



International
Association
for Official
Statistics
(IAOS)

IAOS Strategy 2015-2017

Celebrating

30

years

1985-2015

October, 2015



Table of Contents

Abbreviation	5
Foreword & Acknowledgement	7
Chapter One: Introduction	9
Chapter Two: Situational Analysis	13
Strengths	13
Weaknesses	13
Opportunities	14
Threats	14
Chapter Three: IAOS Fundamentals	15
Mission	15
Vision	15
Fitting the objectives	15
IAOS values	16
IAOS organizational principles	16
Chapter Four: Strategic Objectives	17
First strategic objective: To increase the relevancy of IAOS	18
Second strategic objective: To increase the visibility of the IAOS at regional and international levels	19
Third strategic objective: To invest in creating mutual beneficial Partnerships	20
Fourth strategic objective: Institutionalize IAOS functions	21
Monitoring and Evaluation	22
Chapter Five: Action Plan	23



Abbreviation

MDGS: Millennium Development Goals

International Statistics Institute

ISI

WSC

world Statistics Congress

SJIAOS

Statistical Journal of IAOS

YSP

Young Statisticians Prize

IAOS

International Association for Official Statistics

SDGs: Sustainable Development Goals

UNSD: United Nations Statistics Division



Foreword & Acknowledgement

The demand for statistics that meet professional standards and are internationally comparable is increasing. The debate on what are relevant statistics has not been settled due to the different demands and preferences of users. The issue of relevancy has also challenged the mandate of international organizations working in the field of statistics. Practices vary from one country to another as well as from one region to another. Still, transfer of know-how, good practices and technical cooperation remain effective enough to guide the development of national statistics.



The IAOS recognizes the importance of meeting the expectations of its stakeholders and it strives to become more relevant to regional and global statistical needs. This strategy is to guide the development of IAOS services and functions. The agenda of the new strategy focuses on relevancy, visibility and partnership as well as institutionalization.

The IAOS' Executive Committee acknowledges the size of the challenges ahead, but is also certain that IAOS will become stronger through partnership and more engagement of users.

The IAOS takes this opportunity to appreciate every contribution made to formulate IAOS' strategy for 2015-2017 and looks forward to working with regional and international partners to contribute to the development of official statistics.

Special gratitude to those who dedicated their time to contribute to developing IAOS Strategy 2015-2017, namely:

- IAOS EXCO (2013-2015);
- IAOS EXCO (2015-2017);
- Mr. Stephen Penneck

“It is very difficult to get drive, energy and resources around a voluntary organisation, whose members are scattered around the globe, mostly doing a full time job, rarely meeting and supported by a very small office. So my strategy for the IAOS was a simple one, namely to do more effectively what it tried to do, and use the vehicles at its disposal - the journal, the conference, etc”. [Stephen Penneck](#)



Chapter One: Introduction

IAOS is an association founded in 1985. It is an international non-governmental organization (NGO), which was created and developed as a specialized section of the International Statistical Institute (ISI). Its objectives are to promote the understanding and advancement of official statistics and to foster the development of effective and efficient official statistical services on a global basis.

The IAOS is a highly important international forum for non-official discussions between statisticians in developed and developing countries. IAOS covers a broad area of topics, mainly focusing on high level management issues, in official statistics.

The initiative to prepare an IAOS strategy comes as a response to further develop the services of IAOS to meet the growing challenges facing official statistics. The strategy addresses organizational and strategic directions to transform the IAOS to a more relevant entity in the international statistical community.

The strategy aims to help in providing answers to simple, yet challenging, questions regarding the mandate and functions of the IAOS in the international statistical community:

- What is the role of the IAOS in the context of the global statistical community?
- What distinguishes the IAOS from other similar organizations?
- What is the agenda of the IAOS for 2015-2017?
- Are IAOS activities relevant and do they meet expectations of stakeholders?
- What are the preferences of IAOS members regarding its services and outputs?

