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# **ISI WORKSHOP ON LEADERSHIP AND MANAGEMENT**

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

# **WORKSHOP REPORT**

27 - 29 April 2015,  
Giraffe Ocean View Hotel,  
Dar es Salaam, Tanzania



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

ISI Workshop on Leadership and Management

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## Workshop Report

Prepared by Vijay Nair, Irena Križman and Ada van Krimpen



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### I. Introduction

The Workshop was organized by the International Statistical Institute (ISI) in collaboration with the African Development Bank (AfDB), the Tanzanian National Bureau of Statistics (TNBS) and the Eastern Africa Statistical Training Centre (EASTC). It was held at the Giraffe Ocean View Hotel in Dar es Salaam from 27 to 29 April 2015.

The overall objective of the workshop was to build a strong community of innovative and visionary leaders in official statistics who will be able to respond to the demands of the Post-2015 Development Agenda and who can develop innovative strategies for structural improvements of statistical offices and systems. The workshop focused on enhancing the leadership and managerial skills of top managers by offering them a platform for exchanging and discussing good practices and innovation. The emphasis was on regional needs for statistical leadership and efficient use of technical assistance, ethics in statistics, 'change leadership' for data revolution, national statistical system, good governance and cooperation with academia. The full programme including presentations is available at <http://isi.cbs.nl/events/2015Tanzania/indexTanzania.htm>.

There were forty-two participants in the workshop: Heads of NSOs or other high-level managers, leaders from other producers of official statistics, important stakeholders, and ISI facilitators. There were 14 invited speakers. The workshop was highly interactive with one round table, one panel discussion and five breakout sessions. The workshop format ensured that all participants were actively involved in the discussions through breakout sessions.



The workshop was supported by the African Development Bank (AfDB) and the World Bank Trust Fund for Statistical Capacity Building. The ISI is extremely grateful to these institutions for their support. We are also indebted to Oliver Chinganya, Fessou Lawson and Lydie Vinou from the AfDB for their enormous contributions in organizing the participation of the African delegates as well as for support in developing the programme.



TNBS, headed by the Director General Madam Albina Chuwa, and EASTC, directed by Rector Ngalinda, were excellent partners in organizing the workshop in Dar es Salaam. Their staff, including Veronica Kazimoto and Gabriel Madembwe from TNBS, did a marvelous job with the local organization and logistics. On behalf of the ISI and all the participants, we thank them for their hospitality.

## II. Opening Ceremony

Hon. Mizengo Peter Pinda, the Prime Minister of the United Republic of Tanzania, opened the workshop. He underlined the need to share experiences among the countries so that we can effectively respond to the Post-2015 Agenda and challenges of the data revolution. He also emphasized the importance of statistical information, especially micro and open data, to improve the quality of life of citizens. In addition, he reiterated the need to provide statistical information in simple and easy-to-understand formats. Finally, he expressed his full support for the integrity of official statistics and the awareness that increased use of new and existing data can improve the accountability of politicians.

A high-level official who represented the Minister of Finance expressed the importance of process modernization and good governance. She also emphasized the need for sustained investment in data infrastructure and developing human resources.



Madam Albina Chuwa, Director General of TNBS, described the importance of the independence of NSOs and a vision of building partnership among all data communities. Security, human rights and resources have to be three important pillars of new data ecosystem. Concerning MDGs, she mentioned some challenges in defining concepts and metrics (such as those on poverty). She suggested the organization of Statistics as a sector with own resources and support among countries. In her conclusion, she noted that political will is a key to addressing the challenges raised by data revolution and taking advantage of the opportunities.

Vijay Nair (ISI President and Professor at the University of Michigan) provided a brief background on the ISI and described ISI's efforts in statistical capacity building, including past workshops on statistical capacity building. He also emphasized the importance of cooperation among organizations at the regional levels.

After the opening ceremony, Ben Kiregyera (Consultant and former Director of the African Centre for Statistics at the UN Economic Commission for Africa) introduced his book "The Emerging Data Revolution in Africa". The book was then officially launched by Prime Minister Pinda.

There was a press conference after the ceremony. Articles from the Tanzanian newspapers (both English and Swahili) are available on the webpage of the workshop at <http://isi.cbs.nl/events/2015Tanzania/indexTanzania.htm>.

### **III. Workshop Sessions**

#### **Introductory Session: Round Table Discussion on Regional Needs for Statistical Leadership**

Jil Matheson (former UK National Statistician, Head of the Government Statistical Service (GSS) and Chief Executive of the UK Statistics Authority) chaired the session and gave an introductory presentation about several aspects of statistical leadership. She emphasized that the role of a leader is different from that of a manager. The leader takes a broader view of all players in the field, ranging from politicians and users to the own staff in the office. S/he keeps a clear view on the direction for the statistical office and the broader statistical system. Confidence, salience, friends and good staff are indispensable elements in reaching the objectives of the organization. The most important point, however, is that the Head of the statistical organization needs to have a voice and be heard by the key players.

Ben Kiregyera addressed the need to strengthen statistical advocacy, streamline the production processes, and develop the infrastructure as a whole.

Oliver Chinganya (Head of the Statistics Department and Capacity Building Group at AfDB) presented the developments in Africa that require building leadership in statistics. The Post-2015 Agenda has put more emphasis on the need for more and better quality data. In several African Countries, the position of the NSO has been strengthened, but continued development is needed. Data revolution and the competitive environment as well as growing demand for high quality statistics call for Good Governance. He noted that the AfDB is committed to work with the countries in statistical capacity building.



During the discussion, the participants noted the need for improving leadership and managerial skills of middle managers as well as those of high-level officials. Identifying the next generation of leaders and training them is essential for sustainability of the statistical system. Succession and nurturing the talents were mentioned as important points during the discussion.

Some participants mentioned that management is a profession, and therefore statistical leaders must be trained in management. However, there is a fundamental difference between management and leadership. More than 70% of the leadership activities are related to human relations with staff and other important stakeholders (e.g. politicians, media, and competitors). Having effective communication skills is essential in reaching out to the users and to the people.

The discussants also mentioned that relationship with politicians and engaging them in the support of the statistical office is a real challenge. This requires both courage and confidence. Having the facts at your fingertips is essential in discussions with the politicians and media. Not all NSO Heads are in a position to communicate directly with government and political leaders, but it is still necessary to find the ways to reach out to the government.

According to Jil Matheson, UK spends a lot of money on management training. She also noted that, to engage with politicians, official statisticians need to understand the environment in which they operate and the challenges they face.

