

TWINNING CONTRACT

Support to the Statistics

Kosovo



MISSION REPORT

on

Development of design guidelines for printed and electronic publishing

4.4.1

Mission carried out by:

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&

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List of Abbreviations

KAS	Kosovo Agency for Statistics
ToR	Terms of Reference
SD	Statistics Denmark
SF	Statistics Finland

1. General comments

This mission report was prepared within the Twinning Project „Support to Statistics”. It was the first mission to be devoted to design guidelines within Component 4.4 of the project. This mission – together with mission 4.4.2 – was aimed at developing design guidelines for tables and graphs in printed and in electronic dissemination.

The concrete objective of the missions 4.4.1 and 4.4.2 were:

- *To develop design **guidelines for tables and graphs** in printed and electronic dissemination, prioritizing electronic publishing over printed publishing.*
- *To generate a roadmap for the development and implementation of the new design.*

The consultants would like to express their thanks to all officials and individuals met for the kind support and valuable information which they received during the stay in Kosovo, and which highly facilitated the work of the consultants.

This views and observations stated in this report are those of the consultants and do not necessarily correspond to the views of EU, KAS, Statistics Denmark (**SD**) or Statistics Finland (**SF**).

2. Assessment and results

The mission started with the experts telling about the design projects of their respective organisations. A summary is included in section 3 of this report.

KAS presented various aspects of their current design, including:

- Website
- Press releases
- Publications (PDF's)
- Tables in Excel
- Logo
- Population census: publications, press-kit, brochures and visibility guidelines
- Agricultural census: visual guidelines
- Statistical Yearbook 2014 in Albanian & Kosovo in Figures 2010 in English

The overall aim of the mission was, based on the inspiration from the organisations of the experts, to sketch out a new design and guidelines for the design. A road-map for developing and implementing the design – as well as for finalizing and deciding upon design guidelines – was discussed.

Furthermore, the change from PDF to web-publishing (HTML) and the design for quality declarations were discussed.

Current status of design in KAS – assessment

The logo

The new Law on Official Statistics entered into force in 2011, and the status of the office was changed. According the new law the name of the office was changed from „Statistical Office of Kosovo (SOK)” to „Agency of Statistics (KAS)” in 2012. On that time a call of tender was opened to

design a new logo for the office. As the new logo of KAS was introduced, the website of KAS was also updated from its original design since the opening in 2008.

The ASK logo is described in the Census Visibility Guidelines as a „combination of graphic lines that symbolize the activity of the organization, and the acronym (ASK) which presents a catchier name to be remembered from the targeted clientele.”

The Population census 2011 and Agricultural Census 2014

The Census design was outsourced to a designing company, which created the comprehensive document „Census Visibility Guidelines”. The visibility guidelines covered all aspects of the census dissemination including the website (<https://ask.rks-gov.net/rekos2011> <https://ask.rks-gov.net/rekos2011/?cid=2,1>), several printed and PDF-publications (17 in 2012 and 2013 together) and all other material (including 320,000 posters, 200,000 flyers, 200,000 leaflets and 5 million questionnaires). The dissemination database solution of the census data (DaWinci) is developed and maintained by the Italian National Institute of Statistics (ISTAT).

The Agricultural Census is due to be carried out in november 2014, and the results are to be published in 2015-2016. The agricultural census is going to have its own overall design and logo. The only common element for the Population and housing census and Agricultural Census designs is the KAS logo. The publications of the agricultural census will be designed according the designing manual of Agricultural Census and Agricultural census will also have its own website, which will be published by the end of September 2014. During the mission the website was already available as a working version, but not yet published: <http://rbk.rks-gov.net/>.

The dissemination database solution of the Agricultural Census data will be the KAS dissemination database, which is based on PX-Web database techniques. The database is now being installed with the assistance of Statistics Sweden experts and is financed by The Swedish International Development Cooperation Agency (SIDA).

The publications (printed and PDF)

The role of PDF-publications is very central in dissemination at the moment. All publications that are produced are published free of charge on the website of KAS. The printed versions of the publications are also free of charge as there is no policy in KAS to have chargeable products (e. g. publications) or services.

The yearly publication production of KAS covers different kinds on publications, including some general, multi-subject statistical publications (e.g. Kosovo in Figures, Quarterly Bulletin) and publications from single statistical areas (agriculture, economy, population and social statistics).

