



IMPLEMENTATION GUIDE ON QUALITY MANAGEMENT STRATEGY

FOR THE PERIOD 2020-2023

Podgorica, July 2020

ABBREVIATIONS

EU – European Union

EUROSTAT – Statistical office of the European Union

TQM – Total quality management

ESMS - EURO SDMX Metadata Structure

ESQRS - ESS Standard for Quality Reports Structure

GSBPM - Generic Statistical Business Process Model

PIFC - Public Internal Financial Control

FMC - Financial management and control

IST – Integrated data processing system

INTRODUCTION

Implementation Guide on Quality Management Strategy for the period 2020-2023 (hereinafter referred as the “Guide”) provides clear instructions to employees for the successful implementation of [Quality Management Strategy for the period 2020 – 2023](#).

The Guide is focused on providing useful and specific steps for the implementation of objectives of quality management in Montenegro statistical system. For every objective of quality management in the statistical system, there are defined activity, accompanying note, indicator and competence in the statistical system of Montenegro.

The defined objectives of quality management are elements of TQM model, presented in Table 1.

TABLE 1 Objectives of quality management in Montenegro statistical system

	Objectives of quality management	Elements of TQM model
A.	Establishment of permanent dialogue with data users and development of partnership	Customer focus
B.	Further harmonization and innovation of official statistics in line with international standards/recommendations	Process-orientation
C.	Education of statisticians as data scientists	Participation of employees
D.	Further implementation of Official Statistics Code of Practice	Decisions based on facts
E.	Development of IT integrated system for collection, processing, publication, and archiving of official statistics results	Continuous improvements
F.	Creation of new data sources for the official statistics production	
G.	Development of dissemination and communication in accordance with the needs of digital society	

Management quality, in general sense, covers the management of statistical system and production process’ quality, while in the narrow sense, guarantees the quality of statistical result. The harmonization of production processes in the entire institution establishes a basis for increase of productivity and continuous improvement of quality of statistical results.

The quality management system relies on the European Statistics Code of Practice and the principles of TQM model which represent a mutual framework of the European Statistical System – ESS quality.

By the introduction of quality management system, there is improved the quality of statistical processes, final results and users’ satisfaction. The activities on continuous improvement within a coherent and arranged system will lead to higher efficiency of production process and quality increase of the statistical results.

I. USER ORIENTATION

A. ESTABLISHMENT OF PERMANENT DIALOGUE WITH DATA USERS AND DEVELOPMENT OF PARTNERSHIP


Activities defined by the [Quality Management Strategy for the period 2020–2023](#) for the fulfilment of objective A.

- ACTIVITY 1** Establishment of permanent dialogue with media representatives as data users;
- ACTIVITY 2** Development of modern website as the main tool for the dissemination of official statistics;
- ACTIVITY 3** Implementation of user satisfaction survey;
- ACTIVITY 4** Production of Plan on Active Cooperation with Media under the dissemination strategy;
- ACTIVITY 5** Preparation of plan for improvements of statistical survey releases;
- ACTIVITY 6** Organization of educative programmes for the main users.

OBJECTIVE A:	Establishment of permanent dialogue with data users and development of partnership
<u>ACTIVITY 1</u>	Establishment of permanent dialogue with media representatives as data users
Indicators of Activity 1	<ul style="list-style-type: none"> ➤ Dissemination Strategy prepared together with the plan on active cooperation with media; ➤ Number of educative programmes held for the main users aimed at the improvement of statistical literacy; ➤ Number of implemented suggestions given by users with the aim to improve statistical survey releases; ➤ Implemented recommendations of users given via the User Satisfaction Survey.
Explanation	Media represents the main partner for MONSTAT in the process of re-dissemination of official statistical data. Media promotes the work of official statistical producers, communicating information to public.

