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Building a Strong Community of Innovative and Forward Looking Leaders in Official Statistics

ISI Workshop on Leadership and Management

Yaoundé, 06-08 April 2016

Workshop Report

I. Introduction

The workshop on leadership and management was organised by the International Statistical Institute (ISI) in collaboration with the National Statistical Office (NSO) of Cameroon and the African Development Bank. It took place at the La Falaise hotel in Yaoundé from 6 to 8 April 2016.

This workshop was aimed at leaders and senior management of the NSOs and other official producers of statistics and actors from Francophone countries in Africa. The main objective of the workshop was to build a solid community of innovative leaders with a clear focus on the future in terms of official statistics. This community would be in a perfect position to take advantage of the way in which data is evolving and respond to the requirements of the sustainable development programme post-2015.

The workshop concentrated on building leadership and management skills of senior managers and offered a suitable platform for colleagues to exchange ideas relating to best practice and innovations. The workshop also provided an opportunity to discuss recent developments relating to statistics with the aim of improving the quality of national statistical systems. Innovative strategies with a view to making structural improvements to offices and statistical systems were also addressed.

The full agenda, including presentations, is available at the following address: <http://isi-web.org/index.php/news-from-isi/20045-isi-workshop-on-leadership-and-management-cameroon>

60 persons took part in the workshop, essentially directors and managers within national statistical offices, leaders of other producers of official statistics, important actors and facilitators of the ISI. Fifteen facilitators were invited. The workshop was very interactive and comprised seven work groups. The format of the workshop enabled all participants to express themselves and make an active contribution.

The workshop was organised by the International Statistical Institute (ISI) in collaboration with the African Development Bank (AfDB), with the support of the World Bank (WB) Trust Fund for Statistical Capacity Building. It was facilitated by the NSO of Cameroon with the assistance of Expertise France. The ISI would like to thank all these institutions for their support, particularly Mr Fessou Lawson of the African Development Bank, for their significant contribution in enabling the participation of the African delegates at the workshop and for their support in the development programme.



Family picture of the workshop

The NSO of Cameroon, headed by Mr Joseph Tedou, was an excellent partner for the organisation of this workshop. On behalf of the ISI and all the participants, we would like to thank Mr Joseph Tedou and his staff Mr Barnabé Okouda and Ms Jacqueline Mbenty for their kind help and hospitality.

II. Opening ceremony

In his welcome speech, Mr Joseph Tedou, Director General (DG) of the National Statistical Office of the Republic of Cameroon, expressed his pleasure in welcoming this high level workshop of the ISI on leadership and management, co-organised with the NSO of Cameroon with the support of the AfDB. He thanked Pedro Luis do Nascimento Silva, President of the ISI, for choosing Yaoundé as the host city and the dedication of his staff. Mr Tedou also expressed his thanks to the AfDB, which has been supporting the development of statistics on the continent for several decades. He offered his thanks to the Presidency of the Republic of Cameroon for the Prime Minister's sponsorship of the workshop and his support in building the statistical system with a view to providing a decision-making basis. He thanked the ISI for its support; the presentations and discussions at this workshop should help participants better understand how to respond to the expectations of the 2030 Agenda for sustainable development and the Agenda 2063 adopted by the African Union for statistical production. The DG of the NSO of Cameroon concluded by wishing the participants a pleasant stay

in Yaoundé.

Mr Fessou Lawson expressed deep gratitude to the AfDB for associating itself with the ISI workshop. He thanked the Minister of Economy, Planning and Regional Development, Mr Louis-Paul Motaze, for his attendance and the NSO of the Republic of Cameroon for their support, their hospitality and their commitment to building statistics across the world. He said that his organisation's biggest objective is to build a community of innovative leaders who may contribute to building the structural framework for African statistics. The AfDB, through statistical capacity building, would continue in its leading role to better respond to the production of quality statistics and to support development policies in collaboration with the Member States, the Regional Economic Communities and its other partners.

Mr Pedro Luis do Nascimento Silva (President of the ISI; lead researcher at the National School of Statistical Sciences in Rio de Janeiro) said that we are currently living through a revolution in the availability and accessibility of data. However, the difficulties relating to the quality and lack of certain data persist in terms of producing reliable, up-to-date and appropriate data and statistics. Statisticians, particularly those involved in producing and disseminating official statistics, therefore face even greater challenges than before. Responding to the demand for indicators in the Post-2015 Sustainable Development Agenda requires increased institutional, organisational and professional capacity in official statistics. The ISI, a non-profit organisation, has over 4,500 members who are all recognised as leaders in statistics. The ISI supports co-ordination in the statistical community. Mr Silva thanked the NSO of Cameroon for its hospitality, the AfDB for its support, the World Bank for their funding, Expertise France for its assistance in preparing the event, the ISI staff for their dedication, and the participants for their involvement.

His Excellency Mr Louis-Paul Motaze, Minister of Economy, Planning and Regional Development, on behalf of the President of the Republic of Cameroon, His Excellency Mr Paul Biya, and of the government, warmly welcomed workshop participants to Cameroon and wished them a pleasant stay in Yaoundé. He thanked the ISI and AfDB for having chosen Cameroon to host this important international meeting on leadership and management, thus recognising the efforts made by the Cameroonian government to promote statistics as a decision-making tool. Mr Motaze stressed the key role of this workshop in promoting reflection on the issue of management and leadership of national statistical systems – an issue that is a constant preoccupation at the heart of the governance of States, businesses and contemporary societies. He explained that Cameroon, aware of the importance of managerial knowledge and leadership, had placed particular emphasis on building HR capacity in its Strategy Document for Growth and Employment, and in the National Strategy for the Development of Statistics. Mr Motaze concluded his opening speech by welcoming the Cameroonian technical and financial partners in attendance at the workshop. He thanked them for their constant support, which should become notably stronger with the implementation of the National Strategy for the Development of Statistics 2015 – 2020 and which already integrates the analysis of the indicators for the follow-up evaluation of the Objectives of Sustainable Development. Confident of the relevance of the results that the delegates would reach, he declared the International Statistical Institute's workshop on Leadership and Management open.