The development of this IAOS strategy was triggered by various inputs on different aspects of IAOS functions. The different contributions were consolidated to develop preliminary strategic directions that were discussed by IAOS' Executive Committee in March 2015. The directions of the IAOS strategy are aligned to the objectives of the ISI strategic plan 2011-2015: Promotion, awareness, capacity building and practices.

It is expected that the implementation of this IAOS strategy, in collaboration with key partners in the global statistical community, will enable significant progress in the following areas:

- 1** Promoting the use of statistics in policy-making, raising awareness and improving statistical literacy.
- 2** Increasing joint activities and projects with key partners
- 3** Increasing the relevancy of IAOS activities and outputs to meet the needs of different regions.
- 4** Increasing the visibility of the IAOS in international arenas.

The development of the IAOS strategy takes into account the needs and expectations of members as well as partners. The strategy shall be presented in the ISI's 2015 WSC to ensure sufficient feedback from the IAOS community.

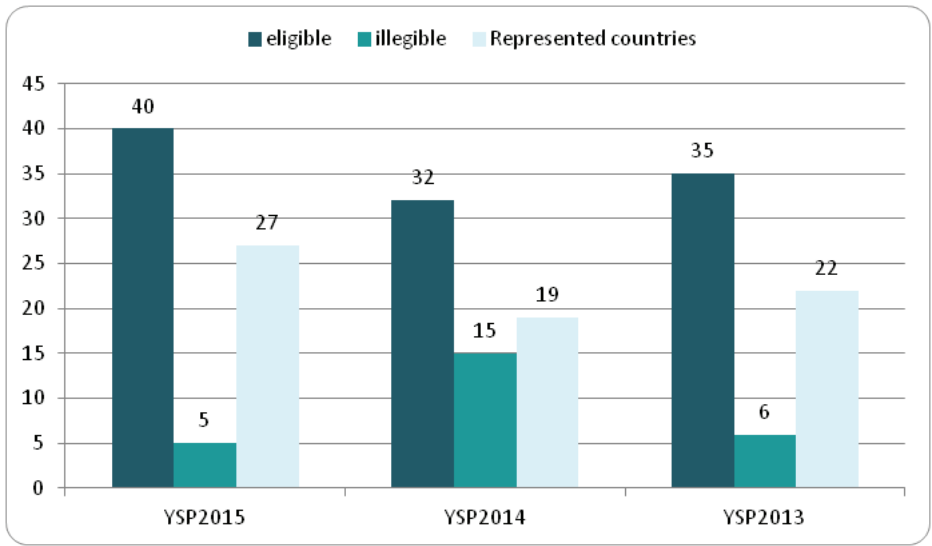
The official IAOS strategy shall be disseminated on the 20th of October 2015 on the celebration of the World Statistics Day. The process of developing the strategy is consistent with the direction of being more engaged with members.

- Support of draft strategic plan from outgoing and incoming EXCO
- Discussion with members at 2015 General Assembly with prior circulation
- Feedback from other stakeholders
- Finalization then release on World Statistics Day

