

Multi-Year Statistical Programme (MYSP)

Guide for National Statistical Offices (NSOs)

Indhold

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Introduction to Content, Activity Model, and Methodology

A Multi-Year Statistical Programme (MYSP) is a strategic plan that guides an NSO's development and activities over a period of several years. This guide outlines how to prepare an MYSP using a systems-based, functionally differentiated approach inspired by Luhmann's complexity reduction theory. In essence, the NSO reduces complexity by breaking down planning into functional components and addressing key problems step by step. According to the United Nations National Quality Assurance Framework (UN-NQAF) **Requirement 1.4**, every national statistical system should have a multi-year plan for official statistics, supplemented by annual plans for implementation . Similarly, the Generic Law on Official Statistics mandates the establishment of a multi-year statistical programme covering the entire National Statistical System (NSS) . These frameworks underscore that strategic planning is not optional – it is a required foundation for quality and coordination in official statistics.

Internal Activity Model (GAMSO): We adopt the Generic Activity Model for Statistical Organizations (GAMSO) to structure internal functions and their interaction with the external environment. GAMSO defines four **internal functional areas** of an NSO – **Strategy & Leadership, Capability Development (Management), Corporate Support, and Production** . Each of these activity areas handles specific aspects of the NSO's work: - *Strategy & Leadership* sets vision, governance and strategic direction. - *Capability Development* builds methodological, technological and human capacities. - *Corporate Support* provides infrastructure, finance, IT and administration to enable operations. - *Production* covers the core statistical business processes (data collection, processing, analysis, dissemination).

The model is shown below:

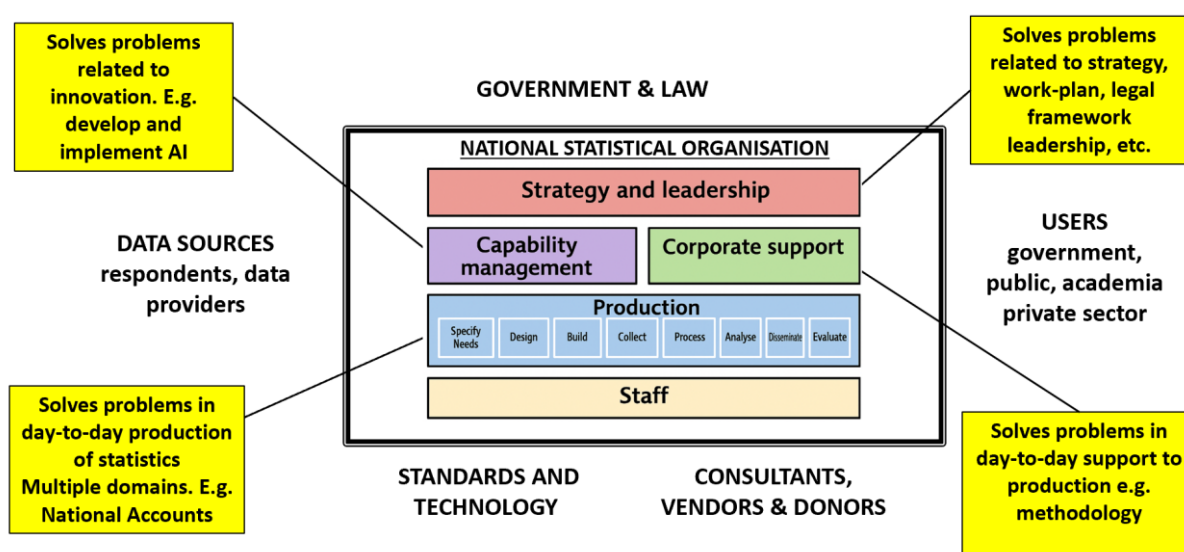


Figure 1. GAMSO model with staff and four main activities each handling problems from internal contexts and from external contexts.

While the four main activities are internal functions, they continuously interact with **external systems** in the NSO's environment – the legal framework, political oversight and funding bodies, the scientific community (e.g. academia, methodology experts), data providers, the media and the public. The NSO's strategy and operations must respond to external demands (like new laws, government policies or emerging data needs) and constraints (such as budget or respondent burden), while maintaining scientific integrity and public trust. The internal GAMSO functions serve as interfaces to manage these external complexities. For example, *Strategy & Leadership* engages with political authorities and international standards (ensuring legal mandates like the Generic Law's provisions are met), *Corporate Support* ensures compliance with financial and HR rules, *Capability Development* keeps methods and IT in line with scientific advances, and *Production* interacts with data providers and adapts to media/public

feedback. By functionally differentiating these concerns, the NSO can more effectively **reduce complexity** – each function focuses on a subset of problems, making the overall system more manageable.

Three-Step Problem-Solving Methodology: This MYSP guide uses a three-step approach to problem solving and planning: 1. **Assess the Current Situation and Identify Issues:** The process begins with a frank assessment of the NSO's current state, including strengths and weaknesses, using tools like SWOT analysis and self-assessment checklists. This step identifies key issues (gaps or problems) that need to be addressed in the strategic plan. 2. **Envision Future Solutions:** For each major issue, a future solution or improvement is proposed. This may involve exploring innovative approaches – for example, leveraging new technologies or **AI-supported analysis** for efficiency. Multiple strategic options can be

developed in this step, showing different ways to address the issues. 3. **Discuss and Decide on the Way Forward:** The final step is to discuss the proposed solutions with decision-makers and stakeholders, then decide on the adopted strategy. This includes setting the mission and vision, selecting strategic programs, and agreeing on resource allocation and governance arrangements. The decision is formalized in the MYSP and related annual plans.

This guide is structured according to these steps and components. It provides both **general guidance** and **detailed examples/cases** for each part of the planning process. Throughout, we integrate relevant principles from UN-NQAF (to ensure quality standards) and legal provisions from the Generic Law on Official Statistics (to ensure the plan is legally grounded). The ultimate goal is to enable NSOs to **set a clear strategic direction** while remaining adaptive – learning from implementation, consulting stakeholders, and adjusting plans annually as needed. By following this approach, an NSO can fulfill UN-NQAF requirements for strategic planning ¹ and meet legal obligations (e.g. Article 12 of the Generic Law) for multi-year programming ², all through a systems-thinking lens that manages complexity in a practical way.

A. Introduction

Purpose of the MYSP: The Multi-Year Statistical Programme serves as the NSO’s high-level roadmap, setting direction and enabling adaptive learning over a span of (typically) 3 to 5 years. It defines where the NSS needs to go and how to get there, ensuring that official statistics development is proactive rather than reactive. In essence, the MYSP aligns statistical activities with national priorities and emerging information needs, while embedding quality assurance and innovation. As required by UN-NQAF, such a plan should cover the entire National Statistical System and address quality considerations. The Generic Law on Official Statistics reinforces this purpose: **Article 12.1** stipulates that “*a multi-year statistical programme shall be established for the National Statistical System to define the strategic development of official statistics... aiming at satisfying existing and emerging user needs.*”. In other words, the MYSP sets a clear vision for how the NSS will evolve to meet user demands and uphold statistical principles.

Target Audience: This guide – and the MYSP it helps create – is intended for a broad range of stakeholders in the NSS. Primarily, it is for the **NSO leadership and planning team** responsible for drafting the multi-year plan. However, it is equally important for **other producers of official statistics** (e.g. line ministries’ statistical units), members of the **coordinating bodies** (like a Statistical Council or advisory committees), and key **users and funding providers** who should be aware of the strategic direction. Engaging this wide audience is crucial: the Generic Law (Article 11.2) requires the NSO to prepare programs “*in close consultation with users of statistics, respondents and administrative data providers,*” with other producers participating and providing inputs. Thus, the MYSP should be transparent and inclusive, fostering a shared understanding across the NSS.

Clarity of Terminology: Before diving into the content, it is recommended that everyone involved is familiar with core terminology and concepts (see **Annex A** for a list of selected important terms). Terms like “*National Statistical System (NSS)*”, “*National Strategy for the Development of Statistics (NSDS)*”, “*Quality Assurance Framework*”, “*GAMSO*”, etc., will be used frequently. A common vocabulary helps avoid misunderstandings and ensures that stakeholders interpret the plan the same way. For example, understanding the GAMSO functions (Strategy & Leadership, Capability Development, Corporate Support, Production) is essential, as the MYSP is structured around these functional areas and their problem-solving roles. Likewise, familiarity with UN-NQAF quality principles and the legal definitions in the Generic Law will enable stakeholders to fully grasp the rationale behind certain requirements and

recommendations. In short, a **glossary of key terms** (as provided in Annex A) should be reviewed by all participants at the outset.

In summary, the Introduction section of the MYSP should clearly explain *why* the plan exists and *who* it is for. It sets the stage by highlighting that the MYSP is both a **strategic compass** (providing long-term direction towards a vision) and a **learning framework** (enabling the NSS to adapt through annual reviews and updates). This dual purpose is supported by international best practices – UN-NQAF emphasizes multi-year planning as a quality requirement ¹, and Article 12 of the Generic Law embeds it in legislation ². With a clear purpose, broad ownership, and shared terminology, the groundwork is laid for the planning process that follows.

(References: UN-NQAF Requirement 1.4 on the need for a national statistical plan ¹; Generic Law Article 12.1 on establishing a multi-year programme with vision and priorities ²; Generic Law Article 11.2 on stakeholder consultation in planning ³.) ⁴

B. Current Situation

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Developing an effective MYSP begins with a thorough assessment of the **current situation** of the NSO and the wider National Statistical System. This section provides guidance on how to conduct that assessment and identify the key issues that the strategic plan must address.

