

Statistical Commission

Fifty-first session

3 – 6 March 2020

Item 3(r) of the provisional agenda

Items for discussion and decision: Management and modernization of statistical systems

Background document

Available in English only

Background document for Management and modernization of statistical systems (E/CN.3/2020/22)

Summary

The present background paper of the report of the Secretary General on Management and modernization of statistical systems (E/CN.3/2020/22) provides links and updated information on the governance structure and progress in drafting the chapters of the next edition of the Handbook of Statistical Organization (the *Handbook*) as well as informs on the organization of the regional Thematic Conferences.

This background document provides the following annexes:

Annex 1: An overview of the governance structure in place to update the *Handbook*, including links to available chapters of the next edition of the *Handbook* and information on the regional Thematic Conferences on “Managing a statistical organization in times of change”,

Annex 2: Proposed minor revisions to the structure of the next edition of the *Handbook*.

I. Introduction

The commission at its 49th Session in 2018 (decision 49/104) endorsed the scope, content and structure of the next edition of *the Handbook* subject to suggested adaptations and refinements to be duly considered during its drafting phase.

Following a review of the 2003 edition of *the Handbook*, which was supported by a survey conducted among national chief statisticians as well as through other consultation mechanisms, it was decided that readers should be able to consult each chapter independently. This, of course, would cause some unavoidable overlaps among chapters. However, with the decision (49/104) to keep the *Handbook* a living document, to be published primarily through an interactive Internet platform, the overlaps can be significantly minimized with drop-down boxes as well as through cross-referencing.

Supporting the drafting process it was proposed to establish an advisory group with the task of providing overall guidance to the drafting team at UNSD and of ensuring a link with the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development (HLG-PCCB) and other relevant global and regional bodies. The Commission suggested this approach be complemented with a series of thematic conferences at the regional and sub-regional levels, at which senior statisticians may discuss recent institutional, organizational and technical developments addressing prospective challenges and opportunities for the production of official statistics and indicators.

During the drafting phase it became clear that some minor re-arrangements and changes would improve the internal consistency and coherence within the relevant chapters as well as across *the Handbook* overall. These changes are presented in comparison to the approved structure and its contents. Further, it is foreseen that during the editing phase when all chapters will be consolidated and streamlined into a single document, a few additional changes can be expected to the structure. Sections and subsections may be moved from their current position and placed elsewhere to achieve overall alignment and clarity in the information being presented.

At the time of this document's preparation, advanced drafts have been made available on the Statistics Division wiki platform¹ for eight chapters. Additionally, initial drafts of the remaining six substantive chapters are under review by the Advisory Group² and these are expected to be available on the wiki platform by late April 2020 for further comments.

Annex 1 to this background document gives an overview of the governance structure in place to update the *Handbook*, including links to available chapters of the next edition of *the Handbook*, as well as information on past and forthcoming regional Thematic Conferences on “Managing a statistical organization in times of change”. As for Annex 2 to this background document, it presents the proposed updated structure of *the next edition of the Handbook* at the level of the sub-sections as suggested by the Advisory Group.

¹ [Statistics Division wiki platform](#), established and maintained by UNSD, is a website that allows collaborative editing of its content and structure by its users. Users can access the platform either with registered credentials to access more functionality or without registration to only view, download and/or print content.

² The members of the advisory group are Brazil, Ghana, Kenya, Mongolia, the Philippines, Poland, South Africa, Suriname, the United Kingdom of Great Britain and Northern Ireland, the State of Palestine, FAO, ILO, UNCTAD, the Asian Development Bank, Eurostat, Open Data Watch, PARIS21, the Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRI) and the five regional commissions of the United Nations.

II. Regional Thematic Conferences

A series of eight Thematic Conferences on *Managing a statistical organization in times of change*, targeting national chief statisticians and senior managers of international statistical agencies, has been planned to address emerging user needs for high-quality and internationally comparable statistics and indicators in a fast-changing data eco-system. These conferences aim to stimulate exchanges of information on national best practices and eventually to collect initiatives, challenges and success stories at global (sub-)regional, and national levels to inform and illustrate the next edition of *the Handbook*.

The regional conferences are also organised to further understand and prioritise the emerging needs of statistical organisations to adapt and develop, as stressed in the **Cape Town Global Action Plan**³ (CTGAP) for Sustainable Development and in the final report of the series of conferences on a Transformative Agenda for Official Statistics⁴. In particular, the monitoring of the 2030 Agenda for Sustainable Development and related regional and national development policies requires national statistical systems to grasp the potential of innovative technologies in a rapidly changing data ecosystem while reinforcing leadership, coordination, communication and dialogue through institutional and organizational reforms, in compliance with the Fundamental Principles of Official Statistics

The following Thematic Conferences, including weblinks, have been successfully conducted prior to the 51st session of the UN Statistical Commission:

- The [African Thematic Conference](#) was conducted during 7-9 October 2019 in Pretoria, South Africa. The Conference, targeting Anglophone African countries and generously hosted by Statistics South Africa, was organized jointly with the African Development Bank and UNECA.
- The [Caribbean Thematic Conference](#) was held during 27-29 November 2019 in Christ Church Barbados. This event addressed more specifically challenges and opportunities specific to small island developing states (SIDS). The Conference was organized jointly with the Inter-American Development Bank, CARICOM, OECS, UNICEF and UNECLAC with the logistic support of the Barbados Statistical Service.
- The [Asian Thematic Conference](#), hosted by the Asian Development Bank, was taking place on 12-14 February 2020 in Manila, Philippines. The Conference, targeting chief statisticians from Asian countries, was organized jointly with the Asian Development Bank and UNESCAP.

The organization of a fourth Conference for South-East and Eastern Europe, Caucasus and Central Asia (SE EECCA) countries⁵ is progressing well. This event will be jointly organized with Eurostat, UNECE and the European Free Trade Association (EFTA) with the generous support and hospitality of the State Committee of the Republic of Uzbekistan on Statistics. The Conference will be conducted during 27-29 April 2020 in Tashkent, Uzbekistan.

Further plans are in progress to conduct four additional regional conferences. These are for Francophone African countries; the Arab states; the Pacific small islands developing states; and Latin American countries.

³ See <https://unstats.un.org/sdgs/hlg/cape-town-global-action-plan/> and E/CN.3/2017/3 and E/CN.3/2018/4.