The Statistical Yearbook was published for the first time since the independence in 2014 in Albanian both in printed and PDF-formats. The yearbook is currently being translated into English and will be published in both print and PDF-formats in 2014.

The PDF-publications have in common some general design elements like the KAS logo and the usage of some indicative colours for different topics of statistics. The colour codes are grey for general statistics, green for agriculture statistics, blue for economic statistics, yellow for population statistics and orange for social statistics. These colour codes are also used in the front pages of publications of single statistical areas and in the Statistical Yearbook for the above mentioned statistical topics. In the website these colour codes are not used for different statistical areas.

In addition to the yearly publication plan of KAS some ad hoc publications are published. These are often funded by outside donors, and the contents, structure and desing are defined in the contracts and are thus different from the standard KAS publications.

Other materials published by KAS include some general leaflets of KAS, the publishing calendar etc. They have as the common component the KAS logo.

New design for KAS

The new design for KAS will prioritise web-publishing and the website over printed and printable (PDF) publications. This means, among other things, that texts and paragraphs should be rather short, and that graphs and tables will be simple. Why this?

Readers/visitors on the internet tend to skim a text rather than read it word by word, and large tables do not fit into a website – especially not when accessed by tablet or mobile phone. The same regards graphs that should be simple and easily understandable, because the patience of the readers is generally smaller at the internet than when reading a printed statistical publication.

As noted above, the logo of KAS was introduced recently, and there seems to be no need to change it; though the red colour may be adjusted to make it fit with possible new colours. The new design will then focus on creating a useful and user-friendly colour-scale, defining the fonts that can be used both in electronic and printed/printable publications (one sans serif, e.g. Arial, and one with serifs, e.g. Garamond), and developing a super-graphic with inspiration from the agricultural census (see above).

A specific challenge for – and inspiration to – the new KAS design will be the census design. The image of KAS in the media and among important user-groups is most probably merged with the image of the population census as the two logos have been used side by side on census publications and other materials; also the census organisation, as understood by the experts, has been partly integrated into KAS.

Normally, a visual identity, in order to underline the identity and image of an organisation, should not change too often. On the other hand it should not grow too old without adjustments. As Kosovo and its public institutions are generally young, identities are also new, and changes have been many. KAS should use this situation for securing a strong visual identity, inspired by both existing KAS materials (website and publications) and the census design.

The identity, core values and image of KAS were discussed, based on the brief description of KAS' mission, main principles and objectives, as presented in the new leaflet which presents KAS. Ideally a visual identity should underline this identity – as well as the image the organisation wants to have in the future. But a visual identity can hardly represent more than 3-5 values. The brainstorm pointed out three keywords for the design – keywords that can help to underline aspects which may affect the image of KAS in the right direction, meaning how does KAS want to be seen in the future:

- *Reliable*
- *Independent/neutral*
- *International* (meaning that KAS forms part of the international statistical community).

Other possible keywords might be *governmental* and *Kosovo*. It was decided that KAS will go on with internal discussions on with which keywords to work on; this should happen before next mission (4.4.2 – see below). It will be a task for external creative designers to make the new design reflect the chosen keywords.

Road-map

The process of developing and implementing a new design, as well as formulating and deciding upon guidelines, is complex; important elements are preconditions for other important elements, and thus it is necessary to make a time-plan or a road-map. The road-map can be seen in annex 4.

A specific challenge is how to make the design guidelines fit with the SIDA project on a redesign of the website of KAS.

Specific challenges:

Four specific challenges to the new design and to the process of developing and implementing it were discussed:

Website (SIDA project)

The website of KAS, <https://ask.rks-gov.net>, is the most important channel of dissemination of KAS, containing releases, publications, yearbooks, database (statbank), tables, metadata etc. As such, the design of the website is closely connected to the formulation of the new overall design of KAS. A SIDA-financed project, starting in 2015, will work with a redesign of the KAS website.

Logically, to formulate the design guidelines in 2014, before knowing the structure and design of the new website, is a challenge, when **colour-scale, fonts and “super-graphic”** have to fit together. Therefore, the advice of the experts is to formulate the guidelines of the design with certain open parts – that is, elements that can be developed further or substituted easily.