A press conference was organised following the opening ceremony. Articles in the Cameroonian media (in French and English) are available on the seminar web page at the following link: <http://isi-web.org/index.php/news-from-isi/20045-isi-workshop-on-leadership-and-management-cameroon>

III. Workshop sessions

Introductory session: Round table on the regional leadership needs in the field of statistics

Mr Pedro Luis do Nascimento Silva (President of the ISI; lead researcher at the National School of Statistical Sciences in Rio de Janeiro) chaired the session. He introduced four speakers who presented definitions of leadership and their vision of the current issues affecting African statistics.

- Mr Michel Mouyelo-Katoula (former Head of the Capacity Building Division (AfDB), former Global Manager of the ICP (World Bank))
- Mr Lamine Diop (Former Director General of AFRISTAT and international consultant)
- Mr Pieter Everaers (Director, Directorate A, Eurostat)
- Mr Jean Louis Bodin (former President of the ISI and international consultant)

Mr Michel Mouyelo-Katoula, (former Head of the Capacity Building Division (AfDB), former Global Manager of the ICP (World Bank)), presented the systemic cycle in the exercise of statistical leadership. As soon as there is a group of people, there is also, by necessity, a leadership structure. The challenge for statisticians is to identify these self-organised systems and to see how leadership emerges for the flow of information, so that they may then give the quantitative version of this information. Statisticians need to define their influence on these groups. The leader has the capacity to identify in society the different influential groups in order to establish relationships with them. Leadership is spread across several layers (international, continental, regional and national).

Within the context of new challenges presented by the objectives of sustainable development and Agenda 2063, statistics must be on the national agenda. Mr Mouyelo-Katoula then presented the regional reference framework for building statistical capacity in Africa. This demands effective leadership. The leader is someone who can observe and adapt, and who, depending on the complexity of the task, can delegate and establish partnerships. Statistical leadership is the shared, adaptable and active conscience in the service of society.

Mr Lamine Diop, former Director General of Afristat and international consultant, then stressed the importance of building leadership in statistics and reminded participants that the majority of countries have decentralised statistical systems. This requires an adapted institutional framework and a mechanism for effective co-ordination and programming. Human resources must be adequate and the tools adapted for harmonised production. The central system is tasked with co-ordinating the whole. However, many issues remain at an internal management and communication level.

Mr Diop pointed out that the NSO would have to implement a strategic development plan: it must be a participatory and inclusive exercise. Implementing this strategy requires change

management. Implementing a good management system and a training programme for staff, including management training for leaders, is essential; similarly building links with other NSOs and partners in order to exchange good practice. Mr Diop did, however, identify three challenges: organisation and management, technical expertise and communication. He reminded participants that statistical services in government ministries are rarely involved in change management, which creates a two-speed statistical system. He emphasised the fact that a lot of progress had been made in managing the NSOs, but that challenges remain: sometimes ill-adapted organisational charts, poor staff motivation, limited managerial skills, and deficient internal communication. New technologies are a tool to meet these challenges head on.

Mr Pieter Everaers, Director of Directorate A of Eurostat, touched upon the new challenges facing the NSOs in particular:

- Organising the NSOs and statistical systems to meet the new challenges (such as following up ODDs for example), with statistics now being increasingly used to build, evaluate and track public policies
- Harnessing the new data sources and new technologies
- Channelling discussions on the cost of statistics, with the latter now being increasingly important.
- Maintaining independence,
- Understanding how an NSO operates and how it can be respected and independent.

Mr Jean-Louis Bodin, former President of the ISI, said that the context of statistical development had evolved a lot in Africa, in connection with international considerations and the action of technical and financial partners. A leader must have a vision of the future and be convincing towards both his staff and partners. The leader must convince data suppliers and promote compliance with the rules.

He then identified several challenges:

- Complying with international and regional ethical codes, particularly the African Charter on Statistics
- Relations with political authorities
- Arbitration to respond to user needs, while taking into account the available means
- Building a vision and capacity based on conviction and humility.

Mr Bodin then touched upon the challenge of harmonisation and integration across the African continent, which for him would require a bottom-up approach. He suggested starting with harmonisation on a sub-regional level. He then returned to the issue of the implementation of National Strategies for the Development of Statistics and the organisation of NSDS review by Paris21. He deplored the failed attempts to build a knowledgeable statistics community in Africa and encouraged the countries to create synergies with all statistics actors.

These initial presentations opened the discussion with the participants.

The participants stated that it was essential that governments allocate the necessary funding to develop statistics, particularly for the use of new technologies and staff training. One of the challenges for African statistics today is that of reinvention, because statistics has ceased to be the exclusive preserve of statisticians since the digital revolution. Some advised

adopting a multi-disciplinary approach with experts from all fields. Statisticians must work with other actors. The importance of SHaSA and the role of the African Union in harmonising statistics at a continental level was highlighted.

The representative of the African Development Bank returned to the importance of national development strategies for statistics. Currently, only three countries do not have them (Egypt, Libya and Somaliland), but Egypt had just decided that it will be developing its strategy. Currently, statistical methods are not harmonised. The NSDS reviews are an important tool for supporting these strategies. However, it was recalled that it would be necessary to evaluate the impact of the NSDS and the specific implementations that these reviews had led to in the countries, because in many cases the recommendations had not been applied owing to a lack of funds.

