TWINNING CONTRACT

Support to the Statistics

Kosovo

MISSION REPORT

on

A Quality System for Statistics
Phase I: Development of road map for implementation of quality management system

Component no 1

Mission carried out by Hilkka Vihavainen & Lars Thygesen

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Author's name, address, e-mail (keep the relevant information)

Lars Thygesen
Statistics Denmark
Sejrøgade 11
DK-2100 Copenhagen Ø
Denmark
Tel: +4539173941
Email: lth@dst.dk

Hilkka Vihavainen
Statistics Finland
Verkstadsgatan 13
FI-00022 Helsinki
Finland
Tel:+358 50 5002296
Email: hilkkal.vihavainen@gmail.com

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List of Abbreviations

CoP	European Statistics Code of Practice
KAS	Kosovo Agency for Statistics
QAF	Quality Assurance Framework (Eurostat)
ToR	Terms of Reference

1. General comments

This mission report was prepared within the Twinning Project „Support to Statistics". It was the first mission to be devoted to the Component 1 of the project. The mission was aimed at defining a strategic plan forming the base of the further implementation of the project in this statistical area.

The concrete objectives of the mission were:
- Overall planning of quality work in KAS
- Definition of a road map for all activities in component 1.
- Discussions on how best to organize planning and quality work in an NSI.

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

The views and observations stated in this report are those of the consultants and do not necessarily correspond to the views of EU, KAS or Statistics Denmark / Statistics Finland.

2. Assessment and results

The activity was carried out as a workshop with all participants from KAS mentioned in the ToR. All subjects mentioned in the ToR were discussed. The workshop took departure from the European Statistics Code of Practice (CoP) and the Quality Assurance Framework (QAF). In relation to the principles, indicators and specific points in the two authoritative EU documents, the present situation at KAS was described and recommendations were defined. The discussion of the issues was lively and engaged and resulted in a clear picture of the issues that need to be addressed in this component.

During the workshop the following presentations were made by the MS experts:
- European Statistics Code of Practice
- Quality Assurance Framework
- Quality Management at Statistics Finland
- Quality work at Statistics Denmark
- Roadmap to Heaven: Strategy for Statistics of Kosovo
- Metadata work at Statistics Denmark
- Conclusions and recommendations

3. Conclusions and recommendations

The recommendations are grouped in four headings: Organisation, capacity building, metadata and users.

3.1. Recommendation: Organization for quality

Establish Quality Committee (or Quality Steering Group)

A high level Quality Committee should be established and start its work before the end of April 2014. Its work should then be discussed during activity 1.2, which is expected to take place in May.

The tasks of the group should include the following:

- ▪ *Define the commitment statement on quality to be published on the web site in accordance with the CoP*
- ▪ *Adopt the business process model GSBPM to be used as basis for quality guidelines, metadata guidelines and management of KAS (see* http://www1.unece.org/stat/platform/display/GSBPM/GSBPM+v5.0 *)*
- ▪ *Prepare and adopt quality guidelines and standards for specific work processes; examples:*
  - *Procedures for handling of errors in published statistics*
  - *Guideline for sampling and grossing up*
- ▪ *Ensure that the quality commitment and quality guidelines are well understood and followed throughout the whole organization*

The chairman of the group should come from the top management, because the tasks of the group are so important for all processes in KAS. This should also be seen as a signal to the whole organization that the quality commitment and guidelines have a top priority.

Appoint one responsible person as Quality Manager

It is necessary to have a Quality Manager who is dedicated to the following tasks:
- ▪ *Oversee the compliance of the quality guidelines and policies throughout the whole organization*
- ▪ *Draft and discuss guidelines*
- ▪ *Follow international work on quality in statistics and thus be aware of best practice that could be used as an inspiration*
- ▪ *Secretary of the Steering Group*

Profile: The Quality Manager should ideally have experience from several domains of statistics. He or she should also be a person who has clearly demonstrated a very organized way of working and systematic thinking, and should have demonstrated interest for quality work.

