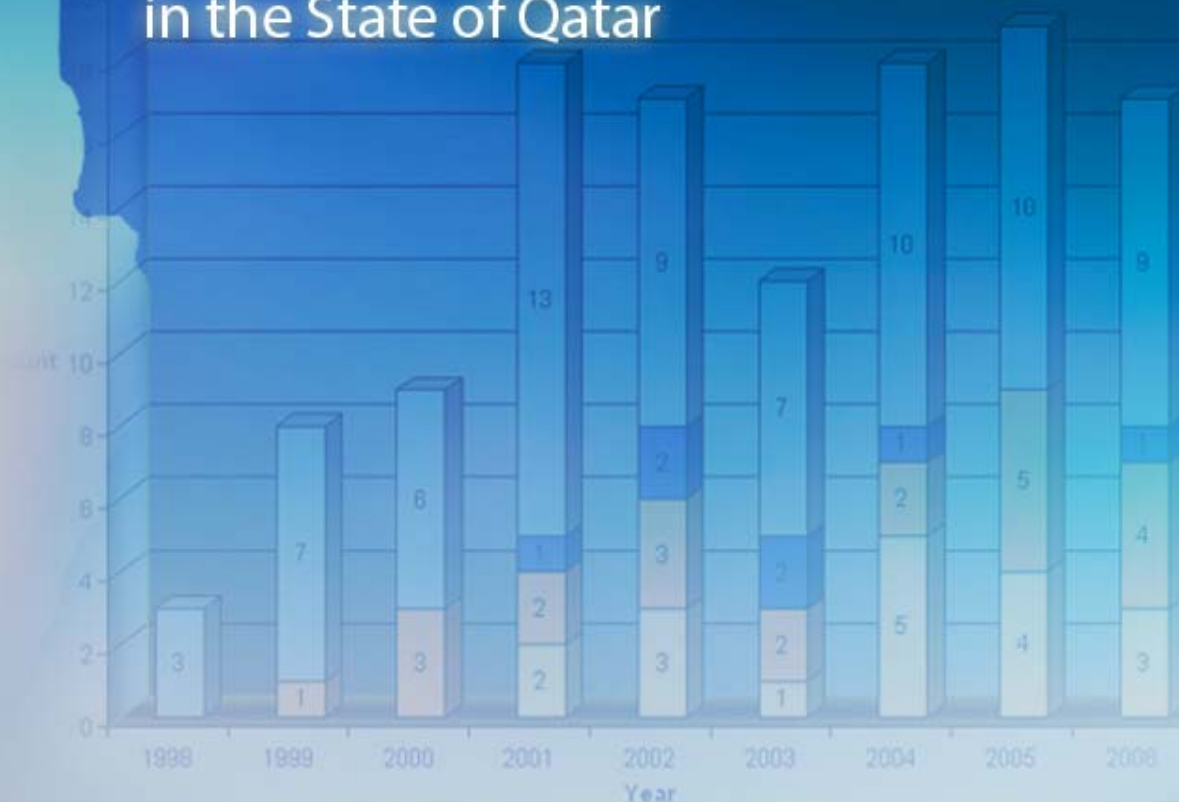


# National Strategy for the Development of Statistics (NSDS) in the State of Qatar



The Qatar Statistics Authority



*H.H. Sheikh Hamad bin Khalifa Al Thani,*

The Emir of the State of Qatar



*His Highness Sheikh Tamim Bin Hamad Al Thani*

Heir Apparent

**National Strategy for the Development of Statistics  
in the State of Qatar**

**Working Draft**

**The Qatar Statistics Authority**

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## **Preface**

*In the State of Qatar, the wise leadership of H.H. Sheikh Hamad bin Khalifa Al Thani, Emir of the State, has directed substantial effort toward futurist programs in various developmental aspects. The 2006 Emiri Decree on the establishment of the General Secretariat of Developmental Planning refers to “the formulation of a long-term comprehensive vision of development goals in various fields containing description of the characteristics needed by society as well as rights and privileges of its members in the future, after consultation with supreme authorities and governmental institutions and exploration of the views of the private sector, civil society organizations and citizens”. The process of formulating the futurist vision of the State of Qatar focuses on the potentials and achievements of the State in various fields and all levels, as well as on projections of what the State can achieve during a specific period. Acceptance of and commitment to the vision requires active participation in its preparation and formulation by the public and private sectors as well as civil society organizations.*

*In keeping with the national vision and the global trend for countries to develop national strategies for the statistics sector in parallel with other government strategies, the Qatar Statistics Authority has developed this National Strategy for the Development of Statistics in Qatar. At the global level, there is great emphasis on developing a culture of evidence-based policymaking to improve governance and government effectiveness. It is widely recognized that good statistics are the foundation for good decision making, as they help governments identify the best courses of action and achieve development by providing reliable assessments of key economic and social indicators. Civil society as well as policymakers can trace these indicators over time to appraise the quality of life in Qatar, where it needs to improve and where to focus developmental efforts.*

*The National Strategy for the Development of Statistics in Qatar thus represents an important milestone for our national development agenda. It will strengthen our country’s national capacity to deliver the quality statistics necessary to design, monitor and evaluate national development plans, with a focus on results.*

***Better Statistics...  
Better Policies ...  
Better Development Outcomes...  
Better Quality of Life!***

*Therefore, I would like to exhort the people of Qatar, our institutions, our enterprises and businesses, to collaborate toward our goals and give your full support to the National Strategy for the Development of Statistics. Thank you.*

***Hamad bin Jabor bin Jassim Al Thani***  
*President*  
*Qatar Statistics Authority*

## **Acknowledgements**

*The NSDS is the result of a collaborative effort involving the diligent contributions and responses of many individuals.*

*First and foremost, we would like to express our gratitude to H.H. Sheikh Tamim Bin Hamad Al-Thani, Heir Apparent of the State of Qatar, for his support and sponsorship.*

*The NSDS would not have been possible without the steady and enthusiastic support, encouragement and leadership of H.E. Sheikh Hamad bin Jabor bin Jassim Al Thani, Acting President of the Qatar Statistics Authority (QSA) and Director General of the General Secretariat for Developmental Planning (GSDP).*

*Organizational support for the NSDS was provided by the ex-Planning Council and the QSA departments, including the Department of Demographic, Social and Statistical Analysis under the direction of Mr. Sultan Al-Kuwari, the Department of Censuses, Household Surveys, and Statistical Methods under the direction of Mr. Naser Al-Mahdi, the Department of Economic Statistics under the direction of Mr. Hassan Al-Emadi, the Information Technology Department under the direction of Mr. Mansoor Al-Malki, and the Department of Administration, Finance and Human Resources under the direction of Mr. Mohammed Al-Marzouqi.*

*The NSDS document was prepared by a team formed by Mr. Mansoor Al-Malki, as project leader, who provided managerial and operational support, and Mrs. Marjorie Corlett and Dr. Ahmad Hussein, Statistical Advisers, as the main authors. Numerous sources were used, including Planning Council internal documents, guideline documents from regional and international organizations, notably PARIS21 and the UN specialized organizations, and reports from expert missions to Qatar. These sources are listed in the References section. Contributors to these sources included Planning Council consultants Mr. Helmut Taborsky and Mr. Moiz Zainuddin; World Bank consultant Mr. Ronald Luttikhuizen; IMF consultants Mr. Cor Gorter and team; Public Services Development Project Statistics Assessment Team members Dr. Ahmad Al-Kuwari, Mr. Saleh Al-Humaidi, Dr. Khalid Al-Heeti, Dr. Awad El-Geed; BearingPoint consultants; and Sheikh Nasser Al-Thani, Director of the GSDP Government Agencies Affairs Department.*

*Likewise, the NSDS includes the important contributions of the line ministries and other stakeholders who participated in the various meetings and symposiums and provided valuable input.*

*Finally, the NSDS benefits from the helpful comments offered by the GSDP, specifically, the Economic Affairs Department under the direction of Dr. Saleh Al-Nabit, the Social Affairs Department, and the Permanent Population Committee under the direction of Mr. Hassan Al-Mohannadi.*

*To all the above individuals, and to others we may have unwittingly omitted, we offer heartfelt thanks.*

## Executive Summary

In June 2007, the Qatar Statistics Authority (QSA) was created as a new independent agency, replacing the Planning Council's Statistics Department. While the QSA is the official national statistical agency, other government agencies also produce official statistics (Qatar Central Bank, Ministry of Finance, Interior, and others). The national statistical system (NSS) thus includes all the official statistical programs collectively for the State of Qatar.

The QSA has developed this National Strategy for the Development of Statistics (NSDS) for the purpose of strengthening statistical capacity across the entire Qatari NSS. The NSDS objectives are consistent with the State of Qatar's national development policy and goals. The NSDS follows international standards and addresses all statistical aspects including data collection, analysis, dissemination and use, from censuses, surveys and administrative systems, as well as mechanisms for coordination and consultation.

The NSDS work builds upon various initiatives already in place, including earlier assessments, various local and regional workshops, and various data production initiatives (for example, the International Monetary Fund's General Data Dissemination System). Early in the launching phase for the NSDS in Qatar, important commitments were achieved toward national ownership, independence of statistics, focus on demand, and an integrated approach encompassing all aspects of the system and taking into account all stakeholders. These commitments were achieved through successful advocacy and consultation, and high-level political support. The development of the NSDS also included defining the legal and institutional framework.

The development of the NSDS followed a general roadmap which included an assessment of the current state of the NSS (Section 4), definition of a vision, mission, quality framework (Sections 5.2 and 5.3), strategic goals (Sections 6 and 7) and action plan (Section 8), to be followed by actual implementation. The NSDS will be completed with the feedback of the NSS stakeholders. A workshop is scheduled for November 2007 for this purpose.

The *assessments* permitted an understanding of the strengths of the NSS in Qatar, including strong commitment and momentum toward improvement, financial strength and hiring opportunities, state-of-the-art physical infrastructure, and an ability to generate major accomplishments in a short time. They also identified certain weaknesses. The NSS still falls short of producing the timely, high-quality statistical information required for adequate planning, monitoring and evaluation of economic and social policies. The economy and modernization of Qatar have grown at a much faster pace than the statistical system needed to provide information about the country.

The *NSDS vision* is to achieve a coherent, integrated system of national statistics that responds to national and international user needs for high-quality statistical information to support evidence-based decision making and to monitor social and economic development. The *Qatar Statistics Authority's vision* is to be recognized by our national and international users as the trusted official source of high-quality, demand-driven statistical information.

The Qatar Statistics Authority's *mission* has four components:

- to satisfy user needs for quality statistical information to support evidence-based policy formulation and to monitor development progress in a rapidly changing world while adhering to best international practices.
- to furnish the official reference figures on the social, demographic, economic, and environmental conditions in Qatar.
- to harmonize, standardize, and coordinate the statistical activities of data producers in the country to generate a coherent, integrated set of statistics for national, regional, and international use.
- to engage in advocacy to raise statistical literacy and promote the correct and effective use of statistics in the country.

We will accomplish our *mission* by:

- focusing on demand;
- adhering to the defined Quality Framework;
- protecting confidentiality at the individual and establishment level and using reported information solely for statistical purposes;
- maintaining a high-quality, motivated workforce;
- maintaining a culture of continuous improvement; and
- providing the environment and resources to achieve the mission.

The *quality framework* for the production of statistics in the Qatar national statistical system is rooted in professional and ethical standards and consists of the following core principles: accuracy, relevance, usefulness, timeliness, accessibility, integrity, and comparability of statistical information (Section 5.3).

The broad *strategic goals* can be summarized as follows:

1. Satisfy Data Requirements
2. Institutionalize Statistical Methodologies and Quality
3. Build Statistical Capacity
4. Improve Coordination among Producers and Increase Cooperation from Suppliers
5. Promote Statistical Literacy
6. Expand Data Dissemination
7. Implement Enabling Substrategies

For each strategic goal a series of *subgoals* (Section 6) and *actions* are included (Section 8). Even though the full NSDS is a long-term project, the following accomplishments, among others, can be expected in the next 5 years:

- Strategies prepared for individual NSS member agencies
- Institutional framework established, statistical law functioning
- Significant improvements in workforce training and development, employee performance and employee satisfaction
- QSA credibility/trust and name recognition improved
- QSA organizational units established and functioning

- Working partnerships developed among producers
- Significant progress made in reducing gaps in statistical information
- Quality improved in statistical products and in customer service
- Important advances made in methodology and technology
- Timeliness of publications improved
- Access to statistical information improved.

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## Acronyms

<b>DQAF</b>	Data Quality Assessment Framework
<b>ESCWA</b>	UN Economic and Social Commission for Western Asia
<b>GCC</b>	Gulf Cooperation Council
<b>GDDS</b>	General Data Dissemination System
<b>GSDP</b>	General Secretariat for Developmental Planning
<b>HDR</b>	Human Development Report
<b>ICT</b>	Supreme Council for Information and Communication Technology
<b>IMF</b>	International Monetary Fund
<b>MDG</b>	Millennium Development Goals
<b>NSDS</b>	National Strategy for the Development of Statistics
<b>NSS</b>	National Statistical System
<b>PARIS21</b>	Partnership in Statistics for Development in the 21st Century
<b>PC/SD</b>	Planning Council / Statistics Department (old organization's name)
<b>QCB</b>	Qatar Central Bank
<b>QSA</b>	Qatar Statistics Authority (new organization's name)
<b>SCBI</b>	Statistical Capacity Building Indicators
<b>UN</b>	United Nations
<b>WHO</b>	World Health Organization

## **1. Introduction**

As a participant in the Partnership in Statistics for Development in the 21st Century (PARIS21), Qatar has taken the necessary steps to design the National Strategy for the Development of Statistics (NSDS) for the purpose of strengthening statistical capacity across the entire Qatari national statistical system (NSS). The NSDS objectives are consistent with the State of Qatar's national development policy and goals. The Qatar Statistics Authority (QSA) has prepared the present report in conformity with PARIS21 NSDS guidelines and the UN Fundamental Principles of Official Statistics. It is to be presented to stakeholders as a working draft; the final version will incorporate the feedback from stakeholders.

Strategic planning is an important tool that helps define and realize a vision and accomplish a mission, by addressing customer and organizational needs, diagnosing hindrances, mobilizing resources and support, stimulating stakeholder involvement, and providing impetus for action.

In the NSDS, countries develop an overall vision of the development of their national statistical system to include national, regional, and international needs. The NSDS becomes a part of the country's development policy, serves as a framework for international and bilateral assistance, includes all data production units, addresses issues related to analysis and use of data, and follows international quality standards. The NSDS provides a comprehensive and unified framework for continual assessment of evolving user needs and priorities for statistics and for building the capacity needed to meet these needs in a more coordinated, synergistic and efficient manner.

## **2. History of Statistical Development and Roadmap**

### **2.1 History of the statistics organization**

In June 2007, the Qatar Statistics Authority (QSA) was created as a new independent agency, replacing the Planning Council's Statistics Department (PC/SD). Prior to the PC/SD, a Central Statistical Organization existed as decreed by the 1980 statistical law. In 1998, the CSO was integrated into the Planning Council, but its statistical functions remained as described in the CSO Law. The year 2005 marked the silver jubilee of the founding of the statistics organization in Qatar.

The national statistical system (NSS), that is, the national system of official statistics, includes all the statistical programs of government agencies collectively for the State of Qatar. While the QSA is the official national statistical agency, other government agencies (Qatar Central Bank, Ministry of Finance, Interior, and others) also produce official statistics. A list of the main NSS actors is provided in Table 2.

### **2.2 Existing initiatives**

The NSDS work builds upon various initiatives already in place. These previous efforts are summarized in this section.