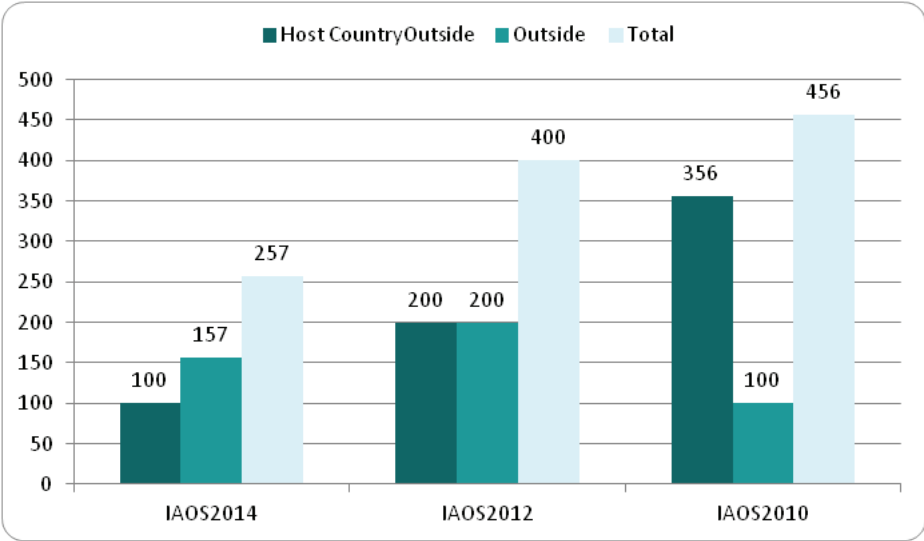
The diagnosis and analysis of the IAOS identifies strengths and weaknesses and ascertains appropriate solutions. Strengths and weaknesses are analyzed; strategic objectives are articulated taking into consideration opportunities that should be seized as well as threats that might hamper the achievement of these objectives. Each item in the analysis is tagged with either (organization) or (strategic) to facilitate the development of the strategic objectives for the next three years (2015-2017).

Compared with the time of the foundation of the IAOS, there is an increasing number of international conferences to discuss various subjects of official statistics, and the scarcity value of the IAOS biennial meeting is relatively diminishing in the long run. It has become more challenging to convince the international statistical community of the nature and the essential roles of the IAOS biennial conference.

YSP competitions by year and entries 2013 - 2015



IAOS Conferences by year and number of participants



Chapter Two: Situational Analysis

Strengths

- The IAOS is an important forum for non-official discussions among official statisticians in the developed and developing world and with others concerned about official statistics. (Strategic)
- The IAOS regularly conducts standalone conferences and organizes sessions within ISI conferences. (Strategic)
- The IAOS is an active player in WSC. (Strategic)
- IAOS produces a good long-established journal with an increasing readership. (Strategic)
- The SJIAOS plays an important role in sharing good practices and in attracting new members. (Strategic)
- YSP is an innovative way to strengthen capacity building, increase awareness as well as attract young members. (Strategic)

Weaknesses

- The IAOS has limited formal engagement on major Official Statistics policy/direction issues with the international statistical community. (Strategic)
- IAOS is not actively involved in international activities such as Statistical Commission. (Strategic)
- The IAOS has limited influence on wider ISI directions including those that impact the IAOS (e.g. regional ISI conferences). (Strategic)
- Attendees at the IAOS conferences tend to be focused on the host region on the account of global representation. (Strategic)
- Attendance from developed countries is declining. (Organization)
- Development of the SJIAOS is largely dependent on an energetic editor for much of its recent success. (Organization)
- Numbers of entries to YSP is fluctuating and is not growing steadily. (Organization)

- Much of membership communication is dependent on the ISI. (Organization)
- Current website is static, and constrained by ISI website structure and design. (Organization)
- Lack of feedback from members on preferences and needs regarding IAOS' services. (Organization)

Opportunities

- Utilize IAOS 2016 and future biennial conferences to increase memberships. (Organization)
- Adopt social media as a communication tool with members as well as the statistical community. (Strategic)
- The updated Fundamental Principles in 2014 could be an attractive agenda item in future IAOS events. (Strategic)
- A post 2015 agenda could be utilized to increase geographical representation of different regions and a forum for some key discussions about the cross-cutting issues in IAOS events. (Strategic)
- There are many IAOS members among high level statisticians in national and international statistical organizations who are supportive of the IAOS. (Strategic)

Threats

- International conference timetable very crowded. (Strategic)
- Limited coordination across ISI family conferences. (Strategic)
- Countries that can afford to host the IAOS biennial conference seem to be diminishing. (Strategic)

The strategic directions are being defined taking into account the SWOT analysis to build on current strengths, seek solutions to current weaknesses, identify regional and global opportunities that shall be seized to serve the broad purpose of IAOS, and take into account the global environment that shapes IAOS practices.