⁴ See <https://unstats.un.org/unsd/statcom/48th-session/documents/2017-5-TransformativeAgenda-E.pdf>

⁵ Invited countries are Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Kyrgyzstan, Mongolia, Montenegro, North Macedonia, Republic of Moldova, Russian Federation, Serbia, Tajikistan, Turkey, Turkmenistan, Ukraine and Uzbekistan

UNSD wishes to take this opportunity to reaffirm its appreciation to the co-sponsors for successful collaborations in organizing the conferences for Africa, the Caribbean, and Asia. Further, in the continued spirit of collaboration, UNSD hereby invites interested partners to express their interest in co-organizing and co-sponsoring the remaining conferences.



Handbook of Statistical Organization

And series of regional Thematic Conferences

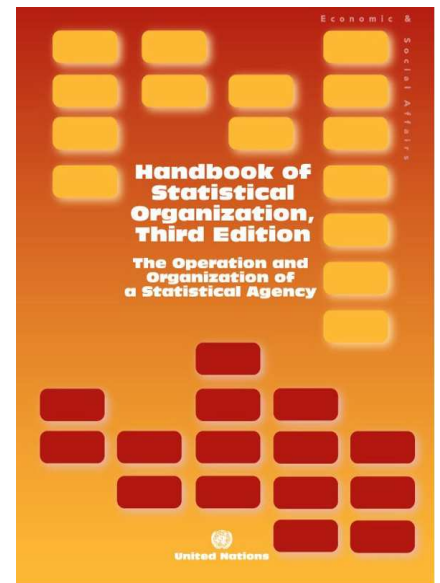




What is the Handbook of Statistical Organization?

- The 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 published in 1954 and the most recent (third) edition dates from 2003
- Next edition suggested to be renamed:

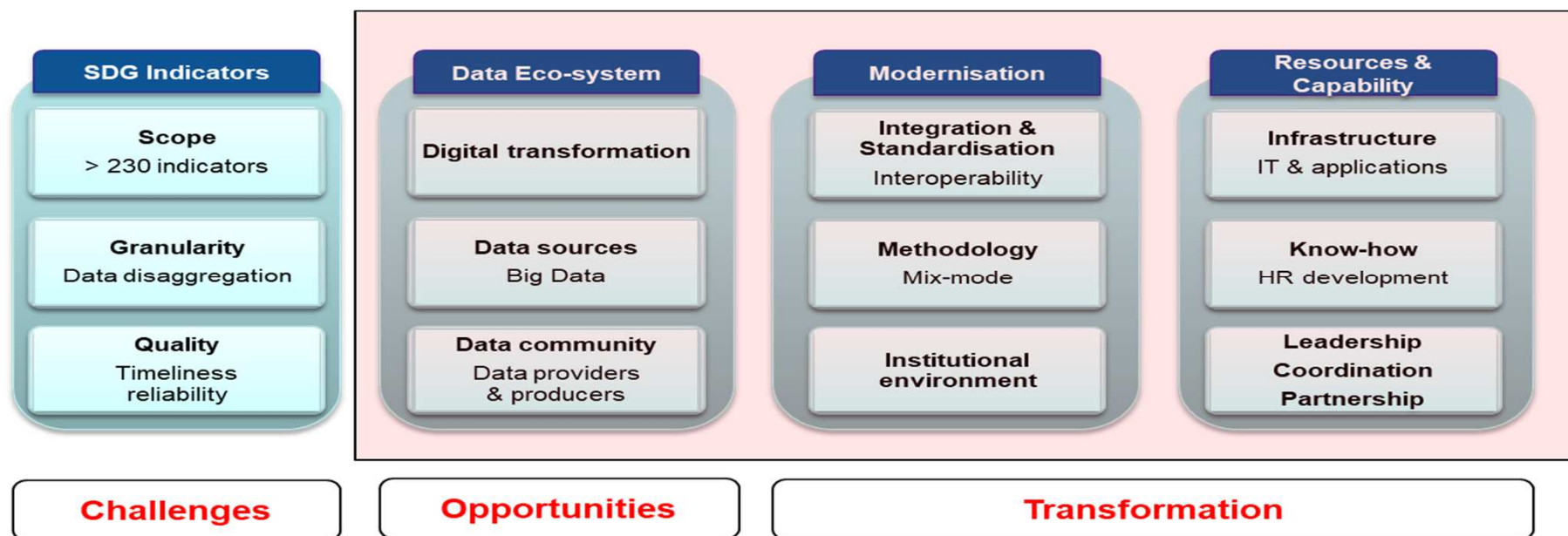
Handbook on Management and Organization of National Statistical Systems





What did change since 2003?

The **2030 Agenda for Sustainable Development**, and related regional and national development policies, involve a transformation of national statistical systems to grasp new opportunities





The mandate

- 48th session UN StatCom requested a revision of the current Handbook
- 49th session UN StatCom:
 - The commented outline endorsed ([E/CN.3/2018/5](#))
 - To address the strategic development areas articulated in the [CT-GAP](#) and the outcomes of the Transformative Agenda Initiative
 - Grasp the potential of the digital transformation in a rapidly changing data environment
 - Reinforce leadership, coordination, communication, and dialogue through institutional, organizational and managerial adjustments
 - Overall updating process to be supported by a series of (sub-)regional Thematic Conferences





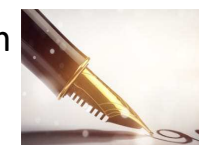
Accessibility – usability - ease of update

- Conceived as a living document on the Web
- Including links to relevant material and country examples
- Hardcopy of Chapter II (overview) for a larger audience and in all UN languages
- Handbook revised every second year, links and country examples more regularly



