-2015 Development Agenda recommends a comprehensive programme of action on data under the auspices of UNSC. Other reports have included proposals to establish a UN-led "Global Partnerships for Sustainable Development Data", to create an Inter-agency Expert Group on SDG indicators, or the establishment of a High level group for Partnership, coordination and capacity building for post-2015 monitoring. Other concrete actions from development partners are ongoing and include the signing of the MOU of the UN with the multilateral development banks in improving cooperation in statistical activities for the post 2015 development agenda, UNSC's support for creating a global working group for Big Data, Paris21's Informing Data Revolution Project, and the WB/WHO Civil Registration and Vital Statistics programme.

In light of all the proposed and current activities for statistical capacity building, Mr. Taamouti that challenged the participants to meaningfully assess the said proposals and

activities. First, will these new proposed entities or initiatives contribute to solving some of the existing problems in coordination, capacity building and financing? Second, how will the new institutions be linked to existing ones? Third, should we prioritize the creation of new entities and initiatives or should we first exploit, with necessary adaptations of, the existing ones? Fourth, which new partnership be forged for strengthen the statistical capacity building for the production of official statistics in countries?

The group discussions revolved around the following themes: coordination of the national implementation of the global programme on statistics on the Post-2015 Development Agenda; partnerships with civil society organizations; partnerships with academia and research institutes; and partnerships with business sector.

Session 4 - Group 1: Coordination of the national implementation of the global programme on statistics for the Post-2015 Development Agenda

The group discussed the issue of how the new proposed entities (such as the High Level Group on Coordination, Capacity building and Partnership for the Post-2015 Development Agenda) and whether they will contribute to solving the existing problems related to coordination, capacity development and financing. The group noted that there is a clear need to improve coordination at international level, but the mandate of such coordination bodies should ensure efficiency of the delivery of technical assistance and technology transfer. Some cautioned that it is a difficult task to coordinate activities at the international level as each organization has obligations to carry out certain programmes in response to the direction of its executive board and its constituency.

The group pondered whether to prioritize the creation of new entities or to first exploit, with the necessary adjustments and adaptations, the already existing ones. The group suggested to take the following approach: first identify and delineate the necessary tasks and mandate of the “coordination body”, and then look at existing mechanism to see if they can evolve into this coordination body. Examples of existing mechanisms include, for example, MoU Group on Statistics (between the UN and the multilateral development banks), the CCSA and Paris 21. The group also noted that, since some of the indicators for the Post-2015 Development Agenda may not come from official statistics, it is important to coordinate not only the statistical community but also other stakeholders from the non-statistical community.

With a regional approach advocated for capacity building, the important role of regional commissions and regional agencies in capacity building was emphasized. Therefore the global statistical system should strengthen these regional institutions to increase the effectiveness of service delivery in capacity building.

The group also mentioned the importance of building partnerships and coordination with non-statistical organizations since some of the data necessary for monitoring the SDG may not be available in official statistics.

The group discussed to some extent the issue of the relationship between the newly proposed High Level Group on Coordination, Capacity Building and Partnership and the already

existing coordination mechanisms between the UN and the multilateral development banks such as the MoU Group on Statistics. The group could not look into the specifics of this MoU, but acknowledged that in general MoUs are essential, and they may need to be revisited and/or adapted in light of the new requirements.

The group did not address the question on the adjustments to the mandate and the composition of the membership of the MoU Group on Statistics to take on the effective and active coordination of the national implementation of the global statistical programme on the Post-2015 Development Agenda. The group noted, however, that funding of statistical capacity for the reporting and monitoring of the SDG indicators is a key issue that should be addressed with a priority, for which the MoU Group on Statistics is well placed.

Session 4 – Group 2: Partnership with civil society organizations

Civil society organizations are an essential partner for an inclusive global conversation for statistics in the Post-2015 Development Agenda. However, for several reasons they can also be a difficult partner to work with. First, they are highly heterogeneous such as covering a large range of subject matter areas and causes, reflecting different levels of representations, and have different levels of expertise in the area of statistics. Therefore, it is hard to formulate a standard strategy to work with them. Second, most civil society organizations have a very narrow agenda, which at times might not align well with NSO priorities. Third, in pursuit of their agenda, and potential lower capacity to work with and understand statistics, civil society organizations might incorrectly use statistics, at the expense of the credibility of NSOs.

Despite these challenges, working with civil society organizations can add value to the work of national statistical offices, and should be included in NSO's programme of work. They can be a good sounding board to test ideas and standards, before fully rolling them out. They have a comparative advantage in communications and advocacy, therefore partnerships with them to advocate mobilization resources for Post-2015 Development Agenda can be fruitful. For instance, they can be ambassadors of official data and stimulate demand for statistics. Civil society organizations can also speak to a lot of different constituents and can be useful partners in advancing specific messages from the statistical system to them. Finally, civil society organizations encourage debates in important statistical issues such as privacy, and act as important check-and-balance actors in the political-policy domains.

A public-private partnership with civil society will also hold promise for the principle and standard-based reporting by civil society using the principles and standards of official statistics for citizens and community-based reporting. Such an alliance could potentially allow for comparability with official statistics and potentially contribute to the different levels of representation and disaggregation required for the post 2015 development agenda.