### *2.2.1 The PARIS21 consortium*

The Partnership in Statistics for Development in the 21st Century aims to develop a culture of evidence-based policymaking and implementation as the bedrock to improve governance and government effectiveness in reducing poverty and achieving the Millennium Development Goals (MDG). Each participating country designs a National Strategy for the Development of Statistics and plans to have nationally owned and produced data for all MDG indicators by 2010. Qatar is a member of this partnership and has committed itself to the essentials outlined in PARIS21.

### *2.2.2 The Marrakech Action Plan for Statistics – 2004*

In a 2004 international roundtable on Managing for Development Results sponsored by the Multilateral Development Banks, participating countries developed action plans for improving development statistics. This roundtable built upon previous international efforts to develop statistics and provided impetus for a new set of actions. The first action in the plan consisted of mainstreaming the strategic planning of statistical systems and preparing national statistical development strategies by 2006. Qatar has committed the resources needed to build a long-term sustainable statistical system and is in the process of finalizing the NSDS.

### *2.2.3 The Public Services Development Project for the Department of Statistics – 2004*

The statistics component of the Public Services Development Project examined the functions, competencies and structure of the PC/SD in November 2004. The objective of the study was to highlight some areas for technical development and identify mechanisms and approaches that may be used by the PC/SD to meet international best practices. Key recommendations included: developing technical areas within the department and expanding coverage of existing statistics; improving compliance with international standards; improving data dissemination; developing strategic and annual plans, and monitoring and evaluation processes; adopting performance management techniques; and adopting mechanisms to facilitate more effective interagency relationships, including the establishment of an interagency statistics committee.

### *2.2.4 User-Producer Symposiums – 2004-2006*

Qatar has worked closely with the UN Economic and Social Commission for Western Asia (ESCWA) and the League of Arab States toward the goal of elaborating the NSDS. In a joint effort with ESCWA, the PC/SD began a series of symposiums on “Statistics for Development: A Dialogue between Users and Producers of Statistics”. Three have been conducted to date in Doha, in May 2004, May 2005, and June 2006. The symposiums brought together national users and producers of statistics, as well as representatives of international statistical organizations and Gulf Cooperation Council (GCC) national statistical offices, for the purpose of obtaining input for a strategy to improve the statistical system.

The resulting recommendations, based on the working group discussions, covered general statistical activities (surveys and studies/analyses), data dissemination, institutional arrangements, awareness-raising and capacity building, cooperation mechanisms among data producers and between producers and users, specific subject-matter topics, and other activities. These recommendations have been followed up and implemented to various degrees by the QSA. They are also incorporated into the NSDS.

### *2.2.5 Other Regional Cooperation*

Qatar has participated in other regional/international initiatives, including:

- The Millennium Development Goals in the Arab Region 2005, coordinated by ESCWA
- The Arab Societal Workshop on MDGs Toward 2015: Achievements and Aspirations, Cairo, July 2005, organized by UNDP and the League of Arab States
- First and Second Forum on Statistical Capacity Building for Arab Countries, in Amman, Jordan, and Muscat, Oman, respectively.

The Statistical Capacity Building forums were organized by the League of Arab States in coordination with PARIS21. The forums enabled dialogue between key national and regional stakeholders and among users and producers of statistics, and served to propel activities and plans for strengthening national statistical systems. Participating countries committed to: upgrade statistical legislations and regulations in conformity with statistical developments and practices; adopt UN statistical methodologies and standards; mobilize government support for statistical programs; and establish long- and medium-term action plans and strategies for statistical programs.

### *2.2.6 The Millennium Development Goals in the State of Qatar - 2005*

The Planning Council issued its first national report on the “The Millennium Development Goals in the State of Qatar 2005”. The MDGs are the world’s time-bound and quantified targets for addressing extreme poverty in its many dimensions. The report was prepared in accordance with the recommendations of the World Millennium Declaration adopted by the United Nations in 2000. The report identifies the results achieved by the State of Qatar with respect to:

- eradication of extreme poverty and hunger
- achievement of universal primary education
- promotion of gender equality and empowerment of women
- reduction of child mortality
- improving maternal health
- combatting HIV/AIDS diseases
- ensuring environmental sustainability
- developing a global partnership for development

The report shows that the State of Qatar has achieved several of the MDGs, set for 2015, ahead of time. In addition, the State has reached its MDG-established target for official development assistance.

Commitment to the MDGs requires strengthening national statistical systems, since the MDGs place responsibility on countries to monitor and report on progress, using statistical indicators as the means to measure progress.

#### *2.2.7 Statistics Benchmarking in GCC Countries – 2005*

The statistics benchmarking exercise aims at determining the position of each national statistics department in the Gulf Cooperation Council (GCC), for the purpose of improving each department's performance to achieve international standards, in addition to comparing its performance from year to year. A benchmarking questionnaire developed by the Qatar PC/SD was adopted. It contained questions about the statistics department's budget, human resources, methods of data dissemination, cost of hard and soft copy publications and utilization of advanced software in data processing and dissemination. The questionnaire will be used in all GCC statistics departments to provide an actual assessment of their performance, take appropriate measures to improve performance, and develop necessary action plans.

#### *2.2.8 The International Human Development Report – 2005-2007*

The PC/SD published Human Development Reports for the State of Qatar in 2005 and 2007. The reports monitor fundamental changes in education, health and economic activity, and achievements by the State and civil society organizations. The HDRs are global reports commissioned since 1990 by the UN Development Programme (UNDP) as instruments for measuring human progress and triggering action for change. Currently, there are four composite indices for human development: the human development index, the gender-related development index, the gender empowerment measure, and the human poverty index. The 2007 report shows that the State of Qatar has accomplished tangible results in health services, illiteracy eradication, education advancement in all stages and improvement of living standards, making it one of the countries with high human development ratings.

#### *2.2.9 The Report on the Implementation of the Sustainable Development Initiative in the Arab Region – 2006*

Following up on the 2005 Arab League resolution in Tunisia regarding the adoption of a sustainable development initiative in the Arab region, the PC/SD produced the 2006 Report on the Implementation of Sustainable Development Initiative in the Arab Region, highlighting Qatar's action plan for implementing the initiative. The report covers the following eight aspects: peace and security, institutional framework, combatting poverty, population and health, education, awareness, scientific research and technology transfer, resource management, consumption and production, globalization, trade and investment.

#### *2.2.10 The General Data Dissemination System (GDDS) – 2005*

Qatar's participation in the International Monetary Fund's (IMF) General Data Dissemination System (GDDS), which started in December 2005, marks a major step forward in the development of the country's statistical system. The GDDS provides a framework to assist member countries to develop their statistical systems with the objective of producing

comprehensive and accurate statistics for policymaking and analysis. Member states voluntarily commit to perform long-range improvements in their statistical systems in terms of data quality and dissemination. The GDDS also works on strengthening communication and coordination among statistical producers in the participating countries.

A comprehensive review of the statistical systems in Qatar was carried out in an IMF mission in early 2005. Qatar's metadata, statistical production and dissemination practices, and plans for statistical improvements now appear on the IMF's Dissemination Standards Bulletin Board (DSBB). The Data Quality Assessment Framework (DQAF) was employed in preparing the metadata. The DQAF assesses five dimensions of data quality: assurances of integrity, methodological soundness, accuracy and reliability, serviceability, and accessibility. It covers institutional environments, statistical processes, and characteristics of statistical products. In addition, a workshop on "The General Data Dissemination System (GDDS) and Government Finance Statistics (GFS)" was held in Doha in April 2006. An IMF follow-up mission in May 2007 reported major improvements and significant progress in key areas, and identified areas for further improvement.

## **2.3 Developments in preparation for the NSDS**

### *2.3.1 World Bank expert mission to evaluate the NSDS*

In January 2006, the then-PC/SD hosted a visit from a World Bank expert to evaluate progress toward the NSDS (Luttikhuisen, January 2006). The scope of the visit was to evaluate the achieved tasks of the strategy team, then suggest and recommend the next steps for the coming phases. Recommendations included:

- defining the legal and institutional framework of the NSS
- identifying user needs in specific subject-matter areas in order to formulate new and improved data collection, processing, analysis and dissemination efforts
- analyzing the organizational structure and systems within the PC/SD and identifying needed changes
- organizing a workshop with other NSS actors and stakeholders and obtaining their feedback on the strategy document.

### *2.3.2 Stakeholder workshop on the Qatar NSDS*

Subsequent to the World Bank expert's mission, the PC/SD sponsored a national workshop on the "National Strategy for the Development of Statistics in Qatar" (November 2006). Under the motto "Active Participation = Successful Strategy", key stakeholders of the Qatari NSS gathered and learned about the roadmap for the NSDS. They then worked in small groups to discuss and submit recommendations on 14 topics. The topics included awareness-raising, benchmarking, communication with users, coordination and cooperation with producers, transparency and GDDS goals, statistical capacity building in statistical agencies, quality standards, use of international standards and classifications, satisfying user requirements in scope, periodicity and timeliness, automation and use of technology. The participants' recommendations were integrated into the NSDS.

### 2.3.3 Task teams

The PC/SD convened 14 task teams to focus on specific development areas. The teams have made significant progress in their tasks, first identifying necessary actions and implementers, and then obtaining progress reports. The teams and tasks are:

- Statistics Department benchmarking
- Procedural documentation
- International reports follow-up
- Symposium recommendations follow-up
- Customer requirements
- Website relaunching and development
- Statistical projects follow-up
- Publication and reports calendars
- Measurement of statistical quality
- Statistical law
- Implementation of IMF GDDS recommendations (in coordination with Qatar Central Bank and Ministry of Finance)
- Interagency electronic link
- Training and capacity building
- Statistical awareness and advocacy

## 2.4 Roadmap for finalizing NSDS

The development of the NSDS followed a general roadmap (Figure 1). This roadmap entailed an assessment of the current state of the NSS (Section 4), definition of a vision, mission and quality framework (Sections 5.2 and 5.3), strategic goals (Sections 6 and 7), and action plan (Section 8), to be followed by actual implementation. The NSDS will be completed with the feedback of the NSS agencies and other stakeholders.

**Figure 1. General Roadmap for NSDS**

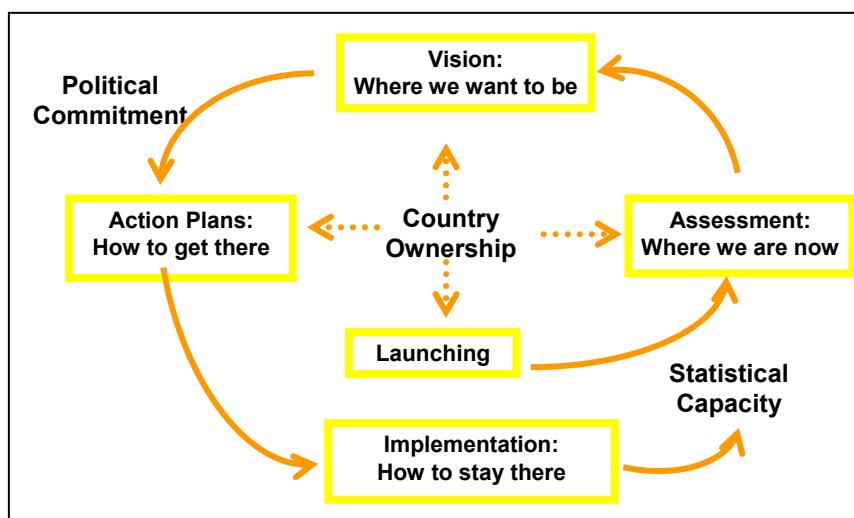


Table 1 shows the roadmap for finalizing the NSDS. The NSDS working draft will be presented to NSS member agencies and other key stakeholders in a workshop to be held in November 2007 to obtain their feedback. The respective roles of the QSA and NSS agencies in the implementation of the NSDS will be discussed, and guidelines will be provided for each agency to subsequently develop its own strategic plan.

**Table 1. Roadmap for Finalizing the NSDS**

<b>Timeframe</b>	<b>Activity</b>	<b>What Is Involved</b>	<b>Who Is Responsible?</b>
September 2007	Revise text of Statistics Law	Updating the Statistics Law to reflect the new organizational status and address other issues	QSA NSDS team and QSA Legal/Administrative Department
November 2007	Prepare charter for National Statistics Consultative Committee	Specifying the terms of reference, composition, role, functions and boundaries of the Consultative Committee	QSA NSDS team and QSA Legal/Administrative Department
July 2007 – November 2007	Visits to NSS agencies to complete Assessment Phase	Collection of information about the production and use of statistics, strengths and weaknesses of agencies, using a structured assessment questionnaire.	QSA NSDS team and focal points at NSS agencies
November 2007	Workshop to present NSDS Working Draft	This workshop will serve to: <ul style="list-style-type: none"> <li>▪ present a summary of the stakeholder recommendations made in the November 2006 NSDS workshop</li> <li>▪ present the NSDS working draft document</li> <li>▪ get feedback from stakeholders</li> <li>▪ define QSA and NSS agency roles in implementation of NSDS; and</li> <li>▪ provide guidelines for NSS agencies to develop their own strategic plan</li> </ul>	Organizer: QSA Participants: NSS agencies and other key stakeholders
December 2007	Preparation of Workshop Report	Report to include, among other points, a summary of presentations made, a summary of issues raised in discussions, additions, deletions, or other changes to be made to NSDS document, conclusions and the way forward.	QSA NSDS team
December 2007	Post revised NSDS on QSA website and on PARIS21 and ESCWA websites	Revised version will include feedback from NSS members.	QSA NSDS team

Timeframe	Activity	What Is Involved	Who Is Responsible?
January – March 2008	Working sessions with NSS agencies to complete Strategic Planning Phase	Production of statistics strategic plan for each NSS agency, in line with NSDS, to include: vision, mission, strategic goals, time-bound action plan, monitoring and evaluation plan, and financial plan. Strategic plan to also include enabling substrategies in leadership and management, human resource management, communications, information technology, and technical subject-matter areas.	QSA NSDS team, Govt Agencies Affairs Dept team, and focal points at NSS agencies
April 2008	Preparation of agencies' strategic documents	Each agency finalizes its own strategy documents.	Each agency.

### 3. Prerequisites and Inputs for a National Strategy

Early in the launching phase for the NSDS in Qatar, important commitments were achieved toward national ownership, independence of statistics, focus on demand, and an integrated approach encompassing all aspects of the system and taking into account all stakeholders. These commitments were achieved through successful advocacy and consultation, and high-level political support. Other steps taken toward the development of the NSDS included assessing the demand for statistics, defining the legal and institutional framework, aligning the strategy with national development policy, and integrating regional and international commitments. These aspects are described below.

#### 3.1 Country ownership and control

The QSA has made clear its ownership of the process of designing an NSDS and its commitment to statistical capacity building. In addition, each NSS member (line ministries and other agencies) will take ownership of its own strategy in support of the NSDS.

#### 3.2 Advocacy and consultation processes

The success of any strategy depends on the degree of involvement and participation of key stakeholders in the development of the solution. For effective implementation, decisions must enlist the necessary support and commitment of all concerned. The PC/SD has conducted advocacy that has led to the recognition of the need for better data to guide national policies for poverty reduction and human and economic development and for statistics that meet international standards. Advocacy material has been produced and disseminated such as the video “Measuring the change in world poverty”, and the CD “Why statistics?” Likewise, the PC/SD took active steps to identify key stakeholders, involve them in the stakeholder meetings, and develop working relations with them for subsequent collaboration on the assessment of their own needs and future requirements.

### 3.3 High-level political support and commitment

The Qatar NSDS enjoys high-level political support and commitment and is championed by high-level national officials. Evidence of this is seen in the statements from H.H. Sheikh Hamad bin Khalifa Al Thani, Emir of the State of Qatar, regarding the formulation of a long-term comprehensive vision of development goals in various sectors involving consultation with various stakeholders (see Preface).

