

# How to keep good relations with Key Stakeholders

Takao Itou

Executive Statistician for International Statistical Affairs  
MIC of Japan

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

2-3 December 2015 Tokyo Japan

## Stakeholders

English-English Dictionary (Oxford Thesaurus)

- An independent party with whom money or counters wagered are deposited
- A person with an interest or concern in something

### ➤ Explanation of Seminar Organizer

- “Stakeholders” can be government ministries and agencies with whom the national statistical offices need to work with to produce government statistics.

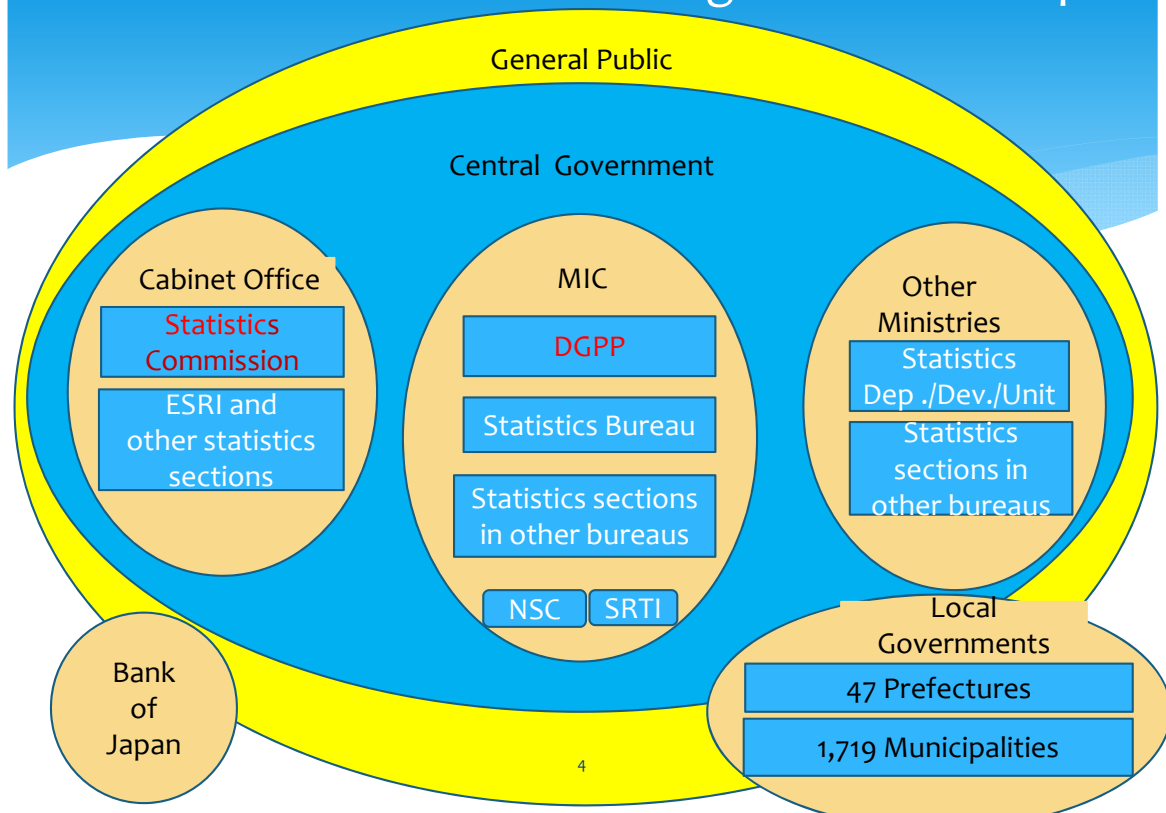
Stakeholders can also be, as in the case of big data, private sector companies who are sources of big data and whose data national statistical offices would need access to in producing government statistics.

They can be local governments involved in the production of statistics. They may be any of the organizations comprising the 'major groups' as defined in the ongoing SDG processes who may be advocates for statistical support.