All considered, the global partnership with civil society in a global user forum will assist the international statistical community to set priorities and could encourage replication and experimentation with partnerships and user forums at country and agency level.

Session 4 - Group 3: Partnership with academia and research institutes

The group considered how a global partnership with academia and research institutes and the mobilization of their international and national networks would allow for the integration and use of official statistics in national development, planning and policy making. The group agreed that a mutually beneficial partnership with academia and research institutes could be easily identified in the methodological research such as in the area of the use of big data for official statistics. Another area of cooperation would be in training by requesting academia and research institutes to develop courses in topics like statistical methodology, the use of information technology in statistics and in project management.

The group also noted that academia and research institutes and their networks can be mobilized to compare and analyse data at different spatial dimensions and in disaggregation by social-demographic, economic and geospatial dimensions. For this kind of partnership, access to micro-data should be provided with the appropriate safeguards, to ensure confidentiality. The added benefit for such a partnership is the increase in the credibility and the visibility of this statistical research.

The group also recognised that academia and research institutes can play an important role in mobilizing domestic and international funding for statistics in the Post-2015 Development Agenda. Drawing on their reputation and quality of their research, funding for specific areas of statistical research could be explored. This is especially valid in the case of very influential academics, who are in a good position to persuade donors to provide funding in their areas of specialization. Moreover, academia and research institutes may have access to funding which are not typically available to national statistical offices. This may facilitate the development of cost-sharing arrangements between national statistical offices and academia and research institutes. Examples of such arrangements can be found in the European Union.

The Group agreed that partnership with academia and research institutes in a global user forum will assist the international statistical community to set priorities and could encourage replication and experimentation with partnerships and user forums at country and agency level.

Session 4 - Group 4: Partnership with business sector

The group agreed that there are significant benefits to linking the sustainability accounting standards and reporting for businesses with the environmental standards of official statistics and its reporting. In particular, linking the definitions of business reporting with official statistics definitions can help statistical offices in obtaining and using more data from medium to large corporations. In return, it can be of benefit to businesses by providing them with the ability to benchmark (e.g. comparing sector averages). The partnering with the Global Reporting Initiative (GRI) with UNSD and the national statistical offices in Italy and Netherlands were considered as good examples of these kind of partnerships. The group acknowledged the role of a Global Compact as a way of helping to bring parties to the table so as to begin the discussion on aligning business accounts with national standards for official statistics. The group recognised that this was likely to be a very complicated endeavour, and

it is important that all parties buy-in, including initiatives such as a Global Compact, to ensure adequate representation of the private sector in the high level group discussions.

The group recommended that work in this area should build on existing experiences in obtaining and using data from the private sector. For example, official statistics has experience in working with large private sector corporations, for example, the mining industry to obtain data for the management of natural resources. The group also recommended that work in this area should include seeking public-private partnerships arrangement with private data providers in the telecommunication industry, social media, satellite operators, etc. The group noted that the global statistical system should look into the feasibility of establishing global umbrella arrangements with multinational private data producers that would benefit national statistical system in obtaining access and use of Big Data.

The group supported a proposal to formulate a broad agenda for an active dialogue at the global and national level with the forward looking corporate sector subscribing to the new values of the post 2015 development agenda. The group suggested that one aspect of this agenda could be to take further the set of fundamental principles for the data revolution laid out in the IEAG report on the data revolution. These principles could be extended to develop a set of overarching principles which would also apply to the private sector, bringing these different initiatives under one umbrella.

The group cautioned that, to assure the effectiveness of developing an agenda, the benefit to the private sector of engaging in this work needs to be made clear from the outset. Unless there are material benefits, it is unlikely that the private sector will be fully engaged. The group recommended cooperation with the private sector to be developed on clear mutual interests. An example was given of such mutually beneficial partnership in Canada, whereby supermarkets provide the NSO with data in exchange for CPI data specific to their supermarkets. Similarly, the concepts of developing a 'SDG statistics compliance' label could be of interest to the private sector.

The group also suggested that the agenda consider engaging with trade associations, as they are likely to have significant interest in obtaining market level data as well as information on their industry's position within the economy. Mutually beneficial agreements could be reached with these associations to develop common interests, such as the harmonization of business level and national statistics and for improved sharing of data (e.g. the provision of industry specific input-output tables).

The group also discussed the role of the business community in mobilizing domestic and international funding for statistics in the post 2015 development agenda and agreed that the private sector is likely to place a value on being compliant with the new sustainable development agenda. The group suggested that large businesses will likely be willing to fund research on certain issues (e.g. oil companies have shown interest in funding statistics for mineral and energy resources). Caution was voiced that accepting such funding may create a conflict with impartiality for the NSO, and instead more indirect methods of funding (e.g. through trust funds) is likely to address some of these issues.

The group suggested that one potential platform to engage with potential funders is the World Economic Forum, whereby the statistical community could engage private sector funders to mobilise resources for mutually beneficial research projects. Similarly, private funders are likely to be willing to fund projects related to technology upgrades, training, capacity development, development of technical skills (e.g. modelling) and development of professional skills.