Assessment Framework: A combination of **self-assessment tools and SWOT analysis** is recommended to evaluate the current state. A self-assessment allows the NSO to measure its practices against established quality criteria, such as those in the UN-NQAF. In fact, *UN-NQAF Principle 8* calls on agencies to “systematically and regularly identify strengths and weaknesses to continuously improve process and product quality.” ⁵ This implies that an NSO should candidly appraise where it stands on various fronts: governance, resources, statistical infrastructure, quality management, innovation, and stakeholder engagement. A **SWOT analysis** (Strengths, Weaknesses, Opportunities, Threats) can structure this appraisal. Internal strengths and weaknesses might include factors like staff skills, IT systems, funding levels, coordination mechanisms, adherence to standards, etc., while external opportunities and threats could consider emerging data sources, changes in user needs, political support, or risks like budget cuts. It’s important that this assessment is evidence-based – using performance indicators, survey feedback (e.g. user satisfaction surveys), and perhaps peer review findings. The result should be a clear-eyed diagnosis of the NSS’s situation, serving as the “problem statement” for the MYSP.

Key Areas to Examine: Two common challenge areas for NSOs are **organizational silos** in production processes and **resource constraints**: - *Fragmentation and Silo-based Production*: Many NSOs find that statistical production is organized in isolated silos (for example, separate departments independently collecting data with little integration). This can lead to duplication of effort, inconsistent methods, and inefficiencies. The UN-NQAF highlights this issue under **Requirement 11.6**, which specifies that “the statistical agencies define, promote and implement integrated and standardized production systems.” ⁶ In other words, a modern NSS should move away from fragmented systems toward a more integrated approach (often via common platforms, shared registers, or a centralized data warehouse). During the current-state assessment, the NSO should check how close it is to this ideal. Are there multiple overlapping surveys or databases that could be streamlined? Are classification standards and IT tools harmonized across the agency, or does each unit do things differently? Identifying such fragmentation is crucial, as it points to opportunities for efficiency gains in the strategic plan. The Generic Law also weighs in: **Article 11.3(b)** requires that “deliveries and activities shall not duplicate those conducted by other producers nor result in an excessive burden on respondents.” ⁷ If the assessment finds duplication

(e.g. two departments surveying the same businesses separately), it indicates non-compliance with this legal criterion and a clear area for reform. - *Resource Availability*: Adequacy of resources is another fundamental aspect. UN-NQAF **Principle 9** is *Assuring adequacy of resources*, with **Requirement 9.1** stating that “*financial, human and technological resources are sufficient to implement the statistical work and development programme.*”⁸ The NSO should evaluate its current resource levels against its workload and mandates. Key questions include: Does the NSO have enough qualified staff to carry out its core programs and development projects? Is funding stable and sufficient for planned surveys, IT system upgrades, and training needs? Are there critical skill gaps or outdated technologies due to budget limitations? Any significant **resource shortfall** will constrain the execution of the strategic plan and must be highlighted. The Generic Law backs this up in **Article 14.3**, which ensures that “*the Producers of Official Statistics shall be granted sufficient human, financial and technical resources for implementation of the statistical programmes.*”⁹ Thus, if the assessment finds chronic underfunding or staffing gaps, it not only signals a risk to quality and timelines, but it also indicates that advocacy may be needed to secure the legally required resources from the government.

CASE EXAMPLE – IDENTIFYING CURRENT ISSUES

To illustrate, consider an NSO conducting its self-review. They discover that each subject-matter department maintains its own data processing system and there is no central data integration; for instance, the agriculture statistics unit and the business statistics unit separately collect similar data on farm enterprises. This *silo-based production* has led to inconsistent figures and redundant respondent burden. Such fragmentation clearly violates the spirit of UN-NQAF

11.6 which calls for integrated production systems⁶. It also conflicts with the Generic Law’s directive to avoid duplicate activities in the NSS⁷. The assessment team marks this as a priority weakness: “Lack of an integrated production architecture – data processing and databases are fragmented across departments, causing inefficiency and quality issues.”

Simultaneously, the NSO notes that over the past few years its budget has remained flat while demands on it have increased (new SDG indicators, additional surveys, etc.). The HR department reports a 15% vacancy rate, and IT infrastructure projects have been deferred due to funding limitations. This translates into *resource shortages* – insufficient staff training, older software still in use, and key statistical activities not conducted due to lack of funds. This situation is a direct gap relative to UN-NQAF 9.1, which expects adequate resources to implement all statistical programs⁸. It’s also a concern under the Generic Law: Article 14.3’s guarantee of “sufficient human, financial and technical resources” is not being met in practice⁹. The NSO records this as another critical issue: “Inadequate resources and capacity – current resource levels do not meet the requirements to fully carry out the statistical program, risking quality (e.g., delayed publications and outdated methodologies).”

Beyond these two areas, the NSO’s SWOT may uncover other issues: perhaps a lack of a formal **quality management system** (no comprehensive quality policy, as would be expected under NQAF Requirement 8.1), or weaknesses in **stakeholder engagement** (for example, user satisfaction has never been measured, whereas NQAF Requirement 14.4 says user satisfaction should be regularly monitored¹⁰). Such findings should all be documented in the Current Situation section. Each identified weakness or threat will later need to be addressed by a corresponding strategic response in the MYSP.

REFLECTION

Using Self-Assessment Results: It’s advisable to include a summary of any recent self-assessment or peer review. For instance, if the NSO has undertaken the UN-NQAF **self-assessment checklist**, the results could be summarized in a table or narrative: e.g., “Out of 19 UN-NQAF requirements, 5 were fully met, 10 partially met, and 4 not met. Key gaps were in resource adequacy (Principle 9) and integrated production (Principle 11).” This not only lends credibility (showing the plan is evidence-driven) but also

provides a baseline against which progress can be measured in the future.

In conclusion, the Current Situation section sets the stage by clearly articulating *where we are now*. It should highlight a small set of **priority issues** that the strategic plan must tackle. These issues might be framed as problem statements or challenges – for example: “fragmented IT systems and siloed data workflows,” “insufficient funding and human resources,” “lack of regular user consultation mechanism,” etc. Each issue identified here will later be matched with a solution in the form of a strategic program. This approach ensures the MYSP is **problem-driven and needs-based**, directly targeting the gaps that matter most for improving the NSS.

(References: UN-NQAF Principle 8 on identifying strengths and weaknesses ⁵ ; UN-NQAF Requirement 11.6 on integrated production systems ⁶ ; Generic Law Article 11.3(b) on avoiding duplicate statistical activities ⁷ ; UN-NQAF Requirement 9.1 on sufficiency of resources ⁸ ; Generic Law Article 14.3 on ensuring sufficient resources for statistical programmes ⁹ .)

C. Mission, Vision and Strategic Programs

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Having identified the key issues and current-state gaps, the NSO can now chart a course for the future. This section guides the formulation of the **mission**, **vision**, and a set of **strategic programs** that together form the core of the Multi-Year Statistical Programme. We use a functional, problem-solving approach: each strategic program is essentially a *targeted solution* to a problem identified in the current situation, and the programs are designed to leverage the NSO’s functional strengths (as per GAMS0) to implement those solutions.

Defining Mission and Vision: The **mission** is a concise statement of the NSO’s fundamental purpose – *why* it exists and *what value* it provides. It often already exists as part of the NSO’s mandate (for example, “to produce and disseminate official statistics to inform decision-making, following professional standards and principles”). In the MYSP, you might reaffirm or slightly refine the mission to align with current realities. The **vision** is a forward-looking statement describing the desired future state of the NSS after successful implementation of the strategy. It should be inspirational yet achievable, giving a clear picture of what success looks like (e.g., “An integrated, innovative and trusted national statistical system that meets the evolving information needs of our society”). According to **Article 12.2** of the Generic Law, the multi-year program “*shall put forward a vision and priorities for the development of the National Statistical System for the next [X] years*” . This legal requirement highlights that articulating a vision is not just good practice but expected; the vision provides a unifying direction for all stakeholders.

When defining vision and mission, ensure they are aligned with the issues identified. For instance, if one issue was low user trust or relevance, the vision might emphasize **trustworthiness and responsiveness** of statistics. If fragmentation was an issue, the vision might include being **integrated and efficient**. Essentially, the vision should paint the picture of an NSS **without the current problems** – a system that has overcome today’s challenges.

Developing Strategic Programs: Strategic programs (or strategic objectives/themes) break the vision into manageable parts. We recommend selecting around **five strategic programs** for a multi-year period, as this is a number broad enough to cover major areas but focused enough to be manageable. Each program is a portfolio of initiatives addressing a common theme or problem area. Using the *functional (problem-solution) method*, these programs are defined by the problems they solve, not by the existing organizational silos. This is a key aspect of the functional approach – we reorganize planning around functions (or needs) rather than institutions.

Each program should be given a clear title and description, and linked to relevant quality requirements and principles (so that fulfilling the program will also mean closing a gap identified by UN-NQAF or legal mandates). For example, based on the case issues discussed in section B, the NSO might consider programs such as: -

Program 1: Strengthening NSS Coordination and Governance – addressing coordination gaps and partnership with stakeholders (e.g., establishing stronger coordinating bodies, improving legal frameworks, engaging the Statistical Council). This relates to UN-NQAF **Requirement 1.2** (having coordination mechanisms for the NSS) and Generic Law provisions on NSS coordination and advisory bodies. –

Program 2: Integrated Data Systems and Innovation – tackling the siloed production by modernizing IT infrastructure, implementing a centralized data repository, and adopting new technologies like AI for data integration and analysis. This would directly fulfill UN-NQAF **Requirement 11.6** on integrated production systems. It also aligns with the principle of cost-effectiveness (Principle 11) by reducing redundant processes)

Program 3: Resource Mobilization and Capacity Development – ensuring the NSO has the human and financial resources, and the skills, to execute its mandate. This could include staff training programs, acquiring new resources, and optimizing use of existing resources. It targets UN-NQAF **Requirement 9.1** about sufficient resources and Requirement 9.2 on optimal use of resources, as well as Generic Law Article 14.3 (resource provision)¹³. It also connects to NQAF **Requirement 10.2** which expects statistical agencies to recruit qualified staff and run training programs (enhancing methodological capabilities). –

Program 4: Quality Management and Assurance – establishing or strengthening a comprehensive quality management system. For example, implementing a quality assurance framework (QAF) across all statistical processes, setting up a quality unit or committee (note: UN-NQAF **Requirement 8.3** recommends having a specific body responsible for quality management), conducting regular quality reviews and risk assessments (Requirement 8.8), and ensuring every statistical output is produced to international standards. This program addresses any weaknesses in processes and adherence to the Fundamental Principles, thereby improving trust in official stats. –

Program 5: User Engagement and Data Dissemination – focusing on the external side: improving how the NSO engages with users, responds to their needs, and communicates statistics. Initiatives here might include setting up user consultation forums (UN-NQAF **Requirement 2.1** mandates that stakeholders be identified and consulted on their needs), improving data accessibility (open data portals), reducing respondent burden (Principle 13), and developing new statistics for emerging needs (Principle 14 on assuring relevance). This program ensures the statistics remain relevant and that stakeholder trust and satisfaction are monitored (e.g., through regular user satisfaction surveys, fulfilling Requirement 14.4).