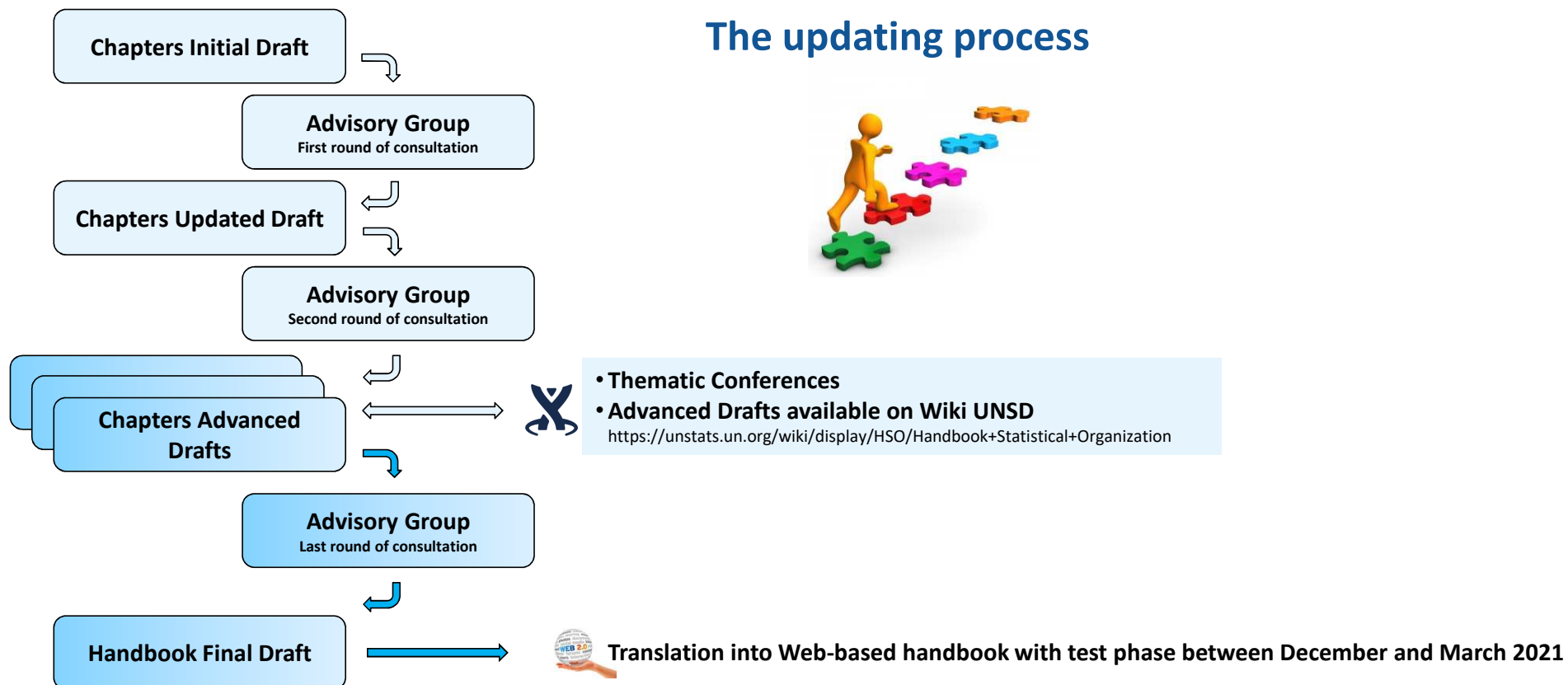
Drafting Team and Advisory Group

- Drafting team: UNSD Staff and Consultants
- Brazil, Ghana, Kenya, Mongolia, Palestine, Philippines, Poland, South Africa, Suriname, United Kingdom
- 5 UN Regional Commissions
- FAO, ILO, UNCTAD, Asian Development Bank, Eurostat, Open Data Watch, PARIS21 and SESRIC





The updating process





Available advanced draft chapters <https://unstats.un.org/wiki/display/HSO/Handbook+Statistical+Organization>

The following chapters have been cleared by the Advisory Group (advanced draft chapters) and are publicly available on the UN Statistics Wiki for further comments:

III Basis of official statistics [\[link\]](#)

IV National statistical system [\[link\]](#)

V National statistical office [\[link\]](#)

VII Quality management [\[link\]](#)

to be reviewed in the light of the recent United Nations National Quality Assurance Frameworks Manual for Official Statistics

VIII Data sources, collection and processing [\[link\]](#)

X Dissemination and user communication [\[link\]](#)

XII Human resources management and development [\[link\]](#)

XIV Information technology management [\[link\]](#)





Timeline for the next chapters and the final Handbook

The following chapters are at the moment with the Advisory Group and should be uploaded on the UN Statistics Wiki for further comments (advanced draft chapters) in April:

- | | | | |
|----|------------------------------------|------|---|
| VI | Users and their needs | XIII | Data, information and knowledge management |
| IX | Analysis and analytical frameworks | XV | Management of finance, buildings and physical space |
| XI | Common statistical infrastructure | XVI | International activities and collaboration |

The following chapter will be drafted and submitted to the Advisory Group during the editorial phase when all chapters will be merged and streamlined into a single document (June –November 2020):

- I Introduction
- II Overview (to be made available in a printing format)
- XVII Annexes





Thematic conferences :

“Managing a statistical organization in times of change”

- Series of (sub-)regional Thematic Conferences aiming at:
 - Raising awareness and sharing information on the Handbook
 - Identifying regional and sub-regional initiatives to reference in the Handbook
 - Identifying national good practices and challenges to inform the various chapters of the Handbook.
 - Validating usefulness of content
- But also:
 - Shaping, coordinating and cross-fertilizing modernization programmes and actions at/between global, regional and sub-regional levels





Thematic conferences /2

- Four cross-cutting themes covering broadly all strategic areas of the CT-GAP and the chapters of the updated Handbook:
 1. Supporting the transformation of statistical production processes from the data collection to dissemination in the context of the digital and technological revolution
 - Chapter VIII Data sources, collection and processing
 - Chapter X Dissemination and user communications
 - Chapter XI Common statistical infrastructure
 - Chapter XIII Data, information and knowledge management
 - Chapter XIV Information technology management
 2. Strengthening the institutional and organisational frameworks of national statistical systems
 - Chapter III The basis of official statistics
 - Chapter IV The National Statistics System
 - Chapter V The National Statistics Office





Thematic conferences /3

3. Securing quality of statistical information and improving data coherence through statistical analysis and analytical frameworks

Chapter VI Users and their needs

Chapter VII Quality management

Chapter IX Analysis and analytical frameworks

4. Mobilizing and securing adequate resources and infrastructure, and promoting regional and global cooperation for the development of national statistical capacity