Annex 1

The Governance Structure of the EU and the European Statistical System

The European Union (EU) is both a political project and a form of legal organisation. It is a political project in that its mission is to create an ever closer union among the peoples of Europe, in which decisions are taken as openly as possible and as closely as possible to the citizen, yet it is based on a binding legal framework running throughout. Internal coordination is essential if the roles of the different institutions are to be carried out effectively. External coordination is also essential. This type of organisation is different from the way other systems are organised and coordinated, like the UN, OECD, etc., which is based on treaties and laws. However, its organisation could be replicated by other regional economic unions that are being created around the world with the appropriate adaptations.

A description of the statistical system at EU level is presented below.

The foundation of the global statistical system is agreed principles and standards to be used as main instruments for the guiding the institutional arrangements and for the production of comparable and comprehensive set of official statistics. In the European System, these standards are laid down in legal regulations.

The Commission - the government of the EU

The Commission is the government of the EU. It has a Cabinet of 28 Commissioners, one from each country. Like all governments, the Commission has a civil service divided in Directorates General of which Eurostat is one. The Commission has the sole right to propose new EU law.

Eurostat's role within the Commission is defined by Decision 2012/504/EU of the 17th of September 2012 (the Eurostat Decision). The significance of this act lies in the notions of professional independence in which this Directorate General acts and the definition of tasks of the Director General of Eurostat as Chief Statistician. Furthermore it strengthens Eurostat's role as coordinator of European and other statistics.

In the Global Statistical System (GSS), the Committee of Coordination of Statistical Activities (CCSA) would be the forum where discussions on coordination would be done between international organisations as Eurostat does it with other European Commission Directorates General.

The legal basis providing for European statistics can be found in Article 338 of the Treaty on the Functioning of the European Union (TFEU), where it is stipulated that "[...] the European Parliament and the Council, acting in accordance with the ordinary legislative procedure, shall adopt measures for the production of statistics where necessary for the performance of the activities of the Union".

Regulation (EC) No 223/2009 commonly referred to as the Statistical Law and constitutes a genuine legal framework by outlining the basic principles for the development, production and dissemination of European statistics. In particular, it establishes the governance structure

of the European Statistical System (ESS), which is formally recognised and defined for the first time, as well as the roles and responsibilities of the ESS partners. Eurostat acts as coordinator of statistical activities at EU level, while NSIs have that role at national level.

The ESS is defined in the Regulation on European statistics (EC) No 223/2009 as the partnership between Eurostat (the European Union statistical authority) and the National Statistical Institutes (NSIs) and other national authorities responsible in each Member State for the development, production and dissemination of European Statistics.

Member States collect data and compile statistics for national and EU purposes. The ESS functions as a network in which Eurostat's role is to lead the way in the harmonisation of statistics in close cooperation with the national statistical authorities. Work within the ESS mainly focuses on EU policy areas; with the extension of EU policies, harmonisation has been extended to nearly all statistical fields.

The European Statistical System Governance Bodies

The European Statistical System (ESS) is the partnership of the statistical producers of Member States and the Commission.

■ The European Statistical System Committee (ESSC)

The European Statistical System Committee (ESSC) is the senior committee made up of the Heads of NSIs and is chaired by Eurostat. It meets four times per year. It has three main roles. It decides ESS statistical policies, it advises Eurostat on its legislative proposals, and it makes comitology decisions on implementing acts.

The ESSC is the highest strategic body within the ESS and the core of the partnership. It is composed of the Heads of NSIs and chaired by the Director General of Eurostat. The committee has both comitology and advisory tasks and acts as the umbrella committee of the ESS. Its main purpose is to provide professional guidance to the ESS for developing, producing and disseminating European statistics in line with statistical principles. It brings together the Heads of National Statistical Institutes of the ESS, as well as some other institutions such as ECB, OECD, IMF and the UN Statistics Division as observers.

At the Global Statistical System this committee could be compared to the UNSC and the UNSD would take the role of Eurostat.

■ The European Statistical Advisory Committee (ESAC)

On 11 March 2008, the Decision No 234/2008/EC of the European Parliament and the Council establishing the European Statistical Advisory Committee (ESAC) was formally adopted. ESAC is an advisory body composed of users, respondents and producers of statistical information. It helps to ensure that user requirements as well as the response burden on information providers and producers are taken into account in coordinating European statistics. ESAC delivers opinions on the statistical work programmes of the Commission with regard to relevance, priorities and resources. ESAC has 24 members including the Director-General of Eurostat as an ex officio member.

At the Global Statistical System (GSS), ESAC does not have an equivalent

- The European Statistical Governance Advisory Board (ESGAB)

In March 2008, a decision setting up the European Statistical Governance Advisory Board (ESGAB) was adopted by the European Parliament and the Council. ESGAB provides an independent overview of the implementation of the European Statistics Code of Practice. It aims at enhancing professional independence, integrity and accountability of the European Statistical System, key elements of the Code, as well as enhancing the quality of European statistics. ESGAB reports annually to the European Parliament and the Council on the implementation of the Code by Eurostat and the European Statistical System as a whole. ESGAB consists of seven members, Eurostat participates as an observer.

At the Global Statistical System (GSS), ESGAB does not have an equivalent. Some have suggested that this role could be taken by a watchdog type of institution such as the proposed "Worldstat" initiative".

- Others

Under the ESSC umbrella, we find Working Groups which are made up of technical experts, usually in topic or themed areas of work. They prepare the detail of statistical policies and may initiate the development of a statistical law. For example, the 'Working Group on Statistical Confidentiality' meets annually to consider access to micro-data and disclosure control issues, and advise ESSC on methodological issues. There are working groups for most statistical themes. Every member state is invited to be represented in working groups.

