



## **TWINNING CONTRACT**

**GE 21 NDICI ST 01 23**

### **Further Strengthening of the Georgian Statistical System**

## **MISSION REPORT**

**on**

### **Component 1:**

Methodological soundness in Standards and Classifications in line with the EU requirements enhanced.

### **Activity 1.1.3:**

Roadmap GE application of GSBPM / GAMS0

Mission conducted by

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**Tbilisi, Georgia**

**November 12-15, 2024**

**Version: Final**

## *Further Strengthening of the Georgian Statistical System*

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## List of Abbreviations

- EA = Enterprise Architecture
- EU = European Union
- BC = Beneficiary Country (Georgia)
- C1 = Component 1
- C2 = Component 2
- C3 = Component 3
- Destatis = Statistisches Bundesamt
- ESS = European Statistical System
- GA = Global Assessment
- GAMSO = Generic Activity Model for Statistical Organisations
- Geostat = National Statistics Office of Georgia
- GSBPM = Generic Statistical Business Process Model
- GSIM = General Statistical Information Model
- HR = Human Resources
- MR = Mandatory results
- MS = EU Member State (Finland, Germany, Italy)
- NSDS = National Strategy for the Development of the Official Statistics
- PL = Project Leader
- RTA = Resident Twinning Advisor
- SR = Sub-result
- STE = Short-term Expert
- SWOT = Strengths, Weaknesses, Opportunities and Threats
- ToR = Terms of Reference
- UNECE = United Nations Economic Commission for Europe

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## 1. General comments

This mission report was prepared as part of the EU Twinning Project “Further Strengthening of the Georgian Statistical System.”

Under Sub-result 1.1, “Statistical processes modernised in line with the GSBPM,” of Component 1, information to be used in designing future activities will be gathered. The aim is to achieve a common understanding at the management level of the current production model and situation at Geostat regarding its transition towards a process-oriented model in accordance with the Generic Statistical Business Process Model. Special attention is given to the HR strategy.

Activity 1.1.3 focused on the further development of the GE model for mapping staff skills within the GSBPM framework. This includes creating a comprehensive roadmap for the GE application of the GSBPM model. Additionally, the metadata system and GSIM, as well as GAMS0, were introduced. Finally, the upcoming GSBPM training was planned to ensure all staff are well-prepared and informed.

The consultants would like to express their gratitude to all officials and individuals for their kind support and the valuable information received during the mission, which greatly facilitated their work. The tasks given in activity 1.1.2 were completed, and we were able to build on top of that information in activity 1.1.3.

The views and observations stated in the report are those of the consultants and do not necessarily reflect the views of the EU, the Statistical Office of Georgia, Statistics Finland, Statistics Germany, or Statistics Italy.

## 2. Status at the beginning of the mission

The second mission in October 2024 provided a solid initial understanding of statistical production at Geostat and included mapping according to the GSBPM. We learned about the strategic goals for the coming years, presented best practices in MS, developed parts of an initial HR strategy, and established a concept of change champions to support the implementation.

This was the third mission of Component 1 under Sub-result 1 in the Twinning project. The aim is to achieve a common understanding at the intermediate management level of the current production model and situation at Geostat regarding its transition towards a process-oriented model in accordance with the Generic Statistical Business Process Model

During the previous mission, the BC participants were asked to work on textual descriptions of six selected processes from different statistical domains.

## 3. Status of mission results

The three participating institutes (Georgia, Finland, and Germany) began with Georgia presenting the textual description of the short-term business statistics process arranged according to the

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GSBPM. Similar textual descriptions were provided, but not presented, by five more statistical surveys covering a wide range of statistics. The descriptions were already of very high quality. These should be used to describe the processes graphically in the next step. This was exemplified in a joint workshop where the Household Budget Survey was described directly on the whiteboard. This was a very useful exercise, and it provided an example of how the homework for the next mission can be conducted.

We discussed the importance of recognizing the responsible actors, sub-processes, and the amount of work needed to execute each process step. With this information, the optimization of the processes in terms of efficiency and quality of statistical production can begin by focusing on the most labor-intensive or quality-relevant tasks. It is important to have a crosscutting perspective across different surveys to prevent the occurrence of local optima (seeking generic solutions), as these cannot be maintained in the long run.

We had a videoconference call with Statistics Iceland. Anton Örn-Karlsson presented their GSBPM implementation case and the organisational change that was included. We had some interesting and fruitful discussions about the case. The situation is somewhat similar to that at Geostat. It highlighted the importance of a change management process accompanying organizational and technological changes.