# Who are “Key Stakeholders”?

- **Ministries (including related agencies and Committees )**
    - Decision Making Sections
    - Statistics Sections
  - **Statistics Commission**
  - **Local Governments -- 47 Prefectures**
    - 1,719 Municipalities (Cities, Towns, Villages, Wards)
  - **Enumerators as ad-hoc civil servants**
  - **Respondents**
  - **Civil survey entities based on a contract**
  - **Academics**
  - **The Public as Users**
  - **International Statistical Community**
- **Development of ICT and Big Data** <sup>3</sup>

## Outline of Official Statistical Organization in Japan



## Outline of the Official Statistical System in Japan

### ➤ Decentralized System

### ➤ Coordination system

- Statistics Law,
  - Statistical Commission
  - MIC - Director-General of Policy Planning for Statistical Standards (DGPP)

### ➤ Statistics Providers

- MIC - Statistics Bureau and National Statistics Center  
Statistics sections of other Bureaus (including relevant agencies)

Statistics Bureau conducts 14 basic statistical surveys and provides basic statistics common and important to all ministries

Statistics sections in other bureaus of MIC provide statistics necessary for their work based on relevant data obtained by statistical surveys, administrative work or their observation system

## Outline of the Official Statistical System in Japan

### ➤ Statistics Providers (continued)

- Cabinet Office (including relevant agencies and committees)

In the Cabinet office, ESRI (Economic and Social Research Institute) provides National Accounts Statistics, and other statistics sections provide statistics concerning their work.

- Other 8 Ministries (including relevant agencies)

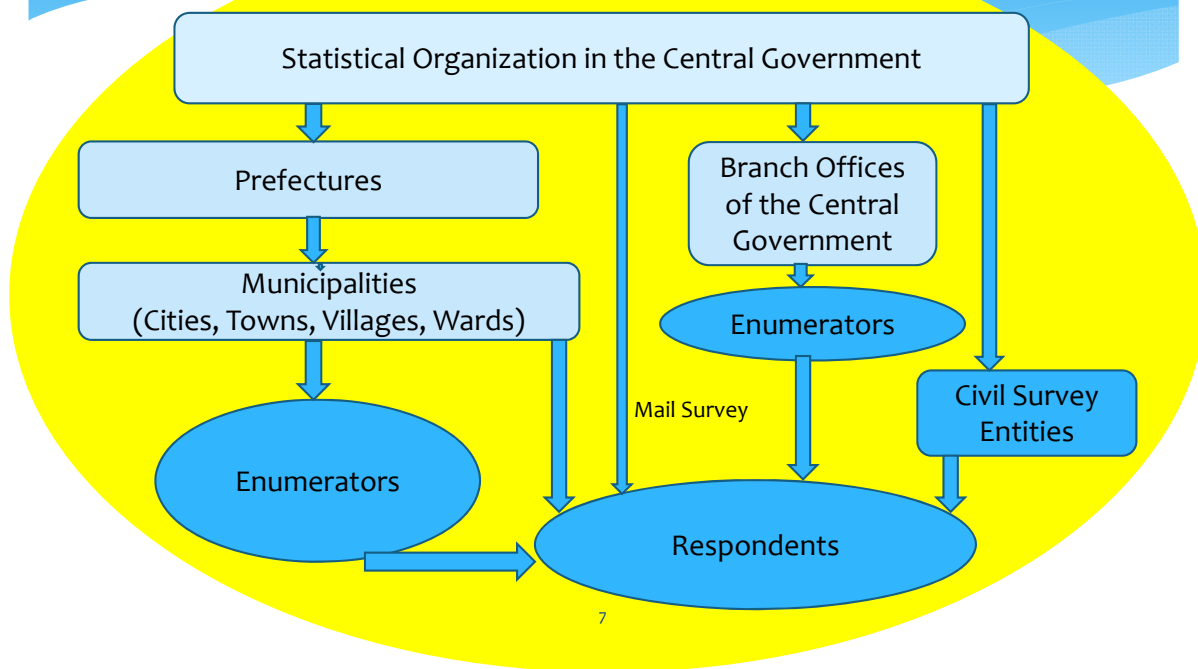
4 of them have their own statistics department and 1 has a statistics division mainly in charge of statistics.

These 4 departments and a division in charge of statistics provide basic statistics common to the administration of each ministry in charge.

In all 8 ministries, many bureaus/departments/divisions provide statistics/information necessary for their work/decision making by conducting statistical surveys, using administrative data gathered by their own administrative system or using data obtained by their observation system.