	<p>Media possesses a potential to significantly raise the awareness or interest of public with the aim to strengthen the confidence in the work of official statistics.</p> <p>Aimed at improvement of knowledge and expertise, there is necessary to organize educative programs for media representatives so that statistical literacy is increased and misuse of data is prevented with the aim to encourage media to use the official statistical data.</p>
Responsibility	Department for Dissemination and Management of Statistical Databases and Quality
ACTIVITY 2	Creation of modern website as the main tool for the dissemination of official statistics
Indicators of Activity 2	<ul style="list-style-type: none"> ➤ New modern website; ➤ Dissemination database created aimed at more friendly data access;
Explanation	<p>New official website needs to provide users with:</p> <ul style="list-style-type: none"> • Dynamic overview of statistical data and use of tools for visualisation and data extraction; • Adaptation of official website's design for its appearance of mobile phones; • Integration in terms of contents and technical integration of official website with social media; <p>To achieve the above mentioned, it is necessary first to ensure the introduction of modern platform with the advanced possibilities. To perform update and restructuring the contents of official website of MONSTAT. Thus, aimed at the improvement of knowledge and expertise, it is necessary to organize educative programs for media representatives, so that statistical literacy is increased and identified misuse of data, with the aim to strengthen media for an efficient use of official statistical data.</p> <p>Additionally, with the help of new official website there will be enabled an increase in number of users conversion of visits through leaving contact data of website visitors. Regularly carry out the analyses of the website so that we can collect the information on number of visitors, time spent searching the website, number of visited pages, the most visited pages, the most often file downloads. Results of these analyses will be used for better insight in users' needs for statistical data.</p> <p>During 2019, the activities were focused on creating preconditions for improvement and simplification of data overview. In this sense, there has been created a dissemination database (Microsoft SQL) via the IPA 2017 project, as a precondition for a dynamic overview of data on the MONSTAT's website.</p>

	<p>MONSTAT intends to modernise the methods of data dissemination and make more friendly access to its data. This will provide the users with the access to the widest data set and in this way it will enable higher interaction in searching, using, downloading, and re-using data. In addition to regular statistical releases and Excel tables, it will be possible for users to search databases by different criteria, crossing data and in this way to do additional analyses in line with their needs. This type of access will be especially useful for scientific and research, as well as business community.</p>
Responsibility	<ul style="list-style-type: none"> ➤ Department for Dissemination and Management of Statistical Databases and Quality ➤ Department for Information and Technical Support to Statistical Product.
<u>ACTIVITY 3:</u>	Implementation of <i>User Satisfaction Survey</i>
Activity 3 Indicator	User satisfaction survey carried out in 2020
Explanation	<p>MONSTAT has adopted a number of strategic documents in domain of quality management which are harmonized with laws and secondary legislation of Montenegro statistical system.</p> <p>In accordance with Montenegrin official statistics principles, official statistical producers regularly and systematically monitor users' satisfaction, so that MONSTAT as the coordinator of statistical system carried out for the second time the user satisfaction survey. The first user satisfaction survey was carried out via a web survey, in period from 1 September to 20 October 2017, while the second survey was carried out in period from 6 March to 27 April 2020. The survey provides information on users' needs for the official statistical data and services produced by official statistical system of Montenegro.</p> <p>The results of user satisfaction survey will be used as a basis for a continued work on the improvement of official statistical data and services' quality; for producing action plans to provide the quality in functioning Montenegro statistical system and improvement of level of user satisfaction. Additionally, new official website will provide an increase in the number of users' conversion of visits through leaving contact data of website visitors.</p>
Responsibility	Department for Dissemination and Management of Statistical Databases and Quality
<u>ACTIVITY 4:</u>	Development of statistical community through formal establishment of partnerships
Activity 4 indicator	Number of formally established partnerships, via cooperation agreements and implementation of existing partnerships;



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Explanation	<p>There will be developed a relationship of partnership, also in the official statistics production, with data users, before all, universities, scientific and research institutions, private companies, NGO sector, etc.</p> <p>Data sources possessed by the academic community that are reached through the implementation of primary scientific surveys, as well as data sources of private companies may be very significant for the official statistics production. The development of partnership will be based on the principles of official statistics with the aim to increase timeliness, availability, and accessibility of official statistical data.</p>
Responsibility	<ul style="list-style-type: none">➤ Department for Dissemination and Management of Statistical Databases and Quality➤ Department for National Coordination of Statistical Data Sources

II. PROCESS-ORIENTATION

B. FURTHER HARMONIZATION AND INNOVATION OF OFFICIAL STATISTICS IN LINE WITH INTERNATIONAL STANDARDS/RECOMMENDATIONS

Activities defined by the [Quality Management Strategy for the period 2020–2023](#) for the fulfilment of objective B:

ACTIVITY 1

The implementation of activities aimed at the fulfilment of benchmarks Chapter 18 – Statistics in accordance with the [Programme of Official Statistics for the period 2019 - 2023](#);