BC presented online data collection software developed by the Geostat. This software meets various data collection needs of Geostat, including business, external trade, agriculture, and labor force. The full scope of software tools used in GSBPM Phase 4 was discussed, which is the topic for one of the tasks conducted between missions.

Destatis (Germany) presented some ideas about different aspects concerning one of the major tasks in statistical production, namely validation and data editing. This topic is important because it has a huge impact on data quality and the amount of work being conducted. Validation methodology, language, technology, and infrastructure were covered and discussed. Generally, placing validation early in the production process (GSBPM Phase 4) is an economically sensible choice as long as the respondents are not overloaded with burden. The comparatively high number of interviewers at Geostat is helpful in this respect.

Setting up a specific unit (department) for data collection at Geostat demands the standardization of processes, methods, and IT tools before the organizational change. The integration of validation in the data collection phase needs to be further explored.

In a joint brainstorming session, the challenges and hindrances of such an organizational change were explored. An active and transparent incorporation of the staff in the creation of new processes, technologies, and organization is of utmost importance for the success of this endeavor.

Finland presented the general idea of the UNECE standard GSIM (General Statistical Information Model) and explained its usefulness for statistical institutes. Finland also demonstrated their metadata system implementation with a live demo of the Metsy Metadata Application and Classification software. Additionally, we discussed different metadata types and the need for metadata from a process point of view.

In this respect, GSIM is a very useful additional UNECE standard that should be incorporated into Geostat's methodological toolkit. It helps communicate efficiently on metadata concepts and set up

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a data and metadata strategy for the Georgian Statistical Institute. The participants from the BC already had an initial understanding of the model and acknowledged its usefulness.

BC presented an exceptionally well-conducted survey about the skills and skill levels of people at Geostat. This provided significant insight into the current skills at Geostat and what needs to be addressed. After this, we moved to the whiteboard to draft a roadmap outlining the prioritized skills to improve, the number of people involved in different education paths, and how they could be categorised in the timeline. Additionally, we discussed different ways to improve the skills.

Finland presented the UNECE model GAMS0, a Generic Activity Model for Statistical Organisations. After the presentation, we discussed how this model can be used to pinpoint gaps and needs to develop processes in areas such as management and strategy, capability development, and support functions. It was noted that many important processes are in place at Geostat and the responsibilities are identified. However, it was also identified that in some areas, further discussion is needed to determine if the work needs to be arranged differently.

General remark: The results stated in the ToR were met.

### **Presentations conducted by the BC:**

- Textual description of the process in Short-term Business Statistics
- Textual description of the process of Household Budget Survey
- Textual description of the process of Consumer Price Statistics
- Textual description of the process in Foreign Trade Statistics
- Geostat IT-system for Data Collection
- Survey for mapping Skills, conducted by HR

Two more textual descriptions of statistical processes were not covered during the mission but were already prepared. They will be used for further investigation later.

### **Presentations conducted by Germany:**

- Presentations on validation approaches in the ESS

### **Presentations conducted by Finland:**

- Introduction to GSIM and its implementation in the form of metadata systems
- Introduction to GAMS0

### **BC and MS (Finland and Germany) together**

- Workshop on describing processes based on the homework given in 1.1.2.
- Graphical representation of an example process (Household Budget Survey).
- Formed a task list how to optimize processes and how to perform tasks before the mission in December.
- Statistic Islands experience about GSBPM implementation by Anton Örn-Karlsson (presented via Teams and recorded for further reference.)

## **4. Sustainability of the achievements**

All parties agreed on the next steps. Should the need arise, adjustments can be made later through the rolling work plan.

## **5. Recommendations for the future (short and long term)**

Enterprise Architecture based on current UNECE standards is still considered the best framework to modernize statistical production in Georgia. This includes the production process, organizational changes, and the new roles needed to ensure future production. Descriptions, such as process diagrams, of the current status at different levels could serve as a basis for determining the roadmap to change.

An initial level of expertise in the Georgian Office concerning Enterprise Architecture and knowledge of the UNECE standards already exists. Two of the forthcoming missions will provide firsthand training to some key members of staff, acting as a focal group for a more widespread adoption of the methods and techniques involved.

Because of the important role of IT, we recommend including members of the IT department in the forthcoming missions (at least part-time).

## **6. Identification of needs for additional support**

An online support meeting between the missions to facilitate performing the tasks mentioned in the following paragraph were agreed upon, if helpful.