The issue of management training for students in colleges was also raised. The Director of ENSAE in Dakar asked the directors of the NSOs what they would have liked to have learned during their training in light of their current responsibilities. The following areas were cited: a sense of observing the environment, the notion of statistical culture, and development projects. In Africa, the question of the availability of qualified statisticians remains an important issue.

The participants also interacted on the importance of having procedure manuals upstream of the strategy as a reference source, as well as on the issue of how leaders are nominated in order to exclude all forms of clientship.

Session 1: Ethics in statistical practice

Mr Stephen Penneck (Vice-President of ISI) opened the session by explaining the work group arrangements for session 1.

He gave a presentation on ethics in statistics. He began by explaining the reasons for the importance of complying with ethics, which essentially affects the issue of trust between producers, suppliers and users. He then presented the international standards that define the rules for personal behaviour. These standards are essentially the following: the fundamental principles of official statistics of the United Nations, the ISI Declaration on Professional Ethics, the standards of the IMF for distributing data, and the African Charter on Statistics. Mr Penneck then stressed the importance of adopting national legislation relating to statistics, as well as a code of good practice.

Mr Joseph Tedou (Director General of the NSO of Cameroon) continued the discussion on the question of ethics and the battle over numbers. Ethics refer to a set of rules that statisticians have given themselves. However, statisticians no longer have a monopoly today in producing statistics and this creates issues in applying a common code of ethics. He reminded attendees of the current issue of the battle over numbers in a context where data is circulating increasingly faster. This currently presents many challenges in terms of the quality of the data and the methodologies applied, confidentiality, independence and impartiality.

The work groups then dealt with the application of the African Charter on Statistics in connection with the following questions:

- ▶ How is the African Charter on Statistics implemented?
- ▶ What difficulties do you encounter?

- ▶ How have you overcome them?
- ▶ What feedback could you give to other countries?

Countries had the opportunity to present their experiences and exchange ideas on the issues that this had presented in their countries. The main conclusions of these discussions were the following:

- The implementation process of the African Charter on Statistics is still in its early days; Many countries have not ratified the Charter yet;
- However, non-ratification of the Charter does not call into question the quality of the Charter as a reference document and some countries have already started to apply these principles;
- In those countries where the Charter has been ratified, the ratification process was mainly administrative, without giving rise to a real debate between the different actors of the national statistical systems;
- It is important to integrate the principles of the Charter into the laws and regulations of the countries in order to facilitate statistical harmonisation;
- There is a problem of adoption of the Charter by the countries and this problem is explained by the necessity to revise statistical law in the majority of cases and to adopt implementing provisions on numerous points;
- The application of the Charter raises the issue of the impartiality of the statistical systems, data accessibility and trust, which remain major challenges for the countries;
- Countries encounter problems particularly in mobilising funds for the Statistics Development Fund, which the Charter intends to establish in each country;
- The participants also expressed significant need in terms of building staffing capacity at NSOs and in increasing the salaries of statisticians;
- Leadership and diplomacy are necessary for statistical actors in order to convince political leaders to adopt the Charter;
- Lastly, it is important to start a discussion on the definition of follow-up indicators to evaluate the progress made by the countries in implementing the Charter.

Session 2: Building capacity for the data revolution

Mr Pieter Everaers (Director of Directorate A of Eurostat) kicked off the session with a presentation of the challenges faced by the NSOs and the capacity building needs in connection with the data revolution. He highlighted four change factors: the data revolution, the emergence of new indicators, the cost of statistics and the regional context. He then explained that it came down to NSO leaders to manage the challenges presented by these recent developments. Mr Everaers particularly mentioned the role of leaders in fact-based decision-making, the profile of the statistician evolving into that of an e-statistician, the implementation of new organisational structures, and the use of new data sources and new technologies. Similarly, he explained that the leaders of the NSOs were responsible for the quality of the statistics produced while channelling discussions on the cost of statistics. He also emphasised the need to create confidence in the NSO.

The participants then split up into work groups to discuss the following questions:

- ▶ What is the impact of the data revolution on the role of NSO leaders?
- ▶ How do recent changes in human resources and information technology impact capacity building on the data revolution?
- ▶ What should the priorities be in preparing the NSOs to face the challenges in connection with the data revolution?

During these group sessions on the impact on and the needs of the NSOs in connection with the data revolution, the participants highlighted the following points:

- It is highly strategic for the NSOs to make a distinction between official statistics and other available data.
- The NSOs lack tools to better integrate the data revolution and to improve access, quality and data processing times while promoting the use of new technologies.
- It is important that the statistical training centres adapt their training programmes in order to strengthen the skills of statisticians in statistics and IT and to enable migration to new jobs such as the e-statistician.
- The participants also expressed the need to strengthen the human resources of NSOs through continuous training of employees which is also opened up to other professions;
- Statistical laws need to be updated to address questions related to the data revolution, particularly the use of new databases, taking issues such as data protection into account;
- The creation of partnerships with companies that hold private data is essential to overcome the question of data ownership and guarantee the quality of the statistics produced;
- For this purpose, NSOs are responsible for producing an inventory of data types and statistical themes that could be covered by these partnerships;
- The development of companies' statistical skills could facilitate the collaboration with NSOs.

Session 3: Building and organising a National Statistics System (NSS)

Mrs Irena Križman (Vice-President of the ISI) opened the second day of the workshop and delivered the first presentation on the theme of "Building and organising a National Statistics System (NSS)". She recalled that in a statistical environment with multiple actors, there were many challenges for NSOs. NSOs must now find a new place in the system. They need to show leadership on any matters related to methodological frameworks, ethical standards, quality benchmarks and the modernisation of data production. To do this, they must review the legislation, develop partnerships with actors at national and international level, and set up programmes and a budget within the NSOs. It is also important to design an effective system of data collection, including multiple sources and micro data. Coordination with other actors, cooperation and communication are vital.