Chapter Three: IAOS Fundamentals

MISSION

To promote the understanding and advancement of official statistics and related subjects through partnerships.

VISION

Key and relevant player in the formulation of strategic policies related to official statistics.

FITTING THE OBJECTIVES

How does the proposed Mission and Vision fit with the Objectives as set out on the statutes?

The IAOS is thus an association of physical and legal persons who have scientific or professional interest in the field of official statistics. It is run by an Executive Committee elected for a period of two years. The objectives of IAOS are:



- to promote the understanding and advancement of official statistics and related subjects.
- to foster the development of effective and efficient official statistical services, particularly in developing countries, through international contacts among individuals and organizations, including users of official statistics as well as research institutions.

IAOS VALUES

- **Partnership:** The IAOS seeks regional and international partnerships to strengthen technical cooperation in the field of official statistics while maintaining user perspective.
- **Respect:** The IAOS strongly believes that “great ideas come from anywhere”. Accordingly, regional cooperation and exchange of know-how cross boundaries and have no limitations.
- **Professional ethics:** The IAOS strongly believes in the importance of promoting the statistical ethics issued by ISI.

IAOS ORGANIZATIONAL PRINCIPLES

- The IAOS is transparent in its work procedures.
- The IAOS is a volunteer-driven organization.
- The IAOS appreciates innovation in the field of official statistics.



Chapter Four: Strategic Objectives

Building on the on-going work plan, the IAOS adopts strategic targets to enhance its relevancy in promoting the understanding and advancement of official statistics. The directions of the future IAOS strategy take account of the objectives of the ISI Strategic Plan 2011-2015: promotion, awareness, capacity building, practices, and will focus on four main objectives: relevancy, visibility, partnerships and institutionalization.

The strategic objectives aim at strengthening communication means for attracting new members by targeting messages around one topic and a specific audience. The overarching topic could be “What the IAOS can do for you if you become a member” which could be translated into two different messages, one which attracts young statisticians (emphasizing for example the prize and networking using social media) and one which attracts senior statisticians (with emphasis for example on meetings, the journal, more focused on traditional media).

Strategic objectives are developed based on the analysis of strengths, weaknesses, opportunities and threats. Targets have been identified for each objective to ensure progress is monitored during the implementation of the strategy.



First strategic objective: To increase the relevancy of IAOS

If the IAOS is going to continue to deliver on its objectives, it needs to be more relevant in terms of activities and publications in official statistics.

The YSP is considered an innovative activity that targets young statisticians and is an opportunity to build on its success so far to increase the relevancy of IAOS as a whole. There are different ways to improve the publicity and handling as well as the outputs of the YSP. It is important to improve the entries to YSP in terms of quantity as well as geographical coverage. It is also necessary to use an open access option for the papers involved to encourage other young statisticians to participate in future rounds of the YSP. Apart from the YSP, IAOS would collect feedback from users/members on IAOS' activities and how best to fit with regional and global contexts to improve its relevancy.

Targets	Baseline
1. Measure members satisfaction on a regular basis to improve quality of services and outputs of the IAOS	No members' satisfaction survey has been implemented
2. Update members profile database on regular basis in particular areas of interest, projects they are pursuing, publications	List of members with minimal set of information on members
3. Align IAOS themes of conferences to the emerging «Hot issues» (e.g. Post 2015 agenda; Big Data; Trust in official statistics) in coordination with key partners	Minimal coordination
4. Seek opportunities to collaborate with international statistical organizations	Minimal coordination
5. Make the IAOS attractive to more Young Statisticians by seeking more entries to the YSP and with higher quality papers	2014: 47 submissions; qualified 32 2015: 40 submissions; qualified 35
6. Communication strategy based on segmentation of users: Attract people who are interested more generally in official statistics - senior statisticians and others looking to find an international place in the profession	Less emphasis on segmentation of potential members of the IAOS

Second strategic objective: To increase the visibility of the IAOS at regional and international levels

In order to play a greater role in the directions of global official statistics, the IAOS must be visible in key official statistics arenas. The development of the current web site to become a resource center for different groups in the statistical community is crucial.