ACTIVITY 2

Higher availability of Montenegro official statistical data in the Eurostat's statistical databases, within deadlines defined by the transmission programs;

ACTIVITY 3

Alignment with international statistical standards and principles of European Statistics Code of Practice

OBJECTIVE B:	Further harmonization and innovation of official statistics in line with international standards/recommendations
ACTIVITY 1	Implementation of activities aimed at the fulfilment of benchmarks Chapter 18 - Statistics in line with the Programme of Official Statistics for the period of 2019 - 2023;
Activity 1 Indicator	High or full alignment of statistical domains in relevant reports of European Commission that monitors the alignment level with the EU <i>acquis</i>
Explanation	MONSTAT continued in previous period with the activities which contributed to the process of further alignment with the international standards and recommendations via the implementation of large number of surveys and approx. 300 regulations defined by the EU <i>acquis</i> under the Chapter 18 - Statistics. MONSTAT continued with the work on further alignment with ESA 2010 methodology and production of input for filing in variables under the table defined by closing benchmarks and in this regards organized a number of expert missions, both for member countries, and Eurostat representatives, with the aim to define further steps for closing Chapter 18 – Statistics. The surveys defined by the

	Programme of Official Statistics are carried out in line with the planned dynamics, and thus Montenegro records increasingly higher level of harmonization with the EU <i>acquis</i> , which is recorded by the European partners.
Responsibility	Department for International Cooperation and European Integration
<u>ACTIVITY 2:</u>	Higher availability of Montenegro official statistical data in the statistical databases of Eurostat, within deadlines defined by the transmission programs.
Activity 2 Indicator	<ul style="list-style-type: none"> ➤ Higher number of relevant datasets and variables transmitted to Eurostat, verified and published. ➤ Official statistical data on social and economic trends in Montenegro available in Eurostat database, as well as published in official releases and publications of Eurostat;
Explanation	Regarding the data transmission to Eurostat, MONSTAT continued to transmit the data to Eurostat recording increased data sets and satisfying all technical preconditions required by the data transmission. This also contributed that the data present in the Eurostat databases are also a constituent part of a large number of publications and analyses released by international institutions.
Responsibility	Department for International Cooperation and European Integration
<u>ACTIVITY 3</u>	Alignment with international statistical standards and principles of European Statistics Code of Practice.
Activity 3 Indicator	Alignment of methodologies for statistical surveys in Montenegro statistical system with relevant methodological framework of the European official statistics;
Explanation	Official statistics and implementation of its strategic objectives are based on the European Statistics Code of Practice principles which are fully incorporated in the Law on Official Statistics and Official Statistical System. Assessment mission of Eurostat defined the level of alignment of Montenegro statistical system with the European Statistics Code of Practice, and the main conclusions of this mission show that MONSTAT and Montenegro statistical system have fully aligned legal framework; ensure professional independence together with high level of quality, data confidentiality and impartiality in the work
Responsibility	Department for International Cooperation and European Integration

III. PARTICIPATION OF EMPLOYEES

C. EDUCATION OF STATISTICIANS AS DATA SCIENTISTS

Activities defined the Quality Management Strategy for the period 2020–2023 for the fulfilment of objective C:

ACTIVITY 1

Education of new generation “*data scientists*” pursuant to the European Master of official statistics – EMOS;

ACTIVITY 2

Production and preparation of *Human Resource Management Strategy*;

ACTIVITY 3

Building an application for working time measurement by statistical production phases;

ACTIVITY 4

To enable the traineeship in Eurostat and national statistical institutes in different statistical domains which are in the innovation process.

OBJECTIVE C:	Education of statisticians as data scientists
ACTIVITY 1	Education of new generation “data scientists” pursuant to the European Master of official statistics – EMOS;
Activity 1 Indicator	Number of employees successfully completed the EMOS - European Master of official statistics
Explanation	<p>We can especially point out the importance of official statistical via the cooperation with the academic community and encourage the youth to strengthen its education development, especially in domain of mathematics and statistical discipline. In this manner, adequate staff is ensured that possess pre-knowledge necessary for the work in the official statistical system. Investment in students in these areas is actually investment in future staff, and creating partnership relations with the academic community strategically performs the selection of the most competent candidates for the work in the official statistical system. A special way of encouraging the development of staff for the official statistics is created by the opening of EMOS– master studies in official statistics at the EU level.</p> <p>Implementation of EMOS programme in Montenegro as a candidate country for the EU membership has multiple benefit. Before all, a lack of</p>