# Outline of the Flow of Questionnaire of Official Statistical Survey

General Public as user



## Main Transformative Change surrounding NSS in Japan

- **Revision of the Statistics Act in 2007**
- **Highly development of ICT and ICT use in government sector and private sector (corporation, establishment, household and individual)**
- **Increase of difficulties surrounding official statistical survey**
- **Changing needs of statistical users**
  - (More information, more speedy, more in detail, more user friendly, and so on, but keep confidentiality more strongly, and more strong requests for cost-effectiveness from financial authority)
- **Increase of international statistical needs such as SDGs indicators, SDDS plus**
  - (More information, more speedy, more in detail/disaggregation, more international comparability, and so on)
- **Increase of other types of statistical information**
  - (Statistics based on administrative data, data of official scientific observation system, private sector's statistical information using Big Data and so on)

\* **Although today is very hard time for NSS/NSO, it's a very good chance to reconsider the role of official statistics<sup>8</sup> according to the situation of each NSS/NSO and to tackle the challenges.**

## Statistics Commission (1)

- Statistics Commission – One of the important stakeholders for NSS in Japan established by the Statistics ACT. DGPP is its Secretariat.
- Commission has strong authority as the Statistics Act prescribes as follows
- “The minister of MIC shall draw up a draft Master Plan for the development of official statistics approximately every five years while hearing the opinions of the Statistical Commission and shall request the decision of the Cabinet.
- The prime minister shall hear the opinion of the Statistics Commission before producing standards for national account statistics.”
- “The head of an administrative organ shall obtain approval of the minister of MIC when he/she intends to conduct statistical survey. And concerning Fundamental Statistics, the minister of MIC shall hear the opinion of the Statistics Commission before the approval.”

## Statistics Commission(2)

- It is composed of 13 members appointed by the prime minister.
- Its members are selected from knowledgeable persons in various fields such as economics, social science, statistics, law, business, education, and so on.
- Representatives from each ministry, local government, Bank of Japan participate in meetings as observers.
- A member's term of office is 2 years and 4 terms are possible.
- The chair of the Commission is elected by its members.
- The Commission has been held at least once a month since 1947. (including forerunner organizations)

## Sub-Commissions of SC

- The Commission can establish sub-commissions. It has now the Sub-Commission for the Master Plan and 6 other sub-commissions
- The sub-commission for the Master plan is composed of commission members only to discuss planning the Master Plan every five years and its annual follow up.
- The 6 sub-commissions are follows:
  - National Accounts,                      ▪ Population and Social Statistics,
  - Industrial Statistics,
  - Service Industry Statistics and Corporate Statistics,
  - Statistical Standards,                      ▪ Anonymized data,
- These sub-commissions are composed of some commission members and additional expert members and ad-hoc expert members.
- Before the deliberation and decision of the Commission, every theme is discussed in these related sub-commissions for some time.

## Photo of SC's meeting



## Main Transformative Changes of NSS in Japan --Fulfilment of Statistics Act in 2007-

- As a revision of the Statistics Act in 2007, processing statistics such as national accounts statistics are covered by the act. According to this revision, member's composition of Statistics Commission, and sub-commissions were reviewed. And 4 processing statistics are newly designated as Fundamental Statistics.
- Introducing the five-year Master Plan System
- Expansion and clarification of utilization and provision of questionnaire information (Micro-data)
- Development of the establishment frame work
- Strengthening of management of questionnaire information
- Production of official statistics, etc. by entrustment
- Fulfilment of the publication rule
- Punishment for swindle surveys masquerading as fundamental statistical survey

## How to keep good relations with Commission Members

- ◆ Close communication and sufficient explanation until obtaining member's understanding for NSS, for ascertaining the situation of survey system of ministries and local governments and for the draft improvement of all official statistics.
- ◆ Sincere discussion and correspondence to their opinions and requests as experts for reasonable improvement.
- ◆ Request them to keep a neutral standpoint as an expert who does not lean to the specific standpoint of a related ministry or other specific interest group.

