

# **INTRODUCTION OF TOTAL QUALITY MANAGEMENT MODEL IN KOSOVO AGENCY OF STATISTICS**

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## **ABBREVIATIONS**

CAPI Computer Assisted Personal Interviewing

CATI Computer Assisted Telephone Interviewing

CEO Chief Executive Officer

CoP European Statistics Code of Practice

ESS European Statistical System

ESSC European Statistical System Committee

ESTP European Statistical Training Programme

EU European union

GSBPM Generic Statistical Business Process Model

GOPA *Gesellschaft für Organisation, Planung und Ausbildung mbH*

IT Information Technologies

KAS Kosovo Agency of Statistics

LOS Law on Official Statistics of the Republic of Kosovo

MS Microsoft

NSS National Statistical System

ONA Other National Authorities

TQM Total Quality Management

UN United Nations



## PREFACE

The Activities of the Kosovo Agency of Statistics (KAS) that refer to the quality improvement of the statistical processes and statistical products are focused on the development of all their quality aspects. Their quality is the basic prerequisite for both, the stable development of KAS statistics and the entire National Statistical System.

Currently, the quality of statistical processes and statistical products were both monitored for some, but not all, of KAS statistics. Since 2017, when the brief review of the implementation of the European Statistics Code of Practice was carried out in Kosovo, called Peer Review\*, the number of new quality reports for KAS statistical outputs increased significantly, as well as the number of handbooks and methodologies for assessing and monitoring quality.

What is all the time missing in the KAS is a systematic approach to quality management, especially in the preparing and implementing of quality management models? Therefore, KAS is implementing a project on establishing a system for the quality documentation of statistical processes and statistical products, which includes the preparation and establishment of a model that will enable the management of quality in KAS in line with European standards.

Thanks to the technical assistance of the German company GOPA (*Gesellschaft für Organisation, Planung und Ausbildung mbH*), acting on behalf of the European Union, the work on the development of an quality management system in the Republic of Kosovo has been initialized. A certain modest results on building up of an comprehensive management system in Kosovo have been already achieved but it needs to be upgraded and broadened during the next few years.

Since this is a very complex project, I am using this opportunity to thank the many contributors that participated in the project in any way. Particularly thanks again to GOPA and its consultants for KAS, who, with the financial assistance of the European Union, through IPA 2014 and IPA 2015 programme, organised all the necessary activities for the successful realization of this quality management project.

GENERAL DIRECTOR

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\*Peer Review is a control instrument of the national statistical system applied in the European statistical system. This instrument assesses the application of the Code of Practice of European statistics. The purpose of the Code of practice, i.e. its application, is to increase confidence in the independence, integrity and accountability of the national statistical authorities and Eurostat and the credibility and quality of the statistics they produce and disseminate. Furthermore, the purpose of the Code is to promote the application of best international statistical principles, methods and practices of all producers of European statistics.



# **QUALITY STRATEGY**

## **OF OFFICIAL STATISTICS SYSTEM OF THE REPUBLIC OF KOSOVO**

### **I. INTRODUCTION**

The activities of the KAS, in terms of quality improvement, are focused on all quality aspects of the statistical processes and statistical products that are being continuously developed and improved in line with ESS recommendations.

Availability of high-quality and timely statistical information is necessary for the development and monitoring of specific policies, particularly in relation to their impact and the fulfilment of their objectives. Integration at the European Union, besides national development goals, the Republic of Kosovo will also direct its efforts to the achievement of common strategic objectives of the EU, which represents an additional challenge in terms of the quality and structural characteristics of statistical data.

KAS is committed to provide an optimal level of quality of statistical processes and statistical products, to use statistical methods and processes in accordance with internationally recognized principles and standards, and to continuously conduct analyses with the aim to improve the quality of statistical processes and products.

### **❖ MISSION**

The mission of KAS IS to meet the needs of users with qualitative statistical data, objective, in time and space so that users have reliable base to conduct regular analysis in the interest of planning and project development at the municipal and country level. To support government institutions, scientific institutes, research academies, businesses in order to provide proper information for decision-makers and other users in Kosovo.

The Statistical System of Kosovo provides access to a broad set of internationally comparable and standardised information on socio-economic developments in Kosovo, by applying the best international experiences regarding collecting, processing and dissemination methods of data, and the principles of efficiency, customer orientation and continuous improvement of the KAS human resources.

### **❖ VISION**

The vision of the Statistical System of Kosovo is to raise the reliability and security of statistical data through the establishment and implementation of modern statistical standards. This will be achieved through the continuous advancement of methodology, advancement of statistical production processes and dissemination of official statistics in accordance with user requirements.

## ❖ EUROPEAN STATISTICS CODE OF PRACTICE

The European Statistics Code of Practice (CoP) was adopted by the European Statistical Council in February 2005 and revised twice, in September 2011 and November 2017. This code has 15 principles concerning the institutional environment and statistical processes. Its objective is to make sure that statistics produced within ESS are not only relevant, timely and accurate but also in compliance with the principles of professional independence, impartiality and objectivity. A series of indicators of good practice for each of the 15 principles give a reference for measuring the application of this code. KAS has adopted the ESCoP upon which it has built its quality management system.

## ❖ STATEMENT OF QUALITY

The purpose of official statistics is to collect, process and disseminate data for statistical purposes related to economic, social and general condition in Kosovo; they also ensure fulfilment of international obligations in producing and publishing official statistics.

The Quality system (quality) of the Kosovo Agency of Statistics is based on the principles of the European Code of Practice (CoP) published by the European Centre for statistics EUROSTAT.

In order to ensure quality of official statistics and to maintain public confidence and implement the program covered by official statistics of the Statistical Law No.04/L-36 will be based on the following principles:

1. **Relevance:** Statistics shall to comply with certain requirements in terms of clear information concerning the purpose of official statistics. Requirements determine the fields, the deadlines and the inclusion of statistics, which shall include changes in demography, economy, agriculture, education social and as well as environmental changes, at any time. Data collection should be limited to the need for achievement of expected results. Statistical data shall be checked periodically, while important needs for statistical data shall be identified in time;
2. **Neutrality:** Statistics must be developed, produced and disseminated impartially and users shall be treated equally;
3. **Objectivity:** Statistics shall be developed, produced and disseminated in a systematic, reliable and unbiased manner, with professional and ethical standards, which means that policies and practices are transparent to users and respondents;
4. **Confidentiality:** Includes methods and procedures that relate to the collection, processing and publication of statistical data. These principles are determined on the basis of professional standards, scientific methods and professional ethics;
5. **Principle of cost of public financial resources/Cost-effectiveness:** Means optimal use of all available resources;
6. **Minimize the burden for respondents:** Data collection shall be limited to what is necessary to achieve towards the desired results;
7. **Professional independence:** Official statistics are developed, produced and disseminated in an independent manner, particularly in regard of the selection of techniques, definitions, methodologies, resources, timing and content of all forms of dissemination, free from any



pressure from interest or political groups and national authorities without prejudice to the institutional setting or budget or definitions of statistical needs;

8. **Transparency:** Implies the right of statistical reporting units to be familiar with the legal obligation when providing information, as well as measures for the protection of statistical data. Transparency also means that the results of official statistics shall be available to all users;
9. **Statistical confidentiality:** Means the protection of statistical data that are collected directly or indirectly. Statistical Confidentiality includes ban - use of statistical data collected for non-statistical purposes and unlawful publication of statistical data;
10. **Coordination and harmonization:** KAS coordinates state system of official statistics and is responsible for the harmonization of these official statistical data;
11. **Use of individual data exclusively for statistical purposes:** Individual statistical data collected under the conduct of statistical activities shall be used only in accordance with Statistical Law No.04/L-36 and other applicable legislation regarding this issue. The statistical data collected from individual persons and businesses shall not be used for administrative or judicial action.

## ❖ USERS POLICY

It is essential for KAS to provide equal access to statistical information for all categories of users. KAS should be ready to provide information not only to the ministries, but also to other central and large-scale users, as well as to the public. There is a need to increase the interest among users who have economic tasks as well as other duties related to statistics, such as local administration, schools, different ethnic groups, etc.

