

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 the 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 a 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 the 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 2–3 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, among others.

IV. Activity design and content

Date/Time	Session and events	Presenter
December 2, 2025		
10:00 – 10:30	Session 1: Preliminaries	Ms. Shailja Sharma Director, SIAP
10:00 – 10:05	- Welcome messages	
10:05 – 10:10	○ Ms. Shailja Sharma, Director, SIAP ○ Ms. Rachael Beaven, Director, ESCAP Statistics Division	
10:10 – 10:30	- Overview of seminar objectives, agenda, expected outcome	
10:30 - 11:00	Session 2: Concept paper	Mr. Gabriel Gamez, UNSD
11:00 – 12:00	Session 3: Country practices	Moderator: Ms. Rachael Beaven, ESCAP SD
	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.	
	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 good practices.	
11:00-11:10	- Georgia	
11:10-11:20	- Lao People's Democratic Republic	
11:20-11:30	- Pakistan	
11:30-11:40	- Solomon Islands	
11:40-12:00	- Open forum	

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12:00 – 12:15	Session 4: Stocktaking <i>(See Sections 3 and 7 of the Concept Paper)</i> Using a maturity matrix, each country delegation will evaluate their current resource prioritization/allocation across human, technological, time, and financial resources with respect to engaging a user group.	Mr. Christophe Bontemps, SIAP
12:15 – 13:00	Session 4 Plenary discussion The floor will be opened for a plenary discussion on the assessment summary and effective practices.	Moderator: Mr. Christophe Bontemps
13:00 – 15:00	Lunch	
15:00 – 16:00	Travel to Asakusa by bus	
December 3, 2025		
09:30 – 09:35	Recap	Ms. Shailja Sharma
09:35 – 10:45	Session 5: User journey <i>(See Sections 3 and 4 of the Concept Paper)</i> Each table will be assigned to a major user group/s. The group will map out user experience in accessing a specific knowledge product/service of national statistical offices. The AEIOU framework will be used to analyze the reach, depth, frequency, and effectiveness of engagement at various points. After detailing this journey, the group will analyze the constraints faced and reimagine the service design, particularly the process which can be augmented or curated (i.e., which needs to be refined or removed).	Ms. Chesca Rosales
10:45 – 12:00	Session 5 group presentations After the discussion, each group will be given 5 minutes to present the current practices, constraints faced, and the reimagined service design.	Moderator: Mr. Gabriel Gamez
12:00 – 13:30	Lunch	
13:30 – 13:50	Session 6: Leadership-level action plan <i>(See Sections 5, 6 and 7 of the Concept Paper)</i> Leadership plays a crucial role in building a culture of user engagement. This includes integration of engagement cycle into institutional planning and	Mr. Sokol Vako, SIAP

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	development, and allocating resources for engagement. Each country delegation will reflect at their initial stocktaking and identify 2-3 actionable recommendations to implement the augmented/curated service design, to enhance process or technological capacity, and to upskill their workforce. Share only one recommendation within your group.	
13:50 – 14:30	Session 6 group presentations Each group will present these actionable recommendations and/or user engagement policy they would like to implement in the next few years, taking into consideration national development priorities and international commitments.	Moderator: Ms. Shailja Sharma
14:30 – 16:00	Session 7: Employee potential (See Sections 5 and 6 of the Concept Paper) 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.	Ms. Sinovia Moonie, SIAP
16:00 – 16:45	Session 7 group presentations After the discussion, a rapporteur from each group will be given 5 minutes to present how each of the levers is re-aligned in order to implement the reimaged service design.	Moderator: Mr. Seiji Takata, SIAP
16:45 – 16:50	Evaluation Participants are requested to provide feedback on the Management Seminar through an electronic questionnaire.	Mr. Sokol Vako
16:50 – 17:00	Closing messages ○ Ms. Shailja Sharma, Director, SIAP ○ Ms. Rachael Beaven, Director, ESCAP Statistics Division	