Oliver Chinganya underlined the importance of working with the media. Building strategic alliances with the media can work for the statistical office.

### **Session 1: Ethics in Statistical Practice**

Ada van Krimpen (Director of the ISI) chaired the session and presented brief backgrounds on the Fundamental Principles of Official Statistics (FPOS) and the ISI's Declaration on Professional Ethics (DPE). She noted that, in the context of this workshop, special emphasis should be laid on 'Relevance, Impartiality and Equal Access' (FP1), 'Professional Standards, Scientific Principles and Professional Ethics' (FP2), 'Sources of Official Statistics' (FP5) and 'Legislation / Transparency' (FP7). For the purposes of this workshop, the relevant issues deal with how to monitor the implementation of FPOS and how to deal with violation and non-compliance. The African Charter on Statistics has incorporated the fundamental principles but is still waiting for ratification by most countries. Also, what would be the right institution to monitor the implantation of the FPOS?

Albina Chuwa explored the ethical issues that arise in Statistics in general and in Official Statistics in particular. She talked about the issues of updating methodology, protection of confidentiality, integrity of the statistical system and of the NSO in particular. The leadership of the organisation has an important role in the prevention of problems and must have a strategy ready before issues related to integrity and ethics occur.

After the introductory presentation, the delegates broke up in three groups for focused discussion about the impact of the FPOS and DPE and the best approaches for implementation and monitoring. Here are the main points from the discussion.



- There was consensus that FPOS provide very valuable support for the Heads of the NSOs when they have to defend the integrity of the organisation.
- There should be more awareness of the FPOS and they should be widely disseminated in the country.
- The Legal Framework in the Governments should embrace the FPs and enhance public awareness.
- A watchdog is required: several suggested an international organization or system that would respond in case of violation of the FPOS. It should be an independent watchdog away from the statistical body.
- The African Charter on Statistics needs to be ratified and implemented in each country.
- Statistical Councils and Boards should be the custodians of the FPOS to shield Heads of NSOs from political victimization.
- National Statistical Associations are the natural partners for an organization like the ISI. The ISI should do more to advocate the FPS.
- The ISI's DPE is relatively unknown in most countries. Most of the delegates are not members of the ISI and therefore have no knowledge about it. The ISI should do more to promote DPE.
- Increasing the number of ISI members in African countries will help to give more attention to FPOS and DPE.
- While FPOSs are important, not all sectors of the NSOs have sufficient knowledge about the FPs.
- The role of the FPOS and the DPE should not change, but we should require that all other producers should also abide these standards. Governments should enhance compliance to FPs by all stakeholders.

## **Session 2: Data Revolution at Country Level and Managing the Change Process**

Enrico Giovannini (Co-Chair of the UN Advisory Panel on Data Revolution, Professor at University of Rome, Former Minister in the Italian Government, and Former Head of ISTAT) delivered his presentation through video. His key message was that the official statistical community has to invest in the Data Revolution. Many groups, especially private sector data producers, have started making data available at a very fast rate. But there is considerable variability in the quality of the data. The Official Statistics community should focus on how we can change our (data) production and dissemination systems and develop cooperation with the private sector. We have to overcome technological and methodological issues quickly and produce high quality data in a timely manner. Without strategic thinking, it will be difficult for the NSOs to benefit from the data revolution. Global effort is needed, especially in developing countries.

Irena Križman (ISI Vice-President and Former Director General of Slovenia NSO) chaired the session and presented her views on the role of the leadership in the era of change. She noted that the major issues are to: i) identify opportunities for change; ii) negotiate support with stakeholders; iii) develop strategies and implement the vision; iv) organise resources, empower staff, motivate, direct, manage conflicts, and develop political and organizational agility. She described the case of Slovenia, which became independent in 1991, and how the NSO implemented a clear strategy



towards a register-based statistical system and a fast implementation of European standards and methodologies.

Shelton Kanyanda (Program Coordinator for the African Region of PARIS21) highlighted the developments in Africa in the context of the African Data Revolution. There have been positive developments but the lack of political will, insufficient resources, and weak capacities of the NSOs pose serious challenges to the statistical systems. He noted that leaderships of the NSOs have to be strengthened and be ready to play a crucial role in moving the organization forward. Investing in people and development of skills, improving data dissemination and use, harnessing the power of ICT, strengthening statistical process design and management, and aligning statistics with national priorities are all crucial in this process.

The three breakout groups discussed the challenges at length. Here is the summary:

- The opportunities for change and improvement include the revolutionary opportunities provided by modern technology (especially the internet) to meet increasing demand for data and statistical information and for managing the relationships with suppliers of data and information. NSOs should definitely take advantage of modern technology.
- Professionalization of the staff is also a crucial element. NSOs should be able to attract the right staff and invest in their training.
- Managing relations with stakeholders (Government, Academia, Private Sector, Civil Society, Politicians, Development Partners and Media) is a key task for the leadership. Top management would need the training and coaching to deal with these key issues. Communication and media skills, building relationships and succession plans were mentioned as additional competences.
- The main obstacles include initial investment cost in technology and change and the fact that people resent change. It was also noted that resources for training of staff to prepare them for change is often lacking. For the leadership, it is also important to learn how to prepare staff for change and to overcome resistance towards change in the organization and ways of working.

### **Session 3: Organizing and Operationalizing a National Statistical System (NSS)**

Jil Matheson introduced the key issues in this session: building a constituency of support, the role in coordination across the 'system', the responsibility and authority to deal with budget and programme, and data access. The Head of the NSO should be in the driver's seat in deciding on how to meet user expectations with regard to credibility, relevance, coherence, accessibility and understandability of results and confidentiality.

João Dias Loureiro (Presidente, Instituto Nacional de Estatística, República de Moçambique) described the structure and development of INE since its creation in 1996. Their statistical system comprises the High Council for Statistics and the Coordination Council for Population Census. The High Council is chaired by the Prime Minister and coordinates the NSS. Most important government agencies are members of the High Council and there are agreements with key institutions. INE has moved from printed copies of publications to online access and mobile communications. Access to micro data for researchers has been put in place. INE has become the institute for official statistics



that fulfills its basic functions to inform decision makers, the society at large, mass media, cooperation with university, serve the business community and be an active partner of the international statistical system.

Here is a summary of the discussions in the three groups and from the floor.