A concrete example are the fonts. It is common to have (at least) two fonts, one sans-serif and one with serifs (the small helping lines known from e.g. Times New Roman, which is the font used in this report). The advice of the experts is to choose two fonts that are included in Microsoft's Office-package, because it may cause many problems for external and internal users if you use fonts that are not common to most users. **Arial** is already used in KAS' website, as well as in both the websites of SF and SD, and is generally accepted as a useful and “neutral” font; the experts advise KAS to keep on using Arial in the new design and to choose a commonly known **serif-font** as, e.g., Garamond (used in some printed KAS-publications), Georgia (SD), Times New Roman (used in SF e-publications) or Garamond Premier Pro (body text; SF). SF will also use in the new design some sans serif fonts for special purposes for printed publications: Helvetica Neue Condensed (tables, captions; SF) and Sone (titles; SF).

PC-Axis cubes and PX-web database will be used as dissemination tools for all statistics, and quality descriptions will be based on the SIMS standard. This has little to do with the overall design of KAS, but is also in line with the recommendations of the experts.

Census

Hitherto the census publications have been made in separate design with both KAS and census logos. This has organisational and financial reasons, but from the point of view of the identity and image of KAS the experts agree with the decisions already taken in Kosovo to integrate the census and agricultural census publications fully into the KAS publication structure and design in the future.

It is easier for the users to access all statistical data in one website in the same format and design. And it will, for sure, underline the status of KAS as the central provider of statistical information of Kosovo.

Three languages

The KAS website has three languages (see above), the same number of languages as the website of SF; from a design point of view, this creates no problems.

In the years to come only a small part of KAS's publishing will use three languages at the very same place, e.g. some large tables. From a design point of view, this is hardly the ideal solution, but can be done in order to simplify certain work processes. An example of this is SF's Statistical Yearbook

which has three languages in the same book (and PDF) – both presentation text and textual elements of tables and graphs. SF Statistical Yearbook tables are also published as trilingual Excel-tables on the web (http://pxweb2.stat.fi/sahkoiset_julkaisut/vuosikirja2013/alku.htm). (SF is using InDesign CS6 to make up the layout of the publication; the table of context of the book is generated automatically in InDesign).

Generally speaking, the experts advice – and the line of development chosen by KAS – is to have separate publishing in each of the three languages. This will make the dissemination as simple and easy to use as possible.

From PDF to HTML

As described above, the role of PDF-publications will be minimized in the years to come. PDF will still be used to larger publications, e.g. the Statistical Yearbook, but HTML (with the possibility of getting an automatically generated PDF for printing purposes) will be the standard solution. From design and userfriendliness points of view this will be the solution, creating simple, well-designed and easy-to-access dissemination.

Both HTML-publishing and PDF-publications will have the same overall design, thus creating a uniform visual identity of KAS.

From pdf to web-publishing

The current status of dissemination in KAS is based on printed publications, PDF-publications and press releases. Some table data are published in the subject pages of the website in Excel format as well as some metadata. The dissemination database based on PX-Web techniques is to be opened in 2014 and this will have profound effects on the dissemination of statistical data in KAS.

The **contemporary** elements of publishing and disseminating of statistical information could be described as follows:

1. In the publication calendar a predefined publishing date is set in advance for releasing new information.
2. A PDF-publication is published on the website, and possibly a press release is made to promote the publication.

The PDF-publication contains all statistical data which is published from the statistics in question in the form of analytical text, graphs and tables. The PDF-publication is a must, because it is the carrier of all information of the statistics in case. Metadata and some key Excel-tables are also published on subject pages of the website, but they are not directly connected or linked to the publications. The website has an identical structure for the three languages used: Albanian, Serbian and English.

The **future** elements of publishing and disseminating of statistical information (after PX-Web dissemination database is taken to full production) could be described as follows:

1. In the publication calendar a predefined publishing date is set in advance for releasing new information.
2. The database tables are published (the first time) or updated (after the first time) in the dissemination database. To inform the users (media, stakeholders, common citizens, etc.) of the new data published in the database, a press/statistical release should be released containing the most important findings in compact format.

The database tables contain all the statistical data which is published from the statistics in question. The users can create their own selections of tables and download the information in different formats

(e.g. Excel) to further use. The users can also create their own graphs using the standard tools of PX-Web or use their own tools (e.g. Excel).