Also there is a forum -European Statistical Forum (ESF) - dealing with the cooperation between European Statistical System (ESS) and the European System of Central Banks (ESCB) and is composed of the Heads of the NSIs and the Heads of the Statistical departments of the national central banks.

ANNEX 2: LIST OF QUESTIONS FOR GROUP DISCUSSION

Session 1: New requirements from policy demands for the global statistical system: Towards a comprehensive global policy agenda: what does it mean for statistics?

Group 1

The coordination of a global statistical programme for the post-2015 development agenda

Statement

The work carried out by the international community of official statisticians need to be strengthened and improved based on a global statistical programme of work

Questions

- i). Can we formulate a global comprehensive statistical programme around the overall objective of modernizing statistics for the post-2015 development agenda?
- ii). Can we formulate the global statistical programme around specific objectives of mainstreaming standards and principles, integration with national planning and development, support transparency and openness, promoting the use of new methods, technology and data?
- iii). What are the broad programmatic actions/themes of such a single comprehensive programme? By way of suggestion: communication and advocacy, national strategy and programme, data production and accessibility, innovative approach and techniques, SDG, poverty and inequality measures?
- iv). Is the current list of topics/statistical domains around which the UNSC programme of work is organised in line with the post-2015 development agenda linked to the SDGs?
- v). How to develop a research agenda to quickly develop standards for domains of SDGs so far identified like governance and peace and security by benefiting from activities carried out outside the UNSC?

Group 2

Engagement of non-official producers and users

Statement

New non-governmental partnerships and the use of non-traditional data are foreseen in the post-2015 development agenda

Questions

- i). How could international non-official data providers (research centres, NGOs, private sector, etc.) be involved in the work of the UNSC related to SDGs?

- ii). How to extend the role of official statistics in promoting the use of existing principles and quality standards to non-official data providers?
- iii). Would the establishment of a “global users network” help the development of the international statistical system?
- iv). Would the establishment of an independent international “watchdog” help to increase the integrity of the international statistical system, especially if extended to non-official data providers?

Group 3

Better coordination of the work of international and national statistical organisations

Statement

The coordination of the statistical system at international and country level has to be strengthened

Questions

- i). Should the UNSC organise its annual programme of work around thematic clusters of actions like statistical production according to international standards, means of implementation, integrated household and business survey programmes, innovative methods and techniques, etc.
- ii). Should the CCSA strengthen its coordination mechanisms and adopt a “name and shame” approach?
- iii). Should a standards- based national SD compact be developed to guide the formulation and monitoring of the implementation of the national programme of work for the post 2015 development agenda?
- iv). How to foster the collaboration between the statistical and the geospatial information communities?

Group 4

Improving data and metadata collection for international agendas and research

Statement

Special efforts need to be made to establish global and national statistical infrastructure for data and meta data collection and exchange

Questions

- i). Would the establishment of data and metadata collection portals help in improving the efficiency of data collection and the coordination between international organisations?
- ii). How to foster and speed up the development and the use of standards for data and metadata exchange?
- iii). Would the development of “statistical clouds” for micro data help national statistical offices/systems to meet the demand coming from researchers and international organisations?

Session 2: Innovations in data collection, data dissemination, data access and data analytics. Modernisation: Evolution or revolution?

Group 1

Branding of Official Statistics (slides 19 & 20)

Statement

The communications challenges facing official statisticians are many.

Questions

- i). How do we promote and enhance the Official Statistics brand at a time of increased competition from other data producers? Are we clear about where our competitive advantage lies and what our unique selling point is? Who, at the global level, is going to take the lead and develop the communications strategy and agree the “branding message”?
- ii). How can we meet the challenge of the “quality-timeliness debate” where information is readily available in today’s fast-moving and technologically advanced world at the touch of a screen?
- iii). How do we meet the changing needs of the modern user while educating them about the advantages that official statistics have over other less rigorous sources of information?

Technology & Skills (slides 15 & 16)

Statement

There have been major technological advancements in recent years that have the potential to significantly alter how we do our business from the proliferation of mobile technology to improvements in data visualisation.

Questions

- i). With technology and systems development tools evolving so quickly how should NSI’s maximise their return on investment in this field? Do we outsource/insource?
- ii). What are the opportunities for NSI’s to develop public private partnerships to deliver value for money when developing new technologies and are there particular key areas we should concentrate on?
- iii). Are the skills that we require to fully exploit the developments in technology readily available to the public sector and how do we compete for these scarce skill-sets and keep pace with advancing developments?
- iv). When developing skills do we act individually or develop a collaborative approach collectively among NSI’s to facilitate joint learning? Should we consider pooling of resources in some key areas?

Group 2

Secondary Data Sources (slides 10, 11 & 12)

Statement

The hot topic from a data sources perspective at the moment is Big Data but in chasing and focussing on this particular issue, “Big Data”, are we running the risk of missing something more important?

