

Note to the HLG

PARIS21 is proposing that the questionnaire be considered in the deliberations of the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development at its forthcoming meeting in November 2017. Specifically, it is requested that the HLG-PCCB agree to support the questionnaire, which includes joint distribution of the questionnaire between PARIS21 and the Secretariat of the HLG-PCCB, UNSD.

Background

The 2030 Agenda for Sustainable Development, with its imperative to 'leave no one behind', carries an unprecedented demand for data and statistics, thus posing new challenges and opportunities to National Statistical Offices (NSOs). The Cape Town Global Action Plan for Sustainable Development Data, launched at the first UN World Data Forum in Cape Town, South Africa, in January 2017 and endorsed by the Statistical Commission at its forty-eighth session in March 2017, provides a comprehensive framework for discussion, planning, implementation and evaluation of statistical capacity-building needed to address these challenges.

The broader capacity needs of the statistical system, including the emergence of new technologies and increasing availability of data from new sources, have changed the "data ecosystem". In this context, not only technical skills, but also governance and leadership skills are essential for National Statistical Offices to claim their coordination role, promote multi-stakeholder collaboration, and facilitate a better match between supply and demand for data and information.

This questionnaire on capacity needs of national statistical offices, designed by PARIS21 in consultation with the United Nations Statistics Division (UNSD), is intended to better understand how NSOs frame capacity development in the context of increased data demands and the new data ecosystem. The survey aims at capturing the circumstances of NSOs and has three specific objectives: (i) to identify NSOs medium term goals and challenges for capacity development, (ii) to explore what programmes/activities NSOs associate to such goals and (iii) to describe how capacity development is currently implemented.

PARIS21 is planning to send the survey to all National Statistical Office Heads and Director Generals around the world, to capture how national statistical systems are adapting to this new context and what their plans are in terms of capacity development. The results will feed the discussion on where international efforts to that aim should be placed to yield the best results.

The document reflects the work of the Task Team on Capacity Development 4.0 conformed by a large group of policy experts from countries, agencies and academy and reflecting on the needs of capacity development for national statistical systems in the future.

The results of the survey, complemented with in-depth interviews with Director Generals/NSO heads, will serve as a building block to propose new guidelines and identify best practices to strengthen NSOs' capacities to respond to the emerging challenges. All individual responses will remain anonymous. The results will also be an important input in the preparation of the implementation of the Cape Town Global Action Plan.

About us

The Partnership in Statistics for Development in the 21st Century (PARIS21) is a global partnership of national, regional and international statisticians, analysts, policy-makers, development professionals and other users of statistics that supports all countries, developed and developing. Its main aim is to promote, influence and facilitate statistical capacity development and the better use of statistics for the implementation of the Sustainable Development Goals and to leave no one behind.

QUESTIONNAIRE ON CAPACITY NEEDS OF NATIONAL STATISTICAL OFFICES

BACKGROUND

The 2030 Agenda for Sustainable Development creates an unprecedented demand for data and statistics, thus posing new challenges and opportunities to National Statistical Offices (NSOs). The Cape Town Global Action Plan for Sustainable Development Data (CT-GAP), launched at the first UN World Data Forum in January 2017 and endorsed by the Statistical Commission at its forty-eighth session in March 2017, provides a comprehensive framework for discussion, planning, implementation and evaluation of statistical capacity-building needed to address these challenges.

This survey has three specific objectives: (i) to identify NSOs medium term goals and challenges for capacity development, (ii) to explore what programmes/activities NSOs associate to such goals and (iii) to describe how capacity development is currently implemented.

The results of the survey, complemented with in-depth interviews with selected Director Generals/NSO heads, will help to sharing knowledge, experiences and formulate good practices to strengthen NSOs' capacities to respond to the emerging challenges. All individual responses will remain anonymous.

RESPONDENT INFORMATION

NOTE: In case the survey was filled in by several people, please fill in the information of the person who supervised the final submission.

