

20th Management Seminar for Heads of National Statistical Offices in Asia and the Pacific

Enhancing leadership advocacy for effective user engagement
2-3 December 2025, Chiba/Tokyo, Japan

I. Overview of the activity

Statistical leaders are expected to be responsive to varied and urgent needs of data users. Government ministries and other branches of government collect data for policy formulation or project monitoring. Businesses invest in real-time and granular information about their market and competition. Researchers and academia are interested in a wide range of data and long-term perspective of complex issues. Media focus on up-to-date digestible data.

To remain relevant while upholding standards of quality, chief statisticians and heads of NSOs need an arsenal of management skills and tools to engage and maintain the interest of data users, cope with misinformation, and leverage limited resources to meet rising data needs. Active and sustained user engagement helps ensure that official statistics remain relevant and trusted, while reinforcing impartiality and equal access.

II. Expected outcomes

This seminar is designed for heads or senior management officials of national statistical offices. At the end of the activity, participants are expected to:

- Have a strategic understanding of the importance of user engagement in increasing the relevance, trust and use of official statistics, and in strengthening accountability of the national statistical system to society.
- Adapt engagement strategies for a particular user group.
- Share country experiences, challenges, and good practices in implementing innovative approaches to engage data users.
- Identify appropriate organizational restructuring and skills upgrading to meet user needs and foster a user-centered culture within their NSO and, where relevant, across the broader national statistical system.

III. Expected output

At the end of the seminar, the participants will produce a leadership-level action plan identifying 3–5 actionable, strategic recommendations for enhanced user engagement with their identified priority user group(s), ensuring inclusiveness across government, private sector, academia, civil society, and the media.

IV. Activity design and content

Date/Time	Session and events	Presenter
December 2, 2025		
10:00 – 10:30	Session 1: Preliminaries <ul style="list-style-type: none"> - Welcome messages <ul style="list-style-type: none"> o UNSD o SIAP o ESCAP SD - Overview of seminar objectives 	Ms. Shailja Sharma Director, SIAP
10:30 - 11:00	Session 2: Background paper	SIAP
11:00 – 12:00	Session 3: Country practices <p>The chief statistician or head of the NSO is oftentimes the default brand ambassador of the national statistical office. As such, the organization's credibility, relevance, impartiality, and transparency rest on their shoulders. Moreover, transformational changes within an organization rely on how well a leader communicates the directives and signals.</p> <p>Selected countries will present their experiences, challenges/barriers, and key strategies in engaging and managing diverse user groups in the production, dissemination and communication of official statistics. They will describe how they deal with pressing challenges such as data misuse and security/privacy concerns. The session will encourage peer learning and exchange of good practices.</p> <ul style="list-style-type: none"> - Country 1 (e.g., media) - Country 2 (e.g., government, funding agencies) - Country 3 (e.g., households and CSOs) 	Country 1 Country 2 Country 3
12:00 – 13:00	Session 4: Stocktaking	
12:00 – 12:15	Using a maturity matrix, participants will individually evaluate their current resource prioritization/allocation across human, technological, time, and financial resources of their respective national statistical office when dealing with one or two priority data users. Identify 1–2 potential areas for improvement.	
12:15 – 13:00		

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	After 15 minutes, discuss with your group/in plenary your allocation mix and rationale behind it.	
13:00 – 15:00	Lunch	
15:00 – 16:00	Travel to Asakusa by bus	
December 3, 2025		
09:30 – 10:45	<p>Session 5: User journey</p> <p>Participants will be assigned into major user groups. Through scenario-based role play, the group will map out user experience in accessing a specific knowledge product/service of national statistical offices. The AEIOU framework will be employed to understand the reach, depth, frequency, and effectiveness of each engagement point with the user.</p> <ul style="list-style-type: none"> • Activities: enumerate the service products availed by the user group, including service format (e.g., physical copy, spreadsheet file, API, dashboard), level of detail, frequency of request • Environments: identify the channel for each point of contact of the user group with the NSO staff (e.g., NSO library, phone, centralized email, staff email, press office, NSO website/dashboard, other government websites, social media channels) • Interactions: describe how data users and producers interact with each other (e.g., first point of contact, follow-through, feedback loop) • Objects: enumerate the tools and technologies used to disseminate the service (e.g., newsletter, press release, journal, academic/press conference, website, app, email attachment, publication, dashboards, interactive portals) • Users: identify all the individuals involved in the whole service process, including users, NSO staff, and other stakeholders <p>After detailing this journey, the group will reimagine the service design, particularly which process can be augmented or curated (i.e., which needs to be refined</p>	