Questions

- i). How do we educate the public and custodians of administrative data on why we are using administrative data and the benefits that arise?
- ii). What are the barriers that exist to the provision of access to administrative data? Where barriers exist, are they because of a legislative, cultural, or a communication challenge and if so how do we address these challenges?
- iii). Are the expectations being set around big data realistic?
- iv). Does the sustainability of, and the lack of control, over big data sources create an additional risk for NSI's?
- v). Recognising the value of the range of international initiatives underway on big data, how do we as a global community ensure a coherent range of outputs to maximise the value accruing from these initiatives. How can we ensure that a road map is prepared for all to follow?

Group 3

Investment in Official Statistics (slide 6)

Statement

There is an inherent contradiction in extolling the virtue and need for high quality, timely and relevant data by policy makers and Governments while at the same time reducing the level of resources made available to the compilers of official statistics.

Questions

- i). Do we feel the appropriate resources in a global sense have been allocated to official statistics?
- ii). Have we been too passive in articulating the value of official statistics as well as the costs of not investing in official statistics?
- iii). Is there a need for a common narrative to be developed to address this issue? Who should take the lead on this initiative (the power of one voice)?

Maturity (slides 6 & 21)

Statement

Modernisation can mean different things to different people given the variety of starting points from which compilers of Official Statistics are setting off.

Questions

- i). What areas do we need to revolutionise and where do we need take an evolutionary approach from a modernisation perspective?
- ii). How do we identify the modernisation challenges facing NSI's and how do we support these activities in a coherent and coordinated fashion?

Group 4

Institutional Setting (slides 8 & 9)

Statement

For many countries the absence of a stable functioning statistical framework is the biggest modernisation challenge being faced.

Questions

- i). Are the Fundamental Principles of Official Statistics enough to ensure the appropriate institutional setting to safeguard independence, objectivity, integrity and confidentiality of official statistics?

Standards (slides 17 & 18)

Statement

The importance of standards based modernisation is evident from all our experiences in official statistics.

Questions

- i). As a global statistical community how can we collaborate and influence in an effective manner to ensure that we establish a consistent set of standards for use in modernising official statistics?

Privacy / Data Protection (slides 13 & 14)

Statement

With the availability of huge volumes of data from new public and possibly private administrative data sources, and the need to create new statistical indicators from linked data sources, there will be many challenges in the areas of data security, privacy and confidentiality.

Questions

- i). What is the role of NSI's in the privacy/efficiency debate? How do we balance the need for more data with the growing demand for stronger data protection?
- ii). How do we address the potential public perception of "Big Brother" at a time when we are linking and sharing multiple secondary data sources for statistical purposes?
- iii). How can we engage with third parties (both public and private) while maintaining public trust in Official Statistics without undermining our reputation for independence, objectivity and confidentiality?

Session 3: Modern Statistical Production Processes based on a Service-oriented Business and Information Architecture. Towards an Integrated Statistics Programme for the post-2015 development agenda

Group 1

Integrated systems of statistics

Statement

The benefits of integrated systems of statistics are clear and recognized by the Statistical Commission although they may vary based on the stages of statistical development

Questions

- i). How does the implementation of integrated systems contribute to the adoption of statistical principles and standards?
- ii). How does the implementation of integrated systems contribute to the transparency and openness of data?
- iii). How does the implementation of integrated systems contribute to the integration of national statistical activities with national planning and development?
- iv). How does the implementation of the integrated systems contribute to the promotion of the use of new methods, technologies and data?
- v). How does the implementation of the integrated systems contribute to the strengthening of coordination at the national and international level?

Group 2

Statistical production process

Statement

The development of integrated systems of statistics require that all phases of statistical production are considered

Questions

- i). Are all the proposed organizational principles for improving the institutional environment equally relevant for national statistical agencies or can they be priorities based on the level of statistical development?
- ii). Are the proposed harmonized and common statistical services (e.g. registers and frame, methodology and process management, data collection, project management, IT services, dissemination, etc.) core business of the national statistical agencies or can they be outsourced? Can the proposed corporate services be prioritized based on the level of statistical development?
- iii). National statistical systems vary from almost completely centralized to strongly decentralized with different roles for the national statistical agencies. Are the partnerships to be established to realise national integrated systems of statistics

different for a centralised and de-centralised system? What is the role of the national statistical agency or coordination agency in this process to advance the advocate and creation of common statistical services?

Group 3

Implementing integrated system of statistics

Statement

Actions are to be taken to implement integrated system of statistics to meet the new policy requirements of the post-2105 development agenda

Questions

- i). How can we make and communicate the business case that benefits exceed the costs of national programmes on integrated system of statistics in support of the post-2015 development agenda?
- ii). Is a review of the NSDS necessary with the purpose to develop a national SD data compact for the post 2015 development agenda in which standards-based integrated system of statistics is fully incorporated? Should pilot countries in both advanced and less advanced statistical system be identified for a proof of concept in 2015?
- iii). With the integrated systems of statistics approach being standards and principles-based, how can the implementation of the SNA and SEEA along with their supporting statistics benefit from an integrated household survey programme (as part of the IHSN) and integrated business survey programme (as part of a newly established international programme on enterprises as a complement to the IHSN)?
- iv). Could the register-based population and housing census benefit from an integrated system of statistics approach that advances common identifiers and standards and principles based approach for linking administrative registers and other sources?
- v). Could an integrated system of statistics support the SDG indicator programme and a programme for poverty and inequality measures?