Name:	Organisation:	Position/Title:
Country:	Years of work experience at NSO:	Gender: <input type="radio"/> F <input type="radio"/> M

SECTION I: YOUR NATIONAL STRATEGIC GOALS

NSOs operate in a broad context, where various actors –governmental and non-governmental, national and international- interact to produce and use official statistics. The capacity and functioning of the NSO are influenced by this interaction. For that reason, this section enquires about the medium term strategic goals the National Statistical Systems has set out to achieve and possible ways of accomplishing them.

Q1. To set the mind-set for this survey, we would like to ask you to identify 3 major producers of data and statistics (from government and non-government entities separately) that could potentially contribute to the monitoring of SDGs in your country, aside from your NSO.

Government agency/ministry	Non-government institution
1.	1.
2.	2.
3.	3.

Q2. What are the priority goals for your NSS in the medium term (five years)? (Please select maximum five from the following list)

- Increase cost-effectiveness of statistics.
- Increase efficiency of data collection.
- Deliver high quality statistics.
- Develop relevant products for users.
- Supply timely statistics to users.
- Maximize the value of official statistics.
- Improve trust and credibility of official statistics.
- Modernise the National Statistical System.

Other: Please clarify:

Comments:

Q3. What activities would allow you to achieve those goals? (please select maximum five activities)

- Elaborating a resource mobilization strategy
- Acquiring up-to-date technology and infrastructure
- Hiring employees with or teaching employees the required skills
- Fostering management and leadership capacities
- Advancing the construction of concepts and methodologies for complex indicators
- Developing guidelines on the use of data that was not produced for statistical purposes
- Implementing new statistical business models and processes
- Strengthening the coordination between NSOs and other data producers
- Improving accessibility of official statistics
- Enhancing user-producer consultation
- Elaborating an advocacy strategy for the use of official statistics
- Exchanging best practices with the international community
- Other: Please indicate your preferred activities(s):

Comments:

Q4. The Cape Town Global Action Plan calls for modernising and strengthening statistical systems. Which aspects of the governance structure do you think should be modified to enable the 'modernisation' of your NSS?

- Composition, mandate and/or responsibility of governing/coordinating bodies
- Status of NSO and other producers of official statistics with regards to political institutions
- Amount of thematic councils/committees/working groups
- Planning and reporting systems between producers of official statistics
- Distribution of tasks and responsibilities between producers of official statistics
- Mechanisms for coordination and interaction with regional and international statistical systems
- None
- Other: Please clarify:

Comments:

Q5. Could you propose 3 concrete ways in which your NSO could gain relevance/visibility and mobilise other line Ministries and NSS agencies to attain its goals?

- 1.
- 2.
- 3.

SECTION II: MATCHING YOUR PRIORITIES

The 48th Session of the United Nations Statistical Commission adopted the [Cape Town Global Action Plan for Sustainable Development Data \(CT-GAP\)](#) in March 2017 to “provide a framework for discussion on, and planning and implementation of statistical capacity building necessary to achieve the scope and intent of the 2030 Agenda.” In this section we would like to understand *how much do international priorities reflect yours.*

Q6. Were you aware of the existence of the CT-GAP?

Yes No

Q7. Which three actions from the CT-GAP relate the most to your NSS plans and priorities?

Q8. For those actions selected in the previous question, how much do you agree with the following statement: “My organisation has the required competencies to address such an objective”?

Q9. For those actions for which your NSO does not possess the required competencies, is your organisation intending to develop or acquire them in the next five years?

Q7.

- National ownership of the 2030 Agenda monitoring system.
- Coordinate at the regional and international levels, e.g. standards, terminology, frequency (under CT-GAP 1.2)
- Implement an open data policy (under CT-GAP 2.1).
- Apply standardised structures for the exchange of data, e.g. SDMX (under CT-GAP 2.2)
- Integrate new data sources to produce official statistics, e.g. call detail records (under CT-GAP 2.3)
- Expand the system of national accounts and satellite accounts, e.g. environmental, tourism, unpaid work (under CT-GAP 3.3)
- Incorporate new technologies, e.g. geospatial (under CT-GAP 3.4)
- Disaggregate data by income, gender, age, race, ethnicity, migratory status, disability, geographic location, etc. (under CT-GAP 3.5)
- Collect data in new areas/domains, e.g. environment, governance, etc. (under CT-GAP 3.6)
- Educate users in data literacy (under CT-GAP 4.1)
- Establish partnerships with the private sector e.g. to access alternative data sources (under CT-GAP 5.1)
- Others (in case your priorities are not reflected in the CT-GAP), please clarify:

Q8.