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	or removed). The exercise will also highlight how user engagement strategies can ensure equal access to official statistics across different groups.	
XX:XX – XX:XX	Coffee break	
10:45 – 12:00	Session 5 group presentations After the discussion, each group will be given 5 minutes to re-enact the original vs. reimagined service design.	
12:00 – 13:30	Lunch	
13:30 – 15:00	Session 6: Employee potential Culture is an implicit control system in an organization that describes how things get done, if they ever get done. It is important that levers in the LEASH model are aligned through managerial tools to make organizational culture work to the leader's advantage. <ul style="list-style-type: none"> • Leader actions: What are the directives set for the government employees in terms of user engagement activities? How are these directives cascaded down to the staff? How is user engagement structured in your organization (e.g., centralized to a division, delegated to a subject matter expert, or a combination thereof) • Employee involvement: Which aspect of the activity can the employee provide inputs, make decisions on their own, and be held accountable? For example, who determines the engagement activity, channel/method of interaction, length of preparation time, level of urgency, audience reach, and resources allotted for a particular user engagement activity. • Aligned rewards: What are the non-monetary recognitions received by the employee for their high performance? Similarly, what are the non-monetary punitive actions imposed on employees for low performance/bad behavior? Or are there no rewards given that user engagement is expected from employees? 	

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	<ul style="list-style-type: none"> • Signals, stories, and symbols: What are the outward manifestations of cultural values in your organization, including how culture conveys the NSO's commitment to impartiality and professional independence? • HR system alignment: How does your organization attract new employees, retool skills to enable each actor to accomplish their responsibilities? How do you identify the skill set needed for new hires (e.g., Do you hire more technically focused staff? Do you hire IT-ready staff to introduce digital products? Do you put weight on hiring staff with data science backgrounds to leverage new technologies such as big data/AI? Do you hire creatively inclined staff to repurpose or repackage your knowledge products?)? Do you have the capability to identify the required skills of permanently hired and/or temporarily contracted out staff? How is the user feedback mechanism used to improve organizational systems and processes? 	
15:00 – 15:50	Session 6 group presentations After the discussion, a rapporteur from each group will be given 3 minutes to present how each of the levers is re-aligned in order to implement the reimagined service design.	
15:50 – 16:00	Coffee break	
16:00 – 16:45	Session 7: Individual leadership-level action plan	
16:00 – 16:15	Participants will look back at their initial stocktaking and reallocate their resources considering the augmented/curated service design, enhanced process or technological capacity, upskilled workforce, and re-evaluated personal brand. The participants will identify 3-5 actionable recommendations in order to execute the user engagement strategy.	
16:15 – 16:45	Each country representative will present these actionable recommendations and/or user engagement policy they would like to implement in the next few	

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	years, aligning with national development priorities and international commitments.	
16:45 – 16:50	Evaluation Participants are requested to provide feedback on the Management Seminar through an electronic questionnaire.	
16:50 – 17:00	Closing messages	

V. Source materials

[Guidelines for Developing an Integrated User Engagement Strategy – UN Economic Commission for Africa \(UNECA\)](#)

[UNSD Handbook on Management and Organization of National Statistical Systems \(2025/A\) – Chapter 7: Users and their Needs](#)

[User engagement strategy for statistics – ensuring official statistics meet society’s needs – UK Government Statistical Service \(GSS\)](#)

[Overcoming Data Graveyards in Official Statistics: Catalyzing Uptake and Use – Open Data Watch](#)

[How to improve product & service design with the AEIOU framework – Harvard Business School](#)

[Leading successful organizational transformation through culture – Harvard Business School](#)

[Data storytelling: how to effectively tell a story with data – Harvard Business School](#)