Chapter XII Human resources management and development

Chapter XV Management of finance, buildings and physical space

Chapter XIV International activities and collaboration

+ 2 Breakout sessions of 3-5 groups each on topics covered and discussed in sessions 1-4





Thematic conferences /4 [\[link\]](#)

- African Thematic Conference (English speaking): 7-9 October 2019, Pretoria South Africa
Organized jointly with the African Development Bank and UNECA with the generous support and hospitality of Statistics South Africa
 - Caribbean Thematic Conference: 25-27 November 2019, Christ Church, Barbados
Organized jointly with the Inter-American Development Bank, CARICOM, OECS, UNICEF and UNECLAC with the generous support and hospitality of the Barbados Statistical Service
 - Asian Thematic Conference: 12-14 February 2020, Manila Philippines
Organized jointly with the Asian Development Bank and ESCAP
-
- South-East and Eastern Europe, Caucasus and Central Asia (SE-EECCA) Thematic Conference
27-29 April 2020, Tashkent, Uzbekistan
Organized jointly with Eurostat, EFTA and UNECE with the generous support and hospitality of the State Committee of the Republic of Uzbekistan on Statistics
 - UNSD is planning to organize, jointly with the respective UN Regional Commissions and other partners, Thematic Conferences for Francophone Africa, Arab States, Latin America, and the Pacific





- Publicly available advanced draft chapters of the Handbook for comments:
<https://unstats.un.org/wiki/display/HSO/Handbook+Statistical+Organization>
- Specific success stories and challenges to: statistics-handbook@un.org
- For more information:

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Proposed Handbook Provisional Updated Structure

Chapter	Section	Sub-sect.	Description
			Preface Contents Figures Abbreviations
I. Introduction			
Chapter I covers the objectives, intended audience, structure and content of the Handbook.			
	A		Motivation for updating the Handbook
	B		Purpose, users and uses of Handbook
	C		Main topics discussed
	D		Key concepts and terminology
	E		Structure and content of Handbook
II. Overview			
Chapter II comprises a stand-alone summary of the major topics covered in the Handbook. The chapter will be available as a printed publication aimed at a broader audience within and outside the national statistical system.			
III. Basis of official statistics			
Chapter III is aimed at providing a common basis for understanding what should be covered by the designation of official statistics as well as the principles and related legal provisions that may apply.			
	A		Introduction
	B		Fundamental principles
		1	Principle 1
		2	Principle 2
		3	Principle 3
		4	Principle 4
		5	Principle 5
		6	Principle 6
		7	Principle 7
		8	Principle 8
		9	Principle 9
		10	Principle 10
	C		Other ethical principles and guidelines
		1	Other international ethical principles and standards
		2	Regional and sub-regional code of practices
		3	National charters and declarations on official statistics
	D		Legislative frameworks
		1	Introduction
		2	Types of legislative frameworks
		3	Relationship between legislation in the field of statistics and other legislation
		4	The content and structure of a statistical law
	E		Certification and branding of official statistics

Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

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		4	Principle 4
		5	Principle 5
		6	Principle 6
		7	Principle 7
		8	Principle 8
		9	Principle 9
		10	Principle 10
	C		Legislative frameworks
		1	Introduction
		2	Types of legislative frameworks
		3	Relationship between legislation in the field of statistics and other legislation
		4	Topics to be covered in a national law on official statistics

Comments

- Blue : minor changes or elements shifted
- Green : added
- Red : deleted

Still to be drafted

Still to be drafted during editorial phase

Still to be drafted during editorial phase

Structure to be developed based on the final draft of the Handbook

Advanced draft available on Wiki

Section C added

change in title, similar content

Moved here from IV.G

Chapter	Section	Sub-sect.	Description
IV. National statistical system			
Chapter IV provides a description of the national statistical system and its governance, programmatic and coordination mechanisms and tools.			
	A	Introduction	
	B	Structure of the national statistical system	
		1	Delimitation of the national statistical system
		2	Legal frameworks, obligations and restrictions
		3	Position and role of the central bank
		4	Relationship between national and sub-national statistical systems
		5	Relationship between national and international statistical systems
	C	Models of national statistical systems	
		1	Introduction
		2	Centralized vs. decentralized national statistical systems
		3	Governance of statistical systems
		4	Chief statistician
		5	National Statistical Office
		6	Other producers of official statistics
		7	Overview of the main types of national statistical systems
		8	Application of the UN fundamental Principles of Official Statistics to stakeholders outside the national statistical system
	D	Multiannual and annual planning and priority setting	
		1	Purpose of planning and the organization of planning activities
		2	Which types of programmes
		3	Content of the multi-annual programme
		4	Content of the annual programme
		5	Authority to take decisions on the programmes
		6	Follow-up and reporting

Chapter	Section	Sub-sect.	Description
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	2	Position and role of the central bank	
	3	Legal frameworks, obligations and restrictions	
		</	

<ul style="list-style-type: none"> - Blue : minor changes or elements shifted - Green : added - Red : deleted 	
Advanced draft available on Wiki	
sub-sections 2 and 3 were swapped	
sub-sections 2 and 3 were swapped	
Added	
Added	
Section C Added	

Proposed Handbook Provisional Updated Structure

Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

Comments

Chapter	Section	Sub-sect.	Description	Chapter	Section	Sub-sect.	Description	
	E		Involving users in the national statistical system		E		National statistical council	- Blue : minor changes or elements shifted - Green : added - Red : deleted
		1	The Statistical Advisory Council			1	Role of the statistical council	Initial sections D, E and F structured differently with slightly extended coverage and content
		2	Interaction with user groups outside the statistical advisory council			2	Membership	
		3	Other aspects related to the UN fundamental Principles of official statistics in the interactions with users			3	Chairmanship	
		4	User access to confidential data for their own statistical purposes			4	Secretariat	
						5	Agenda	
						6	Frequency of meetings	
						7	Advisory committees and ad hoc bodies	
	F		Coordination of the national statistical system		D		Coordination of the national statistical system	Initial sections D, E and F structured differently with slightly extended coverage and content
		1	Why coordination and how?			1	Why coordination?	
		2	Coordination through standards			2	Legal basis for coordination	
		3	Coordination through approval by the chief statistician			3	Coordination mechanisms	
		4	Coordination through staff policies		G		Branding of official statistics	Moved to III.E
					H		Financing the national statistical system	Moved to V.C.3