This is about the image of KAS and its efforts to be considered as an independent and equitable production of statistics and contributing to the democratic process in Kosovo.

## ❖ QUALITY COUNCIL OF OFFICIAL STATISTICS

The main goal of the Quality Council is to ensure that the quality related work in the KAS and whole Official Statistics in XK will be developing in coordinated and systematic manner and in line with EU quality standards such as CoP, ESS QAF, GSBPM model, and in accordance with the KAS working plan framework. The KAS adopted Internal Regulation for the function of the Quality Council of Official Statistics. The purpose of this regulation is to determine the method of work, organization and functioning of Quality Council.

Quality Council consists of 10 members with mandate of three consecutive years. Council is a collegial body, established by CEO, in order to provide advice on the preparation and implementation of the Quality Programme of Official Statistics. Council should also involve in preparing annual report for CEO. Among other important tasks of Quality Council are: providing recommendation for improvements the quality of statistics, preparing proposals for Quality Policy and strategy, monitoring, assessing and advising on implementation of Quality Programme, providing opinion to the Quality activities and Quality production in official statistics and giving opinion on policy development on the Quality of official statistics and international cooperation.

## ❖ QUALITY STRATEGY OF OFFICIAL STATISTICS OF KOSOVO

Kosovo Agency of Statistics (KAS) is a main producer, distributor and coordinator of the Official Statistics System of the Republic of Kosovo (hereinafter Official Statistics). Our mission is to meet the needs of users with qualitative statistical data, objective, in time and space so that users have reliable base to conduct regular analysis in the interest of planning and project development at the municipal and country level, and to support government institutions, scientific institutes, research academies, businesses in order to provide relevant and reliable information of high quality for decision-makers and other users in Kosovo and also to ensure fulfilment of international obligations.

We operate under strict legal basis<sup>1</sup> supplemented by national developed quality framework, the backbone of which is the European Statistics Code of Practice (ESCoP)<sup>2</sup>. Our compliance with Code of Practice should be periodically access by means of external and internal reviews and followed by improvement action identified within policy of continuous improvement.

In order to ensure the quality of the Statistical System of Kosovo and to retain the trust of the public and for organization and implementation of the programmes and strategies, our work should be govern by general principles of professional independence, impartiality, coordination and harmonization, relevance, objectivity, reliability, transparency, use of individual data exclusively for statistical purposes, statistical confidentiality and cost-effectiveness.

We are committed to quality by developing a culture of quality and by ensuring that the development, production and dissemination of our Official Statistics in line with our Statement of Quality<sup>3</sup> and Dissemination strategy<sup>4</sup> will be based on uniform internationally accepted statistical standards, harmonized methods and best practice with appropriate well documented procedures in transparent manner. Our principals of quality, in line with European Code of Practice (CoP), are: relevance, accuracy, timeliness and punctuality, accessibility and clarity, comparability and coherence. We will also ensure the factual and presentational quality of our statistics meet the requirements of our users.

An advisory body, the Quality Council of Official Statistics monitor, advise and reports on implementation of the quality related work in the KAS and whole Official Statistics in Kosovo that should be developing in coordinated and systematic manner and in line with EU quality standards such as the CoP and Quality Assurance framework of the European Statistical System<sup>5</sup> and common quality management principles in accordance with the KAS working plan and strategic framework.

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<sup>1</sup> Law on Official Statistics of the Republic of Kosovo No. 04/L-036: <http://ask.rks-gov.net/media/2024/law-on-official-statistics.pdf>

<sup>2</sup> European Statistics Code of Practice, 2017: <https://ec.europa.eu/eurostat/web/products-catalogues/-/KS-02-18-142>

<sup>3</sup> Statement of Quality: <http://ask.rks-gov.net/media/1890/statement-of-quality.pdf>

<sup>4</sup> Dissemination strategy, revised, 2017: <http://ask.rks-gov.net/media/3368/kas-dissimination-strategy-revised.pdf>

<sup>5</sup> Quality Assurance Framework of the ESS: <http://ec.europa.eu/eurostat/documents/64157/4392716/ESS-QAF-V1-2final.pdf/bbf5970c-1adf-46c8-afc3-58ce177a0646>

## **II. TOTAL QUALITY MANAGEMENT - TQM**

Quality Management Strategy of our Official Statistics relies on Total Quality Management (TQM) approach what we see as a long-term success through customer satisfaction and common quality management principles with respect of European Statistics Code of Practice.

Principles and primary objectives of Official Statistics TQM concept are:

1. Continuous interaction/dialog with users;
2. Professional independence and mandate for data collection;
3. Staff involvement;
4. High quality of statistical products,
5. Efficient and transparent procedures and processes (good communication with the respondents);
6. Continuous improvements;
7. Statistical confidentiality;
8. Coordination and harmonization.

KAS adopted the CoP, which is fully consistent with the United Nations Fundamental Principles of Official Statistics. KAS initiated the adoption of the CoP for the purpose of developing a revised quality strategy, which will determine in detail the activities that are defined in the Medium-Term Programme of Official Statistics 2018-2022. At the same time, KAS will follow the adopted Eurostat's definition of the output quality, which is addition to costs and burden, includes six components: relevance, accuracy, timeliness and punctuality, accessibility and clarity, as well as comparability and coherence.

Principles and purposes of the TQM philosophy of KAS may be summarized as the production of the Official Statistics which:

- satisfy the requirements of the user (interaction/dialog with users),
- operate independently apart from any political and other external interference and have clear mandate to develop, produce and disseminate national statistics (professional independence and mandate for data collection)
- are elaborated by qualified and committed staff (staff involvement),
- are based on sound methodology and quality standards and periodic quality reviews (quality of the products),
- seek to use the most recent technical solutions in optimising and controlling processes (efficient and transparent procedures and processes)
- introduce policy of continuous improvement of KAS services, processes and product (continuous improvements)
- ensure privacy of data providers and the confidentiality of the information we provide, and its use only for statistical purpose (statistical confidentiality)
- act as coordinator of Statistical System of Kosovo and supporting ONAs by providing harmonised standards for the NSS (coordination and harmonization).

## 0. TOTAL QUALITY MENAGMENT

### 1. Continuous interaction/dialog

- 1.1 Strengthen communication with users
- 1.2 Improve dissemination channels
- 1.3 Establish metadata system
- 1.4 Monitoring users satisfaction/needs

### 2. Professional independence and mandate for data

- 2.1 Further strengthen the legal framework of KAS
- 2.2 Strengthen the corporate culture on confidentiality

### 3. Staff involvement

- 3.1 Continuous education of staff
- 3.2 Monitoring staff satisfaction
- 3.3 Monitor internal communication and cooperation

### 4. High quality of statistical products

- 4.1 Monitor quality in statistics
- 4.2 Report on quality
- 4.3 Review and improve product quality

### 5. Efficient and transparent procedures and processes

- 5.1 Establish a common process and monitoring work of interviewers
- 5.2 Increase the use of electronic devices for data collection
- 5.3 Increase the use of administrative and other data sources to reduce reporting burden
- 5.4 Development and implementation of Generic Statistical Business Process Model (GSBPM)

### 6. Continuous improvements

- 6.0 Continues improvements

### 7. Statistical confidentiality

- 7.1 Strengthen implementation of confidentiality principles
- 7.2 Straighten confidence of key data providers on the implementation of statistical confidentiality

## **8. Coordination and harmonisation**

8.1 Improve visibility to ONAs and the National Statistical System on its website,

8.2 Share statistical standards relevant for producing Official Statistics, such as classifications

8.3 Establish a specific Coordination Committee to assess compliance with criteria required to qualify as a producer of Official Statistics

The quality management strategy is seen by KAS as an open document and a subject of update. TQM requires continuous improvement. Dealing with quality and its improvements will be the continuous challenge for KAS in which all employees will be included. The following describes planned activities and projects in different TQM areas.