- Laws that govern statistical systems should be updated and modernised. The legal acts usually covers the NSOs but it was widely felt that the law should cover the whole statistical system in the country and give the NSO a coordinating role. The NSO should have the authority to set standards (for issues such as classification) to ensure consistency and comparability in information systems across agencies and civil registrations. It was also recommended to link the statistical law to the African Charter.
- The way in which the Heads of NSOs are appointed differs from one country to another. The process is totally transparent and apolitical in some countries but not in others. Transparency in the process will help to strengthen the image of the NSO as an objective and independent agency.
- There are various models for the governance of the statistical system. It may vary from the Governing Council being chaired by the Prime Minister to the Head of the NSO being a Deputy Minister. This is a very country specific arrangement. However, it is critical that the Head of the NSO is protected from the politics. Education of the politicians on autonomy and budget was seen as fairly important.
- Decisions concerning the budget of the NSO also vary. In most countries, the budgets are based on the work programme and determined in consultation or negotiation with the Ministry of Finance, but budget allocations may come from other ministries as well. In some cases the parliament is involved in approval of the budget. The budget for statistical offices may get less priority than other national needs. It is necessary that the Heads of the NSOs have more say in defining the budget for national statistics and there is some 'financial independence'.
- In principle, access to data held by other government agencies is granted to most NSOs but there are many challenges involved. For instance, the data may not become available in a timely manner and classification often causes problems as well as technical difficulties with IT infrastructure. There may be a conflict of the laws between agencies (for instance Tax Secrecy vs Statistical Confidentiality). The statistical law must prevail over the other laws.
- It was recommended to enter into agreements for data exchange with other agencies by signing MoUs and organizing regular meetings with the heads of the agencies to discuss the data needs of the NSOs and update the specifications for the data exchange stipulated in in the MoU.
- Training of staff and developing user friendly IT exchange tools were also highly recommended. Having well-trained and competent staff is the most important resource for an NSO. Some NSOs have the possibility to recruit staff at their own terms and pay them a higher salary, but this is not typical. Quite a few countries face the challenge of how to keep the staff for the NSO after having provided training.



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#### **Session 4: Strategic Fields where Top Management Should Provide Leadership and Organise Good Managerial Practices**

In her presentation, Ola Awad (President of the Palestinian Central Bureau of Statistics and President-Elect of the IAOS) addressed the fundamental elements of corporate governance. Good governance in Official Statistics aims at ensuring the trust of the users in the data and thus the usage of the data. Proactive dissemination is essential, and the organization should be innovation oriented. There should be continuous capacity building to address competencies in emerging areas. Leadership should be open to feedback from users, stakeholders, employees and press. But what counts in the end is how things are handled in practice. Awad presented two case studies that related to professional independence to demonstrate her points: Census of 1997 and Risk Management (2000).

Pali Lehohla (Statistician General, South Africa) described the building of a credible statistical system in South Africa. The development from an NSO to a National Statistical System in South Africa has taken a long time, with different stages of development and several crises along the way. The strategy encompassed all the elements necessary to define what the organization needs to achieve to fulfill its mission. Statistical leadership is essential for building the organization and to guide the agenda for change and transformation. Training and skill development at all levels – inside and outside the organization, including schools and students – must be a strategic priority.

The discussion identified the following points:

- Key characteristics of a NSO leader: clear vision, be knowledgeable, be able to set targets and determine the core values of the organization. A leader should be able to change the culture of the staff and to motivate the staff both in the NSO and in the wider NSS. In addition, the person should have professional integrity, comply with statistical ethics, ensure confidentiality, led by example, and be a team worker and networker.
- The leader should have the right ‘artillery’ to cope with the visibility and accountability, such as having the relevant statistics at the fingertips in meetings or in front of the media. S/he should have the mandate to coordinate the NSS and have adequate resources.
- The main risks or threats were seen as the violation of the fundamental principles, including violation of professionalism and confidentiality, publication of non-sound but quick data from competitors, political interference, and limited resources.
- Public trust is essential. One way to measure it is through user satisfaction surveys.
- The NSO should have the ability to comment on misuse or misinterpretation of data produced by the official statistics community. In case of data produced from other sources, the NSO should be entitled to comment in case of any incorrect usage of the data for official purposes.



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## Session 5: Efficient Use of Technical Assistance – A Panel Discussion

The panelists were:

- Ben Kiregyera; he presented the contribution of John A. Kahimbaara (Long-term Consultant, DFID project to support the Statistics Division, African Union Commission with the establishment of an African Union Institute for Statistics in Tunisia and a Pan-African Statistical Training Centre in Côte d'Ivoire)
- Jef Teugels (Former President of the ISI; Chair of ISI Committee on Capacity Building; Professor Emeritus at the University of Leuven, Belgium)
- Pedro Silva (President-Elect of the ISI; Principal Researcher at the National School of Statistical Sciences, Rio de Janeiro, Brazil)
- Albina Chuwa (Director General of TNBS)
- Ola Awad ((President of the Palestinian Central Bureau of Statistics and President-Elect of the IAOS)

Pali Lehohla chaired the session.

Kiregyera noted that the governance of the statistical system is weak and the statistical legislation does not give sufficient power to the NSO for access to data and for the production or dissemination of data. Statistics are often not included in the national plan, and NSDS are characterized as donor-driven. This results in many gaps in the production of statistical data and the development of the right skills and competences. There is a need for strengthening governance through the regulatory framework and capacity development. Enhancing coordination and training through the whole NSS is also crucial. Kiregyera encouraged the adoption of a strategic approach to providing support for statistical development. NSS-wide strategic planning and incorporating statistical needs into the national plan is recommended. Adopting a revolutionary strategy in favor of 'open data' is also encouraged. Technical support and training should always aim at transfer of skills and knowledge -- not taking over the function and responsibilities of staff in the NSO. Statistical development and coordination throughout the NSS should be part of the national plan and requires strategic alliances with the key players at the national level.

Awad noted that the goal of capacity building should be to develop the knowledgebase to serve the organization's strategic objectives. She described efforts at the Palestinian Central Bureau of Statistics (PCBS). At first, the system was production oriented, then emphasis was on users by marketing statistics, and then the focus shifted to the national statistics system through partnerships. Now the goal is to establish a statistical information system. These different stages necessitated different types of capacity building requiring different knowledge. Awad noted that PCBS has developed from a recipient of capacity building to competitive provider to other countries in the Arab world.