This change in dissemination makes it necessary to rethink the role of the different tools or channels used to disseminate the statistical information. The old PDF-publication contained the analytical text, the main tables and graphs and the longer appendix tables in one compact package. Now all the tables are redesigned to PC-Axis cubic-tables and can be browsed by the user interface of PX-Web database. The core findings should be published in short statistical/press releases (1-2 pages), which then are linked to the database tables containing the data in table format.

Then arises the question what is done when more extensive analytical text sections or some ready made tables or graphs need to be published for the users from these statistics. There are different examples of how different statistical offices have fulfilled these needs:

A. Some printed or PDF-publications are still made in addition to statistical/press releases and the database tables for all or some statistics.

B. Statistical releases are accompanied by longer analytical text and ready made graph and table sections when needed and compiled to publications both in HTML and PDF-formats (SF's example).

C. Some ready made and dynamically updated tables and graphs are published on the website based on the data in the PX-Web database using the API's of these. (They can also replace some or all of the Excel tables published on the contemporary subject pages of the website).

In the new dissemination procedure it is extremely important how the different content types are tied together so that users can easily find all the information from certain set of statistics published. What in the past was published in one PDF-publication package is now published in different formats in different locations in the website: statistical/press release, database tables, metadata, possible extra text sections (or even a PDF-publication if still produced), possible dynamic ready made graphs and tables etc.). The website structure, navigation, design, colours, search engine etc. are all important factors helping the users to find the information they are looking for.

The future website has an identical structure for the three languages used as today: Albanian, Serbian and English. The amount of information published in other languages than Albanian is probably considerably less because of very obvious resource limitations which all statistical agencies face. It is a question to select the most relevant information to translate and publish in different languages. One important extra factor is the PX-Web database, which is able to handle and publish data once and have it translated to several languages: the table title, column and row headings and footnotes need to be translated only once and after that the data can be updated and the table is updated automatically in three languages at the same time. In this way the published data in other languages can have the same coverage as the main language.

Quality declarations

In the ToR quality descriptions according to the new Single Integrated Metadata Structure (SIMS) of Eurostat standard were mentioned. During the mission it was agreed that the quality standards are not in the scope of the mission while general design lines can be applied also to quality reporting. Nevertheless, the new SIMS standard structures were discussed during the mission using ESTP course material of SF from May 2014. It was also shortly discussed how SF plans to start implementing the new SIMS standard in its metadata reporting to Eurostat and other users.

3. Conclusions and recommendations

The most important conclusions of this activity – the results – were the definition of a structure for the design guidelines and the road-map of how to develop and implement the design. These conclusions will not be presented in this paragraph, but can be seen in annexes 3 and 4.

Furthermore a bullet point summary of the activity is attached as annex 5.

In their presentations the experts told about the design projects in their organisations. Details can be found in the PowerPoint-presentations, but below are listed the basic pieces of advice from the two experts.

Experiences and advice from SD

The design project started with a design-audit by a private design agency in 2012. The central parts of the new design – logo, colour-scale, fonts and “super-graphic” – were decided, and a design manual was written in 2013. Afterwards in 2013-2014 there was a process of implementation; as part of the implementation process the graphs were changed, and the 65 pages long internal manual for graphs was revised.

SD gave the following advice on a *design proces*:

- Start by discussing the image and the identity of the organisation – what needs to be emphasized by the new design?
- Get approvals from directors and Director General in a step-by-step-process.
- Test the design under “hard conditions” – do not rely fully on “lorem ipsum” presentations of external design agencies.
- First design the overall elements: logo, fonts, colours and super-graphic.
- Then design website, templates, graphs, tables and other materials.
- Choose fonts from Microsoft’s Office package.

SD gave the following advice on *graphs*:

- Graphs shall be easy to understand, focused, relevant to the context – and of course correct; they should give an overview and help understanding of the subject matter, and they shall avoid having too many details.

In press releases graphs shall be as interesting and focused as possible; automatically generated graphs can not always be equally interesting, but should, of course, be relevant to the context.