## **7. Outstanding issues and next steps**

Tasks to be concluded before the next mission on the sub-component 1.1.4.:

1. Graphical representation (diagram) for the previously identified six surveys, to be conducted by Subject Matter Departments supported by the Methodological Department, focusing on GSBPM 4 Phase.
2. HR Skills mapping
  - a. Extend the Skill Survey with a sample from other Departments to gather more data (to be conducted by HR with participation of the Subject Matter Departments)
  - b. Identify the skills needed in IT (workshop between HR and IT).
3. Mapping of IT Systems (conducted by IT, supported by Subject Matter Departments)
  - a. Create a list of applications/systems according to the Excel template. Start with IT lists, then discuss with Subject Matter Departments to identify any missing items and fill in the blanks.
  - b. [Optional, if there is time] Create a graphical representation of the information (step 3a), listing the systems and creating relationships between them, if possible.

This input will be worked with in the next mission(s).



The next activities to take place:

- Dec: Component 1 (SR 1.1): Activity 1.1.4 (10.12.-13.12.2024)

## **Annex 1. Terms of Reference**

### **Terms of Reference**

**EU Twinning Project GE 21 NDICI ST 01 23  
Further Strengthening of the Georgian Statistical System**

**Component 1:**

Methodological soundness in Standards and Classifications in line with the EU requirements enhanced.

**Activity 1.1.3:**

Roadmap GE application of GSBPM / GAMS0

*Dates: 12-15 November 2024*

*Hosting Institute: National Statistics Office of Georgia  
30, T. Dadiani St., 0180 Tbilisi, Georgia*

#### **0. Objective, Mandatory results and Sub-results for Component 1 and its Subcomponents**

Objective:

The activity will focus on the further development of the GE model for mapping staff skills within the GSBPM framework. This includes creating a comprehensive roadmap for the GE application of the GSBPM model. Additionally, we will introduce the metadata system and GSIM, as well as provide an introduction to GAMS0. Finally, we will plan the upcoming GSBPM training to ensure all staff are well-prepared and informed.

Mandatory result (MR) and Sub-result (SR) in Component 1

- **MR 1:** Methodological soundness in standards and classifications in line with the EU requirements enhanced
  - **SR 1.1** Statistical processes in line with the GSBPM modernised.

#### **1. Purpose of the activity**

- Further Development of the GE model for mapping staff skills within the GSBPM framework
- Create the roadmap for the GE application of the GSBPM model
- Introduction to metadata system and GSIM
- Introduction to GAMS0
- Plan the upcoming GSBPM training

#### **2. Expected output of the activity**

- Updated future GE model for mapping staff skills
- Drafted roadmap for GE application of GSBPM

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- Preparation of ToR for next activity
- Mission report

### 3. Participants

#### GEOSTAT

- Mr. Paata Shavishvili, Deputy Executive Director, National Statistics Office of Georgia
- Mr. Irakli Apkhaidze, Deputy Executive Director, National Statistics Office of Georgia
- Mr. Teimuraz Gogishvili, CL Counterpart (Component 1), Head of Methodology and Quality Management Division, National Statistics Office of Georgia
- Mr. Levan Tserediani, Chief Specialist, Methodology and Quality Management Division, National Statistics Office of Georgia
- Ms. Maia Gogiberidze, Chief Specialist, Methodology and Quality Management Division, National Statistics Office of Georgia
- Ms. Julieta Beraia, Chief Specialist, Methodology and Quality Management Division, National Statistics Office of Georgia
- Mr. Daviti Zhorzholiani, CL Counterpart (Component 3), Head of Business Statistics Department, National Statistics Office of Georgia
- Ms. Shorena Kobiashvili, Head of Human Resource Management and Chancellery Division, National Statistics Office of Georgia
- Ms. Teona Gasviani, Senior Specialist, Human Resource Management and Chancellery Division, National Statistics Office of Georgia
- Ms. Gvantsa Gogelashvili, Senior Specialist, Human Resource Management and Chancellery Division, National Statistics Office of Georgia

#### MS Experts

- Mr. Lucas Quensel-von Kalben, Head of Section Software Development and Digital Process, Federal Statistical Office of Germany
- Mr. Mikko Saloila, Lead Enterprise Architect, Statistics Finland

#### Twining team

- Mr. Marko Ylitalo, RTA
- Ms. Irma Gabunia, RTAA

### 4. Resources

Translation and interpretation will be provided throughout the activity if needed.