## Relation between DGPP and Statistics Sections of Ministries

- ◆ As Japan's NSS is a decentralized system, there are few problems about the lack of dialogue between the policy-making section and statistics section in each ministry.
- ◆ Concerning the common problems or collaborative work in statistical fields to be tackled by ministries, **DGPP takes the leadership and makes a study group** for resolving problem composed of relevant ministries, **conducts projects as a collaborative work** of ministries concerned, and make net work of statistics sections for providing statistical data to users.
- ◆ The results of the study group form the basis of **decisions by DGPP or decisions by the Conference of Heads of Statistics Sections of Ministries. (CHSSM)**
- ◆ Sometimes, it is difficult to tackle an issue when it is not clear which ministry it belongs to or when multiple ministries want to treat it from their own standpoints.

## Example of collaboration (1)

[Settlement of Decision of DGPP concerning the Statistics Act]

- **Guidelines for Implementation of Article 33 (Provision of Questionnaire Information) of the Statistics Act** (Decision of DGPP, Revised March 2011)
- **Guidelines for Production of Statistics by Entrustment (Tailor-Made Tabulation)** (Decision of DGPP, Revised August 2012)
- **Guidelines for Production and Provision of Anonymized Data** (Decision of DGPP, Revised August 2012)
- **Management and Operation Rule of Establishment Framework Database** (Decision of DGPP and Director-General of Statistics Bureau, Decided Dec. 2011)



## Example of collaboration (2)

[Agreement and guideline decided by CHSSM]

- Agreement on the establishment of meeting for the promotion of online surveys (Decision of CHSSM, April 2016)
- Guideline for using civil survey entities for official statistical surveys (Decision of CHSSM, Revised April 2012)
- Guideline for getting people's understanding for official statistical surveys (Decision of CHSSM, Revised January 2013)
- Introduction of the unified logo for official statistical surveys (Decision of CHSSM, Revised August 2013)

- Images of the Japanese islands and the Japanese flag (makes it easy to recognize the government's statistical surveys)
- Image<sup>17</sup> of a bar graph



## Example of collaboration (3)

[Projects]

- Compilation of **I-O Tables of Japan** (DGPP and 8 Ministries)
- **Providing data to international organizations** such as data for PPP (DGPP and related ministries)
- Correspondence to **IAEG-SDGs**
- Establishment Framework Database
- Inter-Ministry Information System for Official Statistics (**IMSOS**)  
(Its management and operation are entrusted to the National Statistics Center)
  - **“Portal Site of Official Statistics of Japan”**  
**(E-stat)** (<http://www.e-stat.go.jp/SG1/estat/eStatTopPortal.do>)
  - “On-line Survey”**  
**(OSS or E-survey)**

## Relations with Local Governments (1)

- Prefectures and municipalities are the most important partners in conducting nation wide official surveys.
- Surveys of 30 Fundamental Statistics are conducted through prefectures or through prefectures and municipalities.
- DGPP and statistics sections of ministries conduct various measures for keeping good relations with them.

### [Cost]

- **DGPP pays the basic personnel cost for the staff of statistics sections of prefectures, and a basic cost for statistical personnel of municipalities is granted from tax for local governments by the Local Administration Bureau of MIC.**
- **Each ministry provides them other direct funds and materials necessary for the statistical surveys that they are in charge of.**

## Relations with Local Governments (2)

[Meeting for better communication with local governments]

DGSS and related ministries hold some conferences/meetings every year.

### (Examples)

- **Joint conference of ministries with prefectures to explain the next year's budget and schedule.**
- **Meeting by each ministry with prefectures and municipalities explaining each statistical survey method and so on**
- **Meeting for exchanging opinions to improve the whole statistical work**



The meeting with prefectures on Population Census at Statistics Bureau, MIC <sup>20</sup>

## Relations with Local Governments (3)

### [Joint work]

Various Joint works of the central government and local governments for getting people's understanding for official statistics and for smooth official statistical works in local governments have been conducted every year.

