The Handbook on Management and Organization of National Statistical Systems

Handbook series of Statistical Organization

- **Primary objective:**
  
  “to guide chief statisticians and senior managers of national statistical organizations in developing and maintaining statistical capacity that is fit for purpose”

- First edition published in 1954

- Second edition (1980): A study on the organization of national statistical services and related management issues

What has changed since 2003?

- **2030 Agenda for Sustainable Development** and related regional and national development policies
- **COVID-19** and the need to measure the impact of the pandemic and monitor recovery policies

**SDG Indicators**
- **Scope**
  - >230 indicators
- **Granularity**
  - Data disaggregation
- **Quality**
  - Timeliness
  - Reliability

**Data Eco-system**
- **Digital transformation**
- **Data sources**
  - Big Data
- **Data community**
  - Data providers & producers

**Modernisation**
- **Integration & Standardisation**
  - Interoperability
- **Methodology**
  - Mix-mode
- **Institutional environment**

**Resources & Capability**
- **Infrastructure**
- **IT & applications**
- **Know-how**
  - HR development
- **Leadership Coordination Partnership**

**Challenges**
- **Resilience and Agility**

**Opportunities**

**Transformation**

UN Statistics Division
Data Innovation and Capacity Management Branch
The Statistical Commission


- **49th session UN StatCom (2018):**
  - Commented outline endorsed ([E/CN.3/2018/5](#))
  - Insisted on the strategic development areas articulated in the [CT-GAP](#) and the outcome of the Transformative Agenda Initiative.

- **51st session UN StatCom (2020):**
  - Endorsed a slightly revised structure of the Handbook.
The Handbook is conceived as a non-prescriptive “living compendium” available electronically.

Individual Chapters and the whole Handbook are available in a printer-friendly format.

References, country examples and related materials in the Handbook are as much as possible available through weblinks.

While each chapter is a stand-alone chapter, they are linked together through hyperlinks where relevant.

The Handbook is regularly updated and revised to address in a timely manner changes and challenges in the environment within which data are collected, processed, and disseminated.
Underlying Generic Models

**GAMSO** - Generic Activity Model for Statistical Organizations [governance]

- Strategy and Leadership
- Capability Development
- Corporate Support

**GSBPM** - Generic Statistical Business Process Model [production]

1. Specify the needs
2. Design
3. Build
4. Collect
5. Process
6. Analyse
7. Disseminate
8. Evaluate

**GLOS** – Generic Law for Official Statistics
## Illustrative Reading Roadmaps by User Group

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>User*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Official Statistics – a general overview</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>The Basis of Official Statistics</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>National Statistical System</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>National Statistical Office</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Users and their Needs</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>Quality Management</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>Data Sources, Collection and Processing</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>Analysis and Analytical Frameworks</td>
<td>2</td>
</tr>
<tr>
<td>10</td>
<td>Dissemination of Official Statistics</td>
<td>3</td>
</tr>
<tr>
<td>11</td>
<td>Common Statistical Infrastructure</td>
<td>4</td>
</tr>
<tr>
<td>12</td>
<td>Human Resources Management and Development</td>
<td>5</td>
</tr>
<tr>
<td>13</td>
<td>Data, Information and Knowledge Management</td>
<td>6</td>
</tr>
<tr>
<td>14</td>
<td>Information Technology Management</td>
<td>7</td>
</tr>
<tr>
<td>15</td>
<td>Management of Buildings, Physical Space and Finance</td>
<td>1</td>
</tr>
<tr>
<td>16</td>
<td>The International Statistical System</td>
<td>2</td>
</tr>
</tbody>
</table>

1 - Chief statistician  
2 - NSO governing/advisory council member  
3 - Ministers with statistics in their portfolio  
4 - Other NSS members/producers  
5 - Organizations in the international statistical system  
6 - Other international and regional agencies  
7 - General reader/public
Handbook on Management and Organization of National Statistical Systems

The Handbook on Management and Organization of National Statistical Systems, the 4th edition of a series of publications on the management of statistical organizations, was endorsed by the 52nd session of the UNSC in March 2021 as a non-prescriptive compendium targeting chief statisticians, senior managers, and staff members of statistical organizations. The Handbook provides guidance on how to develop and maintain national statistical capacity that is fit for purpose and apprises critical issues and topics, including the integration of innovative data sources and technologies in the production of statistics and indicators. To remain relevant in a rapidly changing data ecosystem, the Handbook has been designed as a "living document" to be regularly updated and revised under the guidance of an Advisory Group composed of national and international chief and senior statisticians.

The Handbook is available as a live, mobile-device compatible document and as a printer-friendly PDF version (see below). The Handbook has been conceived as a "living document", and readers are welcome to share comments and suggestions directly through the UNSD wiki platform or by email to statistics-handbook@un.org.
Modalities and mechanisms to keep the Handbook alive [see also here]

- **52nd session UN StatCom (2021) endorsed the Handbook and proposed:**
  - Regular updates (2-3 times/year) such as adding new success stories or regional initiatives, updating internet links and adjusting some factual and non-controversial information
  - Revisions such as in-depth modifications of the coverage, substance or structure of the chapters/sections to be conducted every 2-3 years under the guidance of the Advisory Group
  - Inform revisions of the Handbook through regional Thematic Conferences and/or other regional and sub-regional mechanisms and events

- **54th session UN StatCom (2023) to discuss:**
  - Adding a new chapter on Governance of the National Data Ecosystem to discuss various options for the National Statistical Office to steer partnership and collaboration with the data community beyond official statistics and eventually improve data interoperability
  - Streamlining a few chapters if a bit too technical or detailed for the intended audience
• Is the Handbook missing something important?
• How could the Handbook be further improved?
• What could be additional mechanisms to inform future updates and revisions?
• …