Further evidence is seen in the sponsorship of the November 2006 workshop on “National Strategy for the Development of Statistics” by the Secretary General of the Planning Council. On this occasion, H.E. Sheikh Hamad bin Jabor bin Jassim Al Thani delivered an address that demonstrated the government’s commitment to the development of statistics in Qatar and in particular to the success of the NSDS. Similarly, on the occasion of the launching of Qatar’s participation in the GDDS, H.E. Sheikh Hamad bin Jabor bin Jassim Al Thani stated: "Qatar recognizes that improving the quality of economic and social statistics is essential for economic and social policy and for the monitoring and assessment of its development programs. In this connection, the statistical requirements of the Human Development Report, the Millennium Development Goals, and other international initiatives, which reflect the importance of relevant, accurate, and reliable statistics, have been recognized and serious efforts made to meet them. In cooperation with the Ministry of Finance, Qatar Central Bank, Doha Securities Market, and the Statistics Department, and in collaboration with international statistical agencies, chief among them the IMF, efforts are being made to develop and improve economic and financial statistics by improving consistency, proper coverage, and adherence to international standards and transparency. Relations between users and producers of statistics have been greatly improved and communications developed. The additional benefits that could accrue from Qatar's participating in the GDDS are immense and should ultimately lead us to a strengthened system of official statistics."

### 3.4 Focus on demand

One NSDS cornerstone is the continual identification of stakeholder data needs. Initially, the PC/SD conducted a user needs assessment in the form of a user satisfaction survey. The resulting “Customers and Requirements List” was reviewed by the World Bank expert (Luttikhuizen, January 2006). The expert recommended that this list be expanded to develop a more complete inventory of user requests for data in the form of specific indicators and variables.

The PC/SD has since identified the main data users, producers, providers, and other key stakeholders, and invited them to express their information needs. As indicated earlier, the PC/SD has conducted three symposiums to generate dialogue between users and producers. The participants:

- evaluated the availability and quality of key social, economic and sectoral statistics and indicators and their compliance with international standards
- identified missing data and means for filling data gaps in order to meet the information needs of various end-users

- reviewed current mechanisms of data dissemination and means for improving them; and
- provided extensive recommendations regarding various aspects of statistical development, including a national strategy for statistics covering, in general: data access, efficiency of the statistical system, building capacities, diffusing/generalizing statistical knowledge, and roles and responsibilities of various bodies in regard to data analysis.

In addition to these general recommendations, specific recommendations were made for developing statistics in various subject-matter and sector areas, namely: labor force statistics; vital statistics (births and deaths, marriage and divorce); immigration statistics; health and disability statistics; education statistics; energy, industry and environment statistics; statistics on other economic activities such as construction, transport & telecommunications, work services, personal services; prices and standard figures in wholesale and retail trade, foreign trade; national accounts: gross domestic product/ national accounts and government financial statistics; geographic information systems (GIS); publishing, information systems and website; and general recommendations on methodology and quality standards.

Based on this input, one activity in the NSDS implementation plan is to develop a table to tie the indicators and variables required for each subject-matter area and type of user, to a proposed source. The QSA will translate the user-specified needs into new requirements for data collection, survey content, questionnaire design, data processing, analysis, and publication, taking into account feasibility constraints.

### **3.5 Legal and institutional framework**

#### *3.5.1 Legal and operational framework*

The QSA is the main actor in the NSS. According to the 2007 Statistics Act, the QSA is the national statistics bureau and the official source of all statistical data and information in the State of Qatar. The QSA is an independent agency and reports directly to the Heir Apparent. The QSA is responsible for establishing a national statistical system and developing the necessary programs and work plans to meet the nation's statistical requirements for planning, policymaking, monitoring, development, and research purposes.

Toward these objectives, QSA's functions and duties were defined in the following broad terms:

- Conduct statistical activities in demographic, social, economic, environmental and other statistics, related to government entities, private establishments, households and individuals, including the production of national accounts statistics, price statistics, and other macroeconomic statistics series.
- Develop programs and activities needed for the implementation of censuses, surveys, and statistical research, and determine their priorities.
- Collect, compile, process, analyze and disseminate statistical information and data.
- Issue statistical bulletins and analytical reports with adequate frequency and content.
- Develop efficient statistical information systems.
- Use sound, internationally recognized statistical methodology and quality standards.
- Coordinate the integration and harmonization of statistics produced by other government entities.

- Coordinate with international and regional organizations regarding statistical aspects.

By specifying strategic goals and key actions to be implemented, the NSDS provides a platform for QSA to develop its work programs and achieve its objectives and responsibilities.

Other NSS actors are shown in Table 2 below. Part of the NSDS strategy is to support a statistics unit at every institution producing official statistics, so as to facilitate liaison between the QSA and the other parties.

**Table 2. Main Actors in Qatar National Statistical System**

	Producer of Official Statistics	Data Supplier to QSA	Key Data User	Has Own Data Release	Has Statistical Unit
<b>Government</b>					
Qatar Statistics Authority (QSA)	✓			✓	
General Secretariat for Developmental Planning			✓		
Qatar Central Bank	✓	✓	✓	✓	
Ministry of Finance	✓	✓	✓	✓	✓
Min. of Municipal Affairs & Agriculture	✓	✓	✓	✓	
Ministry of Interior	✓	✓	✓	✓	✓
Supreme Council for Environment and Natural Reserves (SCENR)	✓	✓	✓	✓	✓
National Health Authority	✓	✓	✓	✓	✓
Supreme Education Council	✓	✓	✓	✓	✓
Ministry of Education	✓	✓	✓	✓	✓
Labor Department	✓	✓	✓	✓	
Min of Labor & Social Affairs, ex Min Civil Services and Housing	✓	✓	✓	✓	✓
Supreme Council for Family Affairs	✓	✓		✓	✓
Customs and Ports General Authority	✓	✓		✓	✓
Ministry of Energy & Industry					
Ministry of Economy & Commerce					
Qatar Tourism Authority	✓	✓		✓	✓
Qatar General Electricity and Water Corporation	✓	✓		✓	✓
Ministry of Foreign Affairs			✓		
<b>Other NSS Members</b>					
Qatar Petroleum		✓			
Qatar Gas		✓			
RasGas		✓			
Woqod		✓			
Qtel		✓			
Hamad Medical Corporation		✓			✓
Qatar Foundation for Educ., Science and Community Developmt		✓			
Qatar University		✓	✓		
Shari'a Courts Research and Information Center		✓			
Private establishments		✓			
Households and individuals		✓			

### 3.5.2 Regulatory framework: statistical policy

It is recognized internationally that, for a national statistical system to be effective, official statistical policies are needed to govern all government statistical units, including the main statistical agency. The statistical policymaker is not a statistical agency, a ministry, or a data user; rather, it would function at a very high level in government, for example, in the Heir Apparent's office.

- A statistical policymaker would formulate statistical policy, issue directives and guidelines, coordinate and support the statistical agencies in carrying out policy and national statistical strategy, set official statistical quality standards, ensure interagency data exchange and cooperation, prevent duplication, control data collection, regulate respondent burden, and ensure that key statistics required for government planning, monitoring, and policymaking are produced.
- In addition, the statistical policymaker would serve as advocate and represent statistical agencies in government in setting national statistical priorities and in securing budgets and resources for statistical programs.
- The statistical policymaker would have the authority to ensure compliance with the official policies and directives including those involving interagency cooperation.
- The statistical policymaker would be assisted by advisory committees established to provide input and advice on policy, including an interagency committee and a users committee (including key government, academia, and private sector users) to review policies and directives and suggest improvements.

### 3.5.3 National statistics consultative committee

A National Statistics Consultative Committee (NSCC) was created. This body is separate from the QSA but is chaired by the QSA President. The NSCC will play the role of advisor to the QSA and will address issues of coordination and prioritization as well as methodology issues. It is not intended to play a regulatory function.

A charter is under development for the NSCC to specify its terms of reference. Committee meetings will begin following the November NSDS workshop.

The NSCC will be composed of: main government data producers/suppliers, academia (Qatar Foundation, Qatar University, and others), main users of statistics, enterprises (Chamber of Commerce, Qatar Petroleum, and others), the public sector (Advisory Council Majlis Al-Shura, the Central Municipal Council), and other relevant bodies. The NSCC will act as the main stakeholder in the NSS, support the QSA and the NSS in their accomplishment of strategic goals, act as an impartial body and generate consensus, jointly solve data quality problems, help balance and prioritize demands for statistical data, and provide advice, evaluation and endorsement to the QSA. The NSCC will have the authority to create from time to time *ad hoc* committees made of experts or other agencies to address special problems.

It will be the responsibility of all NSCC members, including the QSA, to seek collaborative, integrative solutions for all issues, based on official policies and judicious professional standards.

#### *3.5.4 Relationships of QSA with other government statistical units*

It is necessary to improve coordination with other data-producing agencies with regard to data collection and sharing. As recommended in the UN Handbook of Statistical Organization, relationships with other bodies that produce and publish statistical information must be formally defined. The QSA will develop agreements with its partners in the statistical system, such as, the Qatar Central Bank and the Ministry of Finance. The partners will share the objective of working together to improve the official statistics of Qatar in relation to coverage, quality and timeliness. Data suppliers will commit to providing the agreed data in the agreed manner and standards, and in accordance with a mutually-suitable time frame and mode of delivery. In return, the QSA will commit to providing regular feedback on the progress and the nature of the process, giving explanations regarding content and changes, and providing copies of the relevant publications. As mentioned, the QSA will also provide support to statistical units in producer agencies, such as training and joint work efforts, as needed. The producer-producer coordination and producer-supplier cooperation issues are addressed in Strategic Goal 5.

### **3.6 Alignment of NSDS with national development policy**

The NSDS objectives are consistent with the goals of the State of Qatar, as discussed in the Preface and in Section 3.3. The national project Qatar Vision 2025 was created to prepare strategic future plans for the State and to coordinate the different State organizations so that their plans can be in line with the comprehensive plan of the State.

The Planning Council prepared an initiative for the formulation of the State's future vision for the year 2025 to reflect the future aspirations, ambitions and expectations of the State regarding the following main themes:

- Human Development: education, health, society, labour market.
- Good Governance: human rights, general freedom, governance, peace and security.
- Economics: economic management, oil and gas sector, infrastructure, economic diversification.
- Environment: all environmental aspects.

The new General Secretariat for Developmental Planning (GSDP) was established for the purpose of planning and executing Qatar's ambitious developmental program, and for coordinating organizational efforts. The GSDP was established by an Emiri decree and is vested with the powers to set a long-term and comprehensive vision with regard to the policies of sustainable social and economic development, labor issues and continuous growth.

Likewise, the Qatar Public Services Development Project aims at achieving a high-performance public service, utilizing international best practices and modern public

management theory, while emphasizing Qatari insights, talents, perspective and commitment, to produce effective and efficient delivery of services. One of the cornerstones of this project is infrastructure and capacity building for all government institutions.

### **3.7 Integration of international commitments**

The statistical outputs in Qatar should fulfill global, regional, and national requirements. Qatar has been an active participant in international initiatives such as the Common Country Assessment (CCA), the HDR, the GDDS, the MDG, and other initiatives. The NSDS covers the data needs of these programs, and their required measures form part of the strategic plan. With regard to the MDG indicators, Qatar will introduce new indicators that capture more ambitious targets (for example, measuring the quality of education), given that it has already achieved several of the goals.

Qatar has commitments to produce other international comparison measures, for example, the indicators for the World Competitiveness Yearbook, a comprehensive annual report on the competitiveness of nations which ranks and analyzes how a nation creates and sustains the competitiveness of enterprises. Country rankings are based on different criteria, grouped into four competitiveness factors: set of indicators on economic performance, government efficiency, business efficiency, and infrastructure.

## **4. Assessment of the Qatari National Statistical System**

### **4.1 Purpose of assessment**

The purpose of assessing a national statistical system is to understand the adequacy of statistical outputs and the organization and management of the NSS as a whole, specifically in terms of:

- data users' requirements for statistical information with regard to adequacy of existing statistics, data gaps, and users' ability to make effective use of statistical information;
- what statistics are available, their sources and quality, and how quickly they are made available to users;
- coordination arrangements among producers and between producers and users of statistics;
- the legal and institutional framework in which key producers of statistics operate; and
- the current capacity (infrastructural, technical, resources) of the NSS to meet data user needs and fill data gaps.

A full assessment involves taking into account the views of the main groups of users and producers of statistics, comparing needs with inventories of official statistics, examining the legislation or other authority under which data are compiled, examining the adequacy of

infrastructure and of production and management processes in the key data-producing agencies, and evaluating capacity-building efforts.

## 4.2 Current statistical production

Box 1 shows the key outputs currently produced by the Qatar Statistics Authority. However, the QSA is in the midst of revising and expanding its work programs as part of its restructuring, and a table on planned production will be available at a later date. Box 2 shows the key macroeconomic statistics generated by the Qatar NSS. The NSDS includes future plans to: expand production to satisfy user requirements; establish a schedule of censuses, surveys, and other data collection/production activities for the intercensal years; and produce core indicators to monitor human development and social and economic conditions (Strategic Goals 1.2, 1.5, and 1.6).

## 4.3 Conclusions from assessments

Various assessments have been conducted, including assessments of user satisfaction and needs, assessments of the statistical system, assessments of the organizational and legal framework, and individual producer agency assessments, namely:

- the customer satisfaction survey
- the annual user-producer symposiums
- examination of PC/SD functions, competencies and structure under the Public Services Development Project 2004
- the PC/SD's own assessment report describing its responsibilities, staffing and resources, work programs, strengths and weaknesses
- the 2005 GDDS comprehensive review of statistical systems in Qatar conducted by the IMF for the Qatar Central Bank, Ministry of Finance, and PC/SD, using the Data Quality Assessment Framework (DQAF)
- the 2007 updated IMF GDDS assessment of data dissemination practices, interagency cooperation, and organizational and methodological issues, and
- individual visits to 14 NSS agencies during July–November 2007 to complete an assessment questionnaire, which asked about their environment, resources, and infrastructure; their statistical production, coordination with other producers, data user needs and satisfaction; their achievements and future plans, strengths and weaknesses, and requirements for technical assistance. In addition, focal points were identified at each agency for the NSDS work.

These assessments permit general conclusions regarding the *strengths* and *weaknesses* of the NSS in Qatar. The NSS' existing strengths are mainly:

- a shared recognition at all levels and in all sectors of the need to enhance the quality of official statistics, and widespread, strong commitment toward improvement;
- strong stakeholder involvement;
- serious momentum for change in key NSS agencies (QSA, QCB, MoF, and others), including the reorganization of the QSA as a larger, independent agency;
- financial strength and opportunities for hiring and retaining skilled personnel, and international experts;
- state-of-the-art physical infrastructure, in terms of material resources, buildings and equipment, IT and telecommunications systems, award-winning GIS;
- an ability to generate major accomplishments in a short time, including recent improvements in interagency cooperation and consultation, significant progress in multisector statistics, major improvements in data dissemination, and work program expansions.

The NSS's main limitations are:

- The NSS still falls short of producing the timely, high-quality statistical information required for adequate planning, monitoring and evaluation of economic and social policies. The economy and modernization of Qatar have grown at a much faster pace than the statistical system needed to provide information about the country.
- The statistical products available do not adequately respond to the ever-increasing demand requirements of the data user community.
- The quality of available statistical information is still limited in terms of methodologies, analysis, coherence across data sources, and international comparability.
- Access to existing statistical information is still limited and dissemination is not as widespread as desirable.
- Current institutional arrangements still fall short of ensuring overall coordination of the production of official statistics.
- Statistical and technical infrastructure, human resources and critical skills are insufficient to support the required statistical production.
- The statistical culture in the country is not fully formed: the importance of statistics for decision-making (a culture of evidence-based policymaking and monitoring) needs to be promoted.