#### □ (Examples for statistical literacy raising)

- P.R. of “Statistics Day,” the Slogan Competition of Statistics Day,” “International Statistics Day” and so on.
- National Statistical Convention, the Symposium on Official Statistics and prefectural commendation ceremony
- National Competition of Graphic Statistics (since 1953)
- Training for people involved in education for statistical literacy raising

21

## Relations with Local Governments (4)

### □ (Examples for smooth official statistical works)

(For local government staff and statistical enumerators as ad-hoc civil servants)

- Training of statistical staff of local governments by DGPP, NRSI and other related ministries  
NRSI will start an new online learning system for local government staff from next fiscal year.
- Issuing and providing training materials and communication papers for staff and enumerators
- Resister system of statistical enumerator candidates in local government sand their training
- Commendation of the Ohuchi Prize
- Awarding the Decoration of the Japanese Government

22

# Posters of SD and ISD

**統計の日**  
10月18日

統計を  
今に活かして  
未来につなぐ

世界統計の日  
2015年10月18日

政府統計

統計調査へのご回答をお願いいたします。  
政府では、オンライン調査を推進しています。

総務省・各府県統計主管部局

**WORLD  
STATISTICS  
DAY**  
20.10.2015  
BETTER DATA.  
BETTER LIVES.

2015年10月20日  
**世界統計の日**

国連は、全世界的に公的統計への理解を深めることを目的として、2015年10月20日を「世界統計の日」と決めました。

23

ロゴ提供：国際連合 日本国政府は、世界統計の日に賛同します。 総務省 HIC

## The Work receiving the Encouragement Award of the Minister of Education, Culture, Sports, Science and Technology in the 2015 Contest

Title  
Fall in! National  
Flags in the World

The work of a second  
grade pupil in primary  
school selected from  
about 27,000 works

Colors of  
National Flags

Number of colors  
in National Flag by  
region

Disaggregation  
by region

Shapes in National  
Flags

Characteristics of  
regions



## Relations with Enumerators



- The enumerator is the most important person in an enumerator's survey to collect enough responses.
- In Japan, it has been difficult to keep enough enumerators because of their aging, people's increasing consciousness of confidentiality, change of life circumstance, and so on.
- DGPP and related ministries have been conducting some measures as explained in "Relations with Local Governments (3) and (4)", for keeping good relations with enumerators.
- A unique measure is **the Resister System of Statistical Enumerator Candidates in local governments and their training**.  
(DGPP established this system in 1972 and has supported local governments. About 147,500 candidates are registered as of March 2014, and about 82,000 persons in total worked as enumerators of various official statistical surveys in F.Y. 2013.)

## Relations with Respondents and Arising of Statistical literacy (1)

- Getting cooperation from respondents is indispensable for official statistical surveys. As a general measure, DGPP, ministries and local governments have been continuing the efforts to gain understanding from the public and respondents as described in "Relations with local governments (3)". At the same time, it is very important to decrease respondent's burden.

### [ Further measures for Respondents ]

- **Composition of easy to understand and easy to answer questionnaires through the examination by DGPP office**
- **Introducing new measures corresponding to request of respondents, such as preprinted questionnaires, an online survey system, and avoiding duplication of establishment surveys by using Establishment Framework Database.**
- **Commendation of good respondents by the relevant ministry in continuous establishment surveys**

# Relations with Respondents and Raising Statistical literacy (2)

## ➤ [Further measures for the public]

➤ P.R. of official statistics and surveys is very important for gaining understanding from the public.

For this purpose, DGPP and related ministries have carried out joint works with local governments described in “Relation with Local Governments (3)” and other measures.

- P.R. of the census and large-scale sampling surveys is conducted by each ministry in charge. Call center for consultation from respondents is established in the census.
- The Statistics Bureau of MIC is opening a program for students to study statistics and started this year the online learning system for the public, titled “The Guide to Data Science for Social Public,” on its website .

(More than 17,000 people attended the guide’s first round lecture course.)

# Examples of P.R goods for the Population Census in 2015

**スマート国勢調査!**  
全国一斉インターネット回答をスタートします!

データの向こうにドラマがある

5年に1度の大調査!!  
国勢調査が、進化しました!