Group 4

Coordination

Statement

The implementation of an integrated national system of statistics requires new partnerships, coordination and statistical capacity building for the post 2015 development agenda

Questions

- i). How can we overcome the internal national constraints through collaboration and partnerships in realizing the development and implementation of integrated systems of statistics in terms of funding, lack of technical expertise and management skills and access to new technology and techniques?

- ii). How can we overcome the external national constraints by strengthening the national coordination for integrated systems of statistics?
- iii). What will be the new elements of the national data SG compact that will contribute to capacity building for integrated systems of statistics to create the much needed benefits for the national statistical systems to meet the new policy and data requirements?

Session 4: Means of Implementation for the post-2015 development agenda

Group 1

Coordination of the national implementation of the global programme on statistics for the post-2015 development agenda

Statement

The Friends of the Chair on the Broader Measures has proposed to create a new High Level Group on Coordination, Capacity building and Partnership for the post-2015 development agenda. There is a great risk of possible overlap in mandates with existing groups, and consequently, many countries (developing countries in particular) and organizations may find it difficult to understand the functioning and to engage in all of this new initiative.

Questions

- i). Will these new proposed entities contribute to solving the existing problems related to co-ordination, capacity development and financing?
- ii). Should we prioritize the creation of new entities or should we first exploit, with the necessary adjustments and adaptations, the already existing ones?
- iii). What will the new entity add and how will it be linked to existing ones such as the MoU between the UN and the multilateral development banks (MoU Group on Statistics).
- iv). How should the mandate and the composition of the membership of the MoU Group on Statistics be adjusted and adapted to take on the effective and active coordination of the national implementation of the global statistical programme on the post-2015 development agenda?

Background information:

On April 19 2013, United Nations signed a Memorandum of Understanding with Multilateral Development Banks (WB, IMF and regional development banks (ADB, AfDB IADB and IDB)) for improving cooperation in statistical activities to support post-2015 development agenda? The main areas of collaboration are:

- Actions to influence the political discourse on global partnerships and strategies to improve data to ensure their collective voice is heard in the formation of any new partnership mechanisms to support statistics and data.
- Addressing a select number of difficult gaps in data production and accessibility such as supporting a) regular integrated household and business survey programme; b) sustainability: implementation of System of Environmental Accounting; c) implementation of System of National Accounts; d)and access and use of administrative data systems for statistical use.
- Strengthening knowledge sharing on innovative approaches to data production and improving data accessibility.

- Supporting the Global Poverty Statistics Board established recently to provide guidance to the World Bank team charged with producing global estimates of poverty and the well-being of the poorest segments of the population.

Group 2

Partnership with the civil society organisations

Statement

To foster an inclusive global conversation for the post-2015 development agenda, partnerships with multiple stakeholders, including businesses (through UN Global Compact) and civil society groups, have been supported by the UN. Civil society organizations from all over the world continue to engage in the post-2015 process, while businesses, academia and other research institutions, including think tanks, remain active.

The SG report *The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet*, the SG writes (para 144); “We will catalyze a multi-stakeholder Global Partnership for Sustainable Development Data, to mobilize and coordinate the actions required to make the data revolution serve sustainable development, promoting initiatives such as the holding of inclusive ‘World Fora on Sustainable Development Data’.

In the SG Synthesis report “*The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet*”, the SG writes (para 31): .. “our world is host to the first truly globalized, interconnected, and highly mobilized civil society, ready and able to serve as a participant, joint steward, and powerful engine of change and transformation”.

Questions

- i). What are the mechanisms to engage with civil society at the global and national level
- ii). What will be the programme of work, for example, a) advancing data literacy through strengthening community and citizen based participatory monitoring, reporting and analysis using standards and methods of official statistics, b) improving the availability of and access to data, including the disaggregation of information by gender, age, race, ethnicity, migratory status, disability, geographic location, and other characteristics relevant to national contexts, etc.?
- iii). How can civil society play an important role in mobilizing domestic and international funding for statistics in the post-2015 development agenda through public mechanisms at all levels for reporting, monitoring progress, learning lessons and ensuring shared responsibility?

Group 3

Partnership with academia and research institutes

Statement

To foster an inclusive global conversation for the post-2015 development agenda, partnerships with multiple stakeholders, including businesses (through UN Global Compact)

and civil society groups, have been supported by the UN. Civil society organizations from all over the world continue to engage in the post-2015 process, while businesses, academia and other research institutions, including think tanks, remain active.

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Questions

- i). How can a global partnership with academia and research institutes and the mobilization of their international and national networks allow for the integration and use of official statistics in national development, planning and policy making?
- ii). How can academia and research institutes and their networks be mobilized to collect, compare, and analyse data at the adequate level of disaggregation by social-demographic, economic and geospatial dimensions?
- iii). How can academia and research institutes play an important role in mobilizing domestic and international funding for statistics in the post-2015 development agenda through public mechanisms at all levels for reporting, monitoring progress, learning lessons and ensuring shared responsibility?

Group 4

Partnership with business sector

Statement

To foster an inclusive global conversation for the post-2015 development agenda, partnerships with multiple stakeholders, including businesses (through UN Global Compact) and civil society groups, have been supported by the UN. Civil society organizations from all over the world continue to engage in the post-2015 process, while businesses, academia and other research institutions, including think tanks, remain active.