Targets	Baseline
1. Increase membership by 15-25%	Current number is about (400)
2. Diversify membership by targeting research centers, regional & International organizations, members of national statistical systems	Majority of members are affiliated with NSOs
3. IAOS2016: about 700 participant with the opportunity for web broadcasting to selected sessions	IAOS2014 attendees were about (400)
4. Overhaul of IAOS web site with focus on content, presentation and interactions, and to become a platform for discussions on emerging issues in official statistics. Greater focus on establishing links or further synergies between the website and the Journal	Current web site static and limited in attractive content.
5. Play active role in related international events	Limited utilization of regional and international related anniversaries/events

Third strategic objective: To invest in creating mutual beneficial Partnerships

The IAOS recognizes the importance of partnership with key regional and international organizations to efficiently develop official statistics and better deliver technical cooperation of high quality. One important area for partnership could be the IAOS Journal. An option would be to revisit and update the World History of [Official] Statistics, begun 100 years ago in 1914 and finished after First World War in 1918. It is fully online. Efforts are already underway to seek cooperation with NSIs to update the publication. Interviews with senior statisticians around the world could be used as one tool to accomplish this goal of deepening our partnerships.

As the IAOS Statistical Journal is being deepened both in teamwork and increased continuity, it has become necessary to strengthen the back-office procedures of the Journal, moving them from ad hoc to systematic. Partnerships are a key driver to further develop IAOS publications.

Targets	Baseline
1. Expand the traditional stakeholders of IAOS to include universities, regional and international organizations, research centers, and other governmental institutions	Current power stakeholders are NSIs
	Minimal level of cooperation with regional institutions (i.e. regional statistical councils)
2. Stronger relation with some of the ISI's associations	Weak relation with ISI's sister associations
3. Double the memberships of NSIs in the IAOS	As of end of 2014, there were 343 individual members, and 40 institutional members. Compared with 2013, individual members increased by 34, while institutional members remained the same.
4. Make SJIAOS as a brand product through partnership with reputable NSIs	Good quality publication

Fourth strategic objective: Institutionalize IAOS functions

It has become necessary to document, archive and disseminate (where necessary) all of IAOS’ working procedures and protocols. This is more challenging as the work of the IAOS is mostly conducted by people who are volunteering. Standard method or system to document and archive IAOS outputs is crucial to ensure continuity and facilitate further developments.

Targets	Baseline
Written and well documented protocols related to IAOS’s committees, functions of the IAOS president, functions of the IAOS president-elect, nomination of IAOS host countries, YSP competition, budgetary, reporting, ...etc	Lack of centralized documentation of various IAOS work procedures



Monitoring and Evaluation

The IAOS President will conduct an annual review of activities and submit a report to the IAOS' Executive Committee. The Executive Committee will discuss the report, assess progress and provide feedback to ensure the achievement of the objectives of the strategy. Targets set for each strategic objective shall be addressed in IAOS' annual work plans to ensure progress.

Final assessment of the strategy for 2015-2017 shall be carried out at the beginning of 2017 to identify progress made, outstanding tasks, and obstacles faced. Situational analysis shall be carried out to identify the current status of the IAOS in terms of strengths and weaknesses. Based on that, a new strategic direction shall be developed and approved by the Executive Committee as a starting point for the next IAOS strategy for 2017-2019.