Teugels presented the ISI's experience in developing statistical capacity building (SCB). The ISI has been working on SCB for several years. Past activities in Africa include workshops for high-level official statisticians in Addis Ababa and Dakar, young statisticians workshop in Benin, a short course in environmetrics and statistical computing workshops. The ISI Committee on SCB is working on a number of other proposals including mentoring, curriculum development, and a database of



resource experts in different areas. ISI plans to establish closer links with training institutes and universities in order to establish Outreach Committees in Africa, and develop liaison with National Statistical Societies. One important goal is to increase ISI membership in the African continent.

Silva summarized the different reasons for the need for statistical assistance: the complex nature of statistical projects; the demanding requirements for quality, timeliness, efficiency; limited local capacity; and the isolation of individuals. He then went on to describe important aspects of statistical projects and the PDCA cycle: plan, develop/do, check/assess, adjust/review. There should always be a team of people in each project with clear goals, plans, resources, reporting duties and deliverables. The projects should have long term partnerships, be engaged with reliable sources and funding and ensure that the knowledge is shared across the organization. He encouraged the participants to be creative about forms of knowledge transfer, for instance by sending staff abroad or using modern communications and IT. Pedro noted that rewarding and recognizing success is an important element of each project.

Chuwa described the situation in Tanzania. She suggested that we should organize capacity building and technical assistance within the national statistical system (beyond NSOs) and within the region. She also asked “what should be done after the technical assistance is completed?” The capacity of the recipients is often weak, and this presents a big challenge in sustaining the gained competences.

Here are the main points that came up during the discussion where several participants shared their experience with SCB:

- Difficulties include: language barriers; insufficient time for proper preparation of workshops; 4-5 day workshops are typically too short.
- Alternative is to bring the trainers to the NSO and provide translation. But resources to organise this type of training are often lacking.
- To be effective, SCB should be demand driven and not decided by international organisations. NSOs should be fully consulted and involved. Technology and infrastructure need to be in place to make the assistance effective. The technical assistance should help in building the right competences in the organisation.
- There are some good examples of successful cooperation projects within the region such as foreign-trade statistics, and there is a demand for more assistance within the region.
- The NSDSs for the continent should be developed by a wider group – not just a few who draw these up for the whole continent, and when they leave, there is no competence to develop them further.
- Related to the above, Kiregyera mentioned that a session to build expertise in drawing up the NSSDS (‘training the trainers’) will be conducted in Pretoria at the end of May.
- It was suggested that there could be more standardization of statistical production processes among countries.
- It is important that every government agency that produces data has a statistical unit.
- Silva called on the Heads of the NSOs to think of incentives and opportunities for staff to further develop their skills and expertise. He described his own experience about how he got



involved in the ISI, participated in international statistical meetings and activities, and decided to pursue further studies.

- Lehohla noted problems with staff who are funded to be trained abroad but do not return to home countries and the investment/expertise is lost.

### **Session 6: Cooperation with Researchers and Academia**

Vijay Nair, the session chair, described various potential benefits from collaborations between official statisticians and those in the research community. He noted that the private sector and academia are ahead of official statisticians in the area of 'Big Data' and have a lot of knowledge on how to take advantage of new sources of data for making timely information.

Rector Ngalinda (EASTC) described the history, development, and structure of the East African Statistical Training Centre and its efforts to establish training programmes in official statistics. EASTC offers a Bachelor in Official Statistics (currently about 180 students) and a Masters in Official Statistics (about 50 students). Most students come from countries in East Africa and are usually sent by the NSOs. EASTC is looking to expand its international cooperation programmes. It has collaborations with Agrost and NSSTA in India.

The group discussion focused on how to strengthen the relationship between the NSOs and academia as well as the role ISI could play in this context.

- Internship programmes for university students at NSOs is one way to strengthen the cooperation. Participants noted that some countries already have internships and attachment programmes for students. Job rotation within NSOs was considered important also for increasing the learning skills of employees.
- Universities should make the curriculum more relevant and practical, not focus on just theoretical material. For example, there could be courses in statistical ethics, statistical privacy and confidentiality, etc. This is an area where ISI can help by providing good models for curriculum, courses and material. In fact, ISI could encourage universities and other institutions involved in statistical training to support the development of curricula that better suit the needs of NSOs.
- Joint training programmes between local universities and NSOs have been developed in some countries. But these have proven to be quite a challenge and did not always work out well. However, collaborative projects in focused areas have worked well, especially those dealing with data collection and analysis, report writing and communications.
- Nair asked the NSOs to think about providing incentives for university lecturers and students to collaborate with official statistics agencies. Universities are usually not aware of the opportunities and everyone is busy. Incentive can help, especially since universities have fewer resources than NSOs. Also, university lecturers do not know how statistics is being used in real life, so NSOs need to engage them and give them advice on statistical applications.



- It is important that leaders of NSOs should be more proactive in supporting the capabilities of universities and the development of National Statistical Societies in developing countries. NSOs could, for example, promote research by organizing data analysis competitions and providing awards to winning students, promoting good teaching through funding awards such as Teacher of the Year, advocating the use of data and applied statistics, and also through outreach efforts to industry.
- In this regard, it was noted by a number of people that NSOs already provide anonymized data in their website for free access. Some have given 10% of the micro-data on their website and there are NSOs who also provide data on request.
- NSO staff should be trained in methodology and computing (software, Excel, etc.) for data analysis, not just data production. For staff without these skills, NSOs should provide on-the-job training.
- Currently, training is very much geared towards social and household statistics. But economic statistics and national accounts are equally important for the NSS.
- Nair described the ISI mentoring programme for PhD students in Africa. The ISI has established a Task Force to explore how ISI should develop its mentoring programme further, promote the careers of young people and women in developing countries.
- Another area where the ISI is working on is advice on curriculum development in universities in developing countries.

#### IV. Concluding Session

Vijay Nair, ISI President, thanked all the organizers, especially Irena Križman, and the participants. He encouraged to stay connected by using ISI network. He noted that the spirit and hospitality of the hosts contributed to the huge success of this event. He invited all the NSOs to become institutional members and also asked participants to join as individual members. The fees for developing countries are very low. The ISI offers many benefits including a platform for exchange of good practices and for discussion of issues and needs of NSO leaders. It also offers a meeting place (WSC, RSC, IAOS conferences, etc.) and funding for capacity building activities. The ISI can help NSOs to establish partnerships with existing training institutions in the region and worldwide. Finally, the ISI can organize appropriate workshops for countries and regions such as the planned workshops for middle level management.