	administrative capacities as a key challenge for closing Chapter 18 - Statistics, will be reduced, since in future we will be able to directly employ staff already education as statisticians, what was not possible previously due to the lack of official educative programmes for statisticians. Secondly, the implementation of EMOS programme leads to full integration and better coordination of Montenegro statistical system due to the fact that the educated staff members are working not only in MONSTAT but also in other institutions of official statistical producers. The support to this programme, in addition to MONSTAT, was given by other official statistical producers, before all, Central Bank. Third, a good position of Montenegro at the regional level, probably this programme will have a regional character and will attract a large number of applicants from the candidate countries in the region.
Responsibility	Service for General Affairs, Human Resources, and Finances;
<u>ACTIVITY 2</u>	Production and preparation of Human Resource Management Strategy
ACTIVITY 2 Indicator	Human Resources Management Strategy with training programmes prepared;
Explanation	Having in mind that human manages all resources in organization and as such represents the most valuable resource in every organization, MONSTAT tends to continuously develop and improve the human resource management system, encouraging in this manner a positive atmosphere in organization, and thus both creates and keeps the confidence among citizens, what is a long-term objective of this organization. Managing human resources means to ensure an appropriate number of employees in every moment, with appropriate structure of qualifications and capabilities, placed on the posts necessary for the fulfilment of objectives, tasks, and missions of working organization. MONSTAT recognizes the importance of human factor and its influence on the fulfilment of strategic objectives, and this strategy aims to define strategic objectives through attraction and keeping quality staff. From the mentioned, we can notice that there are two main directions in the development of MONSTAT staff: (1) development of managerial competences, and (2) development of statistical staff.
Responsibility	Service for General Affairs, Human Resources, and Finances
<u>ACTIVITY 3:</u>	Building an application for working time measurement by statistical production phases
ACTIVITY 3 Indicator	The application for working time measurement by statistical production phases built.
Explanation	MONSTAT should build a simple monitoring system for recording the time spent by employees on the statistical processes, and on the

	activities of assisting, classified in line with the main phases of Generic Statistical Business Model - GSBPM. The system could combine information on recording time with financial data, and classify the results by the GSBPM. This type of calculation and cost system needs to enable MONSTAT to more efficiently faces with its limitations in financial and human resources, and to use cost-based planning, so that the resources are used at the best possible manner.
Responsibility	<ul style="list-style-type: none"> ➤ Department for Information and Communication Technology ➤ Service for General Affairs, Human Resources, and Finances
ACTIVITY 4	For statistical domains which are in the innovation process, to enable for employees to participate in the traineeship lasting for several months in Eurostat and NSIs
ACTIVITY 4 Indicator	Number of employees successfully completed traineeship lasting for several months in Eurostat and NSIs on the statistical domains which are in the innovation process
Explanation	MONSTAT devotes a special attention on the preparation of the human resources training programme as well as further development of its staff, on the following topics: training of new staff members; training of statisticians (middle knowledge level); training and certification of senior statisticians. One of mechanisms for development and training of knowledge and skills is actually traineeship for several months in Eurostat and NSIs for statistical domains which are in the innovation process. This practice has been introduced with the assistance of IPA project and successfully implemented already for ten years. Our objective is to continue with development of MONSTAT staff using this mechanism.
Responsibility	Department for Implementation of International Statistical Projects

IV. DECISIONS BASED ON FACTS

D. FURTHER IMPLEMENTATION OF QUALITY CODE OF OFFICIAL STATISTICS

Activities defined by the [Quality Management Strategy for the period 2020–2023](#) for the fulfilment of objective D:

ACTIVITY 1

Introduction and implementation of GSBPM which serves for description and archiving every statistical survey in standardized and harmonized manner;

ACTIVITY 2

To introduce a practice of self-assessment and internal revision of statistical data quality;

ACTIVITY 3

Production of clear definition 'official statistics' which will serve as a visible mark of quality;

ACTIVITY 4

Defining criteria for qualification of other official statistical producers;

ACTIVITY 5

Activities for the support (training and their permanent education) of official statistical producers in the implementation of quality management