Proposed Handbook Provisional Updated Structure

Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

Comments

Chapter	Section	Sub-sect.	Description
V. National statistical office			
Chapter V covers the key features of a national statistical office.			
	A		Introduction
	B		Vision and goals of the national statistical office
	C		National statistical office as an organization
		1	Administrative structure and financing of the national statistical office
		2	Central office and regional network
		3	Finance of the NSO
		4	Chief statistician
	D		Governance and Leadership
		1	Internal advisory and decision-making bodies
		2	Internal communication and coordination
		3	Role of the national statistical office in planning monitoring and coordination
	E		Statistical Business Architecture
		1	Definition of a Statistical Business Architecture
		2	The need for a Statistical Business Architecture
		3	The Common Statistical Production Architecture
		4	The Generic Activity Model for Statistical Organisations
		5	Definition of an integrated production system
		6	Importance of an integrated production system
		7	Data processing life cycle
		8	Examples and best practices
	F		Project management approaches
	G		Change management
	H		Risk management

Chapter	Section	Sub-sect.	Description
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	C		National statistical office as an organization
		1	Administrative solution and financing of the national statistical office
		2	Chief statistician
	E		Governance and leadership
		1	Internal decision-making bodies
		2	Internal communication and coordination
		3	Options for organizing the national statistical office
		4	Central office and regional network
		5	Planning and monitoring within the national statistical office
	D		Statistical business architecture
		1	Definition of a statistical business architecture
		2	Need for a statistical business architecture
		3	Common Statistical Production Architecture
		4	Generic activity model for statistical organizations
		5	Definition of an integrated production system
		6	Importance of an integrated production system
		7	Data-processing life cycle
		8	Examples and best practices
	F		Planning and development of capabilities
		1	Capability management
		2	Project management
	G		Implementation of support capability
			Change management
	H		Monitoring of capabilities
		1	Risk management
	I		Relevance to other producers of official statistics

- Blue : minor changes or elements shifted - Green : added - Red : deleted
Advanced draft available on Wiki
Added Moved from IV. H
Section D restructured and slightly simplified
Section F slightly restructured and simplified
Section G slightly restructured and simplified
Section H slightly restructured and simplified
Relevance to other producers of official statistics was distributed among relevant sections of this chapter

Proposed Handbook Provisional Updated Structure

Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

Comments

Chapter	Section	Sub-sect.	Description
VI. Users and their needs			
In this chapter, various groups of users of official statistics and their specific needs are detailed.			
	A		Introduction
		1	Increased demand for statistics
		2	Specific requirements for the SDGs
	B		Measuring and analysing user needs
	C		Needs of government and administration
		1	General needs of Government
		2	Ministries
		3	Regional and local governments and administrations
	D		Needs of the Central Bank
	E		Organizing and establishing contacts
	D		Needs of general public
	E		Needs of businesses
		1	Large businesses
		2	Small and medium businesses
	F		Needs of school and university students
	G		Needs of researchers
	H		Needs of the media
	I		Needs of international institutions
	J		Needs associated with the Sustainable Development Goals

Chapter	Section	Sub-sect.	Description
VI. Users and their needs			
In this chapter, various groups of users of official statistics and their specific needs are detailed.			
	A		Introduction
		1	Increased demand for statistics
		2	Analysis and user needs
	B		Needs of Government
		1	General needs of Government
		2	Ministry of finance
		3	Other ministries
		4	Organizing and establishing contacts
		5	Regional and local government
	C		Needs of general public
	D		Needs of businesses
		1	Large businesses
		2	Small businesses
	E		Needs of education and academia
	F		Needs of the media
	G		Needs of researchers
	H		Needs of international institutions
	I		Needs associated with the Sustainable Development Goals
	J		Relevance to other producers of official statistics

- Blue : minor changes or elements shifted - Green : added - Red : deleted
With Advisory Group for 1st consultation round
Added
Sub-section 2 converted into section B
Sub-section 2 and 3 merged into sub-section 2
sub-section 4 expanded and converted into section E
Section added
Section E from sub-section 4, expanded
F moved after G G moved before F
Relevance to other producers of official statistics was distributed among relevant sections of this chapter

Proposed Handbook Provisional Updated Structure

Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

Comments

Chapter	Section	Sub-sect.	Description
VII. Quality management			
Chapter VII describes developing and administering a statistical quality framework, including the use of user satisfaction surveys and the certification and labelling of official statistics.			
	A	Introduction	
	B	General quality management systems and other relevant standards	
		1	ISO 9000 family of standards
		2	ISO 10004:2012 Quality management – customer satisfaction
		3	ISO 20252:2012 market, opinion and social research-vocabulary and service requirements
		4	ISO 31000:2018 Risk management
		5	European Foundation for Quality Management (EFQM) Excellence Model
		6	Lean, Six Sigma, and Lean-Six Sigma
		7	Balanced Scorecard
	C	Quality assurance frameworks, guidance and tools	
		1	Introductory remarks
		2	United Nations Statistical Division – quality assurance frameworks
		3	European Statistical System – quality management standards, guidelines and tools
		4	International Monetary Fund – Data Quality Assessment Framework
		5	ECLAC – Code of Good Practice in Statistics
		6	Caribbean Community – Statistics Code of Practice
		7	ASEAN Community Statistical System Code of Practice
		8	African Charter on Statistics
		8	National quality assurance frameworks, guidance and tools

Chapter	Section	Sub-sect.	Description
VII. Quality management			
Chapter VII describes developing and administering a statistical quality framework, including the use of user satisfaction surveys and the certification and labelling of official statistics.			
	A	Introduction	
	B	General quality management systems	
		1	ISO 9000 series
		2	ISO 20252:2012 market, opinion and social research
		3	Six Sigma
		4	Lean
		5	European Foundation for Quality Management
		6	Other general quality management systems
	C	Statistical quality assurance frameworks	
		1	United Nations National Quality Assurance Framework
		2	European Statistics Code of Practice and Quality Assurance Framework of the European Statistical System
		3	International Monetary Fund Data Quality Assessment Framework
		4	Other statistical quality assurance frameworks