#### Annex A. Tentative Agenda

Date	Place	Topic
Tue. – 12 Nov. 10:00 – 18:00	Meeting room	<ul style="list-style-type: none"><li>• Welcoming, introductions, and overview of the week's programme (Gogita Todradze and Marko Ylitalo)</li><li>• Summary of results of previous activities</li><li>• BC: Overview of current GE statistical sub-processes with reference to GSBPM</li><li>• Comparison of surveys</li><li>• Karen Blix DK, Anton Örn-Karlsson ISL. Online session how GSBPM implemented in their cases.</li></ul>

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Wed. – 13 Nov. 10:00 - 18:00	Meeting room	<ul style="list-style-type: none"> <li>• Cont. Comparison of Surveys</li> <li>• BC: Intro of Data Collection software (IT Staff from Geostat)</li> <li>• MS: Validation in practice</li> <li>• Implications for a standardized data collection for IT</li> <li>• MS: Introduction GSIM and its implementation to metadata</li> </ul>
Thu. – 14 Nov. 10:00 - 18:00	Meeting room	<ul style="list-style-type: none"> <li>• MS: Introduction to GAMS0</li> <li>• BC: presentation of homework: Prioritization of trainings</li> <li>• Further drafting of the roadmap for mapping Geostat staff skills.</li> <li>• Planning the GSBPM Training</li> <li>• Drafting the Roadmap for GE application GSBPM model</li> </ul>
Fri. – 15 Nov. 10:00 - 18:00	Meeting room	<ul style="list-style-type: none"> <li>• Summary and conclusion</li> <li>• Preparation of Draft ToR for next Activity</li> <li>• Final remarks and thanks</li> </ul>

### Abbreviations:

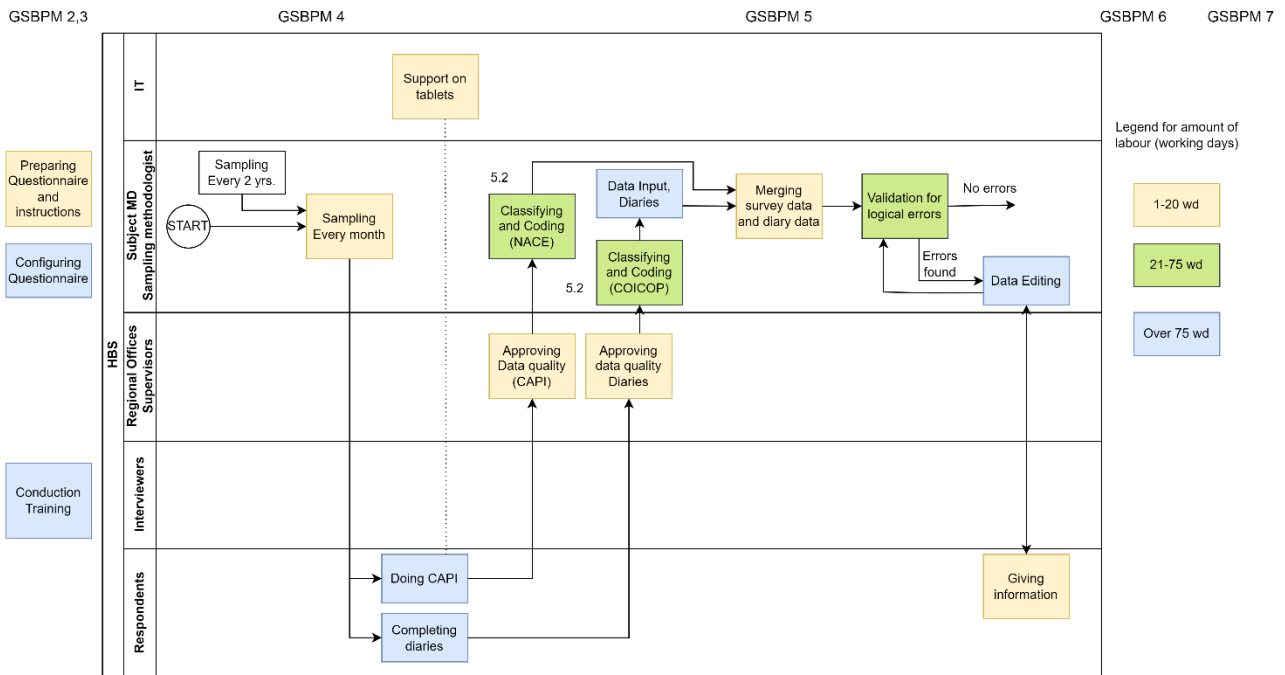
MS = EU Member State (Finland, Germany, Italy)

BC = Beneficiary Country (Georgia)

MR =Mandatory results

SR = Sub-results

# Annex 2. Process diagram of Household Business Survey (done first at whiteboard)



Task List:

- Prioritize, first blue ones then green ones
- Find common solutions, avoid sub-optimising a single survey
- Have a dialogue across organisation

### Annex 3. HR skills roadmap (done first at whiteboard)