OBJECTIVE D:	Further implementation of Quality Code of Official Statistics
<u>ACTIVITY 1</u>	Introduction and implementation of GSBPM which serves for description and archiving every statistical survey in standardized and harmonized manner;
ACTIVITY 1 Indicator	<ul style="list-style-type: none"> ➤ GSBPM model implemented, which will enable mapping of process and serve as an instrument for the improvement of process; ➤ Continuous increase of implemented activities in line with evaluation standards and defined principles of the European Statistics Code of Practice, proposed in regular assessment reports; ➤ Implementation of TQM model elements which represent a mutual framework for the quality of the European Statistical System - ESS;

Explanation	<p>Quality management system is based on the TQM principles and promotes the participation of employees with a process-oriented access. The processes will be analysed using the GSBPM as a framework for the description of components of statistical activities. Working group for quality management in MONSTAT has already achieved a number of results in the domain of quality, including the user satisfaction survey; national quality reports for users and producers; instructions for the production of quality reports, and rulebook on conditions for use of confidential statistical data for scientific purposes. In addition to this, MONSTAT worked on the introduction of GSBPM for documentation, quality assessment and improvement of statistical processes and produced GSBPM matrix, handbook for filling in matrix and tested system on 4 different statistical surveys.</p>
Responsibility	<ul style="list-style-type: none"> ➤ Department for Dissemination and Management of Statistical Databases and Quality; ➤ Department for National Coordination of Statistical Data Sources; ➤ Department for Information and Communication Technology; ➤ Managers of organization units.
<u>ACTIVITY 2</u>	To introduce a practice of self-assessment and internal revision of statistical data quality
ACTIVITY 2 Indicator	Concept of Action Plan defined aimed at the implementation of self-assessment system and internal revision, which is in line with the elements
Explanation	<p>Mechanisms of ensuring quality will be based on defined quality standards via implementation of TQM and GSBPM model. Implementation of standards will ensure a clear communication, good coordination and cooperation in the system. Additionally, the introduction of self-assessment and internal revision of statistical data quality practice, pursuant to EU practice and Peer Review's recommendations; it will ensure the sustainability of fundamental principles of official statistics, such as UN Fundamental Principles of Official Statistics and European Statistics Code of Practice, which are fully incorporated in the Law on Official Statistics and Official Statistical System (Official Gazette of Montenegro No 18/12 and 47/19).</p>
Responsibility	<p>The implementation of this indicator is a responsibility of:</p> <ul style="list-style-type: none"> ➤ Department for Dissemination and Management of Statistical Databases and Quality; ➤ Managers of organization units.
<u>ACTIVITY 3</u>	Elaborate clear definition 'official statistics' which will serve as a visible quality label
ACTIVITY 3 Indicator	<ul style="list-style-type: none"> ➤ Clear definition "official statistics" elaborated

Explanation	<p>To determine which competent bodies produce "official statistics" and to qualify them as other official statistical producers, MONSTAT has to elaborate a clear definition "official statistics" which will serve as a visible quality label by which the compliance with the Code of Practice is certified.</p> <p>Such a quality label will be a useful indicator that an appropriate statistics is relevant and that is harmonized with the quality standards. Within the adoption of number of criteria for official statistics, there will be useful to apply European standards for quality also to other national official statistics. In this way, there will be only one standard for official statistics which will serve both for national and European purposes.</p>
Responsibility	<ul style="list-style-type: none"> ➤ Department for National Coordination of Statistical Data Sources; ➤ Department for Dissemination and Management of Statistical Databases and Quality
ACTIVITY 4	Defining criteria for qualification of other official statistical producers
ACTIVITY 4 Indicator	Criteria for qualification of other official statistical producers defined
Explanation	<p>One of recommendations in the Peer Review report on compliance with the European Statistics Code of Practice and role of NSI as the coordinator is that MONSTAT needs to elaborate a clear definition of official statistics aimed at the compliance at the European level.</p> <p><i>"The Statistical Office of Montenegro should elaborate a clear definition of "official statistics" to serve as a visible quality label certifying compliance with the European statistics Code of Practice and establish a mechanism, possibly a coordination committee attached to the Statistical Council, to assess which authorities produce "official statistics" and qualify as Other National Authority. (Coordination, European statistics Code of Practice, Principles 1, 2 and 4) "</i></p> <p>The Law on Official Statistics and Official Statistical System (Official Gazette of Montenegro No 18/12 of 30 March 2012 and 47/19 of 12 August 2019) defines that the official statistics of Montenegro ensure figures and representative data, and information on economic, demographic, and social phenomena, as well as on phenomena in the area of environment in Montenegro for all users in an impartial manner.</p> <p>Producers of official statistics are responsible for collection, production, processing, and dissemination of statistical data; processing of administrative data and data collected by the continuous monitoring and observation method, in line with the mentioned law.</p>