- Blue : minor changes or elements shifted - Green : added - Red : deleted
Advanced draft available on Wiki - To be updated with recent UN NQAF Guidelines for Official Statistics
Added
Added
Sub-sections 3, 4 and 6 have been streamlined and integrated into sub-sections 6-7
Section expanded and re-structured
Added
Added
Added
Added but still to be drafted
Similar coverage

Proposed Handbook Provisional Updated Structure

Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

Comments

Chapter	Section	Sub-sect.	Description	Chapter	Section	Sub-sect.	Description	<ul style="list-style-type: none"> - Blue : minor changes or elements shifted - Green : added - Red : deleted
	D		Designing and developing a quality management framework		D		Developing a statistical quality framework	Section expanded and re-structured
		1	Introduction			1	Defining the dimensions of statistical quality	Sub-section 1 extended into sub-sections 1-3
		2	Organizational context			2	Creating and maintaining a culture that ensures and promotes statistical quality	
		3	Quality concepts			3	Developing guidelines on statistical quality	
		4	Instilling a Quality Culture			4	Monitoring and control of statistical quality	Sub-section 4 extended into sub-sections 6 and 7
		5	Developing guidelines on statistical quality			5	Evaluating statistical quality	
		6	Quality monitoring and evaluation overview			6	Certifying statistical quality	Sub-section 6 extended into sub-sections 9 and 10
		7	Monitoring quality and applying quality gates					
		8	Evaluation					
		9	Quality Certification of a statistical organization					
		10	Relationship with other organizational policies, strategies and frameworks					
	E		Implementing a quality management framework		E		Implementation of a statistical quality framework	
		1	Quality management team and manger			1	Need for a statistical quality assurance unit and a statistical quality assurance manager	Content of sub-sections 1-3 redistributed into sub-sections 1-4
		2	Quality management teamwork committee/champion			2	Need for a statistical quality assurance committee	
		3	External evaluators			3	Role of national statistical office staff	
		4	National statistical systems coordinating bodies					
	F		Relevance to other producers of official statistics		F		Relevance to other producers of official statistics	Relevance to other producers of official statistics still to be distributed among relevant sections of this chapter

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Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

Comments

Chapter	Section	Sub-sect.	Description
VIII. Data sources, collection and processing			
Chapter VIII examines the collection and processing of data from various types of sources, including secondary and non-traditional.			
	A		Introduction
	B		Surveys and censuses
		1	Description of survey functions
		2	Survey types
		3	Survey design
		4	Data collection and capture modes
		5	Processing survey
		6	Respondent relations and communications
		7	Designing integrated survey programmes
		8	Survey staff training and expertise
	C		Administrative sources
		1	Types of administrative data
		2	Advantages in using administrative data sources
		3	Disadvantages in using administrative data sources
		4	Working with administrative data providers
		5	Accessing administrative data
		6	Processing administrative data
	D		Geospatial data
		1	Types of geospatial data
		2	Challenges for NSOs in using geospatial data
	E		Big data
		1	Types of big data
		2	Big data sources
		3	Challenges in using Big data

Chapter	Section	Sub-sect.	Description
VIII. Data sources, collection and processing			
Chapter VIII examines the collection and processing of data from various types of sources, including secondary and non-traditional.			
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		5	Respondent relations and communications
		6	Processing survey and administrative data
		7	Designing integrated survey programmes
		8	Survey staff expertise
	C		Administrative sources
		1	Types of administrative data
		2	Working with administrative data providers
		3	Accessing administrative data
		4	Processing administrative data
	D		Geospatial data
	E		Big data
		1	Types of big data
		2	Challenges and risks of using big data
		3	Developing relationships with big data providers
		4	Accessing big data
		5	Processing big data
		6	Using big data in official statistics
	F		Relevance to other producers of official statistics

- Blue : minor changes or elements shifted
 - Green : added
 - Red : deleted

Advanced draft available on Wiki

sub-sections 3 and 4 swapped

sub-sections 5 and 6 swapped

Added

Added

Added

Added

Sub-sections 1-6 were merged into sub-sections 1-3 to avoid overlap with chapter XIV

Relevance to other producers of official statistics was distributed among relevant sections of this chapter

Proposed Handbook Provisional Updated Structure

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Comments

Chapter	Section	Sub-sect.	Description
IX. Analysis and analytical frameworks			
Chapter IX the extent to which data should be supplemented with analysis, and the frameworks and methods for doing so, are discussed.			
	A		Introduction
		1	What is analysis
		2	Why a national statistical agency perform analysis
		3	What is an analytical framework
		4	Structure and contents of the chapter
	B		Supplementing data with analysis
		1	Facts and their interpretation
		2	Analytical functions and information
		3	Review of output and practices
	C		Methods and systems of analysis
		1	Methods of analysis
		2	Systems of analysis
	D		National accounts
		1	Conceptual framework
		2	Organizational arrangements
		3	Examples of national practices
		4	Further development
	E		Balance of payments
		1	Conceptual framework
		2	Organizational arrangements
		3	Examples of national practices
		4	Further development
	F		Gender Statistics
		1	Conceptual framework
		2	Examples of national practices
		3	Further development
	G		Environmental accounts
		1	Conceptual framework
		2	Examples of national practices
		3	Further development
	H		Labour statistics and accounts
		1	Conceptual framework
		2	Other standards and guidelines
		2	Examples of national practices
		3	Further development

Chapter	Section	Sub-sect.	Description
IX. Analysis and analytical frameworks			
Chapter IX the extent to which data should be supplemented with analysis, and the frameworks and methods for doing so, are discussed.			
	A		Introduction
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		1	Facts and their interpretation
		2	Analytical functions and information
		3	Review of publications
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		1	Methods of analysis
		2	Systems of analysis
	D		National accounts
		1	Conceptual framework
		2	Organizational arrangements
	E		Balance of payments
		1	Conceptual framework
		2	Organizational arrangements

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With Advisory Group for 1st consultation round
Expanded
Added
Added
Added
Added
Section added
Section added
Section added

Proposed Handbook Provisional Updated Structure

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Comments

Chapter	Section	Sub-sect.	Description	Chapter	Section	Sub-sect.	Description	
	I		Tourism accounts					- Blue : minor changes or elements shifted - Green : added - Red : deleted
		1	Conceptual framework					Section added
		2	Examples of national practices					
		3	Further development					
	J		Health accounts					Section added
		1	Conceptual framework					
		2	Examples of national practices					
		3	Further development					
	K		Other analytical frameworks		F		Other analytical frameworks	
					G		Relevance to other producers of official statistics	Relevance to other producers of official statistics was distributed among relevant sections of this chapter