Mr Ibrahima Ba (Managing Director of the INS in Côte d'Ivoire) gave a presentation on the

statistical environment at several levels: global, continental, regional/sub-regional, national and local. The statistical community itself is embedded in the data community, which in turn is embedded in the information management community. There is an institutional framework in Africa (laws, Charter, African day of statistics) as well as a statistics culture, based notably on the joint position on Agenda 2063 and engagement through SHaSA.

He recalled that the features of statistical production have changed with the use of new data formats such as Big Data. This requires human resources with up-to-date skills that are currently lacking in African NSOs. In addition, material resources (IT equipment, consumables, maintenance) remain poor and financial resources are greatly insufficient. The current needs are thus significant. Harmonisation throughout Africa remains a challenge that can be handled by the future Pan-African Statistics Institute and by peer review.

Mrs Križman then presented various discussion points for the group work sessions, based on the following questions:

- ▶ What are the obstacles in current statistical legislation and what guidance can they give for handling the current data revolution?
- ▶ Who defines your budget and programme? How transparent is this process?
- ▶ What other measures of a strategic and operational nature should be taken to strengthen the NSOs and NSSs in your country?

The main conclusions are:

Regarding statistical legislation:

- The national legislation should be brought in line with the African Charter on Statistics
- Data revolution raises issues such as management of big data, access to database of enterprises, protection of individual data and the coordinating role of the national statistical institute which could necessitate adjustments in statistic laws of some countries.
- There is a consensus to recognise that law cannot cover statistical activities organised by private stakeholders. Nevertheless, law could regulate surveys carried out by public statistical institutes in order to ensure quality and integrity of national statistical production.
- An important point is the coordination of the laws on statistics with laws on data protection and the recommendations and guidelines on data sharing.
- It is important to involve the NSIs in the elaboration of laws on protection of individual data.

Regarding NSIs' budgets and programmes:

- In theory, NSIs are financially autonomous, but in reality, most of the NSIs receive grants from the State for their operating budget.
- Development partners support activities in some fields of intervention.
- Participants noted that there exists some opacity in the definition of budget allocations and funding of statistical activities in some countries.
- The NSI budget is sometimes drawn within the budget of its supervisory administration. It would be thus preferable for the national statistical system to be able to decide its budget, by disconnecting it from the budget of its supervisory

administration.

- It is necessary to put in place some programme-budgets to draw budgets and funding towards programmes. These programme-budgets could cover the whole of national statistical institutions and not only NSIs.
- It is not unusual that in the context of educate government budgets or changing priorities National Statistical Systems are surprised by unexpected budget cuts.

Regarding strategic and operational actions:

- Developing procedures manuals, taking into account SDG, empowering NSIs through internal funds generated by provision of services to other organisations should enable to strengthen NSI and NSS in countries.
- NSIs should be involved in negotiations with partner institutions such as the AfDB and the World Bank.
- NSIs should be able to attract budgets for monitoring and evaluation in order to generate additional financial resources.

Session 4: Fundamental aspects of good governance

Mr Stephen Penneck (Vice-president of the ISI) returned to the importance of statistical leadership and confidence. He then emphasised the need for transparency in performance, both for the agency and for the statistics themselves. Statistical governance should include the following four actors: NSOs and other producers of official statistics, ministries, governments and the legislative body, the advisory board and users. He emphasised the need to develop a strategy for mobilising users, as well as a statistical culture and a set of good practices.

Mr Djibril Oumar Ly (Director, National Agency for Statistics and Demographics of Senegal) gave a presentation on the concept of good governance. Originally, this was about resilience in the face of crises. Governance is a real tool for change management. According to a generally accepted definition, good governance is a set of measures and actions to ensure the smooth running of a country, an institution or an organisation, that can be public or private, national or international. Its fundamental principles are responsibility, transparency, law and participation. Good governance mobilises and regulates. It ensures consistency between actors and coherence. Its objectives should be measurable. The tools for good governance are institutional, organisational, strategic, operational, evaluating, emulating and judicial.

Mr Ly recalled that good governance originated in the 1970s with "corporate governance" within companies. Then in the 1980s, it developed into "new public management" (advocating minimal state intervention) before returning towards the concept of the regulating state in the 1990s. Good governance should be applied to the statistical system and this should be led by the NSI. This is particularly important in decentralised systems.

Mr Stephen Penneck then opened the working groups with the following questions:

- ▶ Do your managers recognise the importance of leadership in statistics?
- ▶ Is performance transparent?

- ▶ Do you have a strategy for mobilising users?
- ▶ Does your organisational culture contribute to good governance?

The main conclusions of the working groups were as follows:

- There is a need to strengthen coordination between all the producers of official statistics at national level. Statistical leadership is defined by this capacity to coordinate the system and ensure development policies are monitored;
- However, the question of performance is context-dependent: there is a difference between independent NSOs and the Statistical Division of a Ministry;
- National Statistical Councils are essential actors for bringing producers and users together. However, they can be unwieldy structures unable to meet more than once a year. Thought should be given to developing simpler mechanisms;
- Transparency comes from reporting activities and disseminating statistics;
- The recommendations included the need to develop and diversify internal and external communication. Communication plans should be developed and included in a participative process;
- Audit services and orientation towards programme budgets contribute to good governance. The change to results-based management or project management was considered positive;
- The development of national frameworks for quality systems should be encouraged.