**Box 1. Current Publications of the Qatar Statistics Authority**

Source: Statistical Catalog May 2006

Publication Title, by Data Category	Periodicity (frequency of compilation)
General Statistics	
• Annual Statistical Abstract <sup>1</sup>	Annual
• Qatar Socio-Economic Atlas	Periodic
• Qatar in Figures	Annual
Population Statistics	
• Population and Housing Census	Every 10 years
• Household Income and Expenditure Survey	Every 5 years
• Vital Statistics (Births & Deaths)	Annual
• Vital Statistics (Marriages & Divorces)	Annual
Labour Force	
• Employment, Wages and Work Hours Survey	Every 5 years
• Persons Engaged By Sector	Annual
• Labour Force Survey	Annual
Economic Statistics	
• Establishment Census	As needed
• Economic Census	As needed
• Foreign Trade (Export) Statistics	Annual
• Foreign Trade (Import) Statistics	Annual
• Industrial and Energy Statistics	Annual
• Wholesale and Retail Trade Statistics	Annual
• Building and Construction Statistics	Annual
• Building Permits and Completed Buildings	Annual
• Bank and Insurance Statistics	Annual
• Navigation Statistics	Annual
• Social & Personal Services Statistics	Annual
• Business Services Statistics	Annual
• Transport and Communications Statistics	Annual
• Restaurants and Hotels Statistics	Annual
• National Accounts Bulletin	Annual (quarterly website releases)
• Prices & Index Numbers	Annual (quarterly website releases)
• Economic Establishments Directory, by ISIC	Periodic
Additional outputs include the 2006 Qatar Health Survey, produced by the National Health Authority in collaboration with QSA, and a Housing Rental Inflation survey planned for 2007.	
<sup>1</sup> Certain statistics are released, not by separate publication, but annually in QSA's Annual Statistical Abstract. The statistics included in the Abstract are:	
<p>Demographic and Social Statistics</p> <ul style="list-style-type: none"> <li>• Population</li> <li>• Labour Force</li> <li>• Vital Statistics</li> <li>• Judicial and Security Services</li> <li>• Educational Statistics</li> <li>• Health Services Statistics</li> <li>• Information, Culture and Tourism</li> <li>• Special Needs</li> </ul>	<p>Economic Statistics</p> <ul style="list-style-type: none"> <li>• Agricultural Statistics</li> <li>• Petroleum and Industrial Statistics</li> <li>• Electricity and Water Statistics</li> <li>• Building and Construction</li> <li>• Internal Trade Statistics</li> <li>• Price and Price Index Statistics</li> <li>• Transportation and Communications Statistics</li> <li>• Banks, Insurance and Business Services</li> <li>• Social and Personal Services Statistics</li> <li>• National Income and Government Expenditure</li> <li>• Foreign Trade</li> </ul> <p>Environmental Statistics Physical and Climate Features</p>

## Box 2. Macro-Economic Data Produced by the Qatar National Statistical System

Source: *Qatar Updated GDDS Summary Table II Data Coverage, Periodicity and Timeliness. Report of the GDDS Assessment Mission (April 29–May 3, 2007). IMF Statistics Department.*

Data Category	Data Coverage	Periodicity
<b>Real Sector</b>		
<b>Comprehensive Framework</b>		
<b>National Accounts</b>	Qatar produces and disseminates the following data:	
	Gross domestic product (GDP):	Quarterly (GDP at current prices)
	- by industrial activity at current market prices on a quarterly basis since calendar year 2006;	Annual
	- by industrial activity at constant 2001 prices: and	Annual
	-by expenditure categories at current market prices and constant 2001 prices.	Annual
	The four consolidated accounts for the nation (following the 1993 SNA), down to the capital account, and other detailed tables including GDP by specially defined sectors (Government services, Public and mixed ownership enterprises, Banks, and Other private enterprises) are also compiled and published.	
<b>Data Categories and Indicators</b>		
<b>National Accounts Aggregates:</b> GDP (nominal and real)	Same as National Accounts above.	Same as above
<b>Production Index</b> Manufacturing or industrial indices	The industrial production index (IPI) is based on 15-20 important industrial products. The products are mainly petrochemicals or related products, but the index includes also grain mill products, cement, and steel. The IPI covers more than 90 percent of the total manufacturing output of the economy.	Annual
<b>Prices:</b> Consumer price index	As recommended.	Quarterly
<b>Labour Market Indicators:</b> Employment	The employment and wages data cover all sectors with the introduction of the labor force survey during calendar year 2006 (results to be disseminated in June) <sup>1</sup>	Annual
Unemployment		
Wages/earnings		
<b>Fiscal Sector</b>		
<b>Comprehensive Framework</b>		
<b>Central Government Operations</b>	There is no comprehensive statistical presentation of central government operations in Qatar. Only a few annual fiscal data, not showing financing, are disseminated by the SD/PC and the QCB.  A large number of General Budget institutions have separate autonomous budgets, called “operating budgets”. These operating budgets receive transfers from the GB but are not covered themselves.	Annual
<b>Central Government Debt</b>	Government debt is compiled but not disseminated. The QCB disseminates data on the outstanding balance of government bonds in its <i>Monthly Monetary Bulletin</i> .	Not available
<b>Data Categories and Indicators</b>		
<b>Central Government Aggregates</b>	Same as Central Government Operations above.	Annual
<b>Central Government Debt</b>	Same as Central Government Debt above.	Not available

<sup>1</sup> Results were published in August 2007 for the 2006 Labor Force Survey and in June 2006 for the 2005 Employment, Wages, and Hours Survey.

Data Category	Data Coverage	Periodicity
<b>Financial Sector</b>		
<b>Comprehensive Framework</b>		
<b>Depository Corporations Survey</b>	Data do not cover institutions operating under the Qatar Financial Center.	Monthly
<b>Data Categories and Indicators</b>		
<b>Broad Money and Credit Aggregates</b>	As recommended.	Monthly
<b>Central Bank Aggregates</b>	As recommended.	Monthly
<b>Interest Rates:</b> Short and long-term government security rates, policy variable rate	As recommended and as encouraged.	Monthly Daily for QCB policy rates
<b>Stock Market:</b> Share price index, as relevant	As encouraged.	Daily
<b>External Sector</b>		
<b>Comprehensive Framework</b>		
<b>Balance of Payments</b>	<b>Financial Account:</b> There are no data on Direct Investment, Portfolio Investment, or Financial Derivatives.	Annual (abridged) Quarterly (summary BOP aggreg.)
<b>Data Categories and Indicators</b>		
<b>Balance of Payments Aggregates</b>	Same as Balance of Payments above.	Annual (abridged format) Quarterly (summary BOP aggregates )
<b>External Debt and Debt Service:</b> Public and publicly guaranteed external debt, broken down by maturity	Public external debt outstanding and debt service schedule are compiled by the Ministry of Finance (MOF) but are not disseminated.	Not available
<b>International Reserves:</b> Gross official reserves denominated in U.S. dollars	The QCB includes only foreign assets of the QCB in the official reserve assets and does not include those external assets of the government that could meet the criteria of official reserve assets of the monetary authorities. These external government assets include extrabudgetary funds, accumulated from nonbudgetary revenues.	Monthly
<b>Merchandise Trade:</b> Total exports and total imports	As recommended.	Annual
<b>Exchange Rates:</b> Spot rates	The exchange rate regime has been a longstanding de facto peg at 3.64 Qatari riyals (QR) per U.S. dollar, formalized as such in July 2001.	Daily

## 4.4 Future assessments

The assessment and planning of statistical systems is not a one-time exercise. Periodic reassessments of data needs and data quality are part of the ongoing statistical development process. Future assessments should add to the depth of the previous assessment efforts and evaluate specific data categories and quality aspects. It would be beneficial to generate capacity indicators that can be reevaluated over time, for example, the PARIS21 Statistical Capacity Building Indicators (SCBI). The SCBIs are used to rate statistical systems, outputs, and organizational structure for various data categories.

## 5. Foundations for the NSDS

### 5.1 Scope and coverage of the NSDS

The NSDS covers the whole National Statistical System (NSS) including all data collection, analysis, dissemination and use, from censuses, surveys and administrative systems, as well as the mechanisms for coordination and consultation. This includes:

- coverage of all government statistical production units: QSA, Central Bank, and sectoral and line ministries (Education, Health, Finance, etc.). The QSA has consulted with NSS agencies about their functions and requirements and has asked them to designate focal points for coordinating strategy design and implementation.
- coverage of both census/survey statistics and administrative statistics
- coverage of analysis issues and inclusion of analysis units in the design process.

The NSDS features a vision and mission, a quality framework, strategic goals and subgoals, enabling substrategies, a time-bound action plan, and a monitoring and evaluation plan (Figure 2). The mission defines who we are and what we do while the vision and strategic goals indicate who we want to be and where we want to go. The action plan consists of strategies to deliver the vision (how we will get there); monitoring and evaluation measures will tell us where we are and if we have arrived. Finally, substrategies in key areas (leadership and management, human resource management, information technologies, sectoral and technical work areas, and others) will serve as pillars to enable the accomplishment of our strategic goals.

As mentioned in Section 2.4, the draft NSDS will be presented to NSS agencies and other key stakeholders in a workshop organized to obtain their feedback. Each agency will follow up with an assessment and a strategic plan.

**Figure 2. Main Features of the NSDS in Qatar**



## 5.2 Vision and mission for the NSDS

A vision statement has been developed for the NSDS. In addition, vision and mission statements are included for the QSA. In subsequent exercises, each NSS agency will also develop its own vision and mission statements.

### NSDS Vision

The NSDS vision is to achieve a coherent, integrated system of national statistics that responds to national and international user needs for high-quality statistical information to support evidence-based decision making and to monitor social and economic development.

### QSA Vision and Mission

The Qatar Statistics Authority's vision is to be recognized by our national and international users as the trusted official source of high-quality, demand-driven statistical information.

The Qatar Statistics Authority's mission has four components:

1. to satisfy user needs for quality statistical information to support evidence-based policy formulation and to monitor development progress in an environment of rapid, continual change while adhering to best international practices.
2. to furnish the official reference figures on the social, demographic, economic, and environmental conditions in Qatar.

3. to harmonize, standardize, and coordinate the statistical activities of data producers in the country to generate a coherent, integrated set of statistics for national, regional, and international use.
4. to engage in advocacy to raise statistical literacy and promote the correct and effective use of statistics in the country.

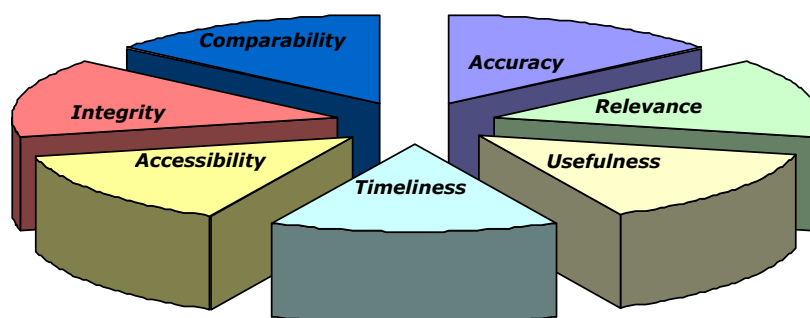
We will accomplish our mission by:

- focusing on demand;
- adhering to a defined Quality Framework (Section 5.3);
- protecting confidentiality at the individual and establishment level and using reported information solely for statistical purposes;
- maintaining a high-quality, motivated workforce;
- maintaining a culture of continuous improvement; and
- providing the environment and resources to achieve the mission.

### 5.3 Quality framework for the NSDS

As reflected in the vision statement, the Qatar NSDS endeavors to produce useful, *high-quality* data that will fit the purpose of facilitating evidence-based decision making. “*High-quality*” corresponds to a defined **quality framework** for the production of statistics (Fig. 3).

**Figure 3. Quality Framework for the National Statistical System**



The quality framework for the production of statistics in the Qatar national statistical system is rooted in professional and ethical standards and consists of the following core principles:

- *Accuracy* – objectivity, methodological soundness, reliability, controlling and reporting on sampling and nonsampling error and other sources of error in the data.

- *Relevance* – measuring concepts that are meaningful and responsive to data user needs; completeness in generating statistics for all domains important to the user community (data coverage).
- *Usefulness* – reports and data that are practical, convenient and easy to use, easily understandable, adequately detailed, comprehensive; including in reports and primary tables all key statistics and indicators that data users need, at appropriate disaggregation levels; delivering statistical information instead of just tables, which means tables plus basic analysis, charts, and other tools to turn data into useful information for decision making.
- *Timeliness* – with regard to both production time (faster release times) and to currentness/up-to-dateness and frequency/periodicity of data.
- *Accessibility* – enabling data users to obtain data products easily and in the forms and formats desired, including not only tabulations and graphics, but also analytic reports and technical documentation to allow proper interpretation of results; providing assistance to data users in using and interpreting the data products.
- *Integrity* – transparency, openness, accountability, and professionalism in practices and procedures, in providing full information about sources, definitions, methods, assumptions, and data limitations to help guard against misunderstanding and misuse of data and inspire user confidence.
- *Comparability* – ability to make reliable comparisons over time; comparability and reconcilability with other data sources; coherence/consistency in maintaining common definitions, classifications, and methodological standards across data sources.

Data integrity and quality objectives are addressed in Strategic Goal #2.

## 6. Strategic Goals and Subgoals

This section lists the strategic goals and subgoals – in other words, the end goals or targets – that the NSDS aims to accomplish. The main goals are summarized in Figure 4. The strategic goals were developed keeping in mind the SMART criteria: Specific, Measurable, Achievable, Relevant, and Time-bound. Action plans and timetables to address how the goals will be accomplished are specified in Section 8 titled “Implementation Plan”. Performance measures and responsible parties are also indicated in the Implementation Plan.

**Figure 4. Summary of Strategic Goals**

<b>Qatar National Strategy for the Development of Statistics Summary of Strategic Goals</b>	
STRATEGIC GOAL 1:	SATISFY DEMAND FOR STATISTICAL INFORMATION AND MEET DATA NEEDS

STRATEGIC GOAL 2:	INSTITUTIONALIZE STANDARDS FOR STATISTICAL METHODOLOGY AND QUALITY
STRATEGIC GOAL 3:	STRENGTHEN STATISTICAL AGENCIES ORGANIZATIONALLY AND BUILD CAPACITY
STRATEGIC GOAL 4:	IMPROVE COORDINATION AMONG DATA PRODUCERS AND COOPERATION FROM DATA SUPPLIERS/RESPONDENTS
STRATEGIC GOAL 5:	PROMOTE STATISTICAL LITERACY THROUGH ADVOCACY AND EDUCATION
STRATEGIC GOAL 6:	EXPAND DISSEMINATION OF DATA AND INCREASE DATA UTILITY
STRATEGIC GOAL 7:	DESIGN AND IMPLEMENT SUBSTRATEGIES IN KEY AREAS TO ENABLE ACCOMPLISHMENT OF PRIMARY STRATEGIC GOALS. THESE AREAS ARE: <ul style="list-style-type: none"><li>• <i>Leadership and management</i></li><li>• <i>Human resources</i></li><li>• <i>Communications</i></li><li>• <i>Information technology</i></li><li>• <i>Technical subject-matter areas and sectors.</i></li></ul>

## Satisfying Data Needs

STRATEGIC GOAL 1: SATISFY DEMAND FOR STATISTICAL INFORMATION AND MEET DATA NEEDS

### SUBGOALS:

- 1.1. Improve producer-user coordination. Learn about users of statistics and their information needs on a continuous basis. Keep users informed about statistical products and services available from producers.
- 1.2. Establish link between data production and user information needs. Identify data gaps and expand production to satisfy national, regional, and international user requirements.
- 1.3. Continually measure adequacy of current statistical production (products, methodologies, standards, processes, and classifications) to satisfy data user needs.
- 1.4. Ensure that data production meets quality requirements as specified in Strategic Goal 2.1 (quality framework).
- 1.5. Establish a multiyear schedule of censuses, surveys, and other data collection/production and analysis activities.