Proposed Handbook Provisional Updated Structure

Chapter	Section	Sub-sect.	Description																																																																																																																				
X. Dissemination and user communication																																																																																																																							
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Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

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Comments

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 - Green : added
 - Red : deleted

Advanced draft available on Wiki

Section B expanded and split into sections B, C, and D

Added

Sections E-F merged into section G with broadly similar coverage, sub-sections 7 and 9 added

Sections E-F merged into section G with broadly similar coverage, sub-sections 7 and 9 added

Sections E-F merged into section G with broadly similar coverage, sub-sections 7 and 9 added

Section added

Moved to G.8

Section added

Section added

Relevance to other producers of official statistics was distributed among relevant sections of this chapter

Proposed Handbook Provisional Updated Structure

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Comments

Chapter	Section	Sub-sect.	Description
XI. Common statistical infrastructure			
Chapter XI covers the statistical infrastructure required to support the statistical production programme, including the development of internal registers, methods, tools, systems and standards.			
	A		Introduction
		1	Context
	B		Statistical business register
		1	Overview
		2	Conceptual framework
		3	Administrative sources for SBR construction and coverage
		4	Statistical sources to supplement SBR content
		5	Statistical business register snapshots and common frames
		6	Generation of survey frames and samples
		7	Producing statistics from the statistical business register
		8	Other functions of the SBR
		9	Sources of further information
	C		Frame for informal sector survey
		1	Overview
		2	Examples
	D		Statistical Farm register and other frames for agricultural censuses and surveys
		1	Introduction
		2	Frames for agricultural censuses
		3	Generation of agricultural survey frames
		4	Examples of national practices
	E		Household address register
		1	Roles and benefits of address register
		2	Conceptual framework
		3	Sources and maintenance procedures
		4	Generation of household survey frames
	F		Household master sample, civil registration and vital statistics, and population registers
		1	Introduction
		2	Household master sample
		3	Civil registration and vital statistics systems
		4	Population registers
	G		Methodological services
		1	Introduction
		2	Questionnaire design
		3	Sample design and estimation
		4	Editing, coding, imputation and outlier determination
		5	Seasonal adjustment and time series analysis
		6	Confidentiality and disclosure control

Chapter	Section	Sub-sect.	Description
XI. Common statistical infrastructure			
Chapter XI covers the statistical infrastructure required to support the statistical production programme, including the development of internal registers, methods, tools, systems and standards.			
	A		Introduction
	B		Statistical business register
		1	Roles and benefits of the statistical business register
		2	Conceptual framework
		3	Administrative sources
		4	Statistical sources
		5	Generation of statistical business register snapshots and common frames
		6	Generation of survey frames and samples
		7	Producing statistics from the statistical business register
	C		Statistical farm register
		1	Roles and benefits of the farm register
		2	Conceptual framework
		3	Creation and updating of sources and procedures
		4	Generation of survey frames and samples
	D		Household address register
		1	Roles and benefits of address register
		2	Conceptual framework
		3	Sources and maintenance procedures
		4	Generation of household survey frames
	E		Household master sample
		1	Roles and benefits of the address register
		2	Conceptual framework
		3	Sources, creation and maintenance procedures
		4	Generation of survey frames and samples
	F		Methodological services
		1	Confidentiality and disclosure control
		2	Questionnaire design
		3	Sample design and estimation
		4	Editing, imputation and outlier determination
		5	Seasonal adjustment and time series analysis

- Blue : minor changes or elements shifted - Green : added - Red : deleted
With Advisory Group for 1st consultation round
Added
Added
Section added
Section restructured and slightly expanded
Section restructured and significantly expanded
Section restructured and slightly expanded

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Comments

Chapter	Section	Sub-sect.	Description	Chapter	Section	Sub-sect.	Description	
	H		Statistical policies, standards and guidelines		G		Statistical policies, standards and guidelines	- Blue : minor changes or elements shifted - Green : added - Red : deleted
		1	Statistical policies			1	Statistical policies	
		2	Standard concepts, variables and classifications			2	Standard concepts, variables and classifications	
		3	Statistical guidelines			3	Statistical guidelines	
					H		Relevance to other producers of official statistics	Relevance to other producers of official statistics was distributed among relevant sections of this chapter

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Comments

Chapter	Section	Sub-sect.	Description
XII. Human resources management and development			
Chapter XII reflects changes in staff hiring, retention and training to cover the evolution of information technology, new data sources, standards of modernization and business architecture.			
A			Introduction
B			Workforce of an NSO
C			Human resources (HR) policies
D			Recruitment
E			Learning and Development (Training)
	1		Learning and development strategy
	2		Capacity development frameworks as the basis for training
	3		Training topics
	4		Training modalities, including learning in the workplace
	5		General purpose training cycle
	6		Specific situations
	7		Beyond general-purpose-training- - where to obtain training
F			Job rotation
G			Staff retention and exit
H			Options available for a new chief statistician
I			Human resources management: a policy package

Chapter	Section	Sub-sect.	Description
XII. Human resources management and development			
Chapter XII reflects changes in staff hiring, retention and training to cover the evolution of information technology, new data sources, standards of modernization and business architecture.			
A			Introduction
B			Staff composition
C			Human resources policy
D			Recruitment
E			Training
F			Job rotation
G			Staff retention
H			Options available to new chief statistician
I			Human resources management: a policy package
J			Relevance to other producers of official statistics

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Advanced draft available on Wiki
Section significantly expanded
Section expanded
Relevance to other producers of official statistics was distributed among relevant sections of this chapter