Session 5: Making efficient use of technical assistance: panel discussions

Michel Mouyelo-Katoula (former Head of Capacity Building (AfDB) and former Global Director of the ICP (World Bank)) presented 5 topics for discussion in this session: (i) identifying agencies as potential partners, (ii) coordinating proposals for international technical assistance within countries and with funders, (iii) the statistical capacity building (SCB) programme of the AfDB, (iv) suggested response to NSDSs, and (v) monitoring and evaluation of technical assistance. He emphasised the shift from technical cooperation provided by bilateral agencies with internal expertise and technical assistance provided by private consultants commissioned to respond to a specific set of specifications. He explained that it's important to identify good partners to meet the needs of the beneficiary countries, in terms of methodology, products, tools, statistical research and professional capacity. Mr Mouyelo also returned to the activities of the AfDB in terms of statistical capacity building, particularly with the SCB programme for the development of NSDSs, from preparation to implementation to evaluation. He emphasised the importance of being able to measure the impact of technical assistance in the beneficiary countries.

Mr Martin Balepa (Former MD of Afristat and international consultant) presented the concept of technical assistance. Technical assistance is of strategic importance for beneficiaries and funders. It has become a veritable institution. There is a growing number of international organisations involved, and fewer bilateral organisations. He gave the example of the African Development Bank, which is increasing its support in this area more and more. Technical assistance is still very useful for the recipient countries, but to ensure this it is vital to have a competent expert and to promote optimal hosting conditions. He also raised questions about the neutrality of technical assistance, which should remain an

important principle.

Mr Jean-Louis Bodin emphasised the importance of ownership by beneficiaries of projects financed by funders, at all stages of the project cycle, from design to evaluation. In the first instance, projects should correspond to country priorities and should involve genuine collaboration between actors at national level and funders. It would also be useful to promote south-south cooperation and to entrust fund management to the country through the practice of "basket-funding", a shared funding mechanism. The long term objective is to move from a system of project-based aid to budgetary aid, then the disappearance of aid all together.

Mr Paul Henri Nguema Meye (Assistant Managing Director of AFRISTAT) presented the conditions that he considers essential for effective technical assistance:

- Before the mission: a good knowledge of the skills available within the organisation and agreement on the terms of reference of the project. The capacity of providers should be reviewed; they should have worked on similar projects.
- During the project: Leaders should declare their interest in the project. Discussion should be prioritised, as well as empowerment rather than substitution, to maximise ownership.
- After the project: a project report should be produced, then the recommendations applied and embedded. Staff mobility and internal training are also important.

Mr Pedro Luis do Nascimento Silva (President of the ISI) then gave a presentation on "Making efficient use of technical assistance". Technical assistance must be carried out at the request of the beneficiary. This is necessary due to the complexity of statistical work, and methodologies and technologies that are developing extremely rapidly. We must meet strict requirements in terms of quality, deadlines, efficiency and compliance with standards, and avoid the risk of isolation of countries in specialised fields. Mr do Nascimento Silva then presented the PDCA cycle (Plan-Do-Check-Act), which should be applied to technical assistance. Local teams must be involved in projects, with long-term commitment from partners, reliable resources and sufficient funding, then knowledge must be shared. Finally it is important to be creative about knowledge transfer, for example, sending staff abroad, referring to consultants, and using new technologies to stay connected.

The participants discussed the problems that they themselves had encountered during technical assistance projects: problems of project ownership by staff, mobility of trained staff, linguistic problems, lack of available expertise and durability of projects. Solutions to these problems can be found. For example in Côte d'Ivoire, staff who are sent on training courses must commit to staying for at least 5 years.

Session 6: How the ISI can contribute to strengthening the statistical community in Africa: debate.

The session was chaired by Mrs Ada van Krimpen (Director of the ISI).

Mrs Ada van Krimpen presented the activities of the ISI. Founded in 1885, the ISI now has

4500 members in more than 140 countries. For several years, the ISI has organised workshops in Africa. Mrs van Krimpen invited participants to join the ISI as elected members and sign up their organisations as institutional members.

Mr Pedro Luis do Nascimento Silva (President of the ISI) then made a presentation on the 61st World Congress on Statistics in Marrakech from 16 to 21 July 2017. A broad range of activities are planned (plenary sessions, specialist meetings, training sessions). Mrs van Krimpen encouraged countries to participate and to submit proposals to the Scientific Committee. All the information is available on the event website (www.isi2017.org).

Mr Yasin Elhag Abdin (Managing Director of the Statistical Office of Sudan) emphasised the importance of leadership workshops for senior managers, an important venue for extremely useful discussion on capacity building. He highlighted his experience with workshops that helped him to adopt a strategy for his own organisation. NSOs need to set up mechanisms to establish their independence and collaborate with different actors. They should participate in decision-making by providing reliable, high-quality statistics.

Mr Cosme Vodounou (Managing Director of AFRISTAT) presented the synergies and possibilities for collaboration between AFRISTAT and the ISI. AFRISTAT's goal is capacity building among member states, particularly through the development of methodological tools and training. He proposed establishing a partnership, specifically in the fields of research, training and the promotion of good practice, as well as implementing a programme of work to coordinate activities in the AFRISTAT member states.

The participants then responded and discussed various topics:

- They were reminded that the 15th Conference of the International Association of Official Statistics (IAOS) will be held in Abu Dhabi from 6 to 8 December 2016.
- A debate began on the translating and interpreting of events into French.
- The discussion also touched on National Statistical Societies. Currently, these associations are not very active and they are in need of renewal. The issue is how to attract young statisticians and develop partnerships between African associations.

Session 7: Cooperation with universities and researchers.

The session was chaired by Mr. Philippe Cuneo (General Audit, INSEE).