The above are example themes – the actual programs should be tailored to the NSO's situation. Crucially, each program should explicitly link back to the issues from the current situation. For instance, if “outdated IT systems” was a weakness, Program 2 (integration & innovation) is the answer. If “low user trust” was a threat, Program 5 (user engagement) addresses it. This traceability ensures the MYSP is logically structured: **each strategic program = a set of solutions to specific problems.**

Another benefit of the functional approach is that it inherently considers the four GAMSO functional areas in each program's implementation. Each strategic program will typically involve actions spanning multiple internal functions. For example, an **Integrated Data Systems** program will involve *Capability Development* (training staff on new IT tools), *Corporate Support* (procuring and maintaining new systems), and *Production* (redesigning business processes), all under the guidance of *Strategy & Leadership* (prioritizing and steering the modernization effort). By planning in cross-cutting programs, silos are broken down at the strategy level itself – teams from different departments may come together under a program workstream, which fosters the integration we seek.

Estimating Resources for Programs: The MYSP should include a high-level resource plan, often in terms of **person-years** and budget for each program. Since resources are finite, this becomes an exercise in strategic prioritization. Suppose the NSO has a total of **500 person-years** available per year

(across all staff). The NSO might allocate these across the five programs in proportion to the effort and emphasis required. For example, if integration and IT modernization is the top priority, Program 2 might be allocated a larger share of effort. These estimates help ensure the plan is realistic – if the sum of required effort far exceeds availability, the plan must be revisited or extra resources sought.

Below, we provide an **illustrative case** with three strategic options, each outlining a possible mission, vision, and set of five programs addressing the NSO's issues. These options demonstrate how different strategic emphases lead to different allocations of effort and focus, while still conforming to quality and legal requirements. In practice, an NSO might develop such options and then, through discussion with leadership and stakeholders, choose one option (or a combination) to implement as the final MYSP.

CASE: THREE STRATEGIC OPTIONS FOR MISSION, VISION, AND PROGRAMS

To illustrate the planning of mission, vision and programs, consider three different strategic options the NSO might debate. Each option presents a distinct approach to solving the identified issues, along with notional resource allocations (assuming 500 person-years available in Year 1). Each also demonstrates how the **four GAMS0 functions** address problems within the programs, and references the related UN-NQAF requirements to ensure alignment with quality standards.

Option 1: “Modernization with Quality Focus” – A balanced approach improving efficiency and quality

- **Mission:** *“To provide high-quality, coherent and timely official statistics for [Country], by continually improving our methods, integrating our data systems, and engaging with stakeholders.”* (Stresses quality and coherence as central purpose.)

- **Vision:** *“By the end of this MYSP, [Country]’s NSS will be an integrated and efficient system, widely trusted for its statistical quality and responsive to emerging data needs.”* (Envisions a well-integrated, trusted NSS addressing current gaps in integration and trust.)

- **Strategic Programs:**

- **Program 1: Strengthen Coordination & Governance** – Enhance NSS-wide coordination mechanisms. Activities include empowering the Statistical Council and establishing thematic user-producer committees. This addresses the coordination gaps identified (e.g., clarifying roles of various producers and avoiding duplication). *GAMS0 functions involved:* Strategy & Leadership (drives the creation of new coordination bodies and policies), Corporate Support (provides legal/admin support for MoUs and data sharing agreements), Production (aligns work plans among agencies). *Relevant standards:* UN-NQAF **Requirement 1.2** calls for a coordination body/mechanism covering local to international statistical activities ¹², which this program fulfills by formalizing coordination structures. *Generic Law links:* Article 10.1 empowers the NSO Director to set up advisory bodies with members from inside and outside the system for support in strategic activities ¹⁶ – this program would leverage that by creating such groups. (Year 1 allocation: 80 person-years)

- **Program 2: Integrated Production Systems & IT Modernization** – Implement a corporate data warehouse and common processing systems to break down silos. This includes adopting international standards like the GSBPM and SDMX, and possibly introducing **AI tools** for data editing or analysis to boost efficiency. *GAMS0 functions:* Production (designs new integrated workflows across surveys/administrative data), Capability Development (trains staff in new IT tools and processes), Corporate Support (upgrades IT infrastructure and ensures data security), Strategy & Leadership (prioritizes which legacy systems to replace first). This program squarely addresses UN-NQAF **Requirement 11.6**, achieving *“integrated and standardized production systems”*⁶. By centralizing data integration, it also aligns with cost-effectiveness (less duplication, more reuse of data). (Year 1 allocation: 130 person-years)

- **Program 3: Resource Mobilization & Capacity Building** – Secure and optimize resources. Key actions are developing a resource mobilization strategy (e.g., lobbying for increased government funding, seeking

donor support for statistics, as well as internal reallocations) and investing in staff development (training in statistical methods, emerging topics like big data, etc.). *GAMSO functions*: Strategy &

Leadership (develops and negotiates the resource strategy at high levels), Corporate Support (handles budget, HR planning and recruitment of new talent), Capability Development (executes training programs and knowledge management), Production (benefits from enhanced staffing on projects). This program fulfills UN-NQAF **Requirement 9.1** by ensuring “financial, human and technological resources are sufficient” for the work programme, and follows guidance that a resource mobilization strategy (like an NSDS) should be in place. It also supports Generic Law **Article 14.3**, pressing for the legally mandated resource provision. (Year 1 allocation: 100 person-years)

- **Program 4: Quality Management System** – Establish an NSS-wide quality assurance framework. This involves publishing a quality policy (if not already existing) – satisfying NQAF **Requirement 8.1** about a publicly available commitment to quality¹⁸ – and implementing systematic quality control measures (checklists, process documentation, regular quality reviews for key outputs). Potentially, a **Quality Committee** or dedicated unit is formed (echoing NQAF **Requirement 8.3**, which suggests having a body for coordinating quality management¹⁹). *GAMSO functions*: Strategy & Leadership (formulates quality policy and targets, instills a culture of quality), Production (applies the quality control tools in each statistical process), Capability Development (trains staff in quality management techniques, like GSBPM-based documentation), Corporate Support (could institute internal quality audit procedures, allocate resources for quality initiatives). The outcome is continuous improvement and compliance with international quality standards (e.g., IMF’s DQAF, UN-NQAF). (Year 1 allocation: 70 person-years)

- **Program 5: User Engagement & Communication** – Improve how the NSO interacts with users and communicates data. This includes setting up regular user satisfaction surveys (supporting NQAF **Requirement 14.4** on measuring user satisfaction²⁰), holding annual user-producer seminars, revamping the NSO’s dissemination platforms (e.g., more user-friendly website, open data portal), and strengthening press relations and data literacy programs. It also entails measures to reduce respondent burden (e.g., coordinate surveys, utilize administrative data more, following NQAF **Principle 13** guidelines). *GAMSO functions*: Strategy & Leadership (establishes a user engagement strategy and oversees stakeholder relationships – aligning with NQAF Principle 2 on managing user relationships), Corporate Support (upgrades dissemination tools and IT for user access, manages communication staff), Production (provides content and adapts statistical outputs to user feedback), Capability Development (trains staff in communications, visualization, user support skills). This program addresses relevance and trust in statistics, aligning with **Article 11.2** of the Generic Law which calls for consultation with users and data providers in planning⁴ and fulfilling the spirit of Fundamental Principle 1 (relevance to users). (Year 1 allocation: 70 person-years)

Total Year 1 Effort: 500 person-years. This balanced option devotes the largest effort to Program 2 (integration/IT) as that is capital-intensive, while still investing significantly in coordination and capacity (Programs 1 and 3). Quality and user engagement (Programs 4 and 5) are given somewhat smaller but meaningful shares. The **GAMSO functions** work in concert across programs: *Strategy & Leadership* guides overall modernization and stakeholder alignment, *Capability Development* ensures staff and methods keep up, *Corporate Support* provides the backbone (IT, finance, admin) to enable changes, and *Production* teams implement improvements in day-to-day statistical operations. By addressing UN-NQAF requirements (1.2, 11.6, 9.1, 8.1, 14.4, etc.) and legal mandates, this option aims for a well-rounded improvement of the NSS.

Option 2: “Transformation through Innovation (AI-Driven NSS)” – A forward-leaning, technology- centric strategy

- **Mission:** “To transform the National Statistical System by harnessing innovation and partnerships, delivering faster and deeper insights for policy and public good.” (Emphasizes transformation and innovation as the core purpose, aiming to go beyond traditional statistics to inform policy in new ways.)

- **Vision:** “Within five years, [Country]’s statistical system will be a cutting-edge, agile data ecosystem – integrating big data and AI, engaging citizens and the private sector, and setting the benchmark for statistical innovation in the region.” (This paints a picture of a highly advanced, tech-enabled NSS that is very open

and adaptive – addressing current issues by leapfrogging to new solutions.)