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Responsibility	<ul style="list-style-type: none"> ➤ Department for National Coordination of Statistical Data Sources; ➤ Department for Dissemination and Management of Statistical Databases and Quality
ACTIVITY 5	Activities for the support (training and their continuous education) other official statistical producers in implementing quality management
ACTIVITY 5 Indicator	<ul style="list-style-type: none"> ➤ Trainings held and integration of other official statistical producers that produce European statistics in implementing quality management.
Explanation	<p>During 2018 and 2019, MONSTAT organized four trainings for other producers related to the representation of quality management system, filling in metadata and generating quality report. MONSTAT needs to strengthen its support for quality management among other official statistical producers covering both statistical processes and products. This should be implemented in a manner ensuring larger number of trainings for other official statistical producers so that they can improve knowledge on quality, including quality of statistical processes. Technical support for other official statistical producers should be further improved via internal or external experts.</p>
Responsibility	<ul style="list-style-type: none"> ➤ Department for National Coordination of Statistical Data Sources; ➤ Department for Dissemination and Management of Statistical Databases and Quality

V. CONTINUOUS IMPROVEMENTS

E. DEVELOPMENT OF IT INTEGRATED SYSTEM FOR COLLECTION, PROCESSING, PUBLICATION, AND ARCHIVING OF OFFICIAL STATISTICAL DATA

Activities defined by the [Quality Management Strategy for the period 2020-2023](#) for the fulfilment of objective E:

ACTIVITY 1
Development of IT integrated system that is in line with the business process of GSBPM model at the level of Montenegro statistical system;
ACTIVITY 2
Further development and implementation of electronic data collection using CAWI method;
ACTIVITY 3
Participation of employees in trainings for the work with modern IT tools;
ACTIVITY 4
To continue the process of linking on the platform for data exchange – Government Service Bus-GSB.

OBJECTIVE E:	Development of IT integrated system for collection, processing publication, and archiving of official statistical data
<u>ACTIVITY 1</u>	Development of IT integrated system that is in line with the business process of GSBPM model at the level of statistical system of Montenegro
ACTIVITY 1 Indicator	➤ IT integrated system for collection, processing, publication, and archiving of official statistical data developed
Explanation	Development of official statistics by using new methods for data collection for interview-based surveys, as well as by using new data sources (administrative or other sources) will be in the same time a basis for the development of integrated system of official statistical production. From the current system which is domain oriented (for every individual survey there is developed a special system for collection, processing, and publication of data) and integrated in one part, in the next period it is

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	planned to develop one integrated system which will be organized with regard to statistical processes.
Responsibility	<ul style="list-style-type: none"> ➤ Department for Information and Communication Technology ➤ Department for Dissemination and Management of Statistical Databases and Quality;
<u>ACTIVITY 2</u>	Further development and implementation of electronic data collection by using the CAWI method
ACTIVITY 2 Indicator	<ul style="list-style-type: none"> ➤ Number of surveys which use the CAWI method; ➤ Number of employees having participated trainings to work on modern IT tools;
Explanation	<p>MONSTAT started with the electronic collection in 2015 by using CAWI method for business surveys. Web portal enables a safe access for enterprises (every reporting unit has its own account) and filling in electronic questionnaire.</p> <p>Currently, MONSTAT uses the CAWI method within the data collection for four surveys. It is necessary to continue further with the development of this type of data collection, what also reduces overburden of businesses. Continued development of electronic data collection will increase cost-effectiveness of statistical activities and production of higher quality statistics.</p>
Responsibility	<ul style="list-style-type: none"> ➤ Department for Information and Communication Technology ➤ Department for Data Collection, and ➤ Managers of organization units.
<u>ACTIVITY 3</u>	To continue the linkage process on Government Service Bus - GSB.
ACTIVITY 3 Indicator	GSB linkage process completed
Explanation	Aimed at the improvement of official statistical production process, MONSTAT will continue with the activities on using data from administrative data sources via GSB. Usage of administrative data sources will reduce the overburden of reporting units and improve timeliness and relevance of official statistics, as well as efficiency and productivity of MONSTAT.
Responsibility	<ul style="list-style-type: none"> ➤ Department for Information and Communication Technology ➤ Department for Informative and Technical Support to Statistical Product

F. CREATING NEW DATA SOURCES FOR PRODUCTION OF OFFICIAL STATISTICS

Activities defined by the [Quality Management Strategy for the period 2020-2023](#) for the fulfilment of objective F:

ACTIVITY 1
Further development of new methods for collection, processing, and analysis of data providing increased cost-effectiveness of statistical activities;
ACTIVITY 2
Continued activities on using data sources possessed by state administration bodies.