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Comments

Chapter	Section	Sub-sect.	Description	Chapter	Section	Sub-sect.	Description	
XIII. Data, information and knowledge management				XIII. Data, information and knowledge management				- Blue : minor changes or elements shifted - Green : added - Red : deleted
Chapter XIII covers the ownership and custody of records, documents, data, information and other intellectual assets held by the national statistical office, and the policies, guidelines and standards for their collection, storage, maintenance, retrieval, dissemination and destruction.				Chapter XIII covers the ownership and custody of records, documents, data, information and other intellectual assets held by the national statistical office, and the policies, guidelines and standards for their collection, storage, maintenance, retrieval, dissemination and destruction.				With Advisory Group for 1st consultation round
	A		Introduction		A		Introduction	
	B		General information management concepts, principles and policies		B		General information management concepts, principles and policies	Expanded
		1	Concepts: relationships between data information and knowledge					
		2	Policies for custody of records, documents, information and other intellectual assets					
		3	Governance of information					
	C		Managing statistical data and metadata		C		Managing statistical data and metadata	Expanded
		1	Managing statistical data					
		2	Managing statistical metadata					
		3	Developing a data and metadata management strategy					
		4	Statistical Metadata System					
	D		Information and knowledge management		D		Managing other information and knowledge	Expanded
		1	Developing an information and knowledge management strategy					
	E		Managing microdata archives					Added
	F		Policy on retention of data and related information					Added
	G		Skills needed					Added
	H		Relevance to other producers of official statistics		E		Relevance to other producers of official statistics	Relevance to other producers of official statistics still to be distributed among relevant sections of this chapter

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Comments

Chapter	Section	Sub-sect.	Description																																																																																																																																				
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 - Green : added
 - Red : deleted

Advanced draft available on Wiki

Added

moved to D.7

Added

Deleted

Moved from B.14

Proposed Handbook Provisional Updated Structure

Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

Comments

Chapter	Section	Sub-sect.	Description	Chapter	Section	Sub-sect.	Description	
	F		Basic information technology infrastructure needs and skill requirements		F		Basic information technology infrastructure needs and skill requirements	- Blue : minor changes or elements shifted - Green : added - Red : deleted
						1	Databases and data warehouses	Section streamlined to avoid major overlap with other chapters and sections
						2	Specialist statistical-processing and analytical software	New section G
						3	Dissemination tools	New section H
						4	Other skills	
	G		Specialist statistical processing and analytical software					From sub-section F. 2 moved as a new section
	H		Dissemination tools					From sub-section F. 3 moved as a new section
						5	Self-assessment of information technology infrastructure and needs	deleted and some elements merged into section I
	I		Other Current IT Issues					Added with some elements from F.5
					G		Relevance to other producers of official statistics	Relevance to other producers of official statistics was distributed among relevant sections of this chapter

Proposed Handbook Provisional Updated Structure

Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

Comments

Chapter	Section	Sub-sect.	Description
XV. Management of buildings, physical space and finance			
Chapter XV covers management issues of a more operational nature not reflected elsewhere in the Handbook.			
	A		Managing environmental, mechanical and electrical needs
	B		Managing the arrangement of office space
	C		Building security
	D		Critical statistical infrastructure protection
	1		Critical statistical infrastructure needed for an NSO to fulfil its functions
	2		Risks due to natural disasters and the consequences of climate change
	3		Particular vulnerability of SIDS
	4		What steps should an NSO take
	E		Managing finance
	1		Monitoring costs
	2		Reducing costs of field work
	3		Managing software licences costs
	4		Managing budgetary difficulties

Chapter	Section	Sub-sect.	Description
XV. Management of finance, buildings and physical space			
Chapter XV covers management issues of a more operational nature not reflected elsewhere in the Handbook.			
	A		Managing environmental, mechanical and electrical needs
	B		Managing the arrangement of office space
	C		Managing the distribution of offices within a space
	D		Building security
	E		Managing finance

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With Advisory Group for 1st consultation round Sections possibly to be allocated to other chapters
Deleted and some elements merged with B
Section added
Section E expanded

Proposed Handbook Provisional Updated Structure

Chapter	Section	Sub-sect.	Description
XVI. International Statistical System			
Chapter XVI covers the international statistical system—its structure, composition and its activities. The chapter highlights the importance of statistical cooperation and collaboration in the development and strengthening of national statistical systems and the roles of the national statistical office in the international system.			
	A		Introduction
	B		International statistical system
		1	United Nations Statistical Commission (UNSC)
		2	United Nations Statistics Division
		3	United Nations Regional Commissions: Statistical mandates
		4	United Nations Agencies with Statistical Programmes
		5	Non-UN entities with International Statistical Programmes
		6	Non-UN entities with Regional Statistical Programmes
		7	Coordination of international activities
	C		International Statistical Cooperation
		1	Key actors in statistical cooperation: standards, frameworks and methods
		2	International support for national statistical development
		3	Key actors in statistical cooperation: statistical capacity development
		4	Non-government organizations/networks contributing to statistical development
		5	International and regional activities that facilitate cooperation
	C		The NSO and the International Statistical System
		1	Engagement of NSO with the ISS and international cooperation activities
		2	NSO functional unit responsible for international cooperation in statistics
		3	Donor-partners coordination group
Annexes			
	I		Reference documents
	II		Glossary
	III		Possible organizational structures
	IV		List of major Surveys conducted by NSOs including international custodian agencies
	V		List of major International standards and classifications including international custodian agencies

Endorsed Handbook Structure 49th Session UNSC (E/CN.3/2018/5)

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XVI. International Statistical System			
Chapter XVI covers the international statistical system—its structure, composition and its activities. The chapter highlights the importance of statistical cooperation and collaboration in the development and strengthening of national statistical systems and the roles of the national statistical office in the international system.			
	A		Importance of international standards and requirements
			International standards and frameworks
	B		Coordination of international cooperation at the national level
	C		International actors and bodies in the field of statistics
		1	Organizations of the United Nations system
		2	Organization for Economic Cooperation and Development
		3	International Monetary Fund
		4	European Union and Eurostat
		5	Other non-United Nations regional organizations
	D		International professional organizations
		1	International Statistical Institute
	E		International development cooperation
		1	Importance of statistical development cooperation
		2	Actors in the field of development cooperation
	F		Relevance to other producers of official statistics
Annexes			
	I		Reference documents
	II		Glossary
	III		Possible organizational structures

Comments

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Still to be drafted

Chapter fully restructured and reorganised to avoid duplications with other chapters and to stress elements of international cooperation, assistance and coordination not mentioned elsewhere in the Handbook

Relevance to other producers of official statistics was distributed among relevant sections of this chapter

Still to be drafted

Added

Added