Oliver Chinganya from the AfDB noted that the workshop has exceeded his expectations. It was fascinating to see the extent to which the participants were involved in the discussions, in the breakout groups and the plenary sessions. The AfDB remains committed to funding and supporting future workshops of this sort and will cooperate with the ISI and other partners, like Paris21, to build on this successful initiative.

Albina Chuwa, Head of the TNBS, summarized the main highlights and achievements of the workshop. She noted that the test of a workshop like this is not the production of a workshop report or the quality of such a report. The test is whether better understanding of the issues discussed and



agreed can be translated into positive action within our respective statistical institutions. She was sure that there will be changes in the organizations as a result of this workshop.

## **V. Lessons and Future Challenges**

The participants noted that the workshop was successful in addressing the complexity of management issues. There was general agreement that the delegates had benefited greatly from the presentations and discussions. There was also consensus that it would be useful to continue the discussion and delve deeper into the various issues and exchange further ideas on good management practices and emerging technology.

The following were identified as possible themes for future workshops:

- Statistical legislative framework (position of NSO, coordination, financial independence, access to data sources, setting standards, setting methodologies and release calendar etc.)
- Statistical standards (classifications, registrations like CRVS)
- National Strategies of Development of Statistics (NSDS) process
- Organising sustainable resources (talent management, fund raising, building coalitions with the stakeholders, standardization of production process)
- Statistical literacy
- Communication techniques/skills
- Data analyses using complex design surveys or big data
- Identifying and managing risk

Results of the evaluation of the workshop are enclosed. These evaluations show that, in general, there was good satisfaction with the workshop. There were also a number of useful suggestions for improving the content and the organization. All of the suggestions will be taken into account when organizing the next workshop. The ISI team would like to thank all the participants for the useful feedback.

## **VI. Annexes**

1. Programme of the workshop
2. List of participants
3. Report of the evaluation



## Annex 1

## Workshop Programme

27 April 2015	
9.00 – 10.30	<p><b>Opening Ceremony</b></p> <p><i>Speakers:</i>  <b>Hon. Mizengo Kayanza Peter Pinda (MP)</b>, The Prime Minister of the United Republic of Tanzania  <b>Hon. Saada Mkuya Salum (MP)</b>, Minister of Finance  <b>Ms. Albina Chuwa</b>, Director General, National Bureau of Statistics, Tanzania  <b>Mr. Vijay Nair</b>, President of the ISI; Donald A. Darling Professor of Statistics at the University of Michigan, USA</p> <p><b>Press Conference</b></p>
10.30 – 12.00	<p><b>Introductory Session: Round Table Discussion on Regional Needs for Statistical Leadership</b></p> <ul style="list-style-type: none"> <li>▪ What are the most urgent needs concerning leadership and governance competencies?</li> <li>▪ Organizational structure and reporting systems of NSOs in the region – examples.</li> <li>▪ What are the main challenges to effective leadership?</li> <li>▪ How can data revolution contribute to this process?</li> </ul> <p><i>Chair: Mr. Vijay Nair</i>, President of the ISI; Donald A. Darling Professor of Statistics at the University of Michigan, USA</p> <p><i>Speakers:</i>  <b>Mr. Ben Kiregyera</b>, Consultant and former Director, African Centre for Statistics at the UN Economic Commission for Africa, former Chairman, Board of Directors of the Uganda Bureau of Statistics  <b>Ms. Jil Matheson</b>, former UK National Statistician, Head of the Government Statistical Service (GSS) and Chief Executive of the UK Statistics Authority  <b>Mr. Oliver Chinganya</b>, Division Manager for the Statistical Capacity Building Division, Statistics Department of the African Development Bank</p>
12.00 – 12.15	<b>Coffee break</b>
12.15 – 13.55	<p><b>Session 1: Ethics in Statistical Practice</b></p> <ul style="list-style-type: none"> <li>▪ Short presentation of the basic principles of ethical codes with emphasis on institutional and professional independence.</li> <li>▪ Promotion of the ethical principles inside NSOs within statistical systems and among other stakeholders.</li> <li>▪ Evaluation of the implementation process (how and by whom?).</li> <li>▪ Violation of principles and codes (how to prevent the principles and codes from being violated and how to react if that happens?).</li> <li>▪ Implementation challenges and strategies in the Data revolution era.</li> </ul> <p><i>Facilitator/Chair: Ms. Ada van Krimpen</i>, Director of the ISI</p> <p><i>Speaker from the region: Ms. Albina Chuwa</i>, Director General, National Bureau of Statistics, Tanzania</p>
13.55 – 15.55	<b>Lunch break</b>



15.55 – 17.40	<p><b>Session 2: Data Revolution at Country Level and Managing the Change Process</b></p> <ul style="list-style-type: none"> <li>▪ Innovative, visionary and ethical leadership.</li> <li>▪ Governance of organisations, processes and data.</li> <li>▪ Main challenges, threats and opportunities.</li> <li>▪ Planning and priority setting.</li> <li>▪ Plan of changes to be implemented (quick wins, medium- and long-term actions).</li> <li>▪ Who is involved (individuals, teams and organisations)?</li> <li>▪ Training and capacity building for change.</li> <li>▪ Partnership with the public and private sector, academia, media.</li> <li>▪ Principles and standards (national/international).</li> <li>▪ Technology and innovations: social media leaders and institutions.</li> <li>▪ New organisational modes and the role of project management.</li> <li>▪ Monitoring the changes.</li> </ul> <p><i>Facilitator/Chair: Ms. Irena Križman, ISI Vice-President; Former Director General of Slovenia National Statistics Office</i></p> <p><i>Speaker: Mr. Shelton Kanyanda, Program Coordinator – Africa Region, PARIS21 Secretariat</i></p> <p><i>Video address: Mr. Enrico Giovannini, Full Professor of Economic Statistics, Department of Economics and Finance, University of Rome “Tor Vergata”</i></p>
18.00	Reception