OBJECTIVE F:	Creating new data sources for the production of official statistics
<u>ACTIVITY 1</u>	Further development of new methods in collection processing and analysing data which enables increased cost-effectiveness of statistical activities
ACTIVITY 1 Indicator	Increased number of statistical surveys which use new methods for data collection, processing, and analysis;
Explanation	MONSTAT should continue with the development of modern methods for data collection, such as computer-assisted personal interviewing (CAPI) method, computer-assisted telephone interviewing (CATI) method, and computer-assisted web interviewing - CAWI for the surveys on businesses, as well as for household surveys to increase efficiency, data quality, and reduce overburden of respondents (The European Statistics Code of Practice, indicators 9.3 and 10.2.)
Responsibility	<ul style="list-style-type: none"> ➤ Department for Data Collection and Entering ➤ Managers of organization units.
<u>ACTIVITY 2</u>	To continue activities on using data sources possessed by state administration bodies
ACTIVITY 2 Indicator	<ul style="list-style-type: none"> ➤ Increased number of statistical surveys which use administrative data sources; ➤ Number of surveys by which new sources and methods are tested in the production of official statistics.

Explanation	MONSTAT already uses administrative sources and signed 20 cooperation agreements with the administrative data providers to simplify administrative data sources for the statistical purposes. Memoranda on cooperation include joint agreements in data provision, provision of data files with individual data and deadlines for delivery and information on statistical activities within which the data will be used. Increased use of administrative sources will reduce the overburden of reporting units and increase cost-effectiveness of statistical activities and production of more quality statistics.
Responsibility	<ul style="list-style-type: none">➤ Department for Data Collection and➤ Managers of organization units.

G. DEVELOPMENT OF DISSEMINATION AND COMMUNICATION IN LINE WITH NEEDS OF DIGITAL SOCIETY

Activities defined by the [Quality Management Strategy for the period 2020-2023](#) for the fulfilment of objective G:

ACTIVITY 1
Development of modern MONSTAT’s website, as the main instrument for the dissemination of official statistics ensuring that it is possible browsing from all desktop and mobile devices
ACTIVITY 2
Activities on creating a Twitter account

OBJECTIVE G:	Development of dissemination and communication in line with the needs of digital society
ACTIVITY 1	Development of modern website of MONSTAT as the main instrument for the dissemination of official statistics, ensuring browsing from all desktop and mobile devices.
ACTIVITY 1 Indicator	New modern official website developed
Explanation	<p>Adapting the official statistical data to different user groups will require the development of different level of data availability in different formats. Accordingly, the access of users to databases will be provided by the development of dynamic MONSTAT’s website.</p> <p>After the user satisfaction survey implemented, the most often suggestion from users referred to Improvement and Redesign of website, as well as improvement of digital communication channels.</p> <p>Redesign of website should cover its simplified use, simplified terminology, improved type of data presentation, from several dynamic databases containing all historical data on one place with the possibility of browsing the data by categories. The website redesign should include positive experiences of the</p>

	EU member countries. Additionally, there should be provided to have increased interactions between user - MONSTAT - user (e.g. e-surveys, data requests, etc.) via website;
Responsibility	<ul style="list-style-type: none"> ➤ Department for Dissemination and Management of Statistical Databases and Quality; ➤ Department for Informative and Technical Support to Statistical Product; ➤ Department for Information and Communication Technology; ➤ Managers of organization units.
ACTIVITY 2:	Activities on creating a Twitter account
ACTIVITY 2 Indicator	Twitter account of MONSTAT created
Explanation	<p>MONSTAT has started with the promotion of official statistical data via infographics and use of social networks. In this way, MONSTAT provided different user groups with the access to official statistical data, on its website, but also on social networks (Twitter and LinkedIn).</p> <p>MONSTAT