SD gave the following advice on *colours*:

- Define the colour palette of graphs and PX-Web design to follow the general design of the website. (How to do this will be discussed among other things in PX-Web reference meeting in October (www.dst.dk/da/Sites/pc-axis-meeting.aspx)).
- Use a default selection of colours from the colour-scale in the Excel-produced graphs; then fine-tune.
- Discuss how to avoid symbolic and subjective use of colours, e.g. by defining a colour for women and another colour for men.
- Consider emphasize colour, e.g. red (as used by SD), especially for press releases.

Experiences and advice from SF

SF has developed an XML-based multichannel dissemination system for publishing statistical e-publications. The HTML-version, PDF-version, RSS and Twitter feeds and e-mail notifications are all generated automatically by the publication tools used.

The statistical/press release, a more extensive text section, table and graph appendix sections and a quality report make up the statistical e-publication. The databases are an important part of the publishing process. More information about the implementation of the e-publications and the multichannel publishing process can be found at www.stat.fi/org/tut/dthemes/drafts/impl_en.html.

SF gave the following advise on press/statistical releases:

- Design a standard structure for the statistical/press releases
- Put the most essential information in ingress (the first paragraph)
- Make ingress short – about five lines of text
- Take title from the contents of the ingress
- Make paragraphs short and sentences clear
- Vary the length of paragraphs for easier reading
- Use subheadings to separate different contents
- Use bold for highlights

SF gave the following advise on tables:

- Break bigger than A4 (PDF) tables into small browsable HTML tables on the web
- Tables should describe the key points in a compact way
- Transfer bigger tables to the database and redesign them to PX-Web cubes
- Link e-publications on the website to the related database tables
- Link database tables to the statistical/press releases and e-publications
- Make the topic structure of website and database the same

Actions needed before next mission

Action	Deadline	Responsible person
Graph tool (SD will send their Excel-tool and colour-scale to KAS)	1 October 2014	Rune Stefansson
Identity-discussions in KAS	22 October 2014	Burim Limolli & Hazbije Qeriqi
Draft for parts of design guidelines (see Annex 3)	1 November 2014	Burim Limolli & Hazbije Qeriqi
Coordinate with SIDA about development of design and implementation	1 November 2014	Per Knudsen

Next mission – activity 4.4.2

The second activity on design guidelines is planned to take place 8-11 December 2014. The activity will have following elements:

- Discussion about the parts of design guidelines, already drafted by KAS (see Annex 3).
- Discussion about the remaining parts of the guidelines.
- Discussion about the keywords for the identity.
- Presentation of templates (letters, publication, PPT) by the experts.
- Discussions about the implementation of the graphic tool (Excel).
- Discussions about the shift from paper publications to e-publications and database; especially 1) restructuring and redesigning publication texts, tables and graphs

- 2) correcting errors in e-publications (when archived in web)
- 3) linking e-publications (and metadata) to the database tables and vice versa

Annex 1. Terms of Reference

Scheduling:

ToR –ready date: 01 September 2014
Start / end of activity: 15-19 September 2014/10-14 November 2014
Reporting time: 26 September 2014 /21 November 2014

Mandatory result of the component:

Mandatory Result	Intervention logic	Benchmarks	Sources of information	Assumptions
Activity 4.4.1 and 4.4.2	Development of design guidelines for printed and electronic publishing	<ul style="list-style-type: none"> • Mission report uploaded on project homepage • First draft of design guidelines for KAS completed 	<ul style="list-style-type: none"> • Twinning quarterly reports • Mission Reports • Design guidelines 	<ul style="list-style-type: none"> • Sufficient absorption capacity • Low turn-over of staff involved in implementation • Staff works on project related tasks in between missions • A detailed Terms of Reference is developed in a timely manner detailing tasks (input), expected output, participants of the activity and agenda

Subject / purpose of activity: 4.4./4.4.2 activity

Development of design guidelines for tables and graphs in printed and in electronic dissemination. The experts will brief KAS on the corporate identity / profiles used in their respective memberstates and outline the thinking behind these to the staff of KAS,

The experts together with KAS staff will make an assessment of current printed and electronic publications produced by KAS. The experts and KAS will then discuss various ways of improving the present material.

KAS and the experts will assess current paper publications in order to determined information (publications or parts of publications) that should be shifted from paper to internet.