- 1.6. Produce core indicators to monitor human development and social and economic conditions at the national level and to satisfy international initiative requirements.
- 1.7. Improve quality of customer service.

## **Methodology and Quality Standards**

STRATEGIC GOAL 2: INSTITUTIONALIZE STANDARDS FOR STATISTICAL METHODOLOGY AND QUALITY

SUBGOALS:

- 2.1 Adopt and promote Quality Framework for the NSDS, consisting of: accuracy, relevance, usefulness, timeliness, accessibility, integrity, and comparability of statistical information (Section 5.3).
- 2.2 Formally adopt the United Nations Fundamental Principles of Official Statistics.
- 2.3 Advance the use of sound, internationally recognized methodologies, classifications and standards.
- 2.4 Develop and apply efficient state-of-the art technologies and automated tools to improve efficiency and accuracy of data collection and data processing systems.
- 2.5 Implement business process analysis and improvement techniques to set up new processes and to identify improvement opportunities or eliminate problems in existing processes.
- 2.6 Establish research functions within organizational units.

## **Statistical Capacity Building and Organization Building**

STRATEGIC GOAL 3: STRENGTHEN STATISTICAL AGENCIES ORGANIZATIONALLY AND BUILD CAPACITY

SUBGOALS:

- 3.1 Develop legal and institutional framework.
- 3.2 Increase credibility, visibility and name recognition (strong branding) of QSA through publicity campaigns and other actions, to represent excellence and provide a single point of reference for national statistics.

- 3.3 Strengthen capability in QSA and in other NSS agencies to produce and deliver quality statistical products through improvements in infrastructure, technical and managerial processes, and human and material resources.
- 3.4 Enhance the development and potential of individual employees through human resource management strategies including training and career development.
- 3.5 Build and enhance management skills and project management capacity in statistical agencies through Qatar National Project Management (QNPM) and other initiatives.
- 3.6 Develop capability of statistical agencies to deliver high-quality, timely, and accessible customer services that respond to changing stakeholder needs and ongoing feedback through the Service Improvement Initiative/National Service Improvement Plan and other initiatives.
- 3.7 Maintain confidence of data suppliers, respondents, customers, and the public in general in the reliability, security, and integrity of data.
- 3.8 Develop a culture of continuous improvement with constant monitoring to spot and resolve performance gaps and constant attention to process innovations (new and better ways of doing things).
- 3.9 Develop working relations with statistical units in other agencies. Support statistical units in all relevant government bodies and build statistical expertise throughout the public service.
- 3.10 Measure organizational performance internally and externally through benchmarking, DQAF or SCBI.
- 3.11 Maintain institutional relationships with international and regional bodies.

### **Producer-Producer Coordination and Supplier/Respondent Cooperation**

STRATEGIC GOAL 4: IMPROVE COORDINATION AMONG DATA PRODUCERS AND COOPERATION FROM DATA SUPPLIERS/RESPONDENTS

SUBGOALS:

- 4.1 Increase producer-producer coordination to harmonize and standardize statistical activities and to generate a coherent, integrated set of statistics about social, demographic, economic, and environmental conditions in Qatar.
- 4.2 Develop mutual understanding of agency functions and requirements between QSA and each producer agency.

- 4.3 Develop joint work programs and effective, strategic interagency relations between QSA and line ministries in order to harmonize sectoral statistics produced by QSA and those produced by sectoral ministries and achieve a full view of each sector.
- 4.4 Promote comparability and consistency/coherence. Address comparability issues and achieve consensus among data producers regarding methodologies and uniformity of standards, classifications, and definitions.
- 4.5 Coordinate data access so users can easily access data from all producers.
- 4.6 Establish working relationships including two-way communication and coordination between producers and data suppliers/respondents in order to increase cooperation, operational efficiency, timeliness, and data quality.
- 4.7 Improve response rates and quality from data suppliers and respondents. Address issues of response burden, confidentiality, motivating respondents and other data suppliers, and maintaining high response rates.

### **Statistical Literacy**

STRATEGIC GOAL 5: PROMOTE STATISTICAL LITERACY THROUGH ADVOCACY AND EDUCATION

SUBGOALS:

- 5.1 Continually elevate awareness and knowledge of statistics among decision-makers, data producers, suppliers/respondents, users, and the public in general.
- 5.2 Establish a public relations and communication strategy to keep the public informed about the activities of the QSA.
- 5.3 Enhance public use of statistical information to allow the public to monitor human development achievements in Qatar, such as the MDGs and others.

### **Data Dissemination**

STRATEGIC GOAL 6: EXPAND DISSEMINATION OF DATA AND INCREASE DATA UTILITY.

SUBGOALS:

- 6.1 Widen public access to statistical information and data products using efficient channels, forms and formats.
- 6.2 Complete Qatar Information eXchange (QIX) project to provide statistical data warehouse and gateway to all statistics in Qatar.

6.3 Increase the practical utility to users of all compiled data.

6.4 Achieve widespread distribution of all statistical information about the social, demographic, economic, and environmental conditions in Qatar.

## **Implementation of Enabling Substrategies in Key Areas**

STRATEGIC GOAL 7: DESIGN AND IMPLEMENT SUBSTRATEGIES IN KEY AREAS TO ENABLE ACCOMPLISHMENT OF PRIMARY STRATEGIC GOALS.

KEY AREAS:

- 7.1 Leadership and management
- 7.2 Human resources
- 7.3 Communications
- 7.4 Information technology
- 7.5 Technical subject-matter areas and sectors

These substrategies are presented in Section 7.

## **7. Enabling Substrategies**

### **7.1 Leadership and Management**

*Objective: to create the environment necessary for high performance, utilizing modern leadership and management theory adapted to the Qatari context; to keep the workforce motivated through positive and effective management-employee interaction.*

The new NSDS represents a broad change in the activities and direction of the QSA and other organizations. These changes represent new challenges for leadership and management.

#### **Change Management**

For each NSS agency, a plan for managing organizational change internally is beneficial. Proposed strategies are:

- Develop effective communication within the organization. A more transparent organization is achieved through constant communication. Each agency will create opportunities to communicate the vision, mission, and strategies, to keep employees informed about the direction and progress of change, and to obtain input and feedback. Information and communication create willingness to help with a change. Communication strategies are also discussed in Section 7.3.

- Make employee development a top priority. Improving an organization's capabilities involves building up the competencies of the workforce; this means providing developmental and training opportunities, and encouraging innovation. Workforce development strategies are discussed in Section 7.2.
- Provide support and facilitation. To channel resistance and help employees adjust to change, managers in key positions will act as change agents. They will take steps to boost morale, identify and remove obstacles, listen to concerns and use them as feedback to facilitate achieving change objectives.
- Provide resources. Do employees have all the staffing, technical and electronic resources they need to be efficient? Recognizing that effective national strategies require efficient systems for the collection, analysis, and dissemination of information, each agency endeavors to make the necessary investments to ensure that it has adequate staffing, methodological and technological resources.

### **Effective Management**

Each agency will improve its management tools at each organizational level and will provide leadership and management training. In addition to facilitation and support, management will show an equally strong emphasis on goal attainment (task completion) and production orientation to guarantee accomplishment of the organizational mission. Managers will provide both supportiveness and directiveness as needed.

Managers will facilitate work through such activities as scheduling, coordinating, and planning; by providing resources such as tools, materials, and technical knowledge; by opening channels of communications, facilitating group interaction, and helping find ways of getting the job done.

### **Organizational Culture**

Agencies will develop a set of "core values" that employees can commit to, such as:

- a culture of excellence based on the NSDS vision, quality standards and goals
- a culture that is communicated through everyday acts
- a culture rooted in high performance expectations and achievement of organizational goals
- a culture focused on support and encouragement, responsiveness to employee needs, and recognition of employee accomplishments
- a culture of continuous improvement and acceptance of critique as a vehicle for improvement
- a culture based on teamwork.

## 7.2 Human Resources

*Objective: to achieve and maintain a high-quality, motivated workforce; to develop a human resource management plan taking into account workforce planning, workforce training and development, organizational structure, recruitment and selection standards and process, and staff retention and evaluation.*

### **Workforce planning**

For each organization within the NSS, a workforce/HR planning exercise must take place to identify the staffing requirements necessary to fulfill the strategic goals and demands, in the long term and in the short term. It is necessary to:

- Identify the required functions for each organizational unit, in light of the strategic goals to be accomplished.
- Identify the positions required in each unit to fulfill its functions, in terms of number, task requirements, and employee competencies.
- Analyze the currently available workforce supply in light of the new workforce requirement objectives and identify new positions as well as new requirements for existing positions.
- Develop position descriptions and selection criteria and include in vacancy announcements.
- Develop a recruitment process to hire internally and externally.

### **Workforce training and development**

- Top management must commit to training and development, including a commitment to invest the necessary resources.
- Training strategies must be tied to the NSDS targets. There should be a clear fit between the intended strategies and the characteristics of the workforce that is expected to implement it.
- At the organization level, assess where within the organization training is needed; at the operational level, identify the content of training, that is, the standards for effective task performance.
- At the individual level, identify training needs through individual development plans or personal career plans (PCPs), to serve as a blueprint for self-development, based on each individual's self-analysis as well as the manager's input. PCPs should cover the person's current job but also look toward the future, that is, the individual's career development.

- In addition to training to develop job-specific knowledge, skills and abilities, include training in team dynamics, and, for key employees, training in leadership and management. Also include training of trainers to develop a cadre of professional trainers.
- Study training mode options, including in-house workshops, outside training, information exchange programs abroad, mentoring and coaching, on-the-job training, and e-learning.
- Conduct training workshops in such topics as planning and management of statistical activities, statistical methods, data collection methods, data processing software (such as CSPro for data entry, editing, tabulation, etc.), statistical software such as SPSS and SAS and others, development and dissemination of data products, GIS, and other technical areas. Also train relevant staff in the production and analysis of statistics in specific subject-matter areas, for example, demographic analysis, education statistics, and so on. Use external technical assistance where needed.
- Implement rotation programs where staff rotates periodically to ensure staff is multi-skilled and able to assume different positions within the organization if the need arises. The rotation plan should promote both specialization and versatility in an employee's career development as well as better cooperation across organizational departments. The employee's interests and those of the organization should both be taken into account.

### **Staff retention and evaluation**

- Remuneration and incentives should be competitive to encourage staff retention. Pay and rewards should be linked to performance and performance evaluations. Performance management systems (standards, evaluation) and promotion programs should be developed. An environment of equal opportunity based on merit (performance) and equal pay for equal work should be created.
- Exemplary performance should be rewarded and poor performance should not be tolerated. Performance improvement programs and other remedies for inadequate performance should be created. Clear guidelines should be established by the human resources unit.

### **7.3 Communication**

*Objective: to keep everyone – inside and outside the organization – informed and educated about organizational vision, core values, strategic goals, change, methods and standards, and everyday happenings; to obtain input, suggestions and feedback to support decision-making; to keep workforce motivated through positive and effective management-employee interaction.*

- Encourage top-down (from management), bottom-up (employee feedback), and lateral communication (across functional boundaries, listening to *internal* customers' needs).
- Develop channels and practices for effective and efficient communication (e.g., monthly newsletters and others).

- Take full advantage of electronic communication to supplement other channels. Post vision statement where employees can see it every day when they sign on to their computer. Keep everyone abreast of developments within the organization. Create electronic bulletin boards on the intranet to post general notices and daily announcements.
- Have quick links to strategic goals, quality standards, and all other important standards.

#### **7.4 Information Technology**

*Objective: to utilize new technologies to accomplish mission and strategic objectives; to develop and maintain an information system that suits the requirements of producers and users, of internal and external customers; to provide operational efficiency for optimal implementation of all strategies (dissemination, communication, training, management, and so forth).*

- Convene an expert task force to determine data processing and other IT needs and develop an IT strategy and implementation plan capable of supporting future initiatives and methodology changes.
- Adopt efficient computer-assisted technologies to provide maximum automation in all phases from data collection through processing and dissemination. Automate manual operations to improve accuracy and timeliness. Maximize use of new technologies to improve services and products. Create easier-to-use questionnaires and easier mechanisms for data suppliers to transmit data.
- Create data management/data processing units within technical departments so they may specialize in the creation and utilization of appropriate software by technical specialization. Examples: demographic analysis software, statistical analysis software, census and survey processing software such as CSPro or others.
- In addition to data processing, continue upgrading communication technologies and other electronic resources (examples: voice mail linked to e-mail, scheduling software, and so forth) to support operational efficiency throughout each organization. Make maximum use of IT to increase efficiency in communication, day-to-day work, and data dissemination.
- Create Intranets to serve, among other things, as knowledge bases and repositories for all working documents, specifications, and methodology. Put information at workers' fingertips to make information search an efficient task. Have links to strategic goals, quality standards and all other important standards.
- Develop and link statistical websites on the Internet for all data-producing agencies to maximize data dissemination and facilitate access to data by the public.
- Develop Qatar Information eXchange (QIX) and special website serving as gateway to all statistics and data warehouses in Qatar (Strategic Goal 6.2).

- Develop an advanced search engine to access information at various levels.

## 7.5 Technical Subject-Matter Areas and Sectoral Statistics

*Objective: to support Strategic Goals #1 and #2 in developing statistics in key subject-matter areas and sectors to satisfy information needs with complete and high-quality data.*

The development of a comprehensive national system of official statistics for Qatar includes all macroeconomic statistics, microeconomic statistics at the firm and the household level, as well as socio-demographic and other statistics.

As discussed previously, previous symposiums and workshops have generated recommendations, and action has already been taken in various respects. Still, within each subject-matter area, clear strategies must be developed and implemented to address long-term data production and data quality needs. Toward this goal, organizational units must be created within the QSA and in other relevant statistical agencies to provide subject-matter expertise in each area. Likewise, it is important to develop effective strategic, interagency relations and joint work programs between QSA and line ministries in order to harmonize sectoral statistics produced by QSA and those produced by sectoral ministries so as to achieve a full view of each sector (Strategic Goal 4.3).

Specific subject-matter areas and sectoral statistics include:

1. Macroeconomic Statistics (IMF framework)
  - 1.1. Real Sector: national accounts aggregates, production indices, consumer and producer price indices, and labor market indicators (employment and unemployment, and wages/earnings).
  - 1.2. Fiscal Sector: government financial statistics, central government aggregates, central government debt
  - 1.3. Financial Sector: broad money and credit aggregates, central bank aggregates, interest rates, stock market
  - 1.4. External Sector: balance of payments aggregates, external debt and debt service, international reserves, merchandise trade (wholesale and retail trade, foreign trade), and exchange rates
2. Other Economic Statistics (UN Statistical Division classification)
  - 2.1. Industrial Statistics
  - 2.2. Energy Statistics
  - 2.3. Transport Statistics
  - 2.4. Communication Statistics
  - 2.5. Tourism Statistics
  - 2.6. Services Statistics
  - 2.7. Other Economic Statistics

3. Demographic and social statistics (based on UN Statistical Division classification) – from household censuses and surveys, establishment censuses and surveys, or administrative records:
  - 3.1. Demographic and Population Statistics
  - 3.2. Vital Statistics
  - 3.3. Immigration Statistics
  - 3.4. Housing Statistics
  - 3.5. Labor Statistics
  - 3.6. Education and Training Statistics
  - 3.7. Culture Statistics
  - 3.8. Household Income, Expenditure, and Debt Statistics
  - 3.9. Health and Human Function (Disability) Statistics
  - 3.10. Gender Statistics
  - 3.11. Justice Statistics
4. Natural Resources and Environment Statistics (UN Statistical Division classification)
5. Geographic Information Systems (GIS)
  - 5.1. Spatial Statistics: administrative hierarchy coverage and national census geography
  - 5.2. Qatar GIS Statistics (databases): compilation and online access to government/semi-government agencies' GIS databases for statistical data integration, analysis and manipulation.