### **1. Continuous interaction/dialog with users**

As the user needs are the most important for further system development, the work of KAS will be focused on meeting those needs, which will be achieved by strengthening communication with users and reaching agreement with the most important users and producers of XK official statistics and by developing interaction/dialog with users on continuous basis.

Different users such as the business, the government bodies, media, researchers, students and the public in general need different types of statistics.

In this regards, KAS will organize seminars, roundtables, conferences and all other forms of communication in order to achieve a realistic assessment of user needs for official statistics. KAS will also organize trainings and other events to raise awareness regarding Official statistics and the importance of statistics, in general, to government institutions, students and private businesses.

KAS will continue with regularly and systematically monitoring users' needs by conducting a general and specific User Satisfaction Surveys, analysing results and draft plans for improvements.

According to Dissemination Strategy the KAS strive to improve interaction / dialogue with users. Through meetings and focus group interviews with stakeholders the KAS expects to obtain knowledge about the needs and competences of different user groups.

Communication with users is conducted with the purpose of understanding their needs. Development of user-friendliness is based on usability testing, surveys and interviews. User satisfaction is monitored on a regular basis and is systematically followed up. Results and actions plans are published on the web site. Data on the use of statistics is analysed (web analytics).

### **1.1 Strengthen communication with users**

KAS's goal is to establish a systematic dialogue with all users of official statistics. This includes setting up a coordination and cooperation with the institutions that are source and at the same time are users of KAS data. For the realization of this goal, KAS will hold meetings with different users according to certain interest groups in order to identify the needs for new statistical data and to increase the quality according to the requirements of the users.

Coordination and cooperation with users has reached a satisfactory level especially with regular meetings held by the Statistical Council, represented by many governmental and non-governmental institutions.

KAS maintains regular contacts with the users of national accounts. These contacts are organized on a regular basis before publishing the results. KAS also holds meetings according to the requirements of the users, respectively with certain interest groups, in order to identify and meet the needs of the users.

As stipulated in the law, KAS has a Statistical Council whose members are users and other stakeholders of official statistics. Under the umbrella of the Statistical Council, KAS has established working groups at the subject-matter level. For example, in the area of economic statistics, user groups are active in national accounts, government finance, energy statistics, tourism statistics, external trade statistics, manufacturing statistics, and statistical business register.

Therefore, KAS will strengthening the relations with users by systematically establishing such working groups for all important thematic areas and by holding regular meetings. This will allow monitoring the relevance and utility of existing statistics, to better understand the needs of users and to get feedback about users' experiences with the statistical products and emerging needs and priorities. The user orientation that is expressed in the establishment of user groups is an important means of quality management and ingredient of continuous improvement.

Also, KAS will work on the development of stronger relations with academia by widening its service of access to data including anonymised micro-data for research purposes, by offering internships to students, and by incurring cooperation in conducting joint analyses.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"> <li>➤ Strengthen communication with different users' groups</li> <li>➤ Establish more subject-matter working groups</li> <li>➤ Develop stronger relations with academia and research institutions</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increased number of held meetings with different users' groups</li> <li>➤ Increased number of conducted trainings and other events to raise awareness regarding Official statistics</li> <li>➤ Increased number of established subject-matter working groups</li> <li>➤ Increased a number of prepared micro-dana in safe environment for researchers</li> <li>➤ Increased a number of analysis conducted jointly by KAS and academic staff</li> </ul>

## 1.2 Improve dissemination channels

The redesigned KAS website as a main channel for dissemination of KAS products is launched with support of SIDA (Swedish International Development Agency) where lot of publication is available free of charge in triangular manner (in Albanian, Serbian and English). The database platform called "ASK Data" is created where users can create tables and extract data in user's friendly manner. All disseminated products should be made from this database in the future to meet the requirements of government, non-governmental and international users.

The advancement of the KAS website will continue in order to meet user needs for statistical data and for easier access for users. KAS also appointed a communication officer to serve as focal point for the media.

All publications and press releases are systematically published in Albanian, Serbian and English, allowing large international visibility. Beside the News Releases and Statistical reports which are regularly used for presenting results of statistical surveys, the KAS is developing the interactive way for presenting results of statistical surveys by offering the users the tools necessary for selecting and presenting exactly the data they need. Using new methods for presenting statistical information, the data would be accessible easily; attractive and interactive (i.e. the users individually select the parameters for presenting the data).

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"> <li>➤ Increase a number of statistics in database 'ASK Data'</li> <li>➤ Enriching the website with all modern tools of statistical data dissemination</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increased the number of available data in database 'ASK Data'</li> <li>➤ Increase the number of statistics that use modern and figure explanations, modern forms of tables and graphs</li> </ul>

### 1.3 Establish metadata system

KAS plan to develop a centralized harmonized metadata system in line with the recommendations of the Euro SDMX Metadata Structure and the ESSS (ESS Standard Quality Report Structure) which will enable the generation of metadata and quality reports at the Eurostat database.

Metadata reports in the ESMS format are currently available for 36 products (metadata) while in 2019 is expected to complete the documentation of all new statistical products under the Programme 2018-2022.

ACTIVITIES	INDICATOR
➤ Develop a central harmonized metadata system	➤ Increase metadata documentation for as many statistical products possible

### 1.4 Monitoring user satisfaction/users needs

The user orientation that is expressed in the monitoring users' needs is an important means of quality management and ingredient of continuous improvement. Therefore, contacts with data users are essential to assess the quality and to measure user satisfaction in order to improve the quality and to develop statistical contents. This will also allow us to monitor the relevance and utility of KAS statistics, to better understand the needs of users and to get feedback about users' experiences with the statistical products and emerging needs and priorities.

KAS has already conducted the USS for users focus groups in October 2014 and under MB IPAs PPs work, that are, two general USS were carried out in July 2017 and 2019. Results from USS are available on the KAS website. The Action Plan following users' expectation based on USS results were analysed and included in the Annual Plan of Official Statistics of Kosovo respectively.

In forecoming period, KAS will continue its work on monitoring users' needs by conducting a general and specific User Satisfaction Surveys (USS), analysing results and making plans for improvements based on users' feedback. Next USS is planned to be conduct in 2020.

ACTIVITIES	INDICATOR
➤ Monitor regularly user satisfaction ➤ Identify improvement actions based on users' feedback	➤ Increased number of satisfied users



## 2. Professional independence and mandate for data collection

The legal framework of the Statistical System of Kosovo – primarily the Law on Official Statistics (LOS) - is comprehensive and covers the main areas governing official statistics. Entered into force in 2011, it has benefited from drawing on other national and international models. The principles governing official statistics in Kosovo as provided in article 3 are well aligned with the CoP. Article 6 of the Law provides that: “KAS is an independent professional institution and the carrier, disseminator and coordinator of the statistical system of Kosovo, acting within the framework of the Prime Minister’s Office.”

Following the entry into force of the LOS in 2011, KAS proposed further amendments in 2016 in order to align the legislation with the CoP, and in particular with indicators related to the principle of professional independence.

As provided in the LOS, a Programme of official statistics is drafted by KAS with the recommendation of the Statistical Council for five years and in accordance with the Statistical Programme of European Union.

KAS has clear mandate for data collection as stipulated by the Law on Official Statistics. Also has a mandated to access and use of administrative data for statistical purposes.

### 2.1 Further strengthen the legal framework of KAS

The amendments of the LOS are under discussion. In relevant articles is clearly declared that the KAS has the general responsibility for the production of Official Statistics and other issues provided by the Program of Official Statistics.

Methods, classifications and standards used by ONAs shall be determined by KAS in accordance with Program of Official Statistics and the Annual Plan. The required revision of the Kosovo LOS is to preserve the professional independence of the KAS and state that the head of the Agency has sole responsibility for deciding on statistical methods, standards and procedures, while expanding her/his mandate to a longer period than currently.