- Strategic Programs:

- Program 1: Data Ecosystem Integration – Expand the NSS by incorporating non-traditional data sources and partners. Initiatives include forging data-sharing partnerships with private companies (e.g., telecom data for mobility stats), integrating geospatial data, and creating an **integrated data platform** that combines survey, administrative, and big data. *GAMSO functions:* Strategy & Leadership (forges high-level agreements/MOUs with data providers, ensures legal frameworks for new data sources), Production (develops methodologies to combine new data with official data), Capability Development (trains data scientists, acquires tools for big data processing), Corporate Support (IT infrastructure for big data, legal counsel for privacy issues). This pushes the envelope on UN-NQAF **Requirement 11.5**, which advocates “proactive efforts to improve the statistical potential of administrative data and other data sources”¹⁹. It also aligns with Fundamental Principle 5 (accountability and improvement) and addresses any gaps in coverage of emerging phenomena (relevance, Principle 14). (Year 1: 120 person-years)

- Program 2: AI and Advanced Analytics – Infuse AI and machine learning into statistical processes. For example, using machine learning for coding and editing of survey responses, AI-driven imputation for missing data, and predictive analytics to nowcast key indicators. Possibly establish an **Innovation Lab** within the NSO. *GAMSO functions:* Capability Development (data scientists and methodologists design AI algorithms), Production (pilot these techniques in production processes for efficiency gains), Corporate Support (procures software, cloud computing resources; ensures IT governance and data ethics), Strategy & Leadership (sets innovation agenda and risk management for AI adoption). By doing this, the NSO addresses modern aspects of quality and efficiency – it speaks to NQAF Principle 10 (methodological soundness with new methods) and Principle 11 (cost-effectiveness through automation). In particular, NQAF guidance encourages the use of IT to increase efficiency and automate processes²⁰, which this program exemplifies. (Year 1: 100 person-years)

- Program 3: Human Capital and Organization Redesign – A bold rethinking of the NSO’s structure and skills to support innovation. Activities include restructuring teams around data domains rather than surveys, implementing a **continuous learning program** for staff on emerging skills (data science, IT security, visualization, etc.), and perhaps revising recruitment to attract talent with new skill sets. *GAMSO functions:* Strategy & Leadership (oversees organizational change management and sets new values/culture), Corporate Support (HR reforms, new incentive structures, flexible hiring practices), Capability Development (direct execution of training, knowledge exchange programs, maybe staff rotation schemes), Production (adapts to new team structures and workflows). This program targets the cultural aspect of quality – fulfilling NQAF **Requirement 8.2** which says “the statistical agencies promote a culture of continuous improvement.”²¹ It also extends UN-NQAF **Requirement 10.2** by ensuring staff are qualified and continuously upskilled. By investing in people, the NSO builds resilience to tackle complex data challenges. (Year 1: 90 person-years)

- Program 4: Quality and Trust Enhancement – In an innovation-centric plan, ensuring quality and maintaining **trust** becomes even more crucial (as new data and methods can raise questions of reliability or privacy). This program focuses on strengthening data governance, privacy protection, and user trust. Actions include developing strict data privacy and AI ethics guidelines, obtaining ISO certification for information security, and conducting independent quality audits on new experimental statistics. *GAMSO functions:* Strategy & Leadership (sets ethical guidelines and transparency policies), Corporate Support (legal and IT support for data governance, ensures compliance with privacy laws), Production (implements enhanced validation and documentation for new data outputs), Capability Development (trains staff on ethics, quality standards for big data). UN-NQAF principles on **professional independence and credibility (Principle 1)** and **quality commitment (Principle 8)** are at the heart of this program. For instance, publishing metadata and quality reports for new data sources fulfills NQAF best practices (e.g., all data sources should have quality reports²²²³). It also ties to Generic Law provisions that when adopting new methods or sources, professional standards must not be compromised (see Article 14.2 on no interference with professional independence²⁴). (Year 1: 60⁴)

person-years)

- **Program 5: Citizen Engagement & Transparency** – Leverage modern communication channels to involve the public and increase transparency. This could involve crowdsourcing certain data (citizen-generated data initiatives), creating interactive dashboards for users, and aggressively publishing open data. Also, outreach programs to explain statistics (improving statistical literacy) so that the value of official statistics is appreciated. *GAMSO functions*: Strategy & Leadership (drives open data policy, commits to transparency in line with Fundamental Principle 1 – relevance and impartiality), Production (prepares microdata and documentation for open release), Corporate Support (IT platforms for open data, licenses, APIs), Capability Development (trains staff in user experience design and data visualization). This program aligns with UN-NQAF **Principle 14: Assuring relevance**, ensuring new and existing statistics meet user needs (it might include mechanisms for feedback on data releases). Additionally, it operationalizes Generic Law **Article 11.4**, which requires that implementation reports on statistical programs (and by extension, progress) be made public – here the NSO can go further by also being transparent about innovations and challenges, fostering trust. (Year 1: 60 person-years)

Total Year 1 Effort: 500 person-years. Option 2 allocates a significant portion to innovative integration of data (Programs 1 and 2 together are 220 person-years, nearly half the effort). It assumes that by transforming technology and data partnerships, many current inefficiencies can be solved. The human and organizational aspect (Program 3) is also a major investment, recognizing that innovation is not just tech but people. Programs 4 and 5 focus on the soft infrastructure – quality, ethics, and public engagement – which are slightly smaller allocations but critical for sustainability. In this high-tech scenario, **GAMSO functions** solve complexity by pushing boundaries: *Strategy & Leadership* engages new partners and secures buy-in for bold changes; *Capability Development* rapidly builds new skills and methods; *Corporate Support* modernizes infrastructure and safeguards the system; *Production* evolves by incorporating cutting-edge techniques into regular operations. This option addresses UN-NQAF requirements in a forward-looking way – e.g., meeting quality with new methods (Principle 10), efficiency with IT (Requirement 11.4 on use of modern IT), and relevance²⁵ by exploring new data (Principle 14). It is ambitious and would likely need strong political and stakeholder support.

Option 3: “Core Consolidation and Gradual Improvement” – A cautious, stability-oriented strategy

- **Mission:** “To consolidate and strengthen the credibility of official statistics, ensuring accuracy, consistency, and adherence to international standards for all key outputs.” (Focuses on core mandate of producing reliable statistics, implying a back-to-basics approach.)

- **Vision:** “By the end of this period, the National Statistical Office will be a more efficient and secure institution, delivering all required statistics on time and error-free, with improved coordination across the NSS and maintained public confidence.” (This vision is more modest: it emphasizes improving efficiency and timeliness within the current scope, and maintaining trust, rather than expanding into new areas.)

- **Strategic Programs:**

- **Program 1: Institutional and Legal Framework Enhancement** – Ensure all necessary policies, laws, and agreements are in place for an effective NSS. This could involve updating the statistical law or its implementation regulations, clarifying the NSO’s coordinating authority, and strengthening the role of the Statistical Council. The idea is to solidify the **foundation** upon which statistics are produced. *GAMSO functions*: Strategy & Leadership (works on policy updates, coordinates with government to possibly amend laws or issue directives strengthening the NSS framework), Corporate Support (legal services, formalizing cooperation agreements with other data producers), Production (align internal protocols with new policies), Capability Development (train staff on updated legal/procedural mandates). This program is in line with Generic Law **Articles 10–12**, which provide for coordination bodies and multi-year/annual programs – it makes sure those provisions are fully implemented in practice. It also addresses any governance-related gaps from NQAF Principle 1 (legal mandate clarity) and 1.2 (if the coordination mechanism exists on paper but wasn’t functional, now it will be enforced). (Year 1: 60 person-years)

- **Program 2: Process Optimization & Incremental Integration** – Rather than a wholesale IT overhaul, this program looks for **incremental improvements** in efficiency. It might implement lean process reviews for each major statistical process to eliminate waste, standardize some processes (using GSBPM as a reference), and gradually introduce common tools where feasible. For example, if two surveys use different data entry software, move them onto a single platform over time. *GAMSO functions*: Production (leads process documentation and standardization efforts), Corporate Support (provides project management and IT small upgrades), Capability Development (shares best practices across departments, provides training on new standardized procedures), Strategy & Leadership (prioritizes which processes to streamline first, sets targets like reducing survey processing time by X%). This addresses UN-NQAF **Requirement 9.2**, focusing on *optimal use of available resources* through standardization and automation of processes to save costs. It also heeds NQAF **Requirement 11.4** (apply modern ICT to improve performance) in a gradual manner. The goal is to free up some resources and reduce burdens without massive new investments. (Year 1: 110 person-years)

- **Program 3: Workforce Efficiency and Development** – In this option, resource increases may be limited, so the NSO emphasizes making the best use of its current staff. This program might introduce performance management systems, better task allocation, and multi-skilling of staff so they can cover each other's roles. It also includes a modest training component focusing on fundamental skills (survey methods, analysis, IT literacy). *GAMSO functions*: Corporate Support (implements HR improvements like performance appraisal, recruits to fill critical vacancies with available budget), Capability Development (conducts essential training sessions, encourages on-the-job learning and knowledge sharing), Strategy & Leadership (identifies critical skill gaps to address and champions a culture of efficiency), Production (staff apply cross-training to ensure key operations always have backup). By doing so, the NSO aligns with UN-NQAF **Requirement 9.3**, which requires that *"the statistical agencies' use of resources is reviewed"* and improved. Monitoring human resource utilization and performance annually is part of that requirement, and this program would institute those practices (e.g., annual staff evaluations and satisfaction surveys as mentioned in NQAF 9.3 bullets). (Year 1: 90 person-years)