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Markets are essential for creating and diffusing solutions that will drive the changes our world needs. But, this will not happen through business as usual. Investment and business activity must be sustainable – delivering value not just financially, but also in social, environmental and ethical terms. Business is increasingly forming alliances to address the world’s most urgent development issues. Recognizing the importance of shared values, some of these collaborations have reached significant scale in areas such as water, gender equality and climate change.

Questions

- i). The business community is actively developing new accounting standards for sustainability and reporting. What are the mutual benefits for the global and national statistical community and the business community in linking the sustainability accounting standards and reporting with the environment standards of official statistics and its reporting?
- ii). Should a broad agenda for an active dialogue be formulated at the global and national level with the forward looking corporate sector subscribing to the new values of the post 2015 development agenda and what are the modalities of the dialogue in support of the statistical agenda?
- iii). How can the business community play an important role in mobilizing domestic and international funding for statistics in the post-2015 development agenda through public mechanisms at all levels for reporting, monitoring progress, learning lessons and ensuring shared responsibility?

ANNEX 3: AGENDA

Thursday 15th January

Registration (8:30am – 9:15am)

Opening (9:15am – 10:00am)

Opening remarks:

Mr. Stefan Schweinfest, Director, UNSD and

Ms. Mariana Kotzeva, Deputy Director General, Eurostat

Objectives and working methods of the conference

**Session 1: New requirements from policy demands for the global statistical system
(10:00am-1:00pm)**

Facilitator: Mr. Pieter Everaers, Eurostat

Questions: *How can we better coordinate the statistical programmes developed by international organisations that link the political agendas and reporting obligations? How do we assess the coherence of existing global statistical programmes, including taking into account the tentative list of goals, targets and indicators for sustainable development? Given the limited resources available at national and international levels, how can we join forces to experiment new approaches and exploit economies of scale?*

Discussion document #1:

Towards a comprehensive global policy agenda: what does it mean for statistics

Presentation: *Mr. Enrico Giovannini* (30 min)

Questions and answers (30 min)

Breakout group discussions (60 min)

Conclusions and recommendations (60 min)

Lunch (1:00pm-2:30pm)

**Session 2: Innovations in data collection, data dissemination, data access and data analytics
(2:30-5:30pm)**

Facilitator: Ms. Mariana Kotzeva, Eurostat

Questions: *How can we come together to harness the innovative and transformational power of ICT for official statistics? How can we collaborate in an effective manner to ensure that we*

establish a consistent set of principles and standards for use in modernising official statistics and our national statistical systems and who is going to take ownership of these principles and standards and its global communication of “branding messages” within the statistical community at the global level?

Discussion document #2:

Modernisation: Evolution or revolution

Presentation: *Mr. Padraig Dalton* (30 min)
Questions and answers (30 min)
Breakout group discussions (60 min)
Conclusions and recommendations (60 min)

Reception (6:00 pm-7:30 pm)

Friday 16th January

Session 3: Modern Statistical Production Processes based on a Service-oriented Business and Information Architecture (10:00am-1:00pm)

Facilitator: Mr. Ivo Havinga, UNSD

Questions: *How do we move towards an integrated system of official statistics for the post-2015 development agenda? Does the multitude of external and internal challenges lead to a need for the evaluation of the national business and information architecture and its statistical production processes? Are the strategic directions of the proposed national programmes on integrated statistics shared? Do the expected benefits of proposed national programmes on integrated household and business statistics outweigh the investments in national statistical systems for the post-2015 development agenda?*

Discussion document #3:

Towards an Integrated Statistics Programme for the post-2015 development agenda

Presentation: *Mr. Geert Bruinooge* (30 min)
Questions and answers (30 min)
Breakout group discussions (60 min)
Conclusions and recommendations (60 min)

Lunch (1:00pm-2:00pm)

Session 4: Means of Implementation (2:00pm-5:00pm)

Facilitator: Mr. Stefan Schweinfest, UNSD

Questions: *What are the means of implementation for transitioning from the existing to modern national statistical systems to meet the data requirements for the post-2015 development agenda? What global, regional and national coordination mechanisms can be put in place for the post-2015 development agenda? How can we better coordinate our partnerships and capacity building activities?*

Discussion document # 4:

Means of implementation for the post-2015 development agenda

Presentation: *Mr. Mohamed Taamouti (30 min)*

Questions and answers (30 min)

Breakout group discussions (60 min)

Conclusions and recommendations (60 min)

Session 5: Concluding Session (5:00pm-6:00pm)

Facilitators: Mr. Stefan Schweinfest and Ms. Mariana Kotzeva

Objective: *Recommendations and way forward for a strategic framework for statistics in support of the post-2015 development agenda*

ANNEX 4: LIST OF PARTICIPANTS

Global Conference on a Transformative Agenda for Official Statistics UN Headquarters, New York, USA, 15-16 January 2015