## 8. Implementation Plan

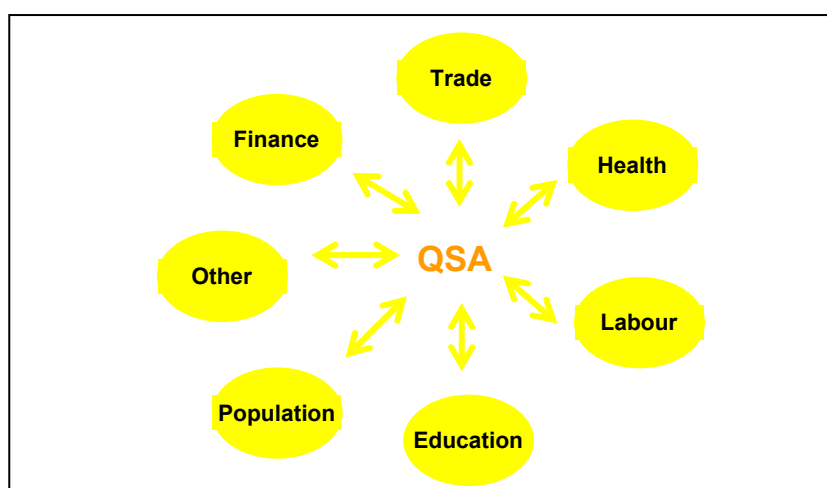
The NSDS implementation plan (Table 3) shows a list of actions that should result in the accomplishment of the strategic goals. This plan is intended to balance breadth, specificity and flexibility. It is broad in that it does not pretend to list all the detailed steps to be executed. Yet, it is meant to be as specific as possible in terms of identifying clearly the courses of actions needed to achieve the goals. The actions listed are meant to serve as umbrellas for projects – not straitjackets – to allow the executing parties the flexibility to design the projects using the best available judgment and knowledge and taking into account available resources and practical constraints. The implementation plan also shows performance measures to continually monitor and evaluate the accomplishment of the strategic goals and to identify needed improvements.

An organizational unit will be established within QSA to provide internal and interagency coordination and support for NSDS implementation. In addition, it is proposed that the QSA embark on a joint project with the GSDP Government Agencies Affairs Department for the purpose of providing assistance to other NSS agencies in developing their own strategic plans. GSDP/GA assistance will include: a) communicating with agencies, b) providing tools and methodologies to develop strategies, and c) assisting in implementation through capacity building and other support.

A workshop will be held in November 2007 to present the NSDS working draft and to provide guidelines for NSS data producers on developing their own sectoral strategy for implementing the NSDS. In addition, internal departments within the QSA will also be responsible for developing their own departmental strategies and action plans to support the NSDS and the QSA strategy.

The respective roles of the QSA and NSS agencies in the implementation of the NSDS will also be discussed during this workshop. NSS agencies are central to the functioning of the statistical system. This requires effective collaboration with QSA (Figure 5). The roles of the NSS agencies include: generating quality statistics for their own sectors; disseminating them to relevant stakeholders and the general public; collaborating with other sectors, stakeholders, QSA, and other statistical agencies in the generation, dissemination and use of statistics; and participating actively in the activities of interagency committees. The role of the National Statistics Consultative Committee (Section 3.5.3) will be discussed as well.

**Figure 5. Mainstreaming Sectoral Statistics**



Even though the full NSDS is a long-term project, there are accomplishments that can be expected in the next 5 years, among them:

- Strategies finalized for individual NSS member agencies
- Institutional framework established, statistical law functioning
- Significant improvements in workforce training and development, employee performance and employee satisfaction
- QSA credibility/trust and name recognition improved
- QSA organizational units established and functioning
- Working partnerships developed among producers
- Schedule of work programs, data activities and publications prepared in each NSS agency and internal department
- New analytical studies published on demographic, social and economic topics

## Qatar Statistics Authority

- Significant progress made in reducing gaps in statistical information
- Quality improved in statistical products and in customer service
- Important advances made in methodology and technology
- Timeliness of publications improved
- Access to statistical information improved
- Qatar Information Exchange (QIX) gateway and data warehouse fully operational

**Table 3. NSDS Implementation Plan**

<b>GENERAL IMPLEMENTATION</b>					
	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
A	Establish National Statistics Consultative Committee	general implementation	November 2007–January 2008	QSA NSDS Team	Terms of reference developed and first meeting held
B	Establish organizational unit within QSA to provide both internal and interagency coordination and support for NSDS implementation, including a Sectoral Statistics Coordination Committee to work with line ministries on NSDS.	general implementation		QSA NSDS Team	NSDS coordination unit established
C	Present NSDS working draft in workshop involving NSS agencies, to get general feedback, and define QSA and NSS agency roles in NSDS implementation.	general implementation	November 2007	QSA NSDS Team	Workshop takes place
D	Provide guidelines for NSS agencies to develop own strategic plan to include: vision, mission, strategic goals, time-bound action plan, monitoring and evaluation plan, and financial plan. Strategic plan to also include enabling substrategies in leadership and management, human resource management, communications, information technology, and technical subject-matter areas.	general implementation	November 2007	QSA NSDS Team	Guidelines produced
E	Engage GSDP Government Agencies Affairs Dept to assist agencies in designing and implementing their strategic plan. Assistance will include: a) communicating with agencies, b) providing tools and methodologies to develop strategies, and c) assisting in implementation through capacity building and other support.	general implementation	November 2007	QSA NSDS Team and GSDP Govt Agencies Affairs Dept	
F	Each NSS agency writes its own strategic planning document to support NSDS goals.	general implementation	January - March 2008	Every agency	Strategic plan and annual action plans published for each agency
G	Each department within QSA writes its own strategic plan to support overall NSDS and QSA goals.	general implementation	January - March 2008	Every QSA department	Strategic plan and annual action plans published for each QSA department

**Table 3. NSDS Implementation Plan (continued)**

<b>SATISFYING DATA NEEDS</b>					
STRATEGIC GOAL 1: SATISFY DEMAND FOR STATISTICAL INFORMATION AND MEET DATA NEEDS					
SUBGOALS:					
<i>1.1 Improve producer-user coordination. Learn about users of statistics and their information needs on a continuous basis. Keep users informed about statistical products and services available from producers.</i>					
<i>1.2 Establish link between data production and user information needs. Identify data gaps and expand production to satisfy national, regional, and international user requirements.</i>					
<i>1.3 Continually measure adequacy of current statistical production (products, methodologies, standards, processes, and classifications) to satisfy data user needs.</i>					
<i>1.4 Ensure that data production meets quality requirements as specified in Strategic Goal 2.1 (quality framework).</i>					
<i>1.5 Establish a multiyear schedule of censuses, surveys, and other data collection/production activities.</i>					
<i>1.6 Produce core indicators to monitor human development and social and economic conditions at the national level and to satisfy international initiative requirements</i>					
<i>1.7 Improve quality of customer service.</i>					

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
A	Identify key users and key stakeholders.	1.1		Every agency	<ul style="list-style-type: none"> <li>▪ Report produced about key stakeholders, user groups and research groups;</li> <li>▪ Regular meetings and correspondence documented;</li> <li>▪ User directory developed.</li> </ul>
B	Actively consult with stakeholders to identify data gaps. Learn about their vision, mission, and strategies, and translate those into data requirements. Document user-specified data needs on an ongoing basis and translate into data production requirements.	1.1, 1.2	Annually	Every agency	
C	Encourage the formation of user groups with common data needs and of research and analysis groups to study particular subjects.	1.1		Every agency	
D	For important statistical topics, establish advisory groups (pooling experts from different government agencies, academia, and others) to evaluate adequacy, completeness and quality of available statistical products and recommend ways in which user needs can better be met.	1.1, 1.3		NSCC	
					Regular meetings and recommendation reports produced.

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
E	Ensure that all important indicators in international databases are measured and that deadline requirements for international databases are met.	1.2, 1.6		QSA	Indicators are calculated and disseminated on time
F	Make users aware of how the statistical agency can satisfy their information needs. Define and communicate what the users can expect from the QSA or other statistical agency.	1.1		QSA	Customer service charter produced. Dissemination policy published.
G	Develop and maintain a table to show the indicators and measures required for each subject-matter area and type of user, and their proposed source (administrative records/register, existing survey with existing data, or existing survey/census with need of revision to provide or disaggregate data, or new survey).	1.2, 1.5, 1.6		Every agency	<ul style="list-style-type: none"> <li>▪ Table developed linking required indicators and measures to a data source.</li> <li>▪ Schedule of censuses, surveys, and other data collection/production programs for the next 10 years prepared.</li> <li>▪ Revisions to data collection programs documented.</li> </ul>
H	Determine new requirements for data collection, survey content, questionnaire design, data processing, analysis, and publication, taking into account feasibility constraints.	1.2, 1.5		QSA lead. Every agency.	
I	Produce macroeconomic level statistics to satisfy GDDS requirements and accurately reflect the Qatari economy. Produce both long- and short-term indicators.	1.2, 1.6		QSA	Indicators and measures published
J	Expand scope of data collection, analysis, and publication. Ensure adequate periodicity/ frequency and timeliness. Produce statistical measures to permit assessment, monitoring (e.g., time series and estimates of annual change) and forecasting socioeconomic conditions. Establish a multiyear schedule of censuses, surveys, and other data collection/production activities.	1.2, 1.5		Every agency	<ul style="list-style-type: none"> <li>▪ Schedule of censuses, surveys, and other data collection/production activities published;</li> <li>▪ Indicators and measures published;</li> <li>▪ Analytical questions answered in reports;</li> <li>▪ Number of new publications</li> <li>▪ Standard adopted for all publications to include tables plus analysis, and info on methods</li> </ul>
K	Enhance content of analytical publications. Include basic statistical analysis for all data released. Support in-depth analyses conducted by interested parties.	1.2, 1.4		Every agency	
L	Conduct spatial (geographic) analysis of sociodemographic and economic data linking information from different subject areas.	1.2, 1.4		QSA	GIS analytical tools developed and disseminated.
M	Continue dialogue between users and producers of statistics through regular meetings, symposiums, workshops and forums; continue the annual user-producer symposiums.	1.1, 1.2		QSA	Annual symposiums and other forums organized and follow-up reports prepared.

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
N	Develop mechanisms to communicate with users and producers (such as, newsletters, thank-you letters, complimentary transmittal of publications, and so forth). Use website as channel for information as well as feedback and interaction.	1.1, 1.7		Every agency	Process description documented for how to communicate with users.
O	Provide opportunity for anyone to provide input and feedback to the statistical agency at any time.	1.1, 1.7		Every agency	General e-mail and web contact opportunities created (e.g., info@agencyname.qa)
P	Make users aware of data releases and assist them in using and interpreting the data products.	1.1, 1.2		QSA	Official data releases for every publication; results seminars held for key reports.
Q	Give advance notice of major changes in methodology, source data, and statistical techniques, and classifications. Prepare and implement clear revision policy for data initiatives and adopt a formalized revision cycle.	1.1		Every agency	Newsletters or special bulletins issued to communicate news about methodologies.
R	Disseminate advance release calendar for statistical publications.	1.1, 1.7		Every agency	Release calendar produced and publications produced on schedule.
S	Evaluate user behavior of the websites (most visited pages, etc.).	1.3, 1.7		Every agency	Quarterly report on website usage/hits.
T	Develop and implement service improvement plans based on Service Improvement Initiative/National Service Improvement Plan or other initiatives.	1.3, 1.7, 3.5		Every agency	<ul style="list-style-type: none"> <li>▪ Plan developed.</li> <li>▪ Improved customer satisfaction ratings</li> </ul>
U	Develop an annual customer survey plan, to measure customer needs and customer satisfaction. Calculate customer satisfaction index. Develop annual action plans based on results to increase index every year.	1.7		Every agency	<ul style="list-style-type: none"> <li>▪ Customer satisfaction survey plan available</li> <li>▪ Annual customer satisfaction surveys implemented</li> <li>▪ Customer satisfaction index calculated annually; action plan generated to address identified deficiencies</li> </ul>
V	Examine feasibility of using Service Level Agreements (SLAs) to close service user requests, that is, an agreement to provide a certain type and level of service (for example, list of publications to be provided, time frame for completing requests, and others).	1.7		Every agency	Feasibility report on SLAs; prototypes tested.
W	Establish a system to document user requests (by phone, mail, fax, web) and to respond to the requests.	1.7, 1.1		Every agency	Monthly report on user requests and how solved.

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
X	Create an electronic gateway at the QSA to all statistical data or data banks produced, regardless of producer, so that users can click on one subject (for example, education statistics) and find links to all publications and datasets on the subject, including QSA's own as well as those from other data producers (for example, Ministry of Education).	1.1, 1.4, SG 6		QSA and GSDP Economic Affairs QIX team	Gateway created and working efficiently.
Y	Establish a centralized, comprehensive statistical data warehouse (QIX), including databases for HDR indicators, MDG indicators, and other international indicators, and databases for macroeconomic, microeconomic, social, demographic, and environmental statistics.	1.1, 1.2, SG 6		QSA and GSDP Economic Affairs QIX team	Data warehouse working efficiently and well rated by users.

**Table 3. NSDS Implementation Plan (continued)**

<b>METHODOLOGY AND QUALITY STANDARDS</b>					
STRATEGIC GOAL 2: INSTITUTIONALIZE STANDARDS FOR STATISTICAL METHODOLOGY AND QUALITY					
SUBGOALS:					
<i>2.1 Adopt and promote Quality Framework for the NSDS, consisting of: accuracy, relevance, usefulness, timeliness, accessibility, integrity, and comparability (Section 5.3).</i>					
<i>2.2 Formally adopt the United Nations Fundamental Principles of Official Statistics.</i>					
<i>2.3 Advance the use of sound, internationally recognized methodologies, classifications and standards.</i>					
<i>2.4 Develop and apply efficient state-of-the art technologies and automated tools to improve efficiency and accuracy of data collection and data processing systems.</i>					
<i>2.5 Implement business process analysis and improvement techniques to set up new processes and to identify improvement opportunities or eliminate problems in existing processes.</i>					
<i>2.6 Establish research functions within organizational units.</i>					

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
A	Actively promote Quality Framework among employees, producers, users, suppliers, and the public in general.	2.1		Every agency	<ul style="list-style-type: none"> <li>▪ Posters distributed showing Quality Framework</li> <li>▪ Quality Framework included in presentations</li> </ul>
B	Issue proclamation to formally adopt UN Fundamental Principles	2.2	On first National Statistics Day (Action A under SG5)	QSA	Proclamation issued with stakeholder involvement and media coverage
C	Apply internationally recognized standards, methodologies, best practices, and classifications (examples: UN methodology guides, ILO guides for labor force statistics, UNESCO guides for educational statistics) to obtain quality and international comparability. Adapt standards to Qatari context as needed, while preserving regional and international comparability.	2.3		QSA lead. Every agency.	<ul style="list-style-type: none"> <li>▪ Relevant references translated into Arabic</li> <li>▪ Training workshops conducted on use of methodologies and standards</li> </ul>
D	Use international guidelines to determine which indicators and analysis and classification variables should be measured for each data series.	2.3		Every agency	<ul style="list-style-type: none"> <li>▪ Links to references available on QSA website</li> </ul>
E	Research new methodologies and technologies for adaptation to statistical programs.	2.3, 2.4		Every agency	<ul style="list-style-type: none"> <li>▪ For every data production program:                             <ul style="list-style-type: none"> <li>-- current methodologies</li> </ul> </li> </ul>

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
F	Achieve consensus among sectoral data producers regarding definitions, methodological standards, quality standards, types of data items to be collected, classifications, and calculation methods for indicators.	2.1, 2.3, 5.1		QSA lead. Every agency.	documented and evaluated -- quality improvements recommended
G	Provide electronic access and training (e.g., workshops) in classifications and standards to all sectoral data producers.	2.3, 5.1		QSA	
H	Enhance content of analytical publications to conform to accepted standards on data presentation. In addition to tables and graphs/charts, include descriptive analysis and information on sources and methods, and on data accuracy.	2.1, 2.3		Every agency	Analytical publications conform to accepted standards on data presentation
I	Release technical documentation/metadata to the public for all surveys and other data production operations.	2.1, 2.3		Every agency	Technical documentation available on web.
J	At the data supplier/respondent level, encourage complete and accurate reporting.	2.1		Every agency	<ul style="list-style-type: none"> <li>▪ Steps to control response error documented.</li> <li>▪ Direct and indirect measures of response error provided when possible.</li> </ul>
K	Obtain review and feedback from impartial third parties, from data users, and other stakeholders (peer review).	2.1		Every agency	Reviews from user groups and other stakeholders
L	Develop and implement service improvement plans based on national Service Improvement Initiative/National Service Improvement Plan or other initiatives (same as Action T under SG 1).	2.1, 2.5		Every agency	<ul style="list-style-type: none"> <li>▪ Plan developed</li> <li>▪ Improved customer satisfaction ratings</li> </ul>
M	Develop quality assurance processes and measures to continually monitor quality and identify needed improvements	2.1, 2.5		Every agency	<ul style="list-style-type: none"> <li>▪ Quality assurance processes and measures developed and monitored</li> <li>▪ Improvements identified</li> </ul>
N	Define the functions of internal organizational units (departments, sections) in terms of what the unit is expected to produce (outputs), the role it is expected to play, and its relations with other internal units and external bodies.	3.3, 3.11, 2.6	QSA – Sept-Dec 2007	Every agency	Functions documented for all organizational units

**Table 3. NSDS Implementation Plan (continued)**

**STATISTICAL CAPACITY BUILDING AND ORGANIZATION BUILDING**

STRATEGIC GOAL 3: STRENGTHEN STATISTICAL AGENCIES ORGANIZATIONALLY AND BUILD CAPACITY.