3.2 Recommendation: Capacity building

According to KAS, quality assurance of statistical data is the responsibility of the heads of statistical products. They normally assess the quality when the product (e.g. publication) is ready. However, it is important that all the staff members understand the importance of quality considerations in every stage of statistics production. Moreover, it became clear that particularly new employees of KAS are in need of specific statistical training since that kind of training is not available at any school/university in Kosovo. The staff members of KAS need more training both on quality issues and in general on statistical methods and tools.

Based on these considerations, it is recommended that

- *Two staff members of KAS could participate in Q2014 in Vienna 2-5 June* http://www.q2014.at *. It is proposed that the activity should be funded by the project and the Steering Committee of the project should make the decision in its first meeting. Q2014 is the major European event where it is possible to see what is going in the quality work at various statistical agencies. At least one of the participants has to be the person who will have the responsibility for preparing and co-ordinating quality work at KAS.*
- *There will be one day quality training course for the staff members of various statistical domains during the next mission of two consultants, as part of their mission in May 2014. The training could cover e.g. following topics:*
  - ▪ *Quality in statistics*
  - ▪ *ESS quality dimensions*

- ▪ *Process quality*
- • *KAS will draft a training program for the staff. The training programme should be based on the competence gaps identified in the organisation. Before the next mission it is recommended that a survey on possible gaps and training needs will be conducted. It could be done systematically among the heads of the units. Before the next mission the consultants will find out possibilities offered by e-learning courses. KAS will find out whether during a couple of the next years there will be European training courses (funded e.g. by IPA programme). The target then is to finalise the training programme during the summer 2014.*

3.3. Recommendation: Metadata

KAS has started to publish the metadata descriptions based on the ESMS format. http://esk.rks-gov.net/ENG/metadata. Until now only a few descriptions have been published. Moreover, there is no updating system of the current descriptions. It was said that the system is cumbersome since it is not based on any database. For that reason there is need to set up a system, which could be technically more advanced, could serve various purposes and in longer perspective could contribute to the integrated metadata system. The Swedish SIDA project includes also a component which is aiming to develop a metadata system in KAS.

Based on these considerations, it was concluded that
- • *ESMS Quality Reports on web are a good start*
- • *But updating must be assured*
- • *All domains should be covered*
- • *A technical system must be put in place*
- • *Coordination with the SIDA project has to secured in order to avoid any overlapping activities*
- • *An early mission (mission no xxx)to decide the way to go*

3.4. Recommedation: Users

Web-publishing has clearly increased the number of statistics users in Kosovo compared to earlier times. One of the main tasks is still to enhance further the use of statistical information. There are various ways of doing it. It is important to meet users and give them the chance to express their wishes and transmit feedback about the scope of statistical products and possible shortcomings there. After receiving feedback it is also of utmost importance that the feedback is properly analysed and the conclusions for further improvements are drawn.

For this reason it is recommended that
- • *There will a Conference with key user segments*
  - • *It should happen in conjunction with the Kick-off either in March or April 2014*
- • *KAS will use project experts to contribute to user seminars in various fields*
- • *In the longer run there should be regular user group meetings, e.g. once per year, for instance in two user fora:*
  - • *Social statistics*
  - • *Economic statistics*
- • *KAS to start User satisfaction surveys, benefitting from the international examples in that area*
  - • *General public trust survey according to the OECD standard http://www.oecd.org/std/50021100.pdf*
  - • *other user surveys should be carried out to measure satisfaction with individual statistical products, with the web site, with access to a dissemination database; an example for inspiration could be http://www.dst.dk/~/media/Kontorer/16-Formidlingscenter/maal-og-resultater/report_on_usersatisfaction_survey_statbank2007-pdf.pdf*

- *In the next mission the consultants would review the work done so far and give recommendations on surveys*
- *Experts will send more good examples very soon*

Future work

- The number of foreseen missions within the component 1 is quite huge. Although the staff of KAS is willing and interested to receive new information and to develop their systems and to adopt new approaches, the implementation of all the foreseen missions in the given timeframe can overburden the staff and make it difficult to it to cope with all regular work. For that reason it is suggested that Activity 1.0.2. will be implemented as planned
- Activities 1.1.1 and 1.1.2 will be conducted as planned
- Activities 1.2.1.1 and 1.2.1.2 will be reconsidered basing on the results of the activity 1.2.1.
- Activities 1.3.1.1-1.3.1.5 will be reconsidered basing on the results of the activity 1.3.1
- Activity 1.4.1 will be implemented as planned.