Participants List

	Name	Title	Organization	Country
1.	Okouda Barnabe	Director, Department of Coordination & Research	National Institute of Statistics	Cameroon
2.	Wayne Smith	Chief Statistician of Canada	Statistics Canada	Canada
3.	Diego Silva Ardila	Deputy Director	Dane Departamento Administrativo De Estadistica Nacional	Colombia
4.	Amira Abdelhamid	Head of Population Studies & Research Center	CAPMAS	Egypt
5.	Philippe Cuneo	Head of Internal Audit Body	INSEE	France
6.	Gabriella Vukovich	President	Hungarian Central Statistical Office	Hungary
7.	James Mathew	Director	Ministry of Statistics & Programme Implementation	India
8.	Suryamin	Chief Statistician	BPS – Statistics Indonesia	Indonesia
9.	Padraig Dalton	Director General	Central Statistics Office	Ireland
10.	William Moore	Quality Manager	Central Statistics office	Ireland
11.	Giorgio Alleva	President	Italian National Institute of Statistics	Italy
12.	Carol Coy	Director General	Statistical Institute of Jamaica	Jamaica
13.	Hiroyuki Ikeda	Director for International Statistical Affairs	Ministry of Internal Affairs and Communications	Japan
14.	Hae Ryun Kim	Deputy Director	Statistics Korea	Korea
15.	Kyung Ae Park	Head of Statistical Research Institute	Statistics Korea	Korea
16.	Enrique Ordaz Lopez	Director General for Integration, Analysis & Research	INEGI	Mexico
17.	Badamtsetseg Batjargal	Senior Vice Chairperson	National Statistical Office of Mongolia	Mongolia

	Name	Title	Organization	Country
18.	Marleen Verbruggen	Deputy Head Director (Socio-Economic and Spatial Statistics)	Statistics Netherlands	Netherlands
19.	Khalifa Abdullah Al Barwani	CEO	National Centre of Statistics & Information	Oman
20.	Afif Abdal Aziz	President's Assistant for Complementary Affairs	Palestinian Central Bureau of Statistics	Palestine
21.	Victor Anibal Sanchez Aguilar	Sub Jefe	Instituto Nacional De Estadistica E Informatica	Peru
22.	Lisa Grace S. Bersales	National Statistician & Civil Registrar General	Philippine Statistics Authority (PSA)	Philippines
23.	Georgy Oksenoyt	Deputy Head	Federal State Statistics Service of Russian Federation	Russia
24.	Pali Lehohla	Statistician General	Statistics South Africa	South Africa
25.	Marie Haldorson	Director	Statistics Sweden	Sweden
26.	Mouna Dhane Ep Zgoulli	Central Director of Information System Dissemination & Statistical Coordination	National Institute of Statistical Tunisia	Tunisia
27.	Abdulla Alaleeli	Director of Population & Social Statistics	UAE National Bureau of Statistics	UAE
28.	Neil Jackson	Chief Statistician	UK Department of International Development	UK
29.	Jennifer Park	Senior Statistician	Office of Management & Budget	USA
30.	Pham Quang Vinh	Deputy Director General	General Statistics Office (Ministry of Planning & Investment)	Vietnam
31.	Sheila Mudenda	Acting Deputy Director	Central Statistical Office	Zambia
32.	Pieter Everaers	Director	Eurostat	
33.	Mariana Kotzeva	Deputy Director-General	Eurostat	
34.	Rafael Diez De Medina	Chief Statistician / Director of Department of Statistics	International Labour Organization	
35.	Johannes Mueller	Deputy Director, Statistics Department	IMF	

	Name	Title	Organization	Country
36.	Rene Piche	Deputy Division Chief, Statistical Information Management Division	IMF	
37.	Paul Schreyer	Deputy Director, OECD Statistics	OECD	
38.	Johannes Jutting	Paris21 Secretariat Manager	Paris21	
39.	Savas Alpay	Director General	SESRIC	
40.	Simona Marinescu	Chief of Development Impact	UNDP	
41.	Marielza Oliveira	Manager, Performance Monitoring & Analytics	UNDP	
42.	Jacqueline McGlade	Chief Scientist & DEWA Director	UNEP	
43.	Philippe De Lombaerde	Associate Director	UNU-CRIS	
44.	Neil Fantom	Manager, Development Data Group	World Bank	
45.	Grant Cameron	Manager	World Bank	
46.	Umar Serajuddin	Senior Economist	World Bank	
47.	Barbro Hexeberg	Senior Economist	World Bank	
48.	Geert Bruinooge	Consultant, Ex-Deputy Director Statistics Netherlands		The Netherlands
49.	Enrico Giovannini	Professor of Economic Statistics	University of Rome	Italy
50.	Mohamed Taamouti	Director of Economics & International Relations Department	Bank Al-Maghrib	Morocco
51.	Stefan Schweinfest	Director,	UNSD	
52.	Ivo Havinga	Chief Economic Statistics Branch	UNSD	
53.	Ronald Jansen	Chief Trade Statistics Branch	UNSD	
54.	Keiko Osaki-Tomita	Chief Demographic and Social Statistics Branch	UNSD	
55.	Eszter Horvath	Chief Environment and Energy Statistics Branch	UNSD	
56.	Francesca Perucci	Chief Statistical Services Branch	UNSD	
57.	Herman Smith	Chief National Accounts Section	UNSD	
58.	Alessandra Alfieri	Chief Environmental Economic Accounts Sections	UNSD	
59.	Benson Sim	Statistician	UNSD	

	Name	Title	Organization	Country
60.	Ilaria di Matteo	Statistician	UNSD	
61.	Akmal Abdurazakov	Statistician	UNSD	
62.	Sokol Vako	Statistician	UNSD	
63.	Shaswat Sapkota	Statistician	UNSD	
64.	Laila Rohd-Thomsen	Statistician	UNSD	