Mr Philippe Cuneo delivered a presentation on cooperation with universities and researchers in the context of the data revolution. Big Data has three characteristics: Volume, Speed, Variety. The volume of this data is so large that we need new machines and software for processing it. The speed with which this data is produced gives an enormous advantage to those who can process it rapidly and provide information almost in real time. The variety, volatility, versatility and instability of this data mean the former methods for ensuring the quality of statistical processing are outmoded. Some domains are subject to initial statistical experimentation (price indices, tourism statistics, projections). If this data may at first seem like a threat, it also represents an opportunity. Large quantities of this data are potentially available without having to collect it. This data is available almost instantly, and can satisfy

the current trend for "nowcasting" (instant forecasts). Nurturing close links with universities and researchers is an interesting solution for handling this new data, particularly in three fields:

- The training of statisticians
- Working with researchers to develop new techniques and statistical methods
- The guarantee that researchers and academics can give to statistical quality.

Mr Hugues Kouadio (Director of ENSEA, Côte d'Ivoire) returned to the question of collaboration with universities and researchers. There is now a new context for training, and the relationships between NSOs and universities are being redefined. NSOs provide statistics and micro data to the community to promote research. Universities must produce the knowledge and content to meet new challenges.

He presented several possible relationships between these two worlds:

- Data sharing (data centre);
- Cross participation in technical councils and committees;
- Advice on the use of statistics for each field of competence;
- Definition and funding of research activities;
- Setup of regular courses, seminars, internships, etc.

Mr Kouadio then presented AGROST (African Group on Statistical Training): a platform for exchange and harmonisation of statistical training at university level.

The participants were asked the following questions:

- ▶ What is your policy for data distribution?
- ▶ What data consultation options are available to researchers?
- ▶ What collaboration policy do you have with researchers?
- ▶ What quantity of each kind of training would you like to receive?

Discussion took place in the plenary session, focusing mainly on the following points:

- There needs to be a balance between generalised training and students' specialisations. Some fields such as national accounting require years of experience. The setup of courses is an asset for students. This should bring students closer to professional life, providing them with a solid theoretical base.
- Universities consult with academics as well as NSO professionals to make sure their courses are relevant.
- Beyond the initial training, continuous training should be developed for the managers and statisticians of NSOs. NSOs should dedicate a budget to this continuous training.

IV. Conclusions and future projects

Mr Pedro Luis do Nascimento Silva (President of the ISI, Principal Researcher at the Ecole Nationale des Sciences Statistiques, Rio de Janeiro, Brazil) offered his thanks to the Cameroon government, the Cameroon NSO and its staff for their excellent support in organising this workshop. He also thanked the presenters and participants who made themselves available, and were responsive and participative, as well as the interpreters for

their excellent work during the workshop.

Mr Joseph Tedou (Managing Director of the National Statistics Office of Cameroon) thanked the Cameroon government for its capacity building efforts in the field of statistics, and its support in organising this workshop which was a great success, even just with the number of participants present. He highlighted the need to review the philosophy of statistics after these discussions, particularly the link between statistics and governance. In fact, he explained it was necessary for statisticians to be included in the system of world governance and adapt to it, while paying attention to the status of information provided in order to maintain its credibility. Mr Tedou recalled that statistics are public goods whose quality must be maintained and the essential need to strengthen their basis so that governments can take decisions based on fact to improve the development of their societies. Finally, he thanked the participants on behalf of the Prime Minister of Cameroon, who agreed to sponsor this event, illustrating the interest given by the government of Cameroon to the development of statistics.

Mr Fessou Lawson (Head of Capacity Building (AfDB), Coordinator of the NSDS programme) ended the workshop by mentioning how rich the continent is in natural resources, which are not used due to lack of leadership and management. In this respect, he highlighted the importance of the AfDB's mission to help African countries escape from under-development. Mr Lawson thanked the Minister of Economy, Planning and Regional Development for attending the opening ceremony and the dinner for participants. He also offered his thanks to the ISI for its support, the NSO of Cameroon for organising the workshop, to the team of young interpreters, the assistants, and all the people who contributed to the success of the workshop. He explained that strong leadership and high quality staff were essential to improve coordination of national statistical systems, and that the Yaoundé workshop was a complement to the workshop on leadership and management held in Tanzania the previous year in order to have innovative leaders. Mr Lawson emphasised that the AfDB, through its capacity building programme, would continue to play a role in the countries of the region, and wished all the participants a safe journey home.

V. Annexes

1. Workshop programme
2. List of participants

Annex 1 – Workshop Programme
ISI Workshop on Leadership and Management
Building a Strong Community of Innovative and Forward Looking Leaders in Official Statistics

Yaoundé, Cameroon, 6-8 April 2015

Introduction

The Workshop is organized by the International Statistical Institute in collaboration with the African Development Bank and National Institute of Statistics Cameroon.

The overarching objective of the Workshop is to build a strong community of innovative and visionary leaders in official statistics who will be able to take advantage of the data revolution and respond to the demands of the Post-2015 Development Agenda. The Workshop will focus on enhancing the leadership and managerial skills of top managers in the NSOs and other producers of official statistics and will offer a platform for exchanging the best practices and innovations amongst peers. It will be built around discussions on the latest developments in statistical practice with the aim of improving the quality of national statistical systems.

Programme

Wednesday 6 April 2016

8.00 – 8.30
Registration
8.30 - 10.30
Opening ceremony
10.30 – 12.00
Introductory Session: Round table discussion on regional needs for statistical leadership

- Building leadership in statistics.
- What are the main challenges for effective leadership?
- Data revolution and the need for leadership and management competencies.