28 April 2015	
9.00 – 10.40	<p><b>Session 3: Organising and Operationalising a National Statistical System (NSS)</b></p> <ul style="list-style-type: none"> <li>▪ Legal basis or authorities for the NSO.</li> <li>▪ Leadership and innovation by the NSO integrating the NSS.</li> <li>▪ Coordination of decentralised official statistics using common quality standards.</li> <li>▪ Alignment of the NSS and the NSO with the international statistical system and international standards.</li> <li>▪ Overcoming some statistical challenges – experience from countries in the region.</li> <li>▪ Cooperation with and gaining the support of the government.</li> <li>▪ Approaches for broadening the resource base of the NSO and the NSS.</li> <li>▪ Professional independence and budgetary dependence.</li> <li>▪ The role and cooperation between official and ministerial statistics.</li> <li>▪ Access to data, including micro data.</li> <li>▪ Ways to increase the general use of data and build analytical capacity in governmental institutions.</li> </ul> <p><i>Facilitator/Chair: Ms. Jil Matheson, former UK National Statistician, Head of the Government Statistical Service (GSS) and Chief Executive of the UK Statistics Authority</i></p> <p><i>Speaker from the region: Mr. João Dias Loureiro, Presidente, Instituto Nacional de Estatística, República de Moçambique</i></p>
10.40 – 10.55	Coffee break



10.55 – 12.35	<p><b>Session 4: Strategic Fields where Top Management should Provide Leadership and Organise Good Managerial Practices</b></p> <ul style="list-style-type: none"> <li>▪ Programing and reporting, including priority setting and balancing human, financial and technical resources.</li> <li>▪ Roles of national statistical commissions or boards, statistical councils and advisory committees.</li> <li>▪ Synergies between users and data providers.</li> <li>▪ The user segmentation policy and the strategy towards various domestic users: policy makers, media, researchers and academia.</li> <li>▪ Trust and understanding between official statistics producers and data providers, and keeping the balance among reporting burden, information needs and desired response rates.</li> <li>▪ The quality of production processes and products, the relevant capacity of staff, and the organisation of work, including specific projects and overall modernisation of statistical production.</li> <li>▪ Interaction with international agencies and international commitments.</li> </ul> <p><i>Facilitator/Chair: Ms. Ola Awad, President of Palestinian Central Bureau of Statistics (PCBS), President–Elect of the IAOS</i>  <i>Speaker from the region: Mr. Pali Lehohla, Statistician-General of Statistics South Africa</i></p>
12.35 – 13.25	<p><b>Presentation of the ISI: Mr. Vijay Nair, President of the ISI; Donald A. Darling Professor of Statistics at the University of Michigan, USA</b></p>
13.25 – 15.25	<p><b>Lunch break</b></p>
15.25 – 16.55	<p><b>Session 5: Efficient Use of Technical Assistance: A Panel Discussion</b></p> <ul style="list-style-type: none"> <li>▪ Identification of potential partner agencies and countries.</li> <li>▪ The SCB programme as a response to National Strategies for the Development of Statistics (NSDS).</li> <li>▪ Coordination of international offers of technical assistance within a country and among donors (leadership and coordination role of NSOs in building sustainable statistical systems).</li> <li>▪ Building competence of staff to be able to receive technical assistance successfully.</li> <li>▪ Monitoring and reporting.</li> </ul> <p><i>Chair: Mr. Pali Lehohla, Statistician-General of Statistics South Africa</i>  <i>Speakers:</i>  <b>Ms. Ola Awad, President of Palestinian Central Bureau of Statistics (PCBS), President–Elect of the IAOS</b>  <b>Mr. Pedro Luis do Nascimento Silva, President-Elect of the ISI; Principal Researcher at the National School of Statistical Sciences, Rio de Janeiro, Brazil</b>  <b>Ms. Albina Chuwa, Director General, National Bureau of Statistics, Tanzania</b>  <b>Mr. Jef Teugels, Professor Emeritus, University of Leuven, Belgium; Chair of the ISI Committee on Statistical Capacity Building</b>  <b>Mr. John A. Kahimbaara, long-term consultant, DFID project to support the Statistics Division, African Union Commission with the establishment of an African Union Institute for Statistics in Tunisia and a Pan-African Statistical Training Centre in Côte d'Ivoire – Due to Mr. Kahimbaara's absence the presentation was given by Mr. Ben Kiregyera</b></p>



<b>29 April 2015</b>	
<b>9.00 – 11.40</b>	<p><b>Session 6: Cooperation with Researchers and Academia</b></p> <ul style="list-style-type: none"> <li>▪ Development of curricula to improve both professional and practical competence in producing and using official statistics.</li> <li>▪ Joint research projects in the modernisation and innovation of products and processes.</li> <li>▪ AGROST as platform on leadership and exchanges of best practices</li> <li>▪ Participation of academic and research staff in users' councils, working groups and task forces.</li> <li>▪ Development and execution of internal training programmes for NSOs' staff and access to micro data for research purposes while still protecting respondents' confidentiality.</li> <li>▪ Statistical literacy.</li> </ul> <p><i>Facilitator/Chair: <b>Mr. Vijay Nair</b>, President of the ISI; Donald A. Darling Professor of Statistics at the University of Michigan, USA</i></p> <p><i>Speaker from the region: <b>Mr. Innocent Ngalinda</b>, Rector, EASTC</i></p>
<b>11.40 – 11.55</b>	<b>Coffee break</b>
<b>11.55 – 12.55</b>	<b>Conclusions and plans for the future</b>
<b>12.55- 14.00</b>	<b>Closing Ceremony</b>