However, the world is very dynamic and KAS should be in the same line in order to meet its needs for data sources. Therefore, the KAS will ask for specific provisions in LOS on the right to be involved in the design of administrative registers which are or may be used for statistical purposes, and be consulted on changes to and termination of such administrative registers and records.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"><li>➤ The amendment of Law on Official Statistics</li></ul>	<ul style="list-style-type: none"><li>➤ Specific provisions that the head of the KAS has sole responsibility for deciding on statistical methods, standards and procedures</li><li>➤ Specific provisions on the right of the Kosovo Agency of Statistics to be involved in the design of administrative registers</li></ul>

## 2.2 Strengthen the corporate culture on confidentiality of KAS

Several institutional arrangements are in place to protect confidential data from the technical and legal point of view. For example, confidentiality is ensured explicitly in the LOS and other legislation related to data protection in Kosovo. Also the technical measures have been taken in order to protect data by appropriate IT measures.

When staff are employed by KAS, they are obliged to respect the confidentiality matter by signing the contract (a specific provision within the contract) also all instruction are given face to face by personnel manager at KAS. Additionally, KAS will create a document for new KAS staff where they are required to sign a special commitment to confidentiality during KAS employment.

ACTIVITIES	INDICATOR
➤ Implemented confidentiality declaration by employees	➤ Signed confidentiality declaration by employees

## 3. Staff involvement

It is well-known that a high-quality products depend on qualified and motivated staff, as well as on adequacy of all resources for development, production and dissemination of national and international statistics. KAS, as a young NSI, is facing an important shortage of resources to be able to fulfil its national and international obligations, such as the National Programme for Stabilisation and Association Agreement (SAA) with the EU. Therefore, for KAS is of paramount importance to increase the resources allocated, since without an adequate resource level, KAS faces the risk not being able to fulfil its obligations regarding national needs in official statistics as well as in the EU agenda. However, the resources is beyond KAS control and completely depends on the government approval, therefore would not be elaborated further in this document.

Flexibility of the staff members and their openness for changes is viewed as very important to the efficient and timely production of statistics. The implementation of a process-oriented organisation within the KAS could support these features and may lead to a job enrichment for all staff members. Transferring positions from regional offices to headquarters is also one of opportunity to increase staff level, however, its depends on modernisation of data collection in office so it will be possible on longer run and some administrative limitation (also partly out of KAS control).

Therefore, KAS will give high priority in coming years on increasing the competence and skills of its staff by developing an internal training programme in addition to extensive

training already provided by international organizations and also on increasing staff satisfaction.

KAS will also working on improving communication and cooperation skills (teamwork) among employees on horizontal and vertical level. All employees are aware that each task needs to be addressed professionally and impartially and that they need to work and act cooperating with others.

### **3.1 Continuous education of KAS staff**

Since 2001, KAS has increased its skills through intensive training by Eurostat participating in different horizontal activities as well as long term training in many subject matter areas considered with priorities for KAS. Additionally, KAS benefit from institutional cooperation with other international organisations in the field of statistics such as Statistics Sweden (SCB/SIDA), IMF, World Bank and other organisations to support KAS in increasing the capabilities and skill to the level of European statistics. Training is being received from foreign experts in national accounts, agriculture statistics, business statistics, social statistics, IT, quality, and metadata, dissemination, management, etc.

Currently, in Kosovo there is not any institution (public school or private company) that can provide the statistical training for KAS staff due to lack of competences except for the activities related to public common services as financial, procurement, human resources, IT, etc.

Therefore, KAS will intensively working on developing an internal training programme in coming years as resources allow. There is a plan to established core team and training modules (for general and more specific topics). At first a specific training module for newcomers for newcomers, in particular on issues such as confidentiality, legal system, methodology, quality reporting, survey procedures and other internal organisation to make sure that all staff is well informed of the rules under which they will operate as KAS staff members. Whereas on subject matter areas, training modules are also plan to be developed following stepwise approach..

Participation of KAS staff on external trainings organised by Eurostat and other international organisation will also continue. KAS will introduce practice that every staff member who has participated in a training event outside KAS (ESTP, IPA training, conferences, traineeships and other types) will have obligation to present the knowledge that s/he has acquired to relevant colleagues at KAS and ONAs, in the form of an internal seminar (this is already applying to some extend).

#### **ACTIVITIES**

- Establish core team and training modules for internal trainings
- Sharing the knowledge gained via external trainings to relevant KAS staff
- Continue with participation in a training event outside KAS

- A first general training module for newcomers established
- Developed training modules for subject matter areas
- Increase the number of internal seminars/trainings organized by KAS staff involved in external trainings

### **3.2 Monitoring staff satisfaction**

KAS is aware that the quality of results and satisfied users depend to a great extent on the motivation and the professionalism of their employees. The staff is also the main and most expensive resource in an NSI. Therefore, skills, training, and motivation become very important. To attract and keep competent staff, it is vital to satisfy staff needs. That is the main reason why it is important to measure the appreciation/ perception from the staff point of view.

In order to increase the motivation and satisfaction of the staff, it is necessary to collect opinions and problems of the staff in regular intervals. KAS is aware that the sense of satisfaction and happiness at work is something that every individual will define differently.

In this regards, KAS plan to increase the satisfaction and the engagement of its employees with introducing simulative measures. Unsatisfied employees are interested to leave the work and in that particular case the sources invested in that employee earlier will be used irrationally and perhaps unprofessionally used. Therefore, in order that the KAS functions optimally it is necessary to control and maintain staff satisfaction, because the working performance in the whole rests on the effective use of human resources.

KAS is aware that conducting of SSS to measure staff satisfaction is very important element of quality management system since competent, professional and motivated staff is the key factor on which the quality of statistical output and services lay out.

In order to increase staff motivation and staff satisfaction KAS conducted the first staff satisfaction surveys (SSS) in August 2018 (under MB IPA 2014) with 48% response rate, mostly such low due to non-appropriate survey timing (fell during summer vacation time). The main objectives of the first SSS were:

- To measure the level of staff satisfaction with their superiors;
- To measure the level of staff satisfaction with the environment and working conditions, and how satisfied they are with hygiene within KAS facility;
- To measure the satisfaction of the staff with the assessment by their superiors, relationships with their peers;
- On how satisfied the staff is satisfied with the information regarding events occurring in KAS.
- Where do KAS staff see themselves in the next 5 or 10 years, so their plans, etc.

The results gained from this first survey were the basis for concrete KAS action plan. All staff members have been informed about the results and associate action plan regarding improvement of staff satisfaction in coming years.

The Management Board of the KAS will take into account in future all issues arising from each SSS round with a series of action plans to improve its staff satisfaction by meet the staff

needs to possible extend (according to available resources).

ACTIVITIES	INDICA TOR
<ul style="list-style-type: none"> <li>➤ Conduct staff satisfaction surveys on regular intervals</li> <li>➤ Adopt an action plan to improve the staff perception following each SSS</li> <li>➤ Inform staff on SSS results and plan adopted</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increased a level of satisfied staff (in %)</li> </ul>

### 3.3 Monitor internal communication and cooperation

Communication is one of the main functions of KAS and its importance should be continually emphasized. It is the process of transferring information, ideas, thoughts, opinions, and plans between different organizational units on a horizontal and vertical level.

Good relations among employees are not possible without communication, therefore good and efficient communication is an integral part of human relations, and as such curtail measure for successful management of statistical processes within KAS.

Additionally, communication is an essential tool of motivation that can improve KAS staff morale. Inappropriate or inadequate communication among or between employees and the KAS management can be a major cause of conflict and low morale.

The recent SSS results showed that the cooperation in KAS is not at the required level. Same states for communication between KAS departments that is found to be at very low scale.

The information should normally flow from the highest level (managerial level) to all staff in office, therefore KAS will identify appropriate communication channels for that purpose. They will also find the adequate measures to improve cooperation between KAS staff in different departments.

ACTIVITIES	INDICA TOR
<ul style="list-style-type: none"> <li>➤ Improve internal communication channels</li> <li>➤ Improve communication among staff</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increased level of satisfied staff with communication in office (in %)</li> <li>➤ Increased level of satisfied staff with cooperation in office (in %)</li> </ul>

## 4. High quality of statistical products

Statistics should comply with the international quality standards and serve the needs of various users such as business, the government bodies, media, researchers, students and the public generally.