Chapter Five: Action Plan

The IAOS will seek input from its members in executing these action items:

Main Activity	2015	2016	2017	Objective
Delivering conferences and workshops	18 Invited Paper Sessions sponsored by the IAOS during ISI WSC 2015	IAOS 2016 during 06-08 December in Abu Dhabi	Paper Sessions sponsored by the IAOS during ISI WSC 2017	2 nd strategic objective: Visibility
	IASE-IAOS Joint Satellite Conference in conjunction with ISI WSC 2015	Decide on host country for IAOS2018	IASE Satellite Conference in conjunction with ISI WSC 2017	
Advocacy targeting young statisticians	Young Statisticians Prize 2015 (winners will be recognized at the ISI WSC's Award Ceremony in July 2015 in Rio de Janeiro)	Young Statisticians Prize 2016 (Winners will be recognized at the IAOS2016 in Abu Dhabi)	Young Statisticians Prize 2017 (winners will be recognized at the ISI WSC's Award 2017 in Morocco)	1 st strategic objective: Relevancy
Developing and supporting membership	Develop concept note on methods to increase IAOS membership and participation in IAOS2016	Membership campaign to increase members 25% in IAOS2016	Campaign to double the memberships of NSIs in IAOS2018	2 nd strategic objective: Visibility

Main Activity	2015	2016	2017	Objective
Overhaul of IAOS' web site	Develop concept note on current IAOS web site	Develop specification document for IAOS web portal	Launching of IAOS' web portal during ISI 2017	1 st strategic objective: Relevancy
		Develop Terms of Reference for the new IAOS web portal. (This could be a joint activity to re-develop the ISI web site with the ISI and its associations)	Maintain IAOS' web portal (content management)	2 nd strategic objective: Visibility
Producing publications and communications	<p>Publishing the SJIAOS</p> <p>Papers suitable for publishing in future issues will continue to be sought at the 2015 ISI WSC and other conferences by voluntary, collaborative efforts of members</p>	A revised contract between the IAOS and the publisher has been concluded, and the new contract will take effect from July 2015		<p>2nd strategic objective: Visibility</p> <p>3rd objective: Partnership</p>
Play visible role in world statistics day 2015	Develop promotional materials for the IAOS for distribution on World Statistics Day in cooperation with UNSD	Continue to participate in future activities		<p>3rd objective: Partnership</p> <p>2nd strategic objective: Visibility</p>

Main Activity	2015	2016	2017	Objective
IAOS Advocacy targeting a wide range of users (NSIs, Universities, research centers,...etc)	Develop and disseminate an IAOS semiannual newsletter	Develop and disseminate an IAOS semiannual newsletter	Develop and disseminate an IAOS semiannual newsletter	3 rd objective: Partnership 2 nd strategic objective: Visibility
	Preparation for Members Satisfaction Survey 2016	Members Satisfaction Survey (Before IAOS2016)	Preparation for Members' Satisfaction Survey 2018	1 st strategic objective: Relevancy
		Update members profile database	Update members profile database	
Succession Planning	Inauguration of new IAOS President; inauguration of IAOS' President-elect during ISI 2015	Identify potential candidates for next IAOS President	Inauguration of IAOS new President; inauguration of IAOS President elect during ISI 2017	4 th objective: Institutionalization
	Inauguration of the new Executive Committee at the end of the General Assembly in July 2015		Formation of program committee for IAOS2018	4 th objective: Institutionalization
			Develop and submit end of term report of IAOS Presidency	4 th objective: Institutionalization

Main Activity	2015	2016	2017	Objective
Strategic Planning			Evaluation of current IAOS strategy	4 th objective: Institutionalization
			Develop Directions for IAOS Strategy 2018-2020	4 th objective: Institutionalization
Develop IAOS Standard Procedural Manuals	Develop YSP Procedural Manual	Develop IAOS conference Procedural Manual	Develop Procedural Manual for the formation and functions of IAOS committees	4 th objective: Institutionalization
		Develop IAOS Presidency Selection Procedural Manual	Develop Procedural Manual for the Statistical Journal of the IAOS	
Seek stronger partnership with ISI associations	Identify partnership models with ISI associations	Carry on joint activities/ visibility events with ISI and its associations in IAOS2016	Carry on joint activities with other international/regional statistical entities, especially at WSC 2017	3 rd objective: Partnership 2 nd strategic objective: Visibility