## Annex 2

## Participants

	Country	Organization	Title	Name	Function	E-mail address
1	Botswana	Central Statistics Office	Dr.	Burton Mguni	Deputy Statistician General- Economic and Social Statistics	<a href="mailto:burton.mguni@gmail.com">burton.mguni@gmail.com</a>
2	Cote d'Ivoire	African Development Bank	Mr.	Oliver Chinganya	Division Manager for the Statistical Capacity Building Division	<a href="mailto:o.chinganya@afdb.org">o.chinganya@afdb.org</a>
3	Egypt	Central Agency for Public Mobilization and Statistics	Mr.	Taher Hassan Saleh	President for central administration for population statistics and services	<a href="mailto:pres_capmas@capmas.gov.eg">pres_capmas@capmas.gov.eg</a> <a href="mailto:tahers5122002@yahoo.com">tahers5122002@yahoo.com</a>
4	Egypt	Central Agency for Public Mobilization and Statistics	Mr.	Mostafa Saad	Director General for the general administration of follow - up department	<a href="mailto:pres_capmas@capmas.gov.eg">pres_capmas@capmas.gov.eg</a>
5	Ethiopia	Central Statistical Agency	Mr.	Biratu Yigezu	Director General	<a href="mailto:ybiratu@yahoo.com">ybiratu@yahoo.com</a>
6	Ethiopia	Central Statistical Agency	Ms.	Aberash Tariku	Deputy Director General	<a href="mailto:kaberash@yahoo.com">kaberash@yahoo.com</a>
7	France	OECD, Paris21 Secretariat	Mr.	Shelton Kanyanda	Program Coordinator – Africa Region	<a href="mailto:shelton.kanyanda@oecd.org">shelton.kanyanda@oecd.org</a>
8	Ghana	Ghana Statistical Service	Mr.	Baah Wadieh	Deputy Government Statistician	<a href="mailto:baah.wadieh@yahoo.com">baah.wadieh@yahoo.com</a>
9	Ghana	Ghana Statistical Service	Mr.	David Kombat	Chief Statistician and Head of Communication and Dissemination Directorate	<a href="mailto:kombeey@yahoo.com">kombeey@yahoo.com</a>
10	Kenya	Kenya National Bureau of Statistics	Mr.	Macdonald G.O. Obudho	Director, Population and Social Statistics	<a href="mailto:Obudhomg@gmail.com">Obudhomg@gmail.com</a> ; <a href="mailto:mobudho@knbs.or.ke">mobudho@knbs.or.ke</a>
11	Lesotho	National Bureau of Statistics	Ms.	Liengoane Mothoweso Lefosa	Director	<a href="mailto:Mo2lefosa@gmail.com">Mo2lefosa@gmail.com</a> ; <a href="mailto:director@bos.gov.ls">director@bos.gov.ls</a>
12	Libya	Bureau of Statistics and Census	Mr.	Abdella Zidan Amhemad	Director General	<a href="mailto:aamhemad@bsc.ly">aamhemad@bsc.ly</a>
13	Malawi	National Statistical Office	Ms.	Mercy Kanyuka	Director General	<a href="mailto:mkanyuka@statistics.gov.mw">mkanyuka@statistics.gov.mw</a> ; <a href="mailto:mkanyuka@gmail.com">mkanyuka@gmail.com</a>



14	Mozambique	Instituto Nacional de Estatística	Mr.	Joao Dias Loureiro	President	<a href="mailto:joao.loureiro@ine.gov.mz">joao.loureiro@ine.gov.mz</a> ; <a href="mailto:alda.rocha@ine.gov.mz">alda.rocha@ine.gov.mz</a>
15	Namibia	Central Bureau of Statistics	Mr.	Jackie L. Noabeb	Director, IT and Data Processing	<a href="mailto:JNoabeb@nsa.org.na">JNoabeb@nsa.org.na</a>
16	Seychelles	National Statistics Bureau	Mrs.	Laura Ahtime	Chief Executive Officer	<a href="mailto:Laura@nbs.gov.sc">Laura@nbs.gov.sc</a> ; <a href="mailto:ceo@nbs.gov.sc">ceo@nbs.gov.sc</a>
17	Seychelles	National Statistics Bureau	Ms.	Helena De Letourdis	Principal Statistician	<a href="mailto:helena@nbs.gov.sc">helena@nbs.gov.sc</a>
18	South Africa	Statistics South Africa	Mr.	Pali Lehohla	Statistician General	<a href="mailto:palil@statssa.gov.za">palil@statssa.gov.za</a>
19	South Africa	South African Statistics Council	Mr.	Morore Benjamin Mphahlele	Chairperson of Council	<a href="mailto:mphahlelemb@gmail.com">mphahlelemb@gmail.com</a>
20	South Sudan	National Bureau of Statistics	Mr.	Isaiah Chol Aruai	Chair Person	contact.ssnbs@gmail.com; info@ssnbs.org; chandavidthiang@yahoo.fr
21	South Sudan	National Bureau of Statistics	Ms.	Labanya Margaret Mathya	Director General for Administration and Finance	<a href="mailto:mathyaugila@yahoo.com">mathyaugila@yahoo.com</a>
22	Sudan	Central Bureau of Statistics	Dr.	Yasin Elhag Abdin	Director General	<a href="mailto:yabdin@hotmail.com">yabdin@hotmail.com</a> ; <a href="mailto:dg@cbs.gov.sd">dg@cbs.gov.sd</a>
23	Sudan	Central Bureau of Statistics	Mr.	Kamaleldin Ahmed Ismail	Director of Population and Social Statistics dept	<a href="mailto:kamaleldin_99@yahoo.com">kamaleldin_99@yahoo.com</a>
24	The Gambia	Gambia Bureau of Statistics	Mr.	Nyakassi M.B. Sanyang	Director General	<a href="mailto:kassialieu@yahoo.co.uk">kassialieu@yahoo.co.uk</a>
25	The Gambia	Gambia Bureau of Statistics	Mr.	Samba Barrow	Senior Statistician	<a href="mailto:barrowmannasy@yahoo.com">barrowmannasy@yahoo.com</a> <a href="mailto:sbarrow@gbos.gov.gm">sbarrow@gbos.gov.gm</a>
26	Uganda		Prof.	Ben Kiregyera	Consultant and a former Director, African Centre for Statistics at the UN Economic Commission for Africa, former Chairman, Board of Directors of the Uganda Bureau of Statistics	<a href="mailto:bkiregyera@yahoo.com">bkiregyera@yahoo.com</a>
27	Uganda	Uganda Bureau of Statistics	Mr.	Ben Paul Mungyereza	Executive Director	<a href="mailto:bmungye@email.com">bmungye@email.com</a>
28	Zambia	Central Statistical Office	Mr.	John Kalumbi	Director	<a href="mailto:JKalumbi@zamstats.gov.zm">JKalumbi@zamstats.gov.zm</a>
29	Zimbabwe	Zimbabwe National Statistics Agency	Mr.	Mutasa Dzinotizei	Director General	<a href="mailto:dg@zimstat.co.zw">dg@zimstat.co.zw</a> ; <a href="mailto:dgdapi@zimstat.co.zw">dgdapi@zimstat.co.zw</a>