9月10日~20日 (インターネット調査)  
10月1日~7日 (紙調査)

国勢調査は、日本国内に住むすべての人と世帯を対象とした、国の最も重要な統計調査です。

0570-07-2015 (国勢調査センター)  
http://kokusei2015.stat.go.jp/

**国勢調査 2015**

国勢調査センター

## Relations with Civil Survey Entities based on a contract

- In Japan, there has been strong pressure for cost reduction from the financial authority and policy sector. In addition to mail surveys, online surveys and entrustment of fieldwork and processing of official statistical surveys to private entities on a contract have been introduced in these ten years.
- These measures have been gradually introduced to all ministries.
- Concerning the entrustment, the maintaining of confidentiality and competitive bids in equal manner are also requested by related laws.
- DGPP consulted with ministries in order to keep unified operation among ministries about this matter and CHSSM decided **“Guideline for using civil survey entities in official statistical surveys”** in March 2005 . (Revised April 2012)

## Relations with Academics

- Exchange between official statistical organizations and academics has been promoted in various ways as follows.
- Appointment of academic persons in statistics, economics, social science and so on to the members/expert members of Statistical Commission and its sub-commissions
- Request academic persons and related people to participate in each statistical study/research group held by the ministry in charge.
- Collaborative work with academic statistical associations, such as forums, symposiums, events, and researches.
- Appointment of academics to invited official posts of statistical organization in the central government started recently.
- Sometimes, retired statistical officers become members of statistical academic associations as professors of private universities.

## Relations with the Public as Users (1)

- The most important thing concerning relations with the public as user is **to provide necessary statistical data in a appropriate requested form as quickly as possible.**
- Providing statistical data by ICT is one of the useful ways in recent years.
- E-stat is a good example.
- It was developed by the Statistics Bureau in cooperation with related ministries as a portal site of official statistics in Japan.
- In Japan, more than 300 statistical surveys have been conducted in the last 5 years. And 165 surveys are conducted every year on annual, quarterly and monthly bases. Also more than 400 statistical series reports based on administrative records are published mostly on an annual bases. More than 500 of them can be approached from E-stat.
- More than 37,000,000 accesses to E-stat were recorded in the last fiscal year.