KAS and the experts will discuss the design of current tables / graphs and illustrations in order to propose a new and more modern „look and feel“. The proposed standards should prioritize electronic publishing over printed publishing.

KAS will during the twinning project start publishing quality descriptions according to the SIMS standard. These will be published on the Internet. KAS and the MS experts will therefore during these two missions prepare a design template for presentation of the quality information.

The discussions during 4.4.1 and 4.4.2 will result in a new / improved design guide / visual identity for KAS. The design guide should ultimately be adopted by the Board of KAS,

Implementation of a visual design guide focusing on users needs will ensure that KAS products appear in a uniform way thereby improving the user friendliness of KAS. Improving the user friendliness of KAS products and website is a major goal / mandatory result of the Twinning project.

Expected output of the 4.4.1/4.4.2 activity

Mission report with detailed review of the current situation of design guidelines for tables and graphs at KAS.

Future plans for this subject including a road map.

Activity 4.4.1 will ensure the following outputs:

In this assessment mission KAS will brief the MS experts on the current state of design guidelines for dissemination.

The MS experts will brief KAS staff on MS strategies on dissemination and design guidelines used by the MS.

If convenient, KAS and the MS representatives will generate a roadmap agreeing on the strategy for future design guidelines.

KAS resources:

1. Mr. Burim Limolli, Head of IT - Division, burim.limolli@rks-gov.net KAS
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KAS Twinning team:

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Twinning resources:

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Ms Nora Zogaj, RTA assistant, nzogaj@yahoo.com

Background

Important purposes of the Twinning project are to design guidelines for tables and graphs in printed publications as well as on internet. During the project implementation it will be ensured that KAS assumes a uniform design identity. To assist the development of the dissemination database and the visual identity of the metadata to be published on the Internet two activities has been planned.

Component 4 within the Twinning Project has three mandatory results to meet these needs:

Tender specification for internal network (Handled by SIDA)

KAS website and user friendliness improved

Dissemination Database installed and available

In general the activities in component 4 will address the following issues:

- Improve web dissemination for selected statistics including improvement of ASK' website to make it a more user-friendly and flexible dissemination tool;
- Develop guidelines for the design of tables and graphs, also to be applied for dissemination on the web;
- Develop a dissemination database, including more complete metadata covering different aspects related to data quality;
- Develop a strategy and recommendations for presentation of geographic visualizing statistics

Activities to be undertaken in preparation for the mission:

List of attached documents

- Adapted Global Assessment report (AGA)
- Program of official statistics 2013 -2017
- Strategic Development Plan 2009- 2013
- Swedish Support to Statistics development at the Kosovo Agency of Statistics
- ICT in the Kosovo National Statistical System (Dekker)

Annex 2. Program, 15-19 September 2014

Day	Place	Time	Event
1	KAS	09:30	Introductory remarks to this part of component 4
		09:45	Burim Limolli, KAS: Current state of dissemination and design guidelines within KAS
		10:30	Coffee
		11:00	MS: Dissemination and design guidelines in SD and SF
		12:00	Lunch
		13:30	Continued. MS: Dissemination and design guidelines in Statistics Denmark and in Statistics Finland
		14:30	Coffee
		15-16	Preparing the program for the rest of the week
2	KAS	09:30-16:00	Hazbije Qeriqi, ASK: Manual for design for population census 2011 SD: Graphs SF: Tables for the web (and statistical releases) From pdf to web (examples from ASK and SF, monthly releases) Road-map Program for tomorrow
3	KAS	09:30-16:00	ASK, Burim: Yearbook SD: Design manual ASK: Census manuals (structure) Identity goals Structure of guidelines Program for tomorrow
4	KAS	09:30-16:00	Quality declarations (Eurostat, SIMS, SF, KAS) Discussions on specific challenges: - Website (SIDA project) - Agricultural census - Three languages - PDF's Lunch at Liburnia Timeplan & road-map Agreeing on recommendations, time plan and implied work program for BC before next mission on design guidelines Agreeing on draft program for mission 4.4.2
5	KAS	09:45	Debriefing: Experts, Component Leader (Burim Limolli) and RTA (Per Knudsen)
		11-16	Report writing

Annex 3. Structure of guidelines

The structure has been agreed upon by the participants and the experts during the mission.

Elements put into *italics* will be prepared before the next activity (4.4.2) by the persons or organisations mentioned in **bold** (see deadlines above).