SUBGOALS:

- 3.1 *Develop legal and institutional framework.*
- 3.2 *Increase credibility, visibility and name recognition (strong branding) of QSA through publicity campaigns and other actions, to represent excellence and provide a single point of reference for national statistics.*
- 3.3 *Strengthen capability in QSA and in other NSS agencies to produce and deliver quality statistical products through improvements in infrastructure, technical and managerial processes, and human and material resources.*
- 3.4 *Enhance the development and potential of individual employees through human resource management strategies including training and career development.*
- 3.5 *Build and enhance management skills and project management capacity in statistical agencies through Qatar National Project Management (QNPM) and other initiatives.*
- 3.6 *Develop capability of statistical agencies to deliver high-quality, timely, and accessible customer services that respond to changing stakeholder needs and ongoing feedback through the Service Improvement Initiative/National Service Improvement Plan and other initiatives.*
- 3.7 *Maintain confidence of data suppliers, respondents, customers, and the public in general in the reliability, security, and integrity of data.*
- 3.8 *Develop a culture of continuous improvement with constant monitoring to spot and resolve performance gaps and constant attention to process innovations (new and better ways of doing things).*
- 3.9 *Develop working relations with statistical units in other agencies. Support statistical units in all relevant government bodies and build statistical expertise throughout the public service.*
- 3.10 *Measure organizational performance internally and externally through benchmarking, DQAF or SCBI.*
- 3.11 *Maintain institutional relationships with international and regional bodies.*

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
A	Revise and implement new Statistics Act	3.1, 3.7	October 2007		Statistics Act published

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
B	Establish the National Statistics Consultative Committee (same as action A under "General Implementation")	3.1	November 2007–January 2008		Terms of reference developed and first meeting held
C	Define the responsibilities of government sectoral statistical units and their relationships with one another.	3.1	Late November 2007		Relationships described
D	Define the functions of internal organizational units (departments, sections) in terms of what the unit is expected to produce (outputs), the role it is expected to play, and its relations with other internal units and external bodies (same as Action N under Strategic Goal 2.)	3.3, 3.11, 2.6	QSA – September 2007	Every agency	Functions documented for all organizational units
E	Implement enabling substrategies in leadership and management, human resource management, communications, information technology, and technical subject-matter areas at QSA and other NSS agencies.	SG 7, 3.4		Every agency	Strategies published
F	Develop, promote, and communicate organizational culture: <ul style="list-style-type: none"> <li>▪ a culture of excellence based on the NSDS vision, quality standards and goals</li> <li>▪ a culture that is communicated through every day acts</li> <li>▪ a culture rooted in high performance expectations and achieving organizational goals</li> <li>▪ a culture focused on support and encouragement, responsiveness to employee needs, and recognition of employee accomplishments</li> <li>▪ a culture of continuous improvement and acceptance of critique as a vehicle for improvement</li> <li>▪ a culture based on teamwork.</li> </ul>	3.8, 3.10		Every agency	<ul style="list-style-type: none"> <li>▪ Frequent communications issued that reflect and advocate culture</li> <li>▪ Posters and other promotional materials posted around organization</li> <li>▪ Intranet pages devoted to vision, culture, quality framework</li> </ul>
G	Develop strong branding for organization's name to become associated with excellence and quality.	3.2, 3.7		QSA	Marketing and public relations strategies developed.
H	Provide a series of training workshops for all NSS agencies in general statistical subjects, best practices, new measures needed, etc., and sector-specific or subject-matter specific statistical topics, for example, gas and oil.	3.3, 3.9, 3.4		QSA	Training workshops produced.
I	When possible, arrange talks when experts visit Doha and invite focal points and others.	3.3, 3.9		QSA	Talks produced.
J	Sponsor events related to specific statistical topics (data dissemination, quality standards, specific subject-matter areas, etc.).	3.3, 3.9		QSA	Events produced.

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
K	Establish interdisciplinary teams with project managers for specific organizational and technical outputs.	3.1, 3.10		Every agency	<ul style="list-style-type: none"> <li>▪ Interdisciplinary teams established and project managers assigned.</li> <li>▪ Training provided in team dynamics and project management.</li> </ul>
L	Establish permanent working groups on important study topics (demographic studies, labor market studies, etc.), consisting of subject-matter experts from the universities in Qatar, governmental and non-governmental organizations, the UN, and other sources, to collaborate with QSA in the conduct of research and studies on these topics.	1.1, 3.1, 3.3		NSCC	Permanent working group established. Regular meetings and reports produced.
M	Implement Qatar National Project Management (QNPM) or other initiatives to build and enhance management skills and project management capacity.	3.5		Every agency	Project management features in place
N	Develop and implement service improvement plans based on Service Improvement Initiative/National Service Improvement Plan or other initiatives (this is the same as action T under Strategic Goal 1).	1.3, 1.7, 3.6, 3.7		Every agency	<ul style="list-style-type: none"> <li>▪ Plan developed.</li> <li>▪ Improved customer satisfaction ratings</li> </ul>
O	Use both internal and/or external benchmarking methodology for agencies to: 1) to continually and systematically compare themselves against recognized standards of quality; 2) assess their performance/ achievements over time against their own targets (continuous improvement), and 3) compare performance to that other countries and to international standards.	3.10		Every agency	Benchmarking methodology and indicators produced.
P	Use DQAF and SCBI as measurement tools. Create benchmarks to gauge specific quality areas (timeliness, relevance, integrity/ openness, accessibility) as well as other areas.	3.10		Every agency	DQAF and SCBI measures produced.
Q	Maintain continued coordination and exchange with regional organizations (e.g., GCC) and international organizations (e.g., World Bank, IMF, UN and specialized agencies – ESCWA, UNESCO, etc.), delegate people to these organizations, coordinate training and technical assistance, participate in international conferences, meetings and working groups.	3.11		QSA lead. Every agency	<ul style="list-style-type: none"> <li>▪ Number of international conferences/ meetings, etc. attended</li> <li>▪ Number of staff trained</li> </ul>

**Table 3. NSDS Implementation Plan (continued)**

<b>PRODUCER-PRODUCER COORDINATION AND SUPPLIER/ RESPONDENT COOPERATION</b>					
STRATEGIC GOAL 4: IMPROVE COORDINATION AMONG DATA PRODUCERS AND COOPERATION FROM DATA SUPPLIERS/RESPONDENTS					
SUBGOALS:					
4.1 <i>Increase producer-producer coordination to harmonize and standardize statistical activities and to generate a coherent, integrated set of statistics about social, demographic, economic, and environmental conditions in Qatar.</i>					
4.2 <i>Develop mutual understanding of agency functions and requirements between QSA and each producer agency.</i>					
4.3 <i>Develop joint work programs and effective, strategic interagency relations between QSA and line ministries in order to harmonize sectoral statistics produced by QSA and those produced by sectoral ministries and achieve a full view of each sector.</i>					
4.4 <i>Promote comparability and consistency/coherence. Address comparability issues and achieve consensus among data producers regarding methodologies and uniformity of standards, classifications, and definitions.</i>					
4.5 <i>Coordinate data access so users can easily access data from all producers.</i>					
4.6 <i>Establish working relationships including two-way communication and coordination between producers and data suppliers/respondents in order to increase cooperation, operational efficiency, timeliness, and data quality.</i>					
4.7 <i>Improve response rates and quality from data suppliers and respondents. Address issues of response burden, confidentiality, motivating respondents and other data suppliers, and maintaining high response rates.</i>					

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
A	Establish an inter-agency producer committee consisting of focal points from appropriate line ministries and stakeholders as well as QSA, for the purpose of accomplishing strategic goals 4.1 – 4.7.	4.1 – 4.7		NSCC lead. Every agency.	Committee is formed. Regular meetings are held. Key principles and standards are agreed on. Joint work programs are produced. Agreements about efficient and effective data collection are produced to avoid duplication of effort and undue response burden.

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
B	Maintain and enhance electronic links between QSA and statistical agencies. Identify necessary software and standard tools to be shared among agencies. Expand network of agencies linked.	4.1, 4.6		QSA lead. Every agency.	Number of agencies linked. Improved timeliness, completeness, and quality in reporting.
C	Define and communicate what data producers and suppliers can expect from the QSA.	4.1, 4.6		QSA	Information sheets produced.
D	Create a gateway at the QSA to all data producers, so that users can click on one subject (for example, education statistics) and find links to all publications on the subject, including both QSA publications as well as those from other data producers (for example, Ministry of Education). [same as action X under Strategic Goal 1]	4.5, 1.4		QSA	Gateway created and working efficiently.
E	Provide technical support to data suppliers to ensure they understand data requirements/requests. Provide clear instructions on how to fill out forms; provide help desk or online chat to assist during task of filling out forms.	4.4, 4.7		QSA	Help desk created and functioning.
F	Design systems to improve response rates (that is, non-response follow-up, telephone follow-up, letters, personal visits, and so forth). Convince data providers/respondents of the necessity of complete and accurate responses, and give written assurances of confidentiality.	4.7		QSA	Increased response rates. Increased timeliness in reporting. Increased response quality.
G	Take active steps to safeguard the confidentiality of the data and prevent misuse by enforcing laws and punishing violators. Use disclosure rules to prevent direct or indirect identification of respondent. Provide training to employees on non-disclosure and confidentiality rules.	4.7		Every agency	Confidentiality rules specified and training given.
H	Design reporting forms efficiently so as to minimize response burden. Use technology to automate reporting and editing as much as possible.	4.7		Every agency	Increased response rates. Increased timeliness in reporting. Increased response quality.

**Table 3. NSDS Implementation Plan (continued)**

<b>STATISTICAL LITERACY</b>					
STRATEGIC GOAL 5: PROMOTE STATISTICAL LITERACY THROUGH ADVOCACY AND EDUCATION					
SUBGOALS:					
5.1 Continually elevate awareness and knowledge of statistics among decision-makers, data producers, suppliers/respondents, users, and the public in general.					
5.2 Establish a public relations and communication strategy to keep the public informed about the activities of the QSA.					
5.3 Enhance public use of statistical information to allow the public to monitor human development achievements in Qatar, such as the MDGs and others.					

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
A	Establish annual National Statistics Day to increase awareness and public cooperation, and to disseminate important statistical measures of developmental progress.	3.2, 5.1, 5.2, 5.3	Annual	QSA	National Statistics Day celebrated annually, advocacy materials disseminated, and statistical indicators publicized regularly.
B	Carry out publicity campaigns and produce publicity materials	5.1, 5.2, 5.3	ongoing	QSA	Increase in public awareness (statistical literacy measures) and in public cooperation.
C	Measure levels of statistical literacy and awareness; conduct surveys to gauge how knowledgeable target groups are about statistical information and use.	5.1, 5.2	Every 5 years?	QSA	Statistical literacy measures developed and used.
D	Increase awareness among data suppliers/respondents of the importance of providing their data in a timely and accurate fashion.	5.1, 5.2		QSA	<ul style="list-style-type: none"> <li>▪ Educational materials developed</li> <li>▪ Workshops conducted for different target groups</li> <li>▪ Press conferences held</li> <li>▪ General education and training programs developed</li> <li>▪ School programs on statistics implemented</li> <li>▪ Marketing and public relations strategy developed and</li> </ul>
E	Develop educational programs and materials to educate policymakers, data producers, data users, students, and other target groups about statistics; target agencies in all the sectors, government and private.	5.1, 5.2, 5.3		QSA	
F	Provide opportunity for targeted groups to ask questions and provide feedback.	5.1, 5.2		QSA	
G	Disseminate knowledge of methodologies.	5.1, 5.2		QSA	
H	Work together with academia in advocacy and training initiatives.	5.1, 5.2		QSA	

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
I	Prepare a guide of statistical terms in use. Emphasize an understanding of statistical terminology and ensure uniform use of standard terms and definitions across all statistical units in Qatar.	5.1, 5.2		QSA	implemented <ul style="list-style-type: none"> <li>▪ Publicity and literacy materials disseminated</li> </ul>
J	Publicize core set of indicators in media channels and promote their use as yardsticks of Qatar's achievements (examples, Millennium Development Goals indicators, Human Development indicators, etc.)	5.1, 5.2, 5.3		QSA	Indicators publicized. Increase in public awareness (statistical literacy measures).

**Table 3. NSDS Implementation Plan (continued)**

<b>DATA DISSEMINATION</b>					
STRATEGIC GOAL 6: IMPROVE DATA DISSEMINATION EFFORTS TO INCREASE UTILITY OF DATA.					
SUBGOALS:					
<i>6.1 Widen public access to statistical information and data products using efficient channels, forms and formats.</i>					
<i>6.2 Complete Qatar Information eXchange (QIX) project to provide statistical data warehouse and gateway to all statistics in Qatar.</i>					
<i>6.3 Increase the practical utility to users of all compiled data.</i>					
<i>6.4 Achieve widespread distribution of all statistical information about the social, demographic, economic, and environmental conditions in Qatar.</i>					

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
	<b>DATA DISSEMINATION</b>				
A	Create a Data Dissemination unit at the QSA.	6.1, 6.3, 6.4		QSA	Unit created and functions defined.
B	Develop a data dissemination strategy and data dissemination policies	6.1, 6.3, 6.4		QSA and relevant agencies	Strategy and policy published.
C	Continue posting and improving access of statistical information on the QSA website and other data producer websites, using the web as the primary vehicle for dissemination.	6.1, 6.3, 6.4		QSA and relevant agencies	Webpage created for each series of core indicators (MDG page, HDR page, labor market page, demographic measures page, etc.)
D	Design user-friendly tables and graphs for key indicators to appear on website pages, pamphlets, and other dissemination means for various users	6.1, 6.3, 6.4		QSA and relevant agencies	Key measures published on web.
E	Adopt the IMF GDDS and other international standards for dissemination of data.	6.1, 6.3, 6.4		QSA and relevant agencies	Dissemination standards adopted.
F	Disseminate an advance release calendar for statistical publications (same as action R under Strategic Goal 1).	6.1, 6.3, 6.4		Every agency	Advance calendar published.