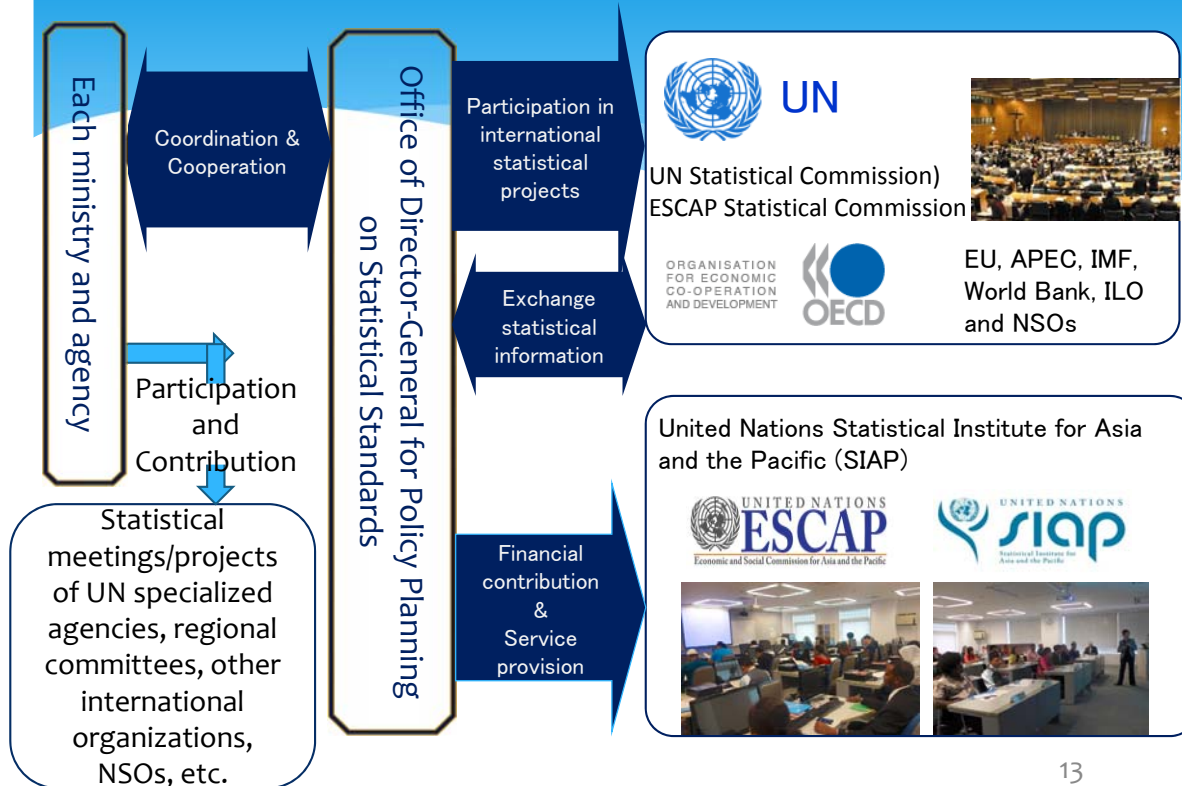
31

## Relations with the Public as User (2)

- The Statistics Bureau and other statistics providers in the central government have been taking on the challenge of providing more user-friendly statistical data and fulfilling the needs of users in order to make official statistics more useful.
- [Examples of the Statistics Bureau, MIC]
- Publication of release calendar, meta data, and so on.
- Promotion of secondary use of statistical data based on the Statistics Act
- Providing disaggregated statistical data such as by sex, by age, by administrative area, and by small area in statistics appropriate for them.
- Introducing various analysis function such as graphics
- Introducing GIS function (Ex. Census Mapping System)
- Introducing Application Programming Interface for high analysis by users themselves using E-stat' data (<http://statdb.nstac.go.jp/>)



## International Relations with International Statistical Community



13

## International Relations with International Statistical Community

- In Japan, DGSS and statistic sections of ministries participate in the international statistical community as described in the previous slide.
- DGPP, statistical sections and other sections of ministries take necessary role respectively.
- It is very important to participate in international statistical community as positively as possible.
- As English is not our mother tongue, most Japanese statistical staff members in the central government sometimes have hesitated to participate in meetings held in English even if they have enough knowledge about the discussed matters.
- However, this situation will change in the near future as the number of young staff proficient in English is gradually increasing.

## Introducing ICT and Big Data in Japan (1)

➤ In Japan, introducing ICT in the central government and local governments work, such as providing PC and various soft-wares to all personnel, settlement of specific system and network for specific work, use of satellite and other observation facilities has been highly proceeded.

In the private sector, the situation is same.

- This situation makes it easy to analyze various data more speedy. At the same time, the importance of statistical science and data science has been increasing in recent years.
- Many sections of the central government are providing statistics and analytical researches by using their administrative data and data obtained by various observation systems or existing statistical surveys' data as Big Data.
- Private sectors also have been challenging to make useful information for their business by using Big Data obtained by their own data system.

## Introducing ICT and Big Data in Japan (2)

In recent years, private sector companies request to use other company's Big Data for their own business.

- Based on these requests, in the last Diet session in this year, Act on Protection of Personnel Information was revised and it is made clear to permit a private sector company to provide anonymized data to others as it was not clear so far in its old Act. This is a first step for using Big Data by other entities except an original collector of Big Data in the private sector.
- Concerning Big Data collected and possessed by the private sector, some official statistics sections make researches. For example, how to use them as supplementary data for price statistics, how to use new type data not gathered by existing statistical survey such as traffic data, location data, and so on.
- However, most of official statistics sections are doubtful to make existing official statistics by using the private sector's Big data as they are unstructured and usually not cover full feature of population. Further study will be needed in the future.

## Lessons learned

- Maintaining good relations with main key stakeholders is essential for official statistical work in various means.
- For this purpose, related ministries and agencies should work together and the leadership of heads of coordination body and related ministries is indispensable. Cooperation of central government and local governments is also indispensable.
- Various measures according to the type of key stakeholders should be considered.
- It is necessary to continue the efforts to keep good relations with main key stakeholders.
- Introducing ICT not only to official statistical work but also to all government work is a necessary way to be tackled first for efficient work of official statistics.
- Further studies and researches for using Big Data in official statistical work are necessary for NSSs/NSOs.

Thank you very much for  
your attention!

- \* This presentation was made with the cooperation of the staff in my office of DGPP and Statistics Bureau of Mic.
- \* The opinions in this paper are my personal ones and not ones of DGPP and SB of MIC.