Actions needed for preparing the next mission

Action	Deadline	Responsible person
Terms of reference on the Activity 1.3.1 on Metadata	February 2014	RTA together with KAS
Establishment of quality steering group	As soon as possible, at the latest end of April 2014	KAS management
Appointment of quality manager	As soon as possible, at the latest end of April 2014	KAS management
Drafting quality commitment/policy	End of April 2014	Quality Steering Group
Decision on Q2014	March 2014	Project Steering group
Terms of reference on the Activity 1.0.2	April 2014	RTA together with KAS
Survey on competence gaps of KAS	March 2014	KAS
E-learning possibilities	May 2014	MS Experts
Draft quality training course programme	April 2014	MS Experts
User Conference programme	February 2014	RTA together with KAS
User Satisfaction Survey Questionnaires	January 2014	MS Experts

Annex 1. Terms of Reference

EU Twinning Project
KS12 IB ST 01
Support to Statistics

Terms of Reference:

Component 1:   A Quality System for Statistics
Activity 1.0.1:   Phase I: Development of road map for implementation of quality management system

Scheduling:
Tor –ready date: 16 December 2013
Start / end of activity: 14-17 January 2014
Reporting time: 28 January 2014
Mandatory result of the component:

Mandatory Result 1.1	Updating statistical work plan	• Standardised procedures for developing statistical products presented by end of 4th project quarter • Quality reports according to Eurostat standards prepared in 2 selected domains by 8th project quarter	• Statistical work plan • Quarterly reports from the Twinning Project • Mission reports • Quality reports	• Commitment and availability of all levels of KAS staff and management • Effective communication and participation of all stakeholders • Staff works on project related tasks in between missions • Sufficient resources (both human and material resources)
Mandatory Result 1.2	Preparing policies and guidelines for the implementation of a quality system	• Guideline for quality assurance and documentation of the statistical production processes drafted by end of 4th project quarter	• Quarterly reports from the Twinning Project • Mission reports	•

Subject / purpose of activity: 1.0.1 activity

Overall planning of quality work in KAS – definition of road map for all activities in component 1. Discussions on how best to organize planning and quality work in an NSI.

KAS presents their current ideas as well as the concept paper on the future of official statistics; MS experts present the concept of strategic planning, quality frameworks, monitoring of strategy as well as the European Statistics Code of Practice; seminar with top management on defining mission, vision and objectives with a focus on meeting the needs of users and suppliers of statistics, and the culture of continuous improvement.

Expected output of activity 1.0.1:

Mission report stating current status of quality work in KAS. Detailed roadmap of activities needed during Twinning Project to align KAS with current EU requirements for quality work. Development of list of policies and guidelines that will be developed in component 1.2 – Activities in Twinning Project aligned and coordinated with the SIDA actions in the same domain regarding software and methodology.

KAS resources:

Mr. Ramiz Ulaj, Director of Department, ramiz.ulaj@rks-gov.net KAS (Component Leader)
Ibrahim Rrustemi, Director of Administration Department; ibrahim.rrustemi@rks-gov.net
Hasbie Qerqi , Outreach and communication officer; hazbije.qeriqi@rks-gov.net
Arta Salihu, Senior communication office; arta.salihu.morina@rks-gov.net
Burim Limolli Head of IT; burim.limolli@rks-gov.net
Bekim Canolli, Head of Methodology Division; bekim.canolli@rks-gov.net
Drita Sylejmani Senior office of Dissemination; drita.sylejmani@rks-gov.net