- **Program 4: Core Quality Assurance** – Focus on the **basics of quality** for key outputs (e.g., GDP, CPI, population statistics). This might include implementing strict revision policies, improving sampling and survey frames, and ensuring documentation for all surveys is up to date. If a formal QAF is too heavy to implement fully, the NSO might at least adopt a *lightweight quality assessment checklist* for each statistical product. *GAMSO functions*: Production (conducts quality assessment of outputs, implements improvements in methods where issues are found), Capability Development (provides methodological support to improve survey designs or estimation methods, possibly with help from academia), Corporate Support (ensures tools for quality documentation are available, maybe simple QA software), Strategy & Leadership (monitors quality indicators for key outputs and sets improvement targets). This program addresses any outstanding issues from UN-NQAF principles related to outputs: for example, **Principle 12** (appropriate statistical procedures) which has requirements for testing and validating processes before use ²² ²³, or **Principle 15** (accuracy and reliability). By doubling down on core product quality, the NSO ensures it meets international standards (e.g., IMF's SDDS or regional quality requirements). (Year 1: 80 person-years)

- **Program 5: Communication & Stakeholder Confidence** – Aimed at maintaining or slightly improving trust through transparency and responsiveness, but without large campaigns. Actions include timely release calendar publication (so users know when to expect data, improving credibility), responding to media inquiries effectively, and possibly establishing a small user satisfaction survey to get feedback on critical products. It could also formalize an annual meeting with key data users to gather their input on the upcoming work programme (fulfilling coordination and relevance needs). *GAMSO functions*: Strategy & Leadership (ensures commitment to release schedules and impartiality – echoing Fundamental Principle 6 on timeliness and Principle 1 on independence), Corporate Support (public relations or communications officer handles media and user queries), Production (prepares clear metadata and explanatory materials accompanying releases), Capability Development (trains subject-matter staff to better communicate with non-technical audiences). This modest program touches on Generic Law

Article 11.4 which mandates reporting on implementation to users via the Council ²⁵ – the NSO could extend that by publishing an annual performance report. It also supports UN-NQAF **Requirement 14.4** indirectly by seeking user feedback to inform adjustments ¹⁰ (Year 1: 60 person-years)

Total Year 1 Effort: 500 person-years. In Option 3, the allocations reflect a conservative strategy: heavy emphasis on optimizing processes (Program 2 has the highest share) since no big new systems are introduced, and ensuring staff are utilized well (Program 3). Other programs (1, 4, 5) are somewhat smaller efforts focusing on necessary governance, quality, and communication improvements. The **GAMSO functions** here are solving complexity in a steady, incremental fashion: *Strategy & Leadership* ensures all fundamentals (laws, policies, release practices) are sound and coordinates modest improvement projects; *Capability Development* concentrates on gradual skill upgrades and methodological tweaks; *Corporate Support* tightens internal management and administrative efficiency, providing stability; *Production* improves within existing processes to enhance quality and timeliness. This option addresses the critical UN-NQAF and legal requirements but without overextending: for example, it complies with planning/coordination mandates (NQAF 1.4 and Law Art.12 by having the plan), improves resource use (NQAF 9.2, 9.3), and maintains quality (Principle 12) and relevance (Principle 14) albeit with limited innovation. It might be suitable if the NSO operates in a constrained environment but still wants to make measurable progress on key issues.

REFLECTION

Each of the above options illustrates how an NSO can translate identified issues into a coherent mission, vision, and set of programs. In practice, elements of these options could be combined. The chosen strategy in an actual MYSP could, for instance, take the balanced approach of Option 1 but incorporate a few innovative pilots from Option 2, or follow Option 3's consolidation focus while still committing to a particular integration project. The crucial point is that the **strategic programs directly link to solving the problems** diagnosed earlier, and they are feasible given the NSO's context (resource estimates help check feasibility). The use of UN-NQAF requirements and Generic Law articles as references in defining programs ensures that the strategy is aligned with international quality standards and the national legal framework. Moreover, framing the programs in terms of problem-solving functions sets the stage for the next sections: it becomes clearer what governance and coordination is needed (section E) and how progress will be monitored and adjusted (section F) for each program.

(References: Generic Law Article 12.2 on including vision and priorities in the multi-year program ²⁵ ; UN-NQAF Requirement 1.2 on NSS coordination bodies ¹⁸ ; UN-NQAF Requirement 11.6 on integrated production systems ¹⁴ ; UN-NQAF Requirement 9.1 on resource sufficiency ¹⁵ and 9.2 on optimal resource use ¹⁰ ; Generic Law Article 14.3 on sufficient resources ¹⁰ ; UN-NQAF Requirement 8.1 on quality commitment (quality policy) ¹⁸ and 8.3 on quality management bodies ¹⁴ ; UN-NQAF Requirement 2.1 on stakeholder consultation ¹⁵ and Requirement 14.4 on user satisfaction follow-up ¹⁰ ; Generic Law Article 11.2 on consulting users/data providers in planning ¹⁰ ; UN-NQAF Requirement 8.2 on culture of continuous improvement ¹⁰ ; UN-NQAF Requirement 11.5 on use of administrative/other data sources ¹⁰ ; UN-NQAF Requirement 11.4 on use of modern ICT for efficiency ¹⁰ ; Generic Law Article 14.2 on non-interference in statistics (professional independence) ¹⁰ ; Generic Law Article 11.4 on reporting implementation and improvements publicly ¹⁰ .)

²⁵

E. Coordination and Governance

GUIDE

Executing a multi-year program that spans the entire National Statistical System requires robust **coordination and governance** arrangements. This section provides guidance on how to organize

governance across the NSS to implement the MYSP effectively, and presents a case example of three different governance models. The aim is to show how different setups can manage complexity, and how each of the GAMSOC functional areas contributes to solving governance challenges.

Governance Framework: At a minimum, the governance structure for the MYSP should leverage existing bodies and provisions outlined in the statistical law, and ensure clear decision-making and accountability. The Generic Law on Official Statistics (in its model form) gives a blueprint: - **Statistical Council (or similar high-level body):** Many statistical laws (including the Generic Law in **Article 14.1**) establish a council or board that includes user representatives, which the NSO must consult and through which multi-year and annual programs are approved before going to government ²⁹. This council typically advises on strategic priorities and helps safeguard professional independence (note Article 14.2 forbids government from interfering with the content of the programs ³⁰, underscoring the council's role in balancing stakeholder views with professional considerations). - **NSO Leadership (Director General and senior management):** By law, the NSO is usually designated as the **coordinator of the NSS** (Generic Law **Article 11.2**: the NSO prepares the programs in consultation with others ⁴, and **Article 11.4**: the NSO coordinates reporting on implementation across agencies ²⁵). The NSO Director often has the authority to make decisions on inclusion of statistical activities and producers in the national programs based on set criteria (Article 11.3). - **Other Producers of Official Statistics:** They are expected to participate in program development and execution, as per Article 11.2 and 11.3, and to follow the standards and schedules agreed in the national programs. Governance needs to define how these producers are coordinated – e.g., through committees, MoUs, or perhaps secondment of NSO staff to line ministries to assist. - **Advisory Committees or Working Groups:** In addition to a high-level council, the NSO can form thematic or technical committees. The Generic Law's **Article 10.1** explicitly allows the NSO Director to “set up other advisory or decision-making bodies for thematic areas, with members from within and outside the NSS, in support of strategic and methodological activities.”¹⁶. These could be working groups on methodology, a committee on big data, an inter-agency group on SDG indicators, etc. They bring in external expertise (from academia, private sector) and ensure broader system coordination on specific topics.

Solving Complexity through Governance: Niklas Luhmann's theory would suggest that organizations handle complexity by differentiating structures that can deal with different environments. In NSS governance, this means creating specialized forums or channels to manage different types of complexity: political oversight, user needs, methodological issues, inter-agency conflicts, etc. An effective governance setup reduces complexity by channeling issues to the right function or body.

For instance, **legal/political complexity** (like ensuring the plan has legal approval and funding) is handled by formal adoption processes – Article 14.1 requires government adoption of the programs as a legal instrument ²⁹, which anchors the plan in the government's agenda and budget. Meanwhile, **technical complexity** (resolving methodological problems, integrating data systems) might be delegated to expert working groups (as allowed by Article 10.1 for methodological support ¹⁶). **Stakeholder complexity** (balancing needs of different users and providers) is managed via the Statistical Council and consultation mechanisms (Article 11.2's consultation requirement ensures stakeholder voices in planning ⁴).

The internal GAMSOS functions each have a governance role: - *Strategy & Leadership* provides the overall governance leadership – the NSO's top management sets priorities, chairs coordination meetings, and ensures the MYSP stays aligned with national policy (without yielding professional integrity). They are accountable to both the government and the Statistical Council for delivery. - *Capability Development* function contributes by setting governance for standards and methodologies (e.g., a Methodology Committee might be led by the NSO's chief methodologist to ensure consistent methods across NSS – this falls under capability governance). - *Corporate Support* ensures proper project management, monitoring, and administrative support for governance bodies (e.g., secretariat for the Statistical Council, tracking progress on MYSP initiatives, managing communication among agencies). - *Production* units in various agencies engage through technical working groups and adhere to the coordinated plans, providing feedback from operational level to the governance bodies about what's working or not.

CASE EXAMPLE – GOVERNANCE MODELS:

Different countries adopt different governance models for their NSS, often depending on their administrative culture and the distribution of statistical responsibilities. Below, we outline three archetypal models – centralized, decentralized, and hybrid – and discuss how each would involve the GAMS0 functions to solve the complexity of managing an MYSP across the system.