The important issues concern the extent, to which the statistics are relevant, accurate and reliable, timely, coherent, comparable across regions and countries, and readily accessible by users. In this regards the “Product Quality” will be regularly measured through metadata, users and producer oriented reports accompanied with quality and performance indicators where appropriate in line with Eurostat metadata and quality requirement, and national adopted practice. KAS and other official producers will regularly report on data quality to our national and international users and made them public in all official languages including English.

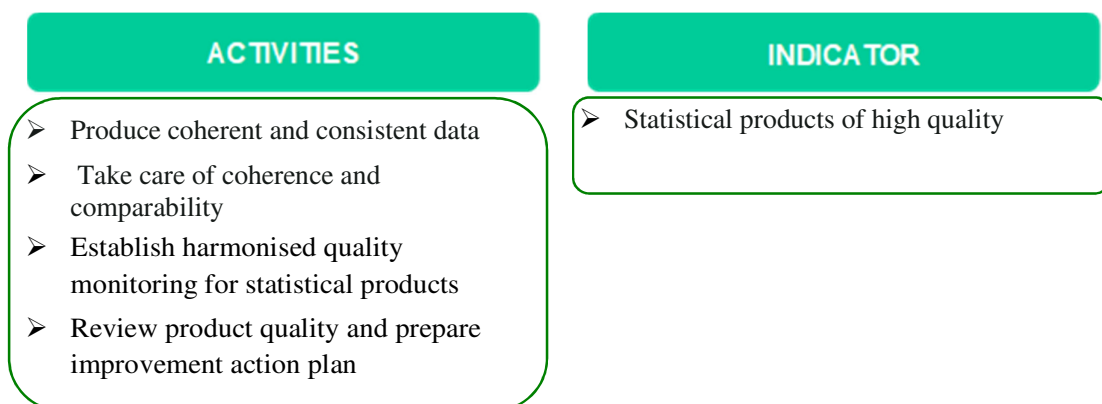
### 4.1 Monitor quality in statistics

The high quality of statistical products certainly is a main issue in the implementation of a TQM strategy. First of all, because statistical products are the main outputs of any NSI, and secondly, the various aspects dealing with the evaluation of the quality of the products have many relations to the other dimensions of a TQM system.

Thus, relevant and timely data increase user satisfaction, high-quality products increase the staff satisfaction, efficiency in the production process supports the product quality.

Monitoring the quality of statistical information is not at all a new task. All the different criteria that comprise the bundle of quality indicators have always been observed in the production of official statistics. There are several reasons, however, why a system of quality indicators laid down in regular quality reports provide new insights and is of instrumental help both to users and to data providers:

- An overall concept of quality in statistics does not only cover criteria for the evaluation of the statistical data as such; it also considers users’ requirements and informs how statistical data are made available.
- An overall concept of quality comprises criteria such as coherence, harmonisation and comparability, which underline the need of a systems perspective.
- A system of quality criteria and indicators provides the data producer with a handbook that can be used as a guideline for permanent quality checks.
- A system of quality indicators provides the user with the necessary and relevant meta- information.



## 4.2 Report on quality

Quality reports are an instrument to observe a relevant set of quality indicators over a period and to locate potential fields of necessary improvements.

KAS has already submitting quality reports, using templates prescribed for each statistical area by an appropriate Eurostat's organizational unit when required. Additionally, the standard template based on the ESMS and ESQRS structures was developed within pilot projects funded by EU. Currently, around 34 ESMS based reports are published on KAS' website under the domain "Metadata" and around 10 quality reports following ESQRS structure.

Template for quality reports was developed by KAS using the single integrated SIMS structure of ESMS and ESQRS. During two EU supported project, IPA 2014 and IPA 2015, strong links between quality reporting and a metadata system were established on matters related to the collection and storage of metadata to be automatically populated from the KAS Metadata System when it will be fully developed and operational. This system is tested for producing both, Metadata (ESMS) and Quality report (ESQRS) and IT solutions is developing to support more efficient storage and reuse of quality reports to avoid any duplication of work.

The role of quality reporting will be further pointed out in the upcoming period in order to provide users of statistical data with the access to appropriate metadata that describe the quality of the statistical results with a view to a proper interpretation and use of the statistical data.

The clear strategy exist in KAS to increase the number of its ESMS based reports in the forthcoming period to cover all surveys/indicators and also to improve the quality reporting by producing more ESQRS based reports and also to ensure the consistent approach of own staff in calculation of QPI within Office by conducting internal trainings.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"><li>➤ Prepare quality reports by following SIMS v.2 structure (ESMS and ESQRS where relevant)</li><li>➤ Prepare guide for quality reporting following SIMS v.2 structure</li><li>➤ Prepare quality guidelines</li></ul>	<ul style="list-style-type: none"><li>➤ Increased number of quality reports following SIMS v.2 structure (ESMS and ESQRS where relevant)</li><li>➤ Guide for quality reporting following SIMS v.2 structure</li><li>➤ Quality guidelines</li></ul>

### 4.3 Review and improve product quality

Procedures for internally monitoring and reviewing the quality of the statistical products in KAS are in the responsibility of the corresponding production unit. KAS experienced the quality reviewing only from external experts.

KAS is aware that the CoP requires that statistical authorities should regularly review their key statistical outputs, in order to assess the quality of the statistical processes and the products. The plan exist to introduce self-assessment and/or quality auditing, though these have not yet been put into effect due to lack of resources. The position of Internal Auditor still not added to the organisational chart of KAS

In this regards, KAS plan to introduce auditing methods and tools for regularly reviewing the quality of statistical products and processes in order to improve the quality and cost-efficiency.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"><li>➤ Introduce quality auditing</li><li>➤ Test quality auditing to selected products</li><li>➤ Prepare quality auditing report</li><li>➤ Prepare and implement improvement actions</li></ul>	<ul style="list-style-type: none"><li>➤ Quality audits guide</li><li>➤ Number of tested quality audits</li><li>➤ Number of prepared audit reports</li></ul>

## 5. Efficient and transparent procedures and processes

The credibility of the statistics is enhanced by a reputation for good management and efficiency. The relevant aspects are appropriate statistical procedures, non-excessive burden on respondents and cost effectiveness. European and other international standards, guidelines and good practices are fully observed in the processes used by the KAS and other producers of official statistics to develop, produce organise, collect, process and disseminate Official Statistics.

Statistical processes will be routinely monitored and revised. Revisions will follow standardised, well-established and transparent procedures. The range and detail of Official Statistics demands is limited to what is absolutely necessary.

Therefore, KAS will establish processes to monitor and control the work of the interviewers who conduct the data collection. The focus will be on aspects like impartiality, confidentiality, and relevant quality dimensions. Results of this monitoring will be used for improvements of the data collection processes.

The use of electronic devices for data collection is planned to be significantly increase in forecoming period. KAS will be engage more in the development of an electronic data



collection system such as CAPI, CATI, and e-questionnaires in order to gain efficiency and increase data quality.

Also, KAS will be engage in the development of modules of the GSBPM in order to increase the cost-effectiveness of the statistical processes and to enhance the quality of the statistical products. In this regards appropriate statistical procedures will be developed and implemented throughout the statistical process in the designing, development, production and disseminating data from different sources such as survey designs, sample selections and estimation methods, administrative or other data.

## 5.1 Establish a common process and monitoring work of interviewers

KAS collects the data by its own staff in the seven regional offices which are located in the biggest cities of Kosovo as well as by private company. The staff in the regional offices are trained by head quarter office and enriched with experience on interviewing households or respondent units who conduct face-to-face interviews. Before the field work enumerators are trained, in both cases (enumerators of private company) and regional office officers who perform as enumerator. Each subject matter unit does the control of the fieldwork in cooperation with the regional offices.

Persons involved in controlling the fieldwork process make a report and give feedback to enumerators and to the survey management team. In general, the response rates both in household and business surveys are at a level of about 80%.

Data collection is organized by involvement of the regional organization of KAS; the staff of the seven regional offices includes trained and experienced interviewers who conduct face-to-face interviews. In general, the response rates both in household and business surveys are at a level of about 80% which is quite satisfactory.