Choose an item.

Choose an item.

Choose an item.

Choose an item.

Choose an item.

Choose an item.

Choose an item.

Choose an item.

Choose an item.

Choose an item.

Choose an item.

Choose an item.

Q9.

Yes No

Yes No

Yes No

Yes No

Yes No

Yes No

Yes No

Yes No

Yes No

Yes No

Yes No

Yes No

Comments:

Q10. From which sources do you plan to obtain resources to acquire or develop the competencies required by the CT-GAP?

- Government funding
- International cooperation
- Offering private consulting services.
- Other, please specify:

SECTION III: YOUR CAPACITY DEVELOPMENT CHALLENGES

The CT-GAP calls to “provide an overview of capacity needs based on the implemented or existing needs assessments and consider appropriate matches between types of support and types of needs”. This section enquires about *your challenges in terms of capacity development*.

Q11. How much do you agree with the following statement: “The existing technological infrastructure (comprising information systems) of my NSS efficiently supports the execution of statistical activities, including coordination between participating institutions”?

Choose an item.

If you disagree, could you please briefly describe which functions are not efficiently supported by the existing infrastructure?

Q12. What are your organisation’s top capacity development needs for the next 5 years? (Please, select five items from the following list)

Q13. Are the needs you identified persisting or new? (Persisting denotes that they have not been solved over the past two years). Please only answer for those you selected.

- | | | |
|---|---------------------------|----------------------------------|
| <input type="checkbox"/> Budget management (analysis, organisation and oversight of costs and expenditures). | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Infrastructure development (acquisition the correct infrastructure to support business processes). | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Human resources development (managing the ability and competency of employees within an organisation, e.g. motivation, career plans, training plans and recruitment) | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Strategic management/planning (defining goals and systematically coordinating and aligning resources and actions with them) | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Statistical business processes (design and operation of structured set of steps for collecting, processing, analysing and disseminating data) | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Organisational design (integration of people with core business processes, technology and systems e.g. organigram) | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Distribution of authority/decision-making | <input type="radio"/> New | <input type="radio"/> Persisting |
|
 | | |
| <input type="checkbox"/> New financing strategy (negotiation with national authorities and/or external partners) | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Cooperation with providers of administrative data | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Coordination with other producers of official statistics | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Reporting to political authorities | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Interaction with users of statistics | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Communication of statistics to the broader society | <input type="radio"/> New | <input type="radio"/> Persisting |
| <input type="checkbox"/> Other: please specify | <input type="radio"/> New | <input type="radio"/> Persisting |

Comments:

Q14. Only if you selected ‘human resources development’ (otherwise skip). What skills do you consider relevant to develop in your employees?

Delivery-based

- Technical and/or analytic skills
- Work ethic and self-motivation

Time management

Creativity

Interpersonal

Leadership and management skills

Communication and negotiation skills

Teamwork and collaboration

Institutional knowledge (knowledge on how to achieve results in a specific organisation)

Strategic

Talent development

Strategic planning

Design thinking

Strategic networking

Risk management

Advocacy

Change management

Other: please specify

Comments:

Q15. What circumstances are connected to the emergence of new needs in your NSO?

Increased national demand for statistics

Increased international demand for statistics

Demands from users to increase quality of data

New sources of data

Technological development.

New international standards.

New government policy orientation.

Questioning of the authority and/or reputation of NSO.

Replacement of NSO head.

Funding shortage.

Shortage of skilled labour.

Other: Please clarify:

Comments:

Q16. What would you say are the main institutional barriers (i.e. non financial) faced by your NSO to perform its goals?

1.

2.

3.

In your view, could these barriers be tackled through better adapted capacity development programmes?

SECTION IV: YOUR CAPACITY DEVELOPMENT PLANNING

The CT-GAP “recognizes the crucial role of cooperation among countries, regional organizations, and other international organizations and stakeholders in supporting countries’ plans and efforts in capacity building”. In this section we would like to deepen our *understanding of your own capacity development plans and programmes*.