Member state resources:

Ms Hilkka Vihavainen, Deputy Director General, Division, Statistics Finland, hilkkal.vihavainen@gmail.com
Mr Lars Thygesen, Director, Sales and Marketing, Statistics Denmark, lth@dst.dk

Twinning ressources:

Mr Per Knudsen, RTA, pkn@dst.dk
Ms Nora Zogaj, RTA assistant, nzogaj@yahoo.com

Background

KAS describes several procedures to monitor quality linked to the different stages of the statistical production process, from survey planning and survey design via data collection and data processing to data analysis and dissemination. The Eurostat recommendations and best practices are mostly used as guidelines. Development of quality and training is mainly provided by international experts.

The latest AGA (Adapted Global Assessment) on the statistical system in Kosovo states that KAS should develop a policy and a plan for improved quality management (including organisational measures, procedures, training and specific actions). An important part of this will be to improve documentation/metadata (including that of methodological and quality issues to improve transparency). There is, in general, an adequate balance between accuracy and timeliness.

The activities in component 1 of the Twinning Project will contain a number of activities designed to introduce systematic quality measures in Kosovo.

Activities to be undertaken in preparation for the mission:
KAS must supply relevant background information to the MS experts:
List of documents – Can be attached to the TOR in email, referred to webpage or included as ANNEX
- Adapted Global Assessment report (AGA)
- Program of official statistics 2013 -2017
- Strategic Development Plan 2009- 2013

Arrange necessary meetings with external stakeholders:
List of meetings with stakeholders external to KAS- can be included in the program for mission

The expected activities are:
- Update of next yearly action plan for quality work
- Development of detailed planed for actions by the twinning program -

Expected output:

- Mission report – according to template
- Detailed plan for further activities to be completed in component 2 by the twinning program
- Updated version of the quality action Plan –ready for consideration by KAS senior management

Programme, - January 2014

Day	Place	Time	Event
1	Hotel Sirius	08:00	RTA meet experts at Hotel Sirius
	KAS	09.00	Planning the week
		09:30	KAS: Overview of the status of quality work in KAS as well as future perspective
		10:30	Coffee break
		11:00	MS: European Statistics Code of Practice on Quality
		12:00	Lunch break
		13:15	MS: Quality management in Statistics Denmark and Finland
		14:30	Coffee break
		15:00	Coordination with the SIDA project
		16:30	Preliminary conclusions
2	KAS	09:00-16:00	Workshop: (Program to be completed)
3	KAS	09:00	Ad-hoc and hands-on meetings: Wrapping up
		10:30	Coffee break
		10:45	Workshop: Agreement on recommendations and time plan
		12:00	Lunch
		15:00	Debriefing with BC Project Leader: Recommendations, time plan and implied work program for BC
4	KAS	09:00	Report writing
		10:30	Coffee break
		10:00	Report writing
		12:00	Lunch break

		13:15	Debriefing: Experts, Component Leader and RTA

Annex 2. Persons met

KAS:
Isa Krasniqi, Director General of KAS
Ramiz Ulaj, Director of Department, ramiz.ulaj@rks-gov.net KAS (Component Leader)
Ibrahim Rrustemi, Director of Administration Department; ibrahim.rrustemi@rks-gov.net
Hasbie Qerqi , Outreach and communication officer; hazbije.qeriqi@rks-gov.net
Arta Salihu, Senior communication office; arta.salihu.morina@rks-gov.net
Burim Limolli Head of IT; burim.limolli@rks-gov.net
Bekim Canolli, Head of Methodology Division; bekim.canolli@rks-gov.net
Drita Sylejmani Senior office of Dissemination; drita.sylejmani@rks-gov.net
Ilir T. Berisha, Director of Economic Statistics and National Accounts, Ilir.T.Berisha@rks-gov.net

RTA Team:
Per Knudsen, RTA
Nora Zogaj, RTA Assistant
Valdet Hadri, Interpreter (some missions)