

TWINNING CONTRACT

Support to the Statistics

Kosovo



MISSION REPORT

on

A Quality System for Statistics

Activity 1.1.1: Methodologies for development and follow up on 2014 annual work plan

Mission carried out by Daiva Jurelevičienė & Aldona Gibaitė-Kudžmienė,
Component no 1

Statistics Lithuania
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List of Abbreviations

KAS	Kosovo Agency for Statistics
ToR	Terms of Reference
PAF	Performance Assessment Framework
SIPK	Time Entry System

1. General comments

This mission report was prepared within the Twinning Project „Support to Statistics”. It was the first mission to be devoted to statistical work planning within Component 1 of the project. The mission was aimed at defining a strategic plan forming the base of the further development of work planning and monitoring system.

The concrete objectives of the mission were:

- Review of statistical work plan;
- Discussions on how better organize work planning and monitoring at KAS.

The MS experts 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 MS experts. However MS experts regret that Director of Planning, Coordination and Communication department has not been appointed yet and MS experts did not have possibility directly to communicate.

This views and observations stated in this report are those of the MS experts and do not necessarily correspond to the views of EU, KAS or Statistics Lithuania.

2. Assessment and results

The activity was carried out as a workshop with participants from KAS mentioned in the TOR. All subjects mentioned in the TOR were discussed.

Starting point was the list of activities mentioned in the ToR. During the workshop the MS experts made presentations on development strategic and annual action plans, performance indicators, monitoring, budget planning and time use. A separate session was dedicated to exploration of Annual Plan of Official Statistics of KAS. KAS expressed a wish to learn more about interacting with users, planning and organising user satisfaction surveys. Presentation was made on this topic.

3. Conclusions and recommendations

3.1. Recommendation: to develop written procedures for planning and monitoring process.

As planning process involves staff from different departments of KAS it is recommended to establish written procedures for planning and monitoring. The planning and monitoring procedures will increase staff awareness about planning and monitoring activities and so will support more effective organization of the process.

The planning and monitoring procedures should cover the following aspects:

- description of planning and monitoring processes, sharing information between Planning, Coordination and Communication Department and other departments;
- responsibilities and deadlines for particular activities;
- descriptions of PAF indicators (definitions, calculation, responsible person, etc.);
- deadlines and procedures of presentation of draft planning documents and monitoring reports to top management;
- procedures applied for revision of 5-year Programme of Official Statistics;
- risk management procedures;
- procedures applied for PAF indicators selection, evaluation, revision;

- templates used in planning and monitoring process (i. e., templates for planning documents, sharing statistical information, monitoring tables, etc.);
- other relevant planning and monitoring process issues.

3.2. Recommendation: to strengthen regular monitoring on monthly / quarterly basis.

It is important to expand applicability of PAF indicators for decision making. To this end regular monitoring of implementation of planning documents must be established. Monthly/quarterly monitoring of results (based on SIPK and other data sources) should be introduced and a staff responsible for follow up appointed. Particular attention should be given to punctuality of dissemination. In 2012 punctuality rate comprised 58%. In order to achieve target of 2017 (90 %) regular analysis of reasons of product delay should be made, discussed and actions to avoid delays implemented. Moreover, KAS should discuss and implement measures allowing informing users about discrepancies from release date announced to the users.

3.3. Recommendation: to expand internal communication on planning and monitoring issues.

Planning and monitoring process involves the staff of different levels. It is important that information on institutions' mission, objectives, and performance results would be accessible to every staff member. This would allow the staff to concentrate to implementation of planned activities. KAS should discuss about possibility to implement different forms of internal communication. Examples of the forms of internal communication: different level (department, institution, Statistical Council) meetings and discussions, sharing planning documents via intranet.

3.4. Recommendation: to assure consistency of 5-year Programme of Official Statistics and Annual Plan of Official Statistics alongside with relevance of targets set in the 5-year Programme of Official Statistics.

All provisions laid down in the 5-year Programme of Official Statistics should be directly reflected in the Annual Plan of Official Statistics. In order to ensure implementation and monitoring of 5-year Programme of Official Statistics, column with reference to objectives of 5-year Programme of Official Statistics should be added in Summary table of the Annual Plan of Official Statistics:

Annual Plan of Official Statistics 2014
Summary table statistical area development in 2014

Action from Programme of Official Statistics 2013-2017	Inside the existing resource frame	Objective and responsibility	Status and forward plan as of May 2013
1.1.1 Improve quality by ensuring the transition of data from ESA 95 and SNA 93 to New ESA 2010			
1.1.2. Increase efficiency by shortening the publications time of annual GDP.			

Seeking to ensure relevance of objectives, set in 5-year Programme of Official Statistics, written procedures on regular review of this programme should be introduced and described in procedures for planning and monitoring (3.1. recommendation). This process can be combined with elaboration of Annual plan of Official Statistics. Revision of 5- year programme should focus only on these objectives which became not relevant, or misleading.