Model 1: Centralized Governance (NSO-Led Coordination) –

- In this model, the NSO has a strong central role and most statistical activities are directly under its purview or tightly directed by it. The Statistical Council exists but primarily in an advisory capacity, while the NSO leadership drives decisions.
- **Structure:** The NSO (and its parent ministry if applicable) is the clear locus of authority. Other producers of official stats (like line ministries) play a minor role, mainly providing data to the NSO or executing tasks as instructed. The multi-year program is developed by the NSO and approved by the Council pro forma, then by government. The NSO's internal planning division monitors all projects.
- **How complexity is handled:** By centralizing decision-making, this model reduces complexity by having clear, singular direction – fewer coordination problems because one entity (NSO) decides on standards, schedules, methodologies for the whole system. It aligns with Generic Law **Article 11.3**, where the NSO Director “shall decide on the inclusion of producers [and] outputs” in the programs using set criteria ³¹ – essentially, the NSO cherry-picks what each agency will produce to avoid duplication and ensure compliance.
- **GAMS0 Functions in action:**
 - **Strategy & Leadership:** The NSO's top management takes almost all strategic decisions. They ensure the MYSP's objectives are broken down for each department and perhaps for other agencies as needed. They lead with a top-down approach, which can quickly implement changes (e.g., if integration is needed, the NSO can mandate all departments to adopt a central IT system). This strong leadership can solve coordination issues by fiat – complexity is reduced because lower units have less autonomy to diverge.
 - **Capability Development:** In a centralized system, capacity development might also be centralized. The NSO runs common training for the whole NSS, and standardizes methods via its methodology unit. This ensures consistency (solving complexity by having one standard rather than many), but might overlook local knowledge in other agencies. Still, the benefit is uniform quality assurance practices (as recommended by UN-NQAF) can be implemented more easily from the center.
 - **Corporate Support:** Corporate services (HR, IT, finance) are unified in the NSO, supporting all programs. For example, the NSO's IT department might directly manage the statistical databases of line ministries or provide them with infrastructure. This can be efficient and cost-effective (economies of scale), addressing cost-effectiveness concerns from NQAF Principle 11. However, it requires sufficient resources at the center – Article 14.3's guarantee of resources ⁹ becomes critical, since the NSO needs enough funding to service the whole system.
 - **Production:** Under centralized governance, production processes are standardized. The NSO often issues detailed technical guidelines to which all data-producing units must adhere. The production function benefits from clarity and possibly integrated systems (e.g., one survey framework for all household surveys). Integrated production (NQAF 11.6 compliance) is easiest to achieve here – indeed, perhaps a central *data integration unit* (as envisioned in some quality frameworks³²) is situated in the NSO and serves all domains. Complexity at the production level is reduced by removing duplicate efforts and implementing single workflows for multiple outputs.

- *Pros/Cons:* This model excels in enforcing standard quality and integration (fulfilling requirements like 11.6, and 1.4 planning across NSS³³ in a coherent way). It solves the complexity of coordination by structurally minimizing independent moving parts. However, it can strain the NSO if resources are insufficient (the center can become a bottleneck). It also demands strong leadership and may face resistance from other agencies losing autonomy. Still, many countries use a variant of this model when the NSO is clearly the dominant producer of stats.

Model 2: Decentralized Governance (Network of Autonomous Agencies)

- Here, the NSS is more federated. Several agencies (like Central Bank, line ministries, etc.) have significant statistical responsibilities and operate with more autonomy, coordinating through networks and agreements rather than strict hierarchy.
- *Structure:* The Statistical Council or a similar committee is crucial for coordination in this model; it brings together all producers to agree on the multi-year program. The NSO is a *primus inter pares* (first among equals) – it may provide secretariat support and technical guidance, but it does not directly control all aspects of other agencies' work. Each major producer might have its own strategic plan aligned to the overarching MYSP. Legal arrangements (MoUs or protocols) govern data sharing and methodological harmonization. This reflects a scenario perhaps in a federal country or where different ministries have historically strong statistical units.
- *How complexity is handled:* Complexity is addressed through **collaboration and feedback loops** rather than command. The NSS uses formal coordination bodies (like the Council, inter-agency committees) to negotiate and resolve overlaps. For example, if two agencies might produce similar data, the Council mediates responsibilities. The Generic Law supports this with Article 11.2 – others “participate in the process” of program preparation³⁴, and Article 11.4 – NSO coordinates reporting, implying a two-way communication and collective accountability³⁵. Essentially, complexity is not eliminated upfront, but managed through continuous dialogue.
- *GAMSO Functions in action:*
 - **Strategy & Leadership:** The NSO's leadership plays more of a facilitative role. Rather than issuing orders, they convene discussions, build consensus and persuade other agency heads to align with the MYSP. Leadership is distributed – for example, a Central Bank might lead on financial statistics strategy while the NSO leads on social stats, under a common framework. Solving problems requires negotiation skills and sometimes compromises on timelines or methods. The benefit is flexibility: agencies can innovate and adapt to their sector's needs (scientific and domain complexity handled by those closest to it).
 - **Capability Development:** In a decentralized model, each agency might have its own training and research units. However, to avoid divergence, a **capability network** can be formed – e.g., a Committee of Methodologists from each producer to share best practices. This way, complexity in methodological approaches is addressed by knowledge exchange. The NSO might coordinate some shared training, but it doesn't monopolize it. This can lead to healthy competition and innovation (one agency's success model can be adopted by others), but it requires a culture of collaboration.
 - **Corporate Support:** Corporate support functions are largely separate in each agency (each has its HR, IT). The challenge is to ensure interoperability – for instance, that IT systems can talk to each other for data sharing. A common *technical standards* policy (perhaps issued by the Statistical Council) is one solution. Financial planning is also decentralized, which might complicate resource mobilization: each agency must secure its own budget for stats. The Council can advocate collectively for the NSS, but each part might still face constraints. Article 14.3's promise of sufficient resources needs

enforcement across multiple institutions, which is tricky if some are outside NSO's direct control ⁹.

- **Production:** Production in a decentralized system happens in parallel across agencies. Each agency manages its operations but is expected to coordinate with others to avoid duplication. This is where the **programming** comes in: the multi-year and annual programs act as a contract – listing who produces what, with what frequency, so overlap is minimized. UN-NQAF Requirement 1.4's emphasis that the national plan covers the entire NSS ³⁵ is crucial – it ensures even autonomous players are part of one plan. Complexity arises when, say, one agency delays an output needed by another; governance must sort such issues (perhaps via escalation to the Council or heads of agencies). Nonetheless, each production unit can specialize deeply (e.g., the Health Ministry focuses on health survey quality, while NSO focuses on census), which can improve quality in each domain.
- *Pros/Cons:* Decentralized governance allows greater specialization and can be more resilient (no single point of failure). It encourages ownership of statistics by subject-matter agencies, which might integrate better with policy in those areas. However, it poses coordination challenges: ensuring coherence, avoiding duplication, and maintaining uniform quality is harder. It may need more elaborate coordination mechanisms (more meetings, more documentation) – which can be time-consuming. From the perspective of complexity, the system is inherently more complex (many nodes), but it might cope better with diverse stakeholder demands because each agency is attuned to its sector's needs. The Generic Law's coordination tools (Articles 10–14) become absolutely vital in this model – without them, the system could fragment completely.

Model 3: Hybrid Governance (Centralized Strategy, Decentralized Execution)

- – This model tries to combine strengths of both: a strong central strategic core with decentralized implementation. It is quite common in practice. The NSO and central bodies set standards and integrated systems, but allow other producers some autonomy in execution within that framework.
- *Structure:* The NSO coordinates the overarching strategy (the MYSP is prepared by NSO with input from others, then formally approved by Council/government). Key standards (methodologies, classifications, IT platforms) might be provided by the NSO. Other agencies carry out data collection and certain statistical production tasks, but often feed into NSO-led processes (for example, line ministries collect administrative data and the NSO integrates them into national indicators). There might be sectoral working groups that operate semi-independently but report to the NSO regularly.
- *How complexity is handled:* Strategically, complexity is reduced by unifying planning – everyone is on the same multi-year plan and annual workplans derive from it (Generic Law **Article 11.1** mandates both a multi-year and an annual program for exactly this reason ³⁶). Operationally, complexity is managed by division of labor: each agency focuses on its piece but follows common rules. This model often uses **Service Level Agreements** or MoUs: e.g., the NSO agrees with the Agriculture Ministry that the ministry will collect crop data following NSO's methodology, and NSO will then compile national agricultural accounts. Thus, each function or agency does what it's best at, under a guiding framework.
- *GAMSO Functions in action:*
 - **Strategy & Leadership:** The NSO provides strong leadership on *strategy and standards*, but not micromanagement on operations. The Statistical Council is actively used to endorse standards and resolve any high-level conflicts. Essentially, the NSO's leadership

acts as a steward of the system's vision (ensuring everyone is progressing towards the

vision set in the MYSP), while empowering others to implement. This solves complexity by having a clear strategic compass (less confusion on goals) but also allows flexibility in how to reach those goals at sub-levels.

- **Capability Development:** The NSO might centralize certain capability efforts like developing standard classifications or running a central training institute, while line agencies can innovate in methods for their domain. The hybrid approach could involve joint teams – for example, an NSO methodologist might be seconded to the Central Bank to help with a survey, transferring skills. This cross-pollination addresses complexity by spreading knowledge and creating system-wide competencies rather than siloed expertise.
 - **Corporate Support:** Some aspects could be centralized (perhaps the NSO provides a centralized data IT platform or a common dissemination portal for all official stats, which is efficient and ensures consistency), whereas others remain agency-specific (each agency handles its internal HR). A shared IT system is a typical feature of hybrid governance: e.g., all agencies use the NSO's data warehouse or open data portal, which guarantees integrated access (solving the data silo problem). At the same time, a decentralized budget responsibility means each agency still fights for its funding – but the NSO might coordinate a joint funding proposal for statistical development to the Ministry of Finance, citing the multi-year plan priorities. If successful, resources might be allocated in a coordinated way.
 - **Production:** In hybrid mode, production is decentralized in execution but centralized in design. For instance, the NSO might design a master sample frame for household surveys (so all surveys draw from it to avoid duplication), but a ministry team actually conducts a specialized survey using that frame. Data from various producers might flow into an NSO-led integration (e.g., NSO compiles the national accounts using data from multiple agencies). UN-NQAF **Requirement 11.6** (integrated production systems) is addressed by the NSO providing system-wide tools like the **Common Statistical Production Architecture** or GSBPM guidelines^{36 37}, which all agencies adhere to while executing their part. So each agency's production function solves its piece of the puzzle, and the NSO's production function ensures the pieces fit together.
- *Pros/Cons:* The hybrid model is arguably the most aligned with the Generic Law and international recommendations for national statistics – it encourages a **“national system”** approach rather than an NSO-only approach, but with the NSO as the linchpin. It can handle complexity by standardizing where necessary (reducing chaos) and decentralizing where beneficial (using local expertise). However, it requires good communication and trust among agencies. Potential pitfalls include ambiguity in authority – if something goes wrong (e.g., a delay), does the NSO have the power to compel action, or can an agency opt to prioritize its ministry's needs? Clear agreements and possibly legal backing (like specifying the NSO's coordinating authority in law, which Generic Law Article 5 often covers) are needed. When well-implemented, this model can fulfill all UN-NQAF requirements effectively: coordination (Principle 1) is strong, quality standards are uniformly applied, resources are pooled or shared efficiently, and relevance is maintained through collective input.