However, KAS plan to improve the monitoring of the work of interviewers and strengthen the control and performance in a systematic manner. This refers to aspects like the behavior of the interviewers in general and to quality dimensions in particular. Interviewers should be well trained about and aware of the importance of confidentiality.

Procedures for controlling the work of interviewers will be systematically implemented; analyses of the documentation of these activities will be used for improvements of the data collection processes.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"> <li>➤ Define procedures for controlling the work of interviewer</li> <li>➤ Improve training focused on enumerator's behaviour, confidentiality issues, and quality dimensions</li> <li>➤ Improve the data collection processes by interviewing</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increased the quality of raw data</li> <li>➤ Increased response rate</li> <li>➤ Increased level of satisfied respondents</li> </ul>

## 5.2 Increase the use of electronic devices for data collection

Data collection of KAS is mainly done through face-to-face interviews. The use of electronic devices for data collection such as tablets and the development of data collection processes like CAPI, CATI, and e-questionnaires are at an early stage. For example, KAS has an agreement with the World Bank to carry out surveys using tablets and the Survey Solutions software.

The systematic procedures for examining the potential for further applications of electronic data collection doesn't exist. Web-based data collection from enterprises preserves confidentiality, reduce the form-filling burden, and increase the efficiency of the statistical processes.

Therefore, KAS plan to increase the use of electronic devices for data collection following stepwise approach. There is a plan to develop of an electronic data collection system such CAPI, CATI, and e-questionnaires in forecoming period. All these measures would increase the cost-effectiveness of data collection and the production of higher quality statistics.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"><li>➤ Develop and use web-based data collection (CAWI) for business/household surveys (where appropriate)</li><li>➤ Develop and use CATI for business/household surveys (where appropriate)</li><li>➤ Develop and use CAPI for household surveys and method for combining CATI/CAPI (where appropriate)</li></ul>	<ul style="list-style-type: none"><li>➤ Define procedures for controlling the work of interviewer</li><li>➤ Improve training focused on enumerator's behaviour, confidentiality issues, and quality dimensions</li><li>➤ Improve the data collection processes by interviewing</li></ul>

## 5.3 Increase the use of administrative other data sources to reduce reporting burden

Using the provision of the LOS, KAS has developed in a short period of time an extensive use of administrative data and already signed more than 15 memoranda of understanding with various providers of administrative data, corresponding to almost 30 administrative series. KAS has developed close cooperation with these providers of administrative data via working groups to exchange on the technical characteristics of these sources.

The extensive use of administrative data one of the strengths of KAS. As the KAS is in the process of gradually extending the use of administrative data, especially in the area of social and demographic statistics, the KAS will strengthen its position with specific provisions in the LOS on the right to be involved in the design and development of administrative data.

Moreover, the one of a strategic goal of KAS is to use administrative and other data sources whenever possible to avoid duplicating requests for information.

Also, KAS decided to start with monitoring the response burden and after set the targets for its reduction over time. The reporting burden is to be spread as widely as possible over survey populations.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"> <li>➤ Increase the use of administrative and other data sources for statistical purposes</li> <li>➤ Improve the cooperation with owners of admin and other data sources</li> <li>➤ Measure and monitor response burden</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reduce the costs of statistical data production</li> <li>➤ Reduce response burden of the respondents</li> <li>➤ Number of signed agreement with owners of admin and other data source</li> </ul>

#### 5.4 Development and implementing of national Generic Statistical Business Process Model (GSBPM)

KAS took several steps in recent years to modernise the statistical processes in the organisation. These steps are related to the planning cycle and monitoring the statistical process within a given period of time. In addition KAS has implemented the SIPK (System for recording time spent on each activity by employees) system, where are distributed all the GSBPM phases in order to harmonise the statistical processes. This has shown cost effectiveness in statistical processes by applying common approach on the level of organisation.

However KAS is seeking to increase the cost-effectiveness of the whole statistical processes and naturally to enhance the quality of outputs.

Within KAS, a general concept for the design of the statistical process, like the GSBPM, has not been implemented uniformly so far. GSBPM provides a standard framework and a harmonised terminology to help statistical organisations to modernise their statistical production processes, as well as to share methods and components. The GSBPM can also be used for integrating data and metadata standards, as a template for process documentation, for harmonising statistical computing infrastructures, and for providing a framework for process quality assessment and improvement. The GSBPM has been successfully used by statistical organisations as a framework to develop systems for the statistical production. It forms an essential part of Eurostat's work for implementing the ESS vision of better harmonisation and integration of statistical business processes and the importance of metadata management.

KAS sees a substantial potential for improvements of both the statistical processes and the quality of the statistical products by implementing elements of GSBPM.

As a first step, the existing statistical processes have been mapped against GSBPM, and recently GSBPM v.5.1 has been introduced in KAS (within MB IPA 2015 PP work) in order to be implemented. The use of GSBPM modules will increase the cost-effectiveness of the KAS statistical processes and potentially enhance the quality of outputs.

KAS also plan to develop a harmonized methodology for editing and imputation which is appropriate for all data collection processes within KAS in order to simplify the data editing processes, improves the quality of the data, and reduces the efforts for the training of staff.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"> <li>➤ Prepare a national adjusted version of GSBPM</li> <li>➤ Prepare a template for process documentation</li> <li>➤ Prepare guidelines for monitoring the quality of statistical processes</li> <li>➤ Provide framework for improvement of statistical processes</li> <li>➤ Develop the harmonized methodology for editing and imputation</li> </ul>	<ul style="list-style-type: none"> <li>➤ National adjusted version of GSBPM</li> <li>➤ Increase the number of completed templates for statistical surveys</li> <li>➤ Quality guidelines for monitoring of statistical processes</li> <li>➤ Methodology for editing and imputation</li> <li>➤ Improved the quality of statistical process</li> </ul>

## 6. Continues improvements

TQM is as an ongoing process with the objective of continuous improvement.

Continuous improvement of the quality management system is one of the basic tasks of the KAS, which should be fulfilled by applying the defined Quality Strategy, by continuously monitoring and analysing the results of measuring processes and services, monitoring the achievement of quality goals, internal audits, applying preventive and corrective actions and regular system assessments of the Management Board.

Concrete projects and measures for goal achievement will be defined by KAS and implemented in each of the TQM areas specified.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"> <li>➤ Continues improvements</li> </ul>	<ul style="list-style-type: none"> <li>➤ Prepare and implement improvement actions</li> </ul>

## 7. Statistical confidentiality

Although the framework for ensuring confidentiality is largely in place, KAS considering that the implementation of confidentiality principles could be strengthened especially towards its main data providers. While confidentiality is described in the dissemination policy, there is no separate confidentiality policy established in KAS.

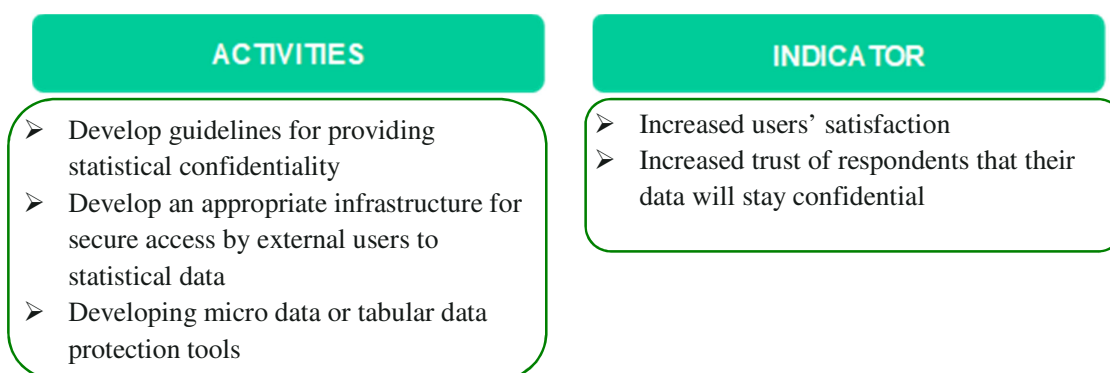
KAS informs respondents about confidentiality of data provided, in letters to its survey respondents, and in the MoUs with providers of administrative data. However, KAS decided to take further measures in assuring and actively informing its providers of administrative data on how confidentiality principles are implemented and also making sure that feedback given to providers of administrative data respect confidentiality. KAS expect with these measures to reduce the risk of disclosure of confidential data and strengthen the image of KAS towards its data providers and users.