Topics as e.g. (slogan) has been put into parenthesis where they fit in the structure, but may be deleted later if not relevant.

1. Definition of design – what does this manual cover?
2. Identity & design
 - a. *Identity* (internal discussion on meetings, e.g. a board meeting, in KAS to define keywords) (**Hazbije Qeriqi**)
 - b. Brand-description (may be integrated in 2.a.)
 - c. *Design-principles* (simplicity, understandability, user-friendly; web first) (**Burim Limolli**)
3. Central elements of the design
 - a. Logo
 - b. (Slogan)
 - c. Super-graphic
 - d. Colour scale
 - e. Fonts
4. Illustrations
 - a. *Graphs* (inspired by Making Data Meaningful) (**Drita Sylejmani, Bekim Canolli and Burim Limolli**) (**SD** checks copyright)
 - b. *Maps* (inspired by Making Data Meaningful) (**Drita Sylejmani, Bekim Canolli and Burim Limolli**)
 - c. *Photos* (presentations in activity 4.4.2 by **SD and SF**)
 - d. (Drawings)
 - e. (Info-graphics)
 - f. (Icons)
5. *Tables* (inspired by Making Data Meaningful) (**Drita Sylejmani, Bekim Canolli and Burim Limolli**)
6. *Website* (inspired by formulations in this report) (**Hazbije Qeriqi and Burim Limolli**)
7. *Templates* (presentations in activity 4.4.2 by **SD and SF**; **SD** checks copyright)
8. Publications
9. Front pages
10. Brochures
11. Leaflets
12. Databases (formulations in this report may be used in the guidelines)
13. Intranet (SharePoint)

Annex 4. Road-map

The participants and the experts agreed on the road-map as presented in this annex.

The dates should not be perceived as fixed, but as a means of getting an overview of the time perspective and the chronology of the respective elements.

Three decisions are underlined; the suggestion of the experts is to make a step-by-step decision process in KAS because of the complexity of the process – and because many of the elements are preconditions for further development and implementation of the design and for the finalization of the design guidelines.

September 2014

Activity 4.4.1: Assessment and definition of a structure of the guidelines

December 2014

Activity 4.4.2: Formulation of design guidelines

Spring 2015

Development and choice of colour-scale, super-graphic and serif-font (in addition to the sans serif, Arial) in cooperation with SIDA's website-project

Decision 1 by directors and Director General

Summer 2015

Graphs and maps

(preparations before activity 4.4.2 – SD will send the tool to Burim)

Decision 2 by directors and Director General

Summer-autumn 2015

Templates (the most important and central ones)

Decision 3 by directors and Director General

End of 2015 or 2016

Primary implementation (web and other materials)

2016

Further implementation (e.g. intranet and templates for internal use)

Annex 5. Debriefing

This presentation slide was used by the experts for the debriefing with the component leader and the RTA at the last day of the mission (September 19):

Activity 4.4.1 – design guidelines



- Goal: Development of guidelines and roadmap
- Presentations of Danish and Finnish design projects
- Assessment: Website, Census, Yearbook, PDF's
- SIDA can help with the overall design (colours, typography, templates) and implementation
- This mission: Structure of guidelines
- Next mission (4.4.2): Draft guidelines
- Before next mission: Identity, formulation of main principles, and working with graphic tool (Excel)

Annex 6. Persons met

KAS:

1. Mr. Burim Limolli, Head of IT - Division, burim.limolli@rks-gov.net
2. Ms. Drita Sylejmani, Dissemination Officer, Drita.sylejmani@rks-gov.net
3. Mrs. Hazbije Qeriqi, Communication Office, hazbije.qeriqi@rks-gov.net
4. Ms. Shqipe Gashi, Dissemination Officer, shqipe.gashi@rks-gov.net
5. Mr Bekim Canolli, Head of Methodology, bekim.canolli@rks-gov.net
6. Ms. Kumrije Beqiri, Dissemination Officer, kumrije.beqiri@rks-gov.net
7. Mr Ahmet Cakolli, Dissemination/Design Officer, ahmet.cakolli@rks-gov.net

RTA team:

Per Knudsen, RTA
Nora Zogaj, RTA Assistant
Agim Aliu, interpreter