Chair: Mr. Pedro Luis do Nascimento Silva, President of the ISI; Principal Researcher at the National School of Statistical Sciences, Rio de Janeiro, Brazil

Speakers:

Mr. Michel Mouyelo-Katoula, former Head of Division for Statistical

	Capacity Building, AfDB and former Director CPI World Bank Mr. Lamine Diop, former DG of Afristat and an independent international consultant, Senegal Mr. Pieter Everaers, Director Directorate A, Eurostat Mr. Jean-Louis Bodin, past ISI president
12.00 – 13.30	Group photo and lunch break
13.30 – 15.30	<p>Session 1: Ethics in statistical practice</p> <ul style="list-style-type: none"> • Short presentation of the basic principles of ethical codes with emphasis on institutional and professional independence. • Promotion of the ethical principles inside NSOs, within statistical systems and among other stakeholders. • Implementation challenges and strategies in the Data revolution era. • Violation of principles and codes. <p><u>Facilitator/Chair:</u> Mr. Stephen Penneck, ISI Vice-President, UK</p> <p><u>Speaker from the region:</u> Mr. Joseph Tedou, Director-General, National Institute of Statistics of Cameroon</p> <p>Break-out sessions and Report</p>
15.30 – 15.45	Coffee break
15.45 – 17.45	<p>Session 2: Building capacity for data revolution</p> <ul style="list-style-type: none"> • The concept of data revolution. • The role of NSOs in its implementation. • Leadership and data revolution. • Investing in human resources and technology. • Training and capacity building for change. • Principles and standards (national/international). • Technology and innovations: results of the modernisation projects <p><u>Facilitator/Chair:</u> Mr. Pieter Everaers, Director Directorate A, Eurostat</p> <p><u>Speaker from the region:</u> Mr Hamid Zidouni, Director-General Adjoint, Office National des Statistiques, Algeria</p> <p>Break-out sessions and Report</p>
18.15	Reception

Thursday 7 April 2016	
9.00 – 11.00	<p>Session 3: Building and organising a national statistical system (NSS)</p> <ul style="list-style-type: none"> • National data ecosystem. • Statistical legislation. • Building a constituency of support. • Role of the NSO in coordination across the 'system'. • Programme and budget. • Data access. <p><u>Facilitator/Chair</u>: Ms. Irena Krizman, ISI Vice-President, Slovenia</p> <p><u>Speaker from the region</u>: Mr. Ibrahim Ba, Director-General, Institut National de la Statistique de Côte d'Ivoire</p> <p>Break-out sessions and Report</p>
11.00 – 11.15	Coffee break
11.15 – 13.15	<p>Session 4: Some fundamental elements of good governance</p> <ul style="list-style-type: none"> • Statistical leadership. • Programing and reporting. • National statistical commissions and advisory committees. • Proactive dissemination policy. • Trust of the users and data providers. • Innovations oriented organisation. • Training and skills development. • International commitments. <p><u>Facilitator/Chair</u>: Mr. Stephen Penneck, ISI Vice-President, UK</p> <p><u>Speaker from the region</u>: Mr Djibril Oumar Ly, Directeur, Agence Nationale de la Statistique et de la Démographie Senegal</p> <p>Break-out sessions and Report</p>
13.15 – 14.45	Lunch break

<p>14.45 – 16.15</p>	<p>Session 5: Efficient use of technical assistance: A panel discussion</p> <ul style="list-style-type: none"> • Identification of potential partner agencies and countries. • The SCB programme as a response to National Strategies for the Development of Statistics (NSDS). • Coordination of international offers of technical assistance within a country and among donors (leadership and coordination role of NSOs in building sustainable statistical systems). • Building competence of staff to be able to receive technical assistance successfully. • Monitoring and reporting. <p><u>Chair:</u> Mr. Michel Mouyelo-Katoula, former Head of Division for Statistical Capacity Building, AfDB and former Director CPI World Bank</p> <p><u>Speakers:</u></p> <p>Mr. Martin Balepa, former DG, Afristat and a consultant, Cameroun Mr. Jean-Louis Bodin, past ISI president Mr. Cosme Vodounou, Director- General, Afristat Mr. Pedro Luis do Nascimento Silva, President of the ISI; Principal Researcher at the National School of Statistical Sciences, Rio de Janeiro, Brazil</p>
<p>16.15 – 16.30</p>	<p>Coffee break</p>
<p>16.30 – 18.00</p>	<p>Session 6: How can ISI contribute to strengthen the statistical community in Africa: A panel discussion</p> <ul style="list-style-type: none"> • ISI membership as a means for building a strong statistical community • How can ISI help in creating and strengthening Statistical Societies? • What are the expectations for ISI activities in Africa? • Creating ISI Outreach Committee in Africa: what would be expected from this? • ISI's role in Statistical Capacity Building in Africa: challenges and priorities. <p><u>Organiser and Chair:</u> Ms. Ada van Krimpen, Director of the ISI</p> <p><u>Speakers:</u></p> <p>Mr. Pedro Luis do Nascimento Silva, President of the ISI; Principal Researcher at the National School of Statistical Sciences, Rio de Janeiro, Brazil Mr. Yasin Elhag Abdin Director General Statistical Office of Sudan Mr. Cosme Vodounou, Director General, Afristat</p>

Friday 8 April 2016	
9.00 – 11.00	<p>Session 7: Cooperation with researchers and academia</p> <ul style="list-style-type: none"> • Development of curricula to improve the competence in producing and using official statistics. • Joint research projects in the modernisation and innovation of products and processes. • AGROST as platform on leadership and exchanges of best practices. • Participation of academic and research staff in users' councils, working groups and task forces. • Development and execution of internal training programmes for NSOs' staff and access to micro data for research purposes. • The role of National Statistical Societies. • Statistical literacy. <p><u>Facilitator/Chair:</u> Mr. Philippe Cuneo, Inspection Générale (INSEE)</p> <p><u>Speaker from the region:</u> Mr. Hugues Kouadio, Principal of the ENSEA Côte d'Ivoire.</p> <p>Break-out sessions and Report</p>
11.00 – 11.15	Coffee break
11.15 – 12.15	<p>Conclusions and plans for the future</p> <p>Mr. Joseph Tedou, Director-General National Institute of Statistics of Cameroon</p> <p>Mr. Pedro Luis do Nascimento Silva, President of the ISI; Principal Researcher at the National School of Statistical Sciences, Rio de Janeiro, Brazil</p> <p>Ms. Irena Krizman, ISI Vice-President, Slovenia</p>