### 7.1 Strengthen implementation of confidentiality principles

KAS will be harmonised with other institutions in terms of respecting the confidentiality matters on two dimensions, by KAS staff to sign a specific declaration on the confidentiality issue (see more under point 2.2 of this strategy) and the second dimension is regarding the data protection for administrative providers and accessibility of KAS data. KAS will take necessary measures and actively making sure that feedback given to providers of administrative data respectively confidentiality. Additionally, KAS will guarantee the key data providers that statistical confidentiality will be enforced. (European Statistics Practice Code, Principle 5).

Therefore, KAS plan to establish a policy on confidentiality which will focus to:

- Develop guidelines for providing statistical confidentiality both for micro data and tabular data.
- Develop an appropriate infrastructure for secure access by external users to statistical data.
- Provide methodological support for providing statistical confidentiality and developing micro data or tabular data protection tools.



## 7.2 Straighten confidence of key data providers on the straight implementation of statistical confidentiality

The privacy of data providers (households, enterprises, administrations and other respondents), the confidentiality of the information they provide and its use only for statistical purposes is absolutely guaranteed by the LOS where penalties are prescribed for any wilful breaches of statistical confidentiality.

The confidentiality policy is made known to the public as a part of the Law. All necessary regulatory, administrative, technical and organisational measures should be improved to ensure the physical and logical protection and transmission of data, in accordance with the general information technology security framework.

Ordinance on strict protocols that will be applied to external users accessing statistical microdata for research purposes will be drafted and made public in official languages including English.

ACTIVITIES	INDICATOR
➤ Prepare and adopt Ordinance on strict protocols to external users accessing statistical microdata for research purposes	➤ Ordinance on protocols to external users accessing statistical microdata for research purposes

## 8. Coordination and harmonization

Several mechanisms are in place to facilitate the coordination of the statistical system in Kosovo. The Law on Official Statistics defines the statistical system with KAS has by LOS the leading role in the coordination of the Statistical System of Kosovo. The Other National Authorities (ONA) includes the CBK, MoF and other authorities authorised in the five-year Programme of Official Statistics.

The KAS role is to ensure the coordination and harmonisation of the production, development and dissemination of Official Statistics at their respective national and European levels. The KAS and ONAs actively cooperate within the partnership of the European Statistical System so as to ensure the production, development and dissemination of national statistics in line with EU.

KAS coordinate the statistical activities of all ONAs, in particular the statistical programming and reporting, quality monitoring, methodology, data transmission and communication on the statistical actions with European and international organisation and various donors. Responsibility for harmonization of official statistical in the way that overall methodological

framework used for Official Statistics in Kosovo should follow European and other international standards, guidelines, and good practices is one of the KAS many tasks.

The coordinating role of KAS is planned to be reinforced by establishing coordination committee to improve the aspect of coordination, and to systematically monitor the compliance of ONAs, sharing statistical standards relevant for production of Official Statistics, such as classifications, and giving visibility to the Statistical System of Kosovo on KAS website.

The Peer Review Team considers that a mechanism should be established, possibly a coordination committee attached to the Statistical Council, to improve this aspect of coordination, and to systematically monitor the compliance of ONAs.

### **8.1 Improve visibility to Other National Authorities (ONAs) and the National Statistical System on its website**

KAS will, in line with good practice, set up dedicated webpages for ONAs in order to increase visibility of the Statistical System of Kosovo.

In this way, a dedicated link will be create to contribute on sharing information of ONAs interest (linking their webpages on KAS webpage).

ACTIVITIES	INDICATOR
➤ Set up dedicated ONAs webpages to KAS website	➤ ONAs visible on KAS website ➤ Increased ONAs visibility and NSS

### **8.2 Share statistical standards relevant for producing Official Statistics, such as classifications**

By the LOS, part of the coordination role of KAS is to define a suitable methodology and a set of statistical standards to be used for the production of official statistics.

In this regards, KAS plan to provide information to ONAs on the latest standard classifications used on the official production statistics and to post it on its website in order to meet its role and supporting the ONAs regarding standards within the Statistical System of Kosovo.

ACTIVITIES	INDICATOR
➤ Prepare and develop tools for sharing relevant statistical standards for ONAs	➤ Relevant statistical standards for ONAs on KAS website

### 8.3 Establish a specific Coordination Committee to assess compliance with criteria required to qualify as a producer of Official Statistics

The article in the LOS defining producers of Official Statistics in the statistical work programmes. However, the criteria to qualify as a producer of Official Statistics are not clear. However, without clear criteria it is not possible to evaluate the compliance of ONAs towards such criteria.

In this regards, KAS will clarify the definition of Official Statistics by defining a set of criteria based on the CoP and establishing a mechanism to systematically evaluate compliance with these criteria by all relevant ONAs. A list of criteria for what is defined as official statistics as an input for discussion with other stakeholders will be drafted.

A specific Coordination Committee, possibly attached to the Statistical Council, could be established with the mandate to assess compliance with criteria required to qualify as a producer of Official Statistics.

ACTIVITIES	INDICATOR
<ul style="list-style-type: none"><li>➤ Definition of Official Statistics by defining a set of criteria based on COP</li><li>➤ Establish the Coordination committee</li></ul>	<ul style="list-style-type: none"><li>➤ The list of criteria to define the producers of official statistics</li><li>➤ Coordination committee minutes of meeting</li></ul>



### III. QUALITY IMPLEMENTING PLAN

#### 1. TOTAL QUALITY MANAGEMENT (TQM) - ACTIVITIES, INDICATORS AND DEADLINES

	ACTIVITIES	INDICATORS	DEADLINES
1.1 Strengthen communication with users	<ul style="list-style-type: none"> <li>Strengthen communication with different users' groups</li> <li>Establish more subject-matter working groups</li> <li>Develop stronger relations with academia and research institutions</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of meetings with different users' groups</li> <li>Increased number of conducted trainings and other events to raise awareness regarding Official statistics</li> <li>Increased number of established subject-matter working groups</li> <li>Increased a number of prepared micro-data in safe environment for researchers</li> <li>Increased a number of analysis conducted jointly by KAS and academic staff</li> </ul>	<p>December 2019</p> <p>December 2019</p> <p>December 2019</p> <p>Continuously till 2022</p> <p>Continuously till 2022</p>
1.2 Improve dissemination channels	<ul style="list-style-type: none"> <li>Increase a number of statistics in database 'ASK Data'</li> <li>Enriching the website with all modern tools of statistical data dissemination</li> </ul>	<ul style="list-style-type: none"> <li>Increased the number of available data in database 'ASK Data'</li> <li>Increase the number of statistics that use modern and figure explanations, modern forms of tables and graphs</li> </ul>	<p>Continuously</p> <p>Continuously</p>
1.3 Establish metadata system	<ul style="list-style-type: none"> <li>Develop a central harmonized metadata system</li> </ul>	<ul style="list-style-type: none"> <li>Increase metadata documentation for as many statistical products possible</li> </ul>	December 2019
1.4 Monitoring users satisfaction/needs	<ul style="list-style-type: none"> <li>Conducting Users' Satisfaction Surveys</li> <li>Identify improvement actions based on users' feedback</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of satisfied users</li> </ul>	Continuously
2.1 Further strengthen the legal framework of KAS	<ul style="list-style-type: none"> <li>The amendment of Law on Official Statistics</li> </ul>	<ul style="list-style-type: none"> <li>Specific provisions that the head of the KAS has sole responsibility for deciding on statistical methods, standards and procedures</li> <li>Specific provisions on the right of the Kosovo Agency of Statistics to be involved in the design of administrative registers</li> </ul>	Year 2019

(continued)