Q17. What are your top three priorities in terms of capacity development?

- 1.
- 2.
- 3.

Q18. What are the most relevant capacity development programmes or initiatives that your organization implemented in 2016 through 2017 to meet your needs? These could be either led by your institution alone or in collaboration with others, they can be ongoing. Leave blank if you do not recall any major programmes.

- 1.
- 2.
- 3.
- 4.
- 5.

Q19. In terms of planning, how did you identify the need for them?

- Annual management reviews
- An established human resources/capacity development plan
- NSO/NSS medium-term planning (e.g. National Strategy for Development of Statistics, multi annual programmes)
- Responding to opportunities offered by outside organisations (e.g. donors)
- Requests from heads of division for development of skills or tools (software, hardware)
- Staff demands.
- Consultation with national users
- Other: Please clarify:

Comments:

Q20. Please indicate your agreement with the following statements: “These programmes...

- | | |
|---|-----------------|
| a. were implemented after sufficient consultation and deliberation” | Choose an item. |
| b. were led and monitored by my country” | Choose an item. |
| c. included clear and measurable targets to measure impact” | Choose an item. |
| d. responded to my NSS needs” | Choose an item. |
| e. received enough financial support for completion” | Choose an item. |

Comments:

Q21. In case you indicated agreement with Q20.c., could you provide three impact measures you monitored for such programmes?

- 1.
- 2.
- 3.

Q22. Do you consider any of these factors are currently an obstacle to the success of capacity development programmes/initiatives? (mark as many as apply)

Individual

- Low demand from staff for trainings
- Lack of skilled staff to implement programmes
- Unmotivated training participants
- Staff turnover

Organisational

- Shortage of funds for capacity development
- Organisational inflexibility to adopt new practices or apply new knowledge
- Lack of coordination with external partners to meet data demands
- Unclear/inexistent relationship between career development and training
- Inadequate pedagogical body (i.e. teachers, trainers) to provide capacity development
- Prioritisation issues.

External

- Low political support for statistical initiatives
- Lack of coordination between funding agencies
- Distrust in official statistics in the civil society
- Limited offer of consultants to partner with

- None.
- Other: Please clarify:

Comments:

Note: the following five questions focus on human resources development (HRD), since it is the most widely implemented and frequent method of 'capacity development'. These questions will provide valuable contextual information. Please refer only to activities in which your own staff was trained.

Q23. In your view, what are the three most common incentives for your staff to participate in HRD programmes?

- 1.
- 2.
- 3.

Q24. What were the most frequent methods of HRD over the past 3 years? (select 2 items)

- On-the-job trainings
- Workshops and other face-to-face training events
- E-learning training opportunities
- Formal education programs (i.e., degree courses such as Diploma/Certificate, BS, MS, PhD)
- Study visits
- Technical assistance missions by External experts
- Mentoring programmes for managers
- Recruitment of staff with new skills sets

Other: Please clarify:

Q25. How many NSO staff employees participated in training and other HRD activities 2016? (Training here refers to formal training activities of at least one full day).

(number trained)/ (total staff)

Q26. Could you please provide information on financing in the year 2016/FY 2016-2017?

- a. The total budget of the NSO was (in USD or local currency):
- b. The budget for training was (in USD or local currency):
- c. The provision of funds for training was % National % External
- d. For the external portion of funding, the share of support was % bilateral and % multilateral.

Q27. Who was the most frequent facilitator of training in 2016? (please select 2 items)

- National consultant/s
- Foreign consultant/s
- NSO or other NSS agency staff (e.g. line ministries)
- Academic institutions
- Foreign NSO or foreign government entity
- International agencies
- Other: Please clarify:

Q28. In your opinion, what level of confidence do citizens have in your country's official statistics? (in a scale of 0 to 10 where 0 denotes "no confidence" and 10 represents "full confidence").

No confidence	1	2	3	4	5	6	7	8	9	Full confidence
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your view, what explains such level of confidence?

Q29. Do you think the confidence level has changed in the last 12 months? If so, in what direction?

- No change.
- Upwards.
- Downwards.

Q30. If you received double the budget you currently have for capacity development, what programmes/initiatives would you spend it on?