30	Zimbabwe	Zimbabwe National Statistics Agency	Mr	<b>Nelson Taruvinga</b>	Director for Income Analysis	<a href="mailto:ntaruvinga@zimstat.co.zw">ntaruvinga@zimstat.co.zw</a>
<b>Tanzanian representatives</b>						
31	Tanzania	Tanzanian Government	Hon.	<b>Mizengo Kayanza Peter Pinda (MP)</b>	Prime Minister of the United Rep of Tanzania	
32	Tanzania	Tanzanian Government	Hon.	<b>Saada Mkuya Salum (MP)</b>	Minister for Fiance	<b>Represented by deputy</b>
33	Tanzania	National Bureau of Statistics	Mrs.	<b>Albina Chuwa</b>	Director General	<a href="mailto:dg@nbs.go.tz">dg@nbs.go.tz</a> ; <a href="mailto:albinachuwa@gmail.com">albinachuwa@gmail.com</a>
34	Tanzania	National Bureau of Statistics	Prof.	<b>Milline Mbonile</b>	Chairperson	<a href="mailto:mmbonile@gmail.com">mmbonile@gmail.com</a>
35	Tanzania	EASTC	Prof.	<b>Innocent Ngalinda</b>	Rector	<a href="mailto:ingalinda@ngalinda.com">ingalinda@ngalinda.com</a>
<b>ISI Representatives</b>						
36	USA	ISI	Dr.	<b>Vijay Nair</b>	President of the ISI, Donald A. Darling Professor of Statistics at the University of Michigan, USA	<a href="mailto:isi-president@umich.edu">isi-president@umich.edu</a>
37	Brazil	ISI	Dr.	<b>Pedro Luis do Nascimento Silva</b>	President-Elect of the ISI, Principal Researcher at the National School of Statistical Sciences, Rio de Janeiro, Brazil	<a href="mailto:pedronsilva@gmail.com">pedronsilva@gmail.com</a>
38	Slovenia	ISI	Mrs.	<b>Irena Krizman</b>	Vice-President of the ISI, former Director General of Slovenia National Statistics Office	<a href="mailto:iren.krizman@gmail.com">iren.krizman@gmail.com</a>
39	Netherlands	ISI	Ms.	<b>Ada van Krimpen</b>	Director of the ISI	<a href="mailto:an.vankrimpen@cbs.nl">an.vankrimpen@cbs.nl</a>
40	Palestine	ISI / IAOS/ PCBS	Ms.	<b>Ola Awad</b>	President-Elect of the IAOS, President of Palestinian Central Bureau of Statistics (PCBS)	<a href="mailto:ola@pcbs.gov.ps">ola@pcbs.gov.ps</a>
41	Belgium	ISI/ Leuven University	Prof. Em.	<b>Jef Teugels</b>	Chair of the ISI Committee on Statistical Capacity Building; Professor Emeritus, University of Leuven, Belgium	<a href="mailto:Jef.Teugels@wis.kuleuven.be">Jef.Teugels@wis.kuleuven.be</a>



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42	UK	ISI	<b>Prof.</b>	<b>Jil Matheson</b>	Former UK National Statistician, Head of the Government Statistical Service (GSS) and Chief Executive of the UK Statistics Authority	<a href="mailto:jil.matheson@blueyonder.co.uk">jil.matheson@blueyonder.co.uk</a>
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## Annex 3

**Evaluation Report**

*Prepared by Ada van Krimpen and Gerrit Stemerding*

**Introduction**

All participants of the workshop were asked to fill in an evaluation form. A total of 25 completed forms were received. A summary of the results is given below.

The Participants were asked to give a score from 1 – 5 (5 being highest) for each question.

The results are given below. Overall the participants were extremely positive about the workshop.

**Questions relating to the Workshop Content**

1. This workshop lived up to my expectations	Mean 4.63	Standard Deviation 0.49
2. I consider the content relevant to my job	Mean 4.88	Standard Deviation 0.34

**Questions relating to the Workshop Design**

3. The workshop objectives were clear to me	Mean 4.60	Standard Deviation 0.58
4. The activities gave me sufficient opportunity for participation and discussion	Mean 4.68	Standard Deviation 0.56
5. The level was appropriate to the objectives	Mean 4.60	Standard Deviation 0.58
6. The pace was appropriate to the objectives	Mean 4.33	Standard Deviation 0.76
7. This was a good way for me to learn about the different subjects	Mean 4.60	Standard Deviation 0.58

**Questions relating to the Workshop Facilitators**

8. The instructors/facilitators were knowledgeable about the topics	Mean 4.88	Standard Deviation 0.34
9. The instructors/facilitators were well prepared	Mean 4.79	Standard Deviation 0.41
10. The instructors/facilitators were helpful	Mean 4.83	Standard Deviation 0.38

**Questions relating to the Workshop Organization and Content**

11. For sponsored participants, the travel arrangements were smooth (communication/information, ticketing, hotel bookings and DSA arrangements)	Mean 4.04	Standard Deviation 1.00
12. The equipment and facilities at the venue were in good working	Mean 4.16	Standard Deviation 0.69
13. Transport shuttle arrangements between hotel and venue were adequate	Mean 4.54	Standard Deviation 0.98

**Questions relating to the Workshop Results**

14. The workshop objectives were accomplished	Mean 4.46	Standard Deviation 0.59
15. The activities developed will help me improve my leadership performance	Mean 4.75	Standard Deviation 0.44
16. The workshop enhanced my substantive knowledge on:		
a. Regional needs for statistical leadership	Mean 4.60	Standard Deviation 0.50
b. Ethics in statistical practice	Mean 4.52	Standard Deviation 0.65
c. Change leadership and data revolution	Mean 4.32	Standard Deviation 0.69



d. Key challenges in organizing a good national statistical system	Mean 4.44	Standard Deviation 0.58
e. Good governance	Mean 4.28	Standard Deviation 0.74
f. Efficient use of technical assistance	Mean 4.44	Standard Deviation 0.65
g. Cooperation with researchers and academia	Mean 4.54	Standard Deviation 0.66

*Overall these evaluation marks are very high. There are two relatively low outliers: the travel arrangements and the working order of the equipment and the facilities. Nevertheless, these two still score a mean value of over 4 on a 5-point scale!*

#### Questions relating to “Have your Say”

17. How would you improve the *organization* of this workshop?

- Provide more clarification about the workshop objectives.	7	28 %
- Allow more time for discussion in breakout groups.	13	52 %
- Reduce the number of breakout groups.	2	8 %
- Improve the instructional methods.	7	28 %
- Make workshop activities more stimulating.	7	28 %
- Allow more time for the workshop.	14	56 %
- Shorten the time for the workshop.	1	4 %

*More than half of the participants indicate that they would like to see more time for the workshop in general and for the discussion in breakout groups in particular.*

18. How would you improve the *content* of this workshop? (Check all that apply.)

Reduce the content covered in the workshop. What would you take out?.	2	8 %
Update the content covered in the workshop. What needs updating?	6	24 %
Increase the content covered in the workshop. What would you add?.	10	40 %

*Most suggestions are about updating and increasing the current content of the workshop. They center around the data revolution, managing the change process, leadership skills, and communication.*