REFLECTION

In deciding on a governance model, an NSO should consider its country's context – including legal mandate, the number and strength of other data-producing agencies, and the existing culture of inter-agency cooperation. Often, elements of each model will be present. For example, statistics related to finance might be decentralized to the Central Bank (since central banks are often autonomous by law), while other statistics might be centralized under the NSO. In such cases, a hybrid approach is practically in effect: the NSO and Central Bank coordinate at the strategy level (possibly both sit on the Statistical Council) but operate independently day-to-day.

Regardless of the model, the governance section of the MYSP should clearly describe the roles and responsibilities for implementing the plan. It should list key governance bodies (Statistical Council, inter-agency committees, etc.), their composition and functions, and how they interact. It should also reference any legal articles that empower or constrain these bodies. For example, it can mention that “As per Article 14.1 of the Statistics Law, the multi-year program will be submitted to the Statistical Council and then the Cabinet for approval”²⁹, or “In line with Article 10.1, the NSO will establish a Methodology Committee with university experts to advise on program implementation”³⁰. This demonstrates that the governance setup is not ad-hoc but anchored in the legal framework and best practices.

Finally, governance is about making sure **complex plans turn into action**. Strong governance provides oversight (monitoring progress, which leads into the next section F) and the agility to respond to challenges (if something isn’t working, governance bodies can adjust course). Each GAMSO function plays a role in this oversight: leadership monitors strategic alignment, corporate services monitor budgets and schedules, capability units monitor technical quality, and production units report on operational metrics. Together, they ensure that the MYSP doesn’t sit on a shelf – it is actively managed and steered through a living governance system.

(References: Generic Law Articles 10–14 on NSS coordination bodies and program adoption^{16 4 31 38}; UN-NQAF Requirement 1.4 on multi-year plan covering entire NSS (implying need for NSS-wide governance)^{1 33}; UN-NQAF Requirement 2.1 on including stakeholder consultation (governance with users)¹⁵; UN-NQAF Requirement 11.6 on integrated production systems – often facilitated by centralized standards; Generic Law Article 14.3 on resource provision – a governance concern for funding across agencies; Generic Law Article 11.4 on reporting and improvement measures, implying a governance feedback mechanism²⁵.)

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F. Monitoring, Learning, and Adjustments

GUIDE

No strategic plan is static. Over a multi-year period, circumstances will change – new data needs emerge, technologies evolve, some initiatives progress faster or slower than expected, and unexpected challenges (like a pandemic or budget shock) can arise. Therefore, a good MYSP must include mechanisms for **monitoring progress, learning from implementation, and making adjustments** to priorities on a regular basis. This section describes how to set up such mechanisms, and provides examples of different organizational approaches to enable continuous learning and adaptation, again highlighting the role of GAMSO functions.

Establishing a Monitoring and Review Cycle: At minimum, the NSO should plan for an **annual review** of the MYSP’s implementation. This typically coincides with the preparation of the **annual statistical program** (which, as per Generic Law **Article 13.1**, is the yearly translation of the multi-year program³⁹). In fact, the process of drafting the annual plan each year can be used to update priorities: look at what was achieved in the past year, what issues arose, and adjust the upcoming year’s activities accordingly. The Generic Law explicitly supports this by requiring that the annual program includes linkages to the multi-year program and even “*planned internal or external assessments of the functioning of all or parts of the NSS.*”⁴⁰ (Article 13.5). This means each year, the NSO should either conduct or plan an assessment (self-assessment or external review) of how things are working, and feed that information back into strategy.

Additionally, **mid-term evaluations** of the multi-year program are advisable. Generic Law **Article 12.3** mandates “*the multi-year statistical programme shall be subject to an evaluation process at least once in the course of its duration.*”⁴¹. For a 5-year plan, a mid-term review in year 2 or 3 can be conducted. This evaluation can be more extensive – possibly involving external experts or peer reviewers – to assess

whether the NSS is on track to meet its strategic objectives and to recommend course corrections for the remainder of the period.

Stakeholder Consultation and Feedback: An essential aspect of learning is getting feedback from users, respondents, and other stakeholders. The plan's relevance (are we producing the right statistics?) and effectiveness (are data reaching and satisfying users?) can only be gauged by consultation. UN-NQAF **Requirement 14.4** emphasizes that “*user satisfaction is regularly measured and systematically followed up.*”¹⁰ Setting up mechanisms like annual user satisfaction surveys, stakeholder meetings, or feedback forms on the NSO website will provide data on what is working and what needs are unmet. Likewise, engagement with data providers (e.g., other government agencies supplying administrative data, or survey respondents via their associations) can highlight burdens or issues in data collection that need addressing. The MYSP monitoring should incorporate these inputs. For example, if users consistently say they need more disaggregated data on X, the NSO might adjust program priorities (if feasible) to accelerate development of that area.

Internal Learning and Adaptation: Within the NSO and NSS, cultivate a “*culture of continuous improvement*” (UN-NQAF **Requirement 8.2**). This means encouraging staff to reflect on processes and suggest improvements, documenting lessons learned from each project, and being willing to revise methods or plans when evidence shows a better way. One practical tool is to have *annual internal self-assessments* for each program or major project, possibly using a simplified checklist derived from the quality framework. Another is conducting *after-action reviews* following major activities (for instance, after a census or survey round, convene the team to discuss what went well and what didn't, and record recommendations for next time).

The MYSP document can specify that each strategic program will have performance indicators and annual targets, which will be monitored. For instance, Program 2 (integrated data systems) might track an indicator like “% of surveys using the centralized processing platform” and aim to raise it each year. Program 5 (user engagement) might track “number of user consultations held” or a user satisfaction index score. By measuring these, the NSO can quantitatively gauge progress. If an indicator is far off target, that's a prompt to investigate and adjust the approach.

Governance for Monitoring: Section E described the governance bodies – these also play a key role in monitoring and adjustments: - The **Statistical Council** (or equivalent) often reviews annual progress reports. Generic Law **Article 11.4** notes that the NSO's implementation reports are submitted to the Council and other user representatives, and the Council's opinion is made public²⁵. This provides external oversight and accountability. If the Council, which includes user representatives, feels something in the plan is not addressing user needs, they can formally recommend a change. - NSO's **internal Steering Committee** for the MYSP (if one exists) should meet regularly (e.g., quarterly) to review status of projects and solve problems. They ensure inter-department coordination during implementation. For example, if Program 3 is lagging because HR couldn't hire planned staff, the committee can decide to reallocate some tasks or hire consultants as a workaround. - Many NSOs also have a **quality committee or audit unit** (as recommended by NQAF 8.3)⁴⁴ that might conduct internal audits of processes. Their findings feed into adjustments – e.g., an audit might find that metadata documentation is lacking, so the NSO adds an activity to Program 4 to implement a metadata system sooner than originally scheduled.

Flexibility in the Plan: While the MYSP sets a multi-year direction, it should be treated as a *living document*. If major changes occur, the NSO can formally update the plan. Some countries publish a **mid-term update** to their NSDS or MYSP, reissuing the document with revised targets. Others keep the original plan but issue addendums or simply reflect changes in the yearly work programs. The approach can be decided by what the law permits – for instance, if the law (Article 14.1) requires government

adoption of the plan, significant changes may also need approval. In any case, it's better to adapt than to rigidly stick to an outdated plan. The plan should state that “the implementation of the MYSP will be monitored annually and the plan may be adjusted to respond to new developments or findings, in consultation with stakeholders.”

ORGANIZATIONAL OPTIONS FOR MONITORING, LEARNING AND ADJUSTING

To illustrate how different organizations might handle monitoring and learning, here are three conceptual **organizational options** for embedding review and adaptation in the NSS, with a focus on how GAMSO functions facilitate the process:

Option A: Dedicated Monitoring & Evaluation (M&E) Unit within NSO (Centralized Learning)

- – The NSO establishes a small permanent unit (or designates an existing unit, e.g., the Strategy or Quality unit) specifically for tracking the MYSP implementation and coordinating improvements.
- *How it works:* This unit collects data on all programs' progress, prepares an annual performance report, and organizes evaluation activities (like mid-term review). It might use tools like dashboards where each department reports quarterly on key indicators.
- *GAMSO roles:* **Strategy & Leadership** function sponsors this unit and uses its reports to make strategic adjustments. **Capability Development** might contribute by providing expertise in evaluation methods (maybe statisticians in this unit analyze performance data). **Corporate Support** ensures the unit has access to management information systems and assists with organizing external evaluations or stakeholder surveys. **Production** departments cooperate by supplying their performance metrics and implementing the recommendations.
- *Complexity management:* This centralized approach means one unit has the whole-system view, reducing complexity for others (they just report to M&E unit). It ensures consistency in evaluation criteria (everyone measured by similar standards, e.g., using UN-NQAF criteria). The downside is it could become a reporting burden if not streamlined, and departments might become passive, expecting the M&E unit to identify problems for them. Still, it aligns with NQAF guidance that a coordinated quality management (or monitoring) mechanism is beneficial .