	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
G	Release technical documentation/metadata to the public for all surveys and other data production operations [same as action I under Strategic Goal 2].	6.1, 6.3, 6.4		Every agency	Technical documentation available on web.
H	Put Information Technology at the service of dissemination.	6.1, 6.3, 6.4		Every agency	
I	Create an electronic gateway at the QSA to all statistical data or data banks produced, regardless of producer, so that users can click on one subject (for example, education statistics) and find links to all publications and datasets on the subject, including QSA's own as well as those from other data producers (for example, Ministry of Education) (same as action X under Strategic Goal 1).	1.1, 1.4, 6.1, 6.2, 6.3, 6.4		QSA and GSDP Economic Affairs QIX team	Gateway created and working efficiently.
J	Establish a centralized, comprehensive statistical data warehouse (QIX), including databases for HDR indicators, MDG indicators, and other international indicators, and databases for macroeconomic, microeconomic, social, demographic, and environmental statistics (same as action Y under Strategic Goal 1).	1.1, 1.4, 6.1, 6.2, 6.3, 6.4		QSA and GSDP Economic Affairs QIX team	Data warehouse working efficiently and well rated by users.
K	Provide access to statistical datasets including individual-level data, but with confidentiality of personal information, to enable other parties to conduct own research and analysis.	6.1, 6.3, 6.4		QSA	
L	Develop a repository of methodologies, standards, best practices, and other technical documentation to serve as a knowledge base.	6.1, 6.3, 6.4		QSA	
M	Provide electronic access to publications and methodology.	6.1, 6.3, 6.4		Every agency	

**Table 3. NSDS Implementation Plan (continued)**

<b>IMPLEMENTATION OF ENABLING SUBSTRATEGIES IN KEY AREAS</b>					
STRATEGIC GOAL 7: DESIGN AND IMPLEMENT SUBSTRATEGIES IN KEY AREAS TO ENABLE ACCOMPLISHMENT OF PRIMARY STRATEGIC GOALS.					
	<b>Key Actions</b>	<b>Strategic Goals and Subgoals Supported</b>	<b>Timeframe</b>	<b>Group Responsible</b>	<b>Performance Measures</b>
	<b>ENABLING SUBSTRATEGIES</b>				
A	<i>Design Leadership and Management strategy</i>	SG 3, 7.1		Every agency	Strategy published.
B	<i>Design Human Resource Management strategy</i>	SG 3, 7.2		Every agency	Strategy published.
C	<i>Design Communications strategy</i>	SG 3, 7.3		Every agency	Strategy published.
D	<i>Design Information Technology strategy</i>	SG 3, 7.4		Every agency	Strategy published.
	<i>Design technical subject-matter area and sectoral strategies:</i>				
E	Macroeconomic Statistics (real sector, fiscal sector, financial sector, and external sector)	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
F	Other Economic Statistics (price statistics, foreign trade statistics, goods production statistics, service production statistics, and others)	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
G	Demographic and Population Statistics	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
H	Vital Statistics and Immigration Statistics	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
I	Housing Statistics	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
J	Labor Statistics	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
K	Education and Training Statistics	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
L	Health and Human Function (Disability) Statistics	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
M	Household Income, Expenditure and Debt Statistics	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
N	Other Demographic and Social Statistics	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
O	Natural Resources & Environmental Statistics	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.
P	Geographic Information Systems (GIS)	1.2-1.6, 4.5, 7.5		QSA and relevant agencies	Strategy published.

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## Hyperlinks

Source: “Mainstreaming sectoral statistics: A guide for planning an integrated national statistical system”.

PARIS21 NSDS documents and knowledge base: <http://www.paris21.org/pages/designing-nsds/NSDS-documents-knowledge-base>

Country Poverty Reduction Strategies:

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTPRS/0,,contentMDK:20200608~menuPK:421515~pagePK:148956~piPK:216618~theSitePK:384201,00.html>

Millennium Development Goals: <http://www.un.org/millenniumgoals>

HDR measures: <http://hdr.undp.org/>

*Marrakech Action Plan for Statistics:*

<http://www.intersectweb.org/manual06/General%20references/MarrakechActionPlanforStatistics.pdf>

*Making the Case for National Strategy for the Development of Statistics:*

<http://www.intersectweb.org/manual06/NSDS%20material/MAKINGTHECASE.pdf>

*Partnerships in Statistics for Development in the 21st Century: PARIS21:*

<http://www.paris21.org/>

*World Bank Trust Fund:*

<http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,contentMDK:20447127~menuPK:983432~pagePK:229544~piPK:229605~theSitePK:239427,00.html>

*World Bank STATCAP lending facility:*

<http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,contentMDK:20100851~menuPK:244214~pagePK:229544~piPK:229605~theSitePK:239427,00.html>

*The Health Metrics Network:* <http://www.who.int/healthmetrics/en>

*The UNESCO Institute for Statistics:*

[http://www.uis.unesco.org/ev.php?ID=5471\\_201&ID2=DO\\_TOPIC](http://www.uis.unesco.org/ev.php?ID=5471_201&ID2=DO_TOPIC)

*The International Labour Organization:*

<http://www.ilo.org/public/english/bureau/stat/index.htm>

*The Food and Agriculture Organization:* [http://www.fao.org/es/ess/index\\_en.asp](http://www.fao.org/es/ess/index_en.asp)

*The IMF GDDS site:* <http://dsbb.imf.org/Applications/web/gdds/gdds/home>

IMF DQAF website: <http://dsbb.imf.org/Applications/web/dqrs/dqrsdqaf/>

UNESCO's statistical capacity building program:  
[http://www.uis.unesco.org/ev.php?ID=5471\\_201&ID2=DO\\_TOPIC](http://www.uis.unesco.org/ev.php?ID=5471_201&ID2=DO_TOPIC)

IMF GDDS measures: <http://dsbb.imf.org/Applications/web/gdds/gddswhatgdds/>

Benchmarking Glossary:  
<http://www.whatworks.org/displaycommon.cfm?an=1&subarticlenbr=7>

In addition, the following relevant documents are available from:  
<http://www.intersectweb.org/>

- *NSDS Guidelines*
- *NSDS checklist introduction*
- *NSDS checklist*
- *PARIS21 Guide to drafting a roadmap*
- *GDDS guide*
- *Outline of the IMF DQAF*
- *Health Metrics Network Assessment Tool*
- *Health Metrics Framework*
- *Data Quality Assessment Framework for Education Statistics*
- *The State of Food and Agricultural Statistical Systems in Africa: Survey questionnaire*
- *FAO Statistical Data Quality Framework: A multi-layered approach to monitoring and assessment*
- *ILO paper on the development of labour statistics systems*
- *Data Quality Assessment Framework for Principal Labor Statistics*
- *ILO guide to building a logical framework*

# ANNEX I

## The Fundamental Principles of Official Statistics

*Source: United Nations Handbook of Statistical Organization, 3rd Edition: The Operation and Organization of a Statistical Agency*

### FUNDAMENTAL PRINCIPLES OF OFFICIAL STATISTICS

*The Statistical Commission,*

*Bearing in mind* that official statistical information is an essential basis for development in the economic, demographic, social and environmental fields and for mutual knowledge and trade among the States and peoples of the world,

*Bearing in mind* that the essential trust of the public in official statistical information depends to a large extent on respect for the fundamental values and principles, which are the basis of any society, which seeks to understand itself and to respect the rights of its members,

*Bearing in mind* that the quality of official statistics, and thus the quality of the information available to the Government, the economy and the public depends largely on the cooperation of citizens, enterprises, and other respondents in providing appropriate and reliable data needed for necessary statistical compilations and on the cooperation between users and producers of statistics in order to meet users' needs,

*Recalling* the efforts of governmental and non-governmental organizations active in statistics to establish standards and concepts to allow comparisons among countries,

*Recalling also* the International Statistical Institute Declaration of Professional Ethics,

*Having expressed the opinion* that resolution C (47), adopted by the Economic Commission for Europe on 15 April 1992, is of universal significance,

*Noting that*, at its eighth session, held at Bangkok in November 1993, the Working Group of Statistical Experts, as signed by the Committee on Statistics of the Economic and Social Commission for Asia and the Pacific to examine the Fundamental Principles, had agreed in principle to the ECE version and had emphasized that those principles were applicable to all nations,

*Noting also that*, at its eighth session, held at Addis Ababa in March 1994, the Joint Conference of African Planners, Statisticians and Demographers, considered that the Fundamental Principles of Official Statistics are of universal significance,

*Adopts* the present principles of official statistics:

1. Official statistics provide an indispensable element in the information system of a democratic society, serving the Government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honor citizens' entitlement to public information.

2. To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.
3. To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standards on the sources, methods and procedures of the statistics.
4. The statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.
5. Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents.
6. Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
7. The laws, regulations and measures under which the statistical systems operate are to be made public.
8. Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.
9. The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.
10. Bilateral and multilateral cooperation in statistics contributes to the improvement of systems of official statistics in all countries.

**ANNEX II**  
**Draft Statistical Law – October 2007**

**The Statistics Act**  
**State of Qatar**

Recognizing that official statistics are a public good that provide an indispensable element in the information system of a democratic society, serving the State, the economy and the public with data about the economic, demographic, social and environmental conditions in the country, and in conformity with Emiri Decision No (25) of the year 2007 which establishes the national statistics bureau, the present Statistics Act is issued.

**Article (1) – Definitions**

For the implementation of provisions of this Act, the following terms carry the definitions stated below unless otherwise specified in the text:

<b>The QSA</b>	:	The Qatar Statistics Authority
<b>QSA President</b>	:	The President of the Qatar Statistics Authority
<b>The Statistical Data</b>	:	All statistics related to the demographic, social, economic, environmental and other aspects of society's activities, including licenses, budgets, final accounts and financial reports and documents related to these activities.
<b>The Government Entities</b>	:	The ministries, public corporations, public authorities, public agencies, and companies in which the government owns shares.
<b>The Private Establishments</b>	:	Enterprises, partnerships, institutions, and other establishments owned by one or more individuals, either natural or corporate bodies.
<b>Household</b>	:	A person or a group of persons, related or unrelated, living together and making common provision for food, accommodation and other essentials for living.
<b>Respondent</b>	:	Any government entity, private establishment, household or individual for whom information is sought or provided, for purposes of this Act.

**Article (2) – The Qatar Statistics Authority**

The Qatar Statistics Authority is the national statistics bureau and the official source of all statistical data and information in the State of Qatar. The QSA is an independent agency and reports directly to the Heir Apparent.

### **Article (3) – General Functions and Duties of the QSA**

The QSA is responsible for establishing a national statistical system and developing the necessary programmes and work plans to meet the nation's statistical requirements for planning, policymaking, monitoring, development, and research purposes. To reach these objectives, the QSA shall perform the following:

1. Conduct statistical activities in demographic, social, economic, environmental and other statistics, related to government entities, private establishments, households and individuals, including the production of national accounts statistics, price statistics, and other macroeconomic statistics series.
2. Develop programmes and activities needed for the implementation of censuses, surveys, and statistical research, and determine their priorities.
3. Collect, compile, process, analyze and disseminate statistical information and data.
4. Issue statistical bulletins and analytical reports with adequate frequency and content.
5. Develop efficient statistical information systems.
6. Use sound, internationally recognized statistical methodology and quality standards.
7. Coordinate the integration and harmonization of statistics produced by other government entities.
8. Coordinate with international and regional organizations regarding statistical aspects.

### **Article (4) – Censuses and Surveys**

Population and housing censuses shall be conducted every 10 years, and economic censuses as needed, according to a decision from the Council of Ministers, to be proposed by the QSA President.

The QSA shall establish a programme of household surveys, establishment surveys, and other surveys, to provide timely information on demographic, social, economic, and other topics.

The QSA President may specify the date, duration and methods for conducting the censuses and surveys and for publishing their results and define the concerned entities entitled to provide support to the QSA in conducting such censuses and surveys.

### **Article (5) – Cooperation**

All government entities, private establishments, households and individuals shall cooperate with the QSA and its representatives, by providing them with all data required and complying with the technical instructions, method, time and quality requirements specified by the QSA.

Government entities that collect and produce official statistical data are required to provide all such data to the QSA in accordance with timeliness and quality criteria. The QSA may determine appropriate standards, classifications and procedures for these entities to follow, for the purpose of improving the quality and enhancing the comparability of official statistics.

Owners of private establishments and their representatives shall allow QSA-authorized employees to enter their establishment facilities during the daily work hours and examine all documents to verify correctness of the provided information. The QSA President shall issue a decision defining the authorized employees.

### **Article (6) – Field Operations by Other Parties**

Government entities, private establishments, households or individuals wishing to conduct statistical field operations concerning residential units, families, households and establishments are required to consult with the QSA prior to the conduct of any such field operations. This requirement does not apply to government entities collecting data for which they already have legal authorization.

The above parties shall follow the recommendations of the QSA regarding the methodology of the research in terms of the adopted statistical frame, sampling, contents and concepts of the survey questionnaire, categories and data classification.

The QSA is entitled to comment on erroneous interpretation and misuse of statistics.

### **Article (7) – Confidentiality**

Confidentiality of data is guaranteed. All data related to government entities, private establishments, households and individuals shall be dealt with as confidential information which shall not be disclosed to any unauthorized party or person except with the written permission of the respondent. It is strictly prohibited to use reported information for non-statistical purposes.

If more than one government entity is authorized by law to collect the same statistical information from respondents, these government entities may share the data among themselves to prevent duplication of effort and undue burdening of respondents, as long as the confidentiality conditions contained herein are not violated.

Statistical agencies shall not publish the names of respondents, and shall take necessary measures to prevent any direct or indirect identification of respondents.

### **Article (8) – Prohibition Against Misuse of Information**

Statistical statements shall not be used for the purpose of claiming any financial obligation against their provider. Furthermore, they shall not be used as evidence in a criminal case or a justification for any legal action. Nevertheless, they may be used as

evidence against those who provide incorrect information in violation of the provisions of this Act.

### **Article (9) – Prohibition Against Divulging Information**

Imprisonment of not exceeding six months and a fine of not more than **QR 5,000** (Five Thousand Riyals) adjusted to an inflation index, or one of these two penalties, shall be imposed on any employee who discloses statistical information, as mentioned in article (7) above, regarding personal, industrial, commercial or other secrets they may have gained knowledge of as part of his/her work.

### **Article (10) – Obstruction, Refusals, False Information, and Illegal Activities**

Imprisonment of not exceeding three months and a fine of not more than **QR 2,000** (Two Thousand Riyals) adjusted to an inflation index, or one of these two penalties, shall be imposed on anyone who:

1. Refuses or neglects to answer, or deliberately answers falsely, any requisite question pertaining to information sought under the provisions of this Act.
2. Refuses or neglects to furnish any information or to fill in any required questionnaire or form, and to return the same when and as required, or knowingly gives false or misleading information or practices any other deception under the provisions of this Act.
3. Refuses or neglects to grant access to a QSA-authorized person to any documents or records maintained by any government entity or private establishment, from which information is sought under the provisions of this Act.
4. In any other way willfully obstructs or seeks to obstruct any person employed in the execution of any duty under the provisions of this Act.
5. Intentionally publishes, or helps publish, incorrect statistics or census/survey information.
6. Conducts, or participates in the conduct of, illegal statistics.
7. Collects, or initiates collection of, confidential data for statistical purposes without legal authorization.

### **Article (11)**

The employees, selected by a decision from the QSA President, shall have a judicial power to detect and prove the crimes committed for the purpose of the implementation of this Act.

### **Article (12)**

Any provision contravening the provisions of this Act shall be considered null and void.

### **Article (13)**

All competent authorities, each within its own area of competence, shall implement this Act from the date of its publication in the official gazette.

**Hamad Bin Khalifa Al Thani**  
**Emir of the State of Qatar**

# ANNEX III

## Organizational Chart of the Qatar Statistics Authority