Annexe 2 – List of Participants

No.	Country	Sexe	Name	Institution	Position
Participants					
1	Bénin	M.	Michel MAKPENON	INSAE	DGA
2	Burkina Faso	M.	Banza BAYA	INSD	DG
3	Burkina Faso	M.	Backary SACKO	UEMOA	Statisticien en chef
4	Burundi	M.	Nicolas NDAYISHIMIYE	INS	DG
5	Cap Vert	M.	Clodimir PEREIRA	INE-CV	Chef de division cartographie
6	Côte d'Ivoire	M.	Hugues KOUADIO	ENSEA	Directeur
7	Côte d'Ivoire	M.	Fessou LAWSON	BAD	Manager
8	Djibouti	M.	Idriss ALI SULTAN	DISED	DG
9	France	M.	Jean Louis BODIN	CESD	Président
10	France	M.	Phillipe CUNEO	INSEE	Chef Inspection générale
11	France	M.	Romain RAGOT	MAE	
12	France	Ms.	Caroline GUIDEMANN	Expertise France	Chargée de projets
13	France	Ms.	Clara GUILHEM	Expertise France	Chargée de projets
14	Gabon	M.	Francis TIWINOT	DGS	DG
15	Guinée	M.	Kuba Aboubacar	INS	DG
16	Guinée Equatoriale	M.	Simplicio Marcos MANE OBONO	INEGE	Inspecteur Général
17	Luxembourg	M.	Michel MOUYELO-KATOULA	BAD	Consultant
18	Luxembourg	M.	Pieter EVERAERS	Eurostat	Directeur
19	Madagascar	M.	Ida Clément RAJAONERA	INSTAT	DG
20	Mali	M.	Seydou Moussa TRAORE	INSTAT	DG
21	Mali	M.	Cosme VODOUNOU	AFRISTAT	DG
22	Mali	Mme.	Fatima BOUKENEM	AFRISTAT	Expert en communication
23	Mali	M.	Oumarou ELHADI MALAM SOULE	AFRISTAT	Expert en organisation institutionnelle
24	Mali	M.	Dodji V. SILETE-ADOGLI	AFRISTAT	Expert
25	Mauritanie	M.	Taleb Abderrahmane OULD EL MAHJOUB	ONS	DGA
26	Mauritanie	M.	Dahamane BEICH	ONS	Conseiller DG
27	Niger	M.	Idrissa ALICHINA KOURGUENI	INS	DG
28	Niger	M.	Djibo SAIDOU	INS	DG
29	République Centrafricaine	M.	Magloire Constantin DOPAMAS	BAD	Consultant
30	République du Congo	M.	Stephen Johs YOKA IKOMBO	DGINS	DPCHS
31	Sénégal	M.	Mamadou NIANG	ANSD	Directeur de la DMIS
32	Sénégal	M.	Bocar TOURE	ENSAE	Directeur
33	Sénégal	M.	Djibril Oumar LY	ANSD	Directeur Administratif
34	Sénégal	M.	Lamine DIOP	Consultant indépendant	Consultant
35	Sudan/CBS	M.	Yasin YASIN ELHAG ABDIN	CBS	DG
36	Tchad	M.	Ousmane Abdoulaye HAGGAR	INSEED	DG
37	Togo	M.	Kokou Yao N'GUISSAN	INSEED	DG



38	Union des Comores	M.	Soudjay Ali SAID DJAFFAR		INSEED
39	Union des Comores	M.	Ali Mohamed SAID		INSEED

Représentants du Cameroun

40	Cameroun	M.	Joseph TEDOU	INS	DG
41	Cameroun	M.	Guy SHE ETOUNDI	INS	DGA
42	Cameroun	M.	Martin BALEPA	Consultant	Consultant
43	Cameroun	M.	NEPETSOUN	INS	Chef de département
44	Cameroun	M.	Ignatius FOWANG	INS	Attaché du Directeur
45	Cameroun	M.	Martin MBA	INS	Chef de division
46	Cameroun	M.	Christian NOLAZE	GIMSCM	Conseiller technique
47	Cameroun	M.	Emmanuel NDONGO	ISMP	Consultant
48	Cameroun	M.	Ambroise ABANDA	INS	Chef de division
49	Cameroun	M.	Olivier TCHAMAGO	INS	Chef de cellule
50	Cameroun	M.	Modou SANDA	INS	Cadre
51	Cameroun	M.	Barnabe OKOUDA	INS	Chef de département
52	Cameroun	M.	Christophe TATSINKOU	INS	
53	Cameroun	M.	Vincent Ledoux ESSAMBE BOME	INS	CEA
54	Cameroun	Mme.	Adèle Zoriphie NGAH	INS	CEA
55	Cameroun	Mme.	Jacqueline MBENTY	INS	Assistante DCR
56	Cameroun	Mme.	Bernadette MBARGA	BUCREP	DG

Représentants de l'ISI

57	Brasil	M.	Pedro SILVA/ISI	ISI	President
58	Netherlands	Mme	Ada VANKRIMPEN	ISI	Directrice
59	Slovénie	Mme	Irena KRIZMAN	ISI	VP
60	Royaume Uni	M.	Stephen PENNECK	ISI	VP