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Option B: Participatory Annual Review Forum (Decentralized Learning)

- – Instead of (or in addition to) a unit, the NSS could hold an annual **stakeholder forum** or retreat to review progress. This would include NSO staff, other producers, key users (like major ministries, central bank, perhaps donors and academia).
- *How it works:* Each year, a meeting (or series of meetings) is convened where results are presented (e.g., “this year we achieved X new surveys, faced Y challenges”). Stakeholders give feedback and discuss re-prioritization. The outcome might be a communiqué or recommendations for adjustments which the NSO and Council then formalize.
- *GAMSO roles:* **Strategy & Leadership** orchestrates this forum, using it as a tool for transparency and accountability – very much echoing Fundamental Principle 1 (impartiality and transparency). **Production** and **Capability Dev** functions present their technical achievements or issues to the forum (for instance, the IT division might demo the new data portal; a subject-matter department might explain why a survey was delayed). **Corporate Support** handles the logistics and compiles the documentation (making sure, say, budgets and timelines are updated per the forum's conclusions). **Strategy & Leadership** then synthesizes the input into an updated plan or

at least an updated internal workplan.

- *Complexity management*: This participatory approach casts a wider net for feedback, which can catch issues the NSO alone might miss – for example, a university professor in the forum might point out a quality issue or a new method to consider, or a business association member might

highlight a problematic survey question causing low response. It leverages **social complexity** (multiple viewpoints) to improve the plan. It also increases buy-in: if users are part of the review, they are more likely to support the NSO when adjustments are made. The challenge is to keep such forums focused and productive. Generic Law **Article 13.5** supports including external assessments ⁴² – a forum could be one way to incorporate external assessment continually.

Option C: Embedded Continuous Improvement Teams (Hybrid Adaptive Structure)

- – Under this option, the NSO embeds “learning loops” within each strategic program team or department. Essentially, each unit has a small group or at least one “quality champion” responsible for monitoring its own targets and instigating improvements in real time.
- *How it works:* For example, the Prices Statistics department monitors each monthly CPI release for timeliness and revisions. If a target is missed, the team analyzes why and implements a fix (maybe an internal process change) immediately, rather than waiting for an annual review. These departmental learnings are then shared across the NSO quarterly in management meetings, so other areas can also learn. The MYSP’s central monitoring just compiles these self-reported adjustments.
- *GAMSO roles:* **Production** units take the lead here (since improvements often relate to production processes). **Capability Development** plays a role by training these teams in problem-solving techniques (like root cause analysis, Kaizen methods). **Strategy & Leadership** encourages this culture and provides forums (like regular management meetings) for sharing lessons. **Corporate Support** might provide data (e.g., an internal audit unit under Corporate Support could give each department data on errors or compliance that the department then addresses).
- *Complexity management:* This distributed approach treats each program or unit as a semi-autonomous cell that can adapt. It’s akin to how a complex adaptive system works – each part learns and evolves, which in sum makes the whole system resilient. It reduces the burden on central leadership to find every issue, because those doing the work are empowered to fix issues on the fly. It aligns strongly with NQAF **Requirement 8.2** (culture of continuous improvement) ²¹. The **complexity** of coordinating improvements is managed by having a good communication system so that important changes or resource needs discovered at lower levels are escalated appropriately (for instance, if a department finds it cannot improve timeliness without more staff, that gets reported up to consider in the next plan/budget).

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In practice, an NSO might use a combination of these options. For example, a central M&E unit (Option A) could coordinate an annual stakeholder forum (Option B) and also promote internal quality circles (Option C). The key is that there are **multiple feedback mechanisms** – internal and external – to ensure the strategy stays relevant and achievable.

The MYSP document should describe the intended monitoring and learning approach. It can be a subsection “Monitoring and Evaluation” stating, for instance: - The NSO will produce an **Annual Progress Report** on the MYSP, to be shared with the Statistical Council and published for transparency (fulfilling Article 11.4’s public reporting requirement) ²⁵. - The plan will be reviewed and updated annually in consultation with key stakeholders (possibly citing that stakeholder input is consistent with UN-NQAF principles on user engagement). - A mid-term evaluation is planned (mention if it will be external or internal). - Key performance indicators for each program are listed (could be in an annex or a results framework attached to the plan). - There is a process for approving adjustments: e.g., “*Any major change in targets or introduction of new initiatives will be discussed in the Council and, if significant, submitted to the government for endorsement as an update to the program.*” (This ties back to the legal adoption mechanism in Article 14.1 ²⁰, ensuring even adjustments respect the needed approvals if required.)

By incorporating these elements, the MYSP becomes a dynamic management tool rather than a static reference. The culture that this fosters is one of **adaptive management** – the NSO and NSS learn from both successes and failures. For instance, if an attempt to integrate a new big data source fails in year 2 (maybe due to legal issues or quality concerns), the adaptive approach would be: analyze why, document the lesson, adjust program 1 or 2 to perhaps focus on improving the legal framework for data access (addressing that issue), and try again or choose an alternative path. This is far better than blindly pushing on or abandoning innovation without learning, because it builds institutional knowledge.

In conclusion, monitoring, learning, and adjustment are what keep the MYSP *alive*. Each of the GAMSO functions contributes to this: - **Strategy & Leadership** ensures that lessons learned translate into updated strategy (doing the right things). - **Capability Development** ensures the organization improves its methods and skills over time (doing things better). - **Corporate Support** ensures that the structures (IT, HR, finance) are adapted as needed to support new directions (enabling change). - **Production** ensures day-to-day operations reflect improvements and that data continue to meet quality and timeliness expectations (delivering on change).

This continuous cycle of feedback and refinement is how the NSO can remain effective and relevant in a changing world, thereby fulfilling the ultimate promise of the MYSP: not only to set a direction, but to navigate and steer along that direction through learning and adaptation.

(References: Generic Law Article 13.5 on including assessments in annual program ⁴⁰; Generic Law Article 12.3 on requiring an evaluation of the multi-year program during its course ⁴¹; UN-NQAF Requirement 14.4 on regular user satisfaction measurement ¹⁰; UN-NQAF Requirement 8.2 on promoting a culture of continuous improvement ²¹; Generic Law Article 11.4 on public reporting of implementation and improvements ²⁵; Generic Law Article 14.1 on program adoption (implying need to also formally adjust if scope changes) ²⁹; UN-NQAF Requirement 8.3 on having a quality management coordination body ¹⁴.)

Annex A: Selected Important Terms

(Note: This Annex will contain a glossary of key terms and acronyms used in the MYSP guide, to ensure all readers have a common understanding. Below is a placeholder list of examples.)

- **National Statistical System (NSS):** The ensemble of statistical agencies within a country that produce official statistics. Typically includes the National Statistical Office (NSO) and other government agencies (e.g., central bank, ministries) that produce statistics.
- **National Statistical Office (NSO):** The central agency responsible for coordinating the NSS and often the main producer of official statistics in a country. Sometimes called the National Bureau of Statistics or similar.
- **Multi-Year Statistical Programme (MYSP):** A multi-annual strategic plan outlining the development and production of official statistics over a set period (e.g., 3-5 years), including mission, vision, strategic programs, and resource allocation. It can take the form of a **National Strategy for the Development of Statistics (NSDS)**.
- **Annual Statistical Programme:** The yearly implementation plan derived from the MYSP, detailing the statistical activities to be carried out in a given year (surveys, censuses, data releases, development projects) ³⁹.
- **UN National Quality Assurance Framework (UN-NQAF):** An international framework providing principles and requirements for quality in official statistics. It includes 19 requirements across several principles (e.g., coordination, resources, methodology, outputs) that NSOs should aim to meet to assure quality ¹ ⁸.

- **Generic Law on Official Statistics:** A model law (developed by international organizations) that countries can adapt for their statistical legislation. It outlines the legal basis for official statistics, covering the mandate of the NSO, NSS coordination, statistical programmes, data collection, confidentiality, etc. Key articles (e.g., 10–14) deal with governance and planning of the NSS ¹⁶ ⁴.
- **GAMSO (Generic Activity Model for Statistical Organizations):** An international reference model that categorizes the activities of a statistical organization into four broad areas: **Strategy & Leadership, Capability Development (or Management), Corporate Support, and Production** ³. It extends the GSBPM to cover overarching and managerial processes in addition to core production.
- **GSBPM (Generic Statistical Business Process Model):** A standard framework describing the set of steps needed to produce official statistics (from specifying needs, through data collection and processing, to dissemination and evaluation). Typically underpins the **Production** component of GAMSO.
- **SWOT Analysis:** A strategic planning tool for identifying internal **Strengths** and **Weaknesses** of an organization, and the external **Opportunities** and **Threats** it faces. Used in assessing the current situation as a basis for strategy formulation.
- **Stakeholders:** All parties with an interest in official statistics, including data users (government, businesses, researchers, public), data providers (households, enterprises, administrative data holders), partners (donors, international organizations), and those involved in production (other agencies in NSS). UN-NQAF Principle 2 highlights managing relationships with stakeholders ⁴³ ¹⁵.
- **Quality Assurance Framework (QAF):** A set of policies, procedures and tools that an NSO uses to ensure the quality of its statistical processes and outputs. For example, having a quality policy, standard checklists, audit and review processes, following UN-NQAF guidelines.
- **Person-year:** A unit of resource measurement equivalent to the work of one full-time person for one year. Used for high-level planning of human resources in the MYSP.

(The Annex would continue with definitions of other technical terms and acronyms as needed, such as SDMX, metadata, statistical confidentiality, etc., based on terms used in the document.)

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