Future work

1. By December, 2014, to develop written procedures for planning and monitoring, covering descriptions of PAF indicators (recommendation 3.1),
2. To implement regular (monthly/quarterly) monitoring of results, followed by discussions and concrete actions (recommendation 2),
3. To expand internal communication on planning and monitoring issues (recommendation 3.3),
4. In Annual Plan of Official Statistics 2016 to add reference to objectives of 5-year Programme of Official Statistics (recommendation 3.4),
5. To assure relevance of objectives of 5-year Programme of Official Statistics by implementing regular revision procedure (recommendation 3.4).

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 1.1.1: Methodologies for development and follow up on 2014 annual work plan

Scheduling:

ToR –ready date: 21 February 2014

Start / end of activity: 10-14 March 2014

Reporting time: 21 March 2014

Mandatory result of the component:

Mandatory Result 1.1	Updating statistical work plan	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Statistical work plan Quarterly reports from the Twinning Project Mission reports Quality reports 	<ul style="list-style-type: none"> 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)
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Mandatory Result 1.2	Preparing policies and guidelines for the implementation of a quality system	<ul style="list-style-type: none"> Guideline for quality assurance and documentation of the statistical production processes drafted by end of 4th project quarter 	<ul style="list-style-type: none"> Quarterly reports from the Twinning Project Mission reports 	<ul style="list-style-type: none">
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Subject / purpose of activity: 1.1.1

Review and update of statistical work plan will assist KAS in updating its yearly work plan and in developing procedures for reporting and monitoring the activities in the work plan. It is the plan to have two missions conducted during the project period to support the finalization of the 2015 work plans.

The MS experts will brief KAS on their methods /methodologies for compiling the annual work plan – in terms of priorities between the needs of international and local user of statistics (fx. Eurostat reporting requirements), available financial and staff resources (competences and time).

KAS and the MS experts will discuss the relevance of these MS experiences to the local conditions found in Kosovo and discuss how best to follow up on resource allocation over the planning cycle.

The MS experts will brief KAS on relevant experience about including staff and users in the planning process.

The MS experts will brief their national methodologies for follow up and monitoring of the objectives defined by the annual work plan. Special attention should be paid to timeliness and quality.

KAS will present their current ideas as well as the concept paper on the future of official statistics; MS experts present the concept of strategic planning and monitoring of strategy. KAS will also present their plans and expectations for the SIDA project within the same area.

Expected output of activity 1.1.1:

Mission report providing operational advice that can be used to support the follow up on the 2014 work plan and for the planning of the 2015 work plan. Furthermore methodologies for organizing follow up and monitoring procedures for work plans and strategy as a whole will be discussed.

Recommendations must operational and scaled to an organization the size of KAS.

If SIDA experts are available, this will be an opportunity to coordinate the methodologies introduced by the SIDA financed project.

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Interpreter

Background:

The latest AGA (Adapted Global Assessment) states the following:

According to the new law, KAS is obliged to draft a multi-annual program of official statistics, which shall, after discussion with the newly created Statistical Council, be submitted to the Government for adoption. In connection with the preparation of the program, KAS should develop a medium-term strategy for the NSS on the approximation of statistical production to the acquis in the field of official statistics. The strategy and the program should be developed in close cooperation with the other producers of official statistics in Kosovo and with the users of statistics. The program, as well as the annual operational plans should be result oriented including all the planned activities, the results that shall be achieved and the dates for Adapted Global Assessment Report - Kosovo 5 milestones. It would be useful moreover to include an estimation of the budget needed for the implementation of the program and the annual plans. A system for monitoring the results should also be developed.

Activities to be undertaken in preparation for the mission:

KAS must supply relevant background information to the MS experts:

- 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 (KAS) 2013
- Annual plan of official statistics 2014 (KAS)
- 1st mission report on Quality component

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:

- Suggestions for methodologies to be used for next year's work plan
- Plans for further actions/missions by the twinning program

Expected output:

- Mission report – according to template
- Detailed plan for further activities to be completed in component 1 by the twinning program
- Detailed description of methodologies and working procedures connected to work plans

Annex 1. Program, - February 2014

Day	Place	Time	Event
1	KAS	09:00	Introductory remarks to this part of component 1
		09:15	KAS: Overview of the work, procedures, and methodology with work plans in KAS
		10:30	Coffee break
		11:00	KAS: Overview continued
		12:00	Lunch break
		13:15	MS: Overview of the work, procedures, and methodology with work plans in Statistics Lithuania
		14:30	Coffee break
		15:00	Comparison of work plans and general planning within KAS and MS
		16:30	Preliminary conclusions. Program for day 2 and 3 to be agreed upon
2	KAS	09:00-16:00	Workshop continued (Program to be completed)
3	KAS	09:00-16:00	Workshop continued (Program to be completed)
4	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
5	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 metKAS:

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