	ACTIVITIES	INDICATORS	DEADLINES
2.2 Strengthen the corporate culture on confidentiality	<ul style="list-style-type: none"> <li>○ Implemented confidentiality declaration by employees</li> </ul>	<ul style="list-style-type: none"> <li>○ Signed confidentiality declaration by employees</li> </ul>	Year 2019
3.1 Continuous education of staff	<ul style="list-style-type: none"> <li>○ Establish core team and training modules for internal trainings</li> <li>○ Sharing the knowledge gained via external trainings to relevant KAS staff</li> <li>○ Continue with participation in a training event outside KAS</li> </ul>	<ul style="list-style-type: none"> <li>○ A first general training module for newcomers established</li> <li>○ Developed training modules for all subject matter areas</li> <li>○ Increase the number of internal seminars/trainings organized by KAS staff involved in external trainings</li> </ul>	December 2019  December 2022  Continuously
3.2 Monitoring staff satisfaction	<ul style="list-style-type: none"> <li>○ Conduct staff satisfaction surveys on regular intervals</li> <li>○ Adopt an action plan to improve the staff perception following each SSS</li> <li>○ Inform staff on SSS results and plan adopted</li> </ul>	<ul style="list-style-type: none"> <li>○ Increased a level of satisfied staff (in %)</li> </ul>	Continuously
3.3 Monitor internal communication and cooperation	<ul style="list-style-type: none"> <li>○ Improve internal communication channels</li> <li>○ Improve communication among staff</li> </ul>	<ul style="list-style-type: none"> <li>○ Increased level of satisfied staff with communication in office (in %)</li> <li>○ Increased level of satisfied staff with cooperation in office (in %)</li> </ul>	Continuously
4.1 Monitor quality in statistics	<ul style="list-style-type: none"> <li>○ Produce coherent and consistent data</li> <li>○ Take care of coherence and comparability</li> <li>○ Establish harmonised quality monitoring for statistical products</li> <li>○ Review product quality and prepare improvement action plan</li> </ul>	<ul style="list-style-type: none"> <li>○ Statistical products of high quality</li> </ul>	Continuously

(continued)

	ACTIVITIES	INDICATORS	DEADLINES
4.2 Report on quality	<ul style="list-style-type: none"> <li>○ Prepare quality reports by following SIMS v.2 structure (ESMS and ESQRS where relevant)</li> <li>○ Prepare guide for quality reporting following SIMS v.2 structure</li> <li>○ Prepare quality guidelines</li> </ul>	<ul style="list-style-type: none"> <li>○ Increased number of quality reports following SIMS v.2 structure (ESMS and ESQRS where relevant)</li> <li>○ Guide for quality reporting following SIMS v.2 structure</li> <li>○ Quality guidelines</li> </ul>	<p>Continuously</p> <p>December 2020</p> <p>2020-2021</p>
4.3 Review and improve product quality	<ul style="list-style-type: none"> <li>○ Introduce quality auditing</li> <li>○ Test quality auditing to selected product</li> <li>○ Prepare quality auditing report</li> <li>○ Prepare and implement improvement actions</li> </ul>	<ul style="list-style-type: none"> <li>○ Quality audits guide</li> <li>○ Number of tested quality audits</li> <li>○ Number of prepared audit reports</li> </ul>	2020-2021
5.1 Establish a common process and monitoring work of interviewers	<ul style="list-style-type: none"> <li>○ Define procedures for controlling the work of interviewers</li> <li>○ Improve training focused on enumerator's behaviour, confidentiality issues, and quality dimensions</li> <li>○ Improve the data collection processes by interviewing</li> </ul>	<ul style="list-style-type: none"> <li>○ Increased the quality of raw data</li> <li>○ Increased response rate</li> <li>○ Increased level of satisfied respondents</li> </ul>	Continuously till 2020
5.2 Increase the use of electronic devices for data collection	<ul style="list-style-type: none"> <li>○ Develop and use web-based data collection (CAWI) for business/household surveys (where appropriate)</li> <li>○ Develop and use CATI for business/household surveys (where appropriate)</li> <li>○ Develop and use CAPI for household surveys and method for combining CATI/CAPI (where appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>○ Reduce response burden of the respondents</li> <li>○ Reduced cost of data collection for NSI</li> <li>○ Improved timeliness</li> <li>○ Increased level of satisfied respondents</li> <li>○ Increased level of data quality</li> <li>○ Increased level of cost-effectiveness of data collection</li> </ul>	Continuously till 2022

(continued)

	ACTIVITIES	INDICATORS	DEADLINES
5.3 Increase the use of administrative and other data sources to reduce reporting burden	<ul style="list-style-type: none"> <li>○ Increase the use of administrative and other data sources for statistical purposes</li> <li>○ Improve the cooperation with owners of admin and other data sources</li> <li>○ Measure and monitor response burden</li> </ul>	<ul style="list-style-type: none"> <li>○ Reduce the costs of statistical data production</li> <li>○ Reduce response burden of the respondents</li> <li>○ Number of signed agreement with owners of admin and other data source</li> </ul>	Continuously till 2021
5.4 Development and implementation of Generic Statistical Business Process Model (GSBPM)	<ul style="list-style-type: none"> <li>○ Prepare a national adjusted version of GSBPM</li> <li>○ Prepare a template for process documentation</li> <li>○ Prepare guidelines for monitoring the quality of statistical processes</li> <li>○ Provide framework for improvement of statistical processes</li> <li>○ Develop the harmonized methodology for editing and imputation</li> </ul>	<ul style="list-style-type: none"> <li>○ National adjusted version of GSBPM</li> <li>○ Increase the number of completed templates for statistical surveys</li> <li>○ Quality guidelines for monitoring of statistical processes</li> <li>○ Methodology for editing and imputation</li> <li>○ Improved the quality of statistical process</li> </ul>	Continuously till 2022
6.0 Continues improvements	<ul style="list-style-type: none"> <li>○ Prepare and implement improvement actions</li> </ul>	<ul style="list-style-type: none"> <li>○ Improved quality management</li> </ul>	Continuously
7.1 Strengthen implementation of confidentiality principles	<ul style="list-style-type: none"> <li>○ Develop guidelines for providing statistical confidentiality</li> <li>○ Develop an appropriate infrastructure for secure access by external users to statistical data</li> <li>○ Developing micro data or tabular data protection tools</li> </ul>	<ul style="list-style-type: none"> <li>○ Increased users' satisfaction</li> <li>○ Increased trust of respondents that their data will stay confidential</li> </ul>	2020
7.2 Straighten confidence of key data providers on the implementation of statistical confidentiality	<ul style="list-style-type: none"> <li>○ Prepare and adopt Ordinance on strict protocols to external users accessing statistical microdata for research purposes</li> </ul>	<ul style="list-style-type: none"> <li>○ Ordinance on protocols to external users accessing statistical microdata for research purposes</li> </ul>	2020

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	ACTIVITIES	INDICATORS	DEADLINES
8.1 Improve visibility to ONAs and the National Statistical System on its website	<ul style="list-style-type: none"> <li>○ Set up dedicated ONAs webpages to KAS website</li> <li>○ ONAs visibility to KAS website</li> </ul>	<ul style="list-style-type: none"> <li>○ ONAs visibility on KAS website</li> <li>○ Increased ONAs visibility</li> </ul>	2019
8.2 Share statistical standards relevant for producing Official Statistics, such as classifications	<ul style="list-style-type: none"> <li>○ Prepare and develop tools for sharing relevant statistical standards for ONAs</li> </ul>	<ul style="list-style-type: none"> <li>○ A number of shared statistical standards for ONAs</li> </ul>	2019
8.3 Establish a specific Coordination Committee to assess compliance with criteria required to qualify as a producer of Official Statistics	<ul style="list-style-type: none"> <li>○ Definition of Official Statistics by defining a set of criteria based on COP</li> <li>○ Establish the Coordination committee</li> </ul>	<ul style="list-style-type: none"> <li>○ A list of criteria for official statistics</li> <li>○ Coordination committee minutes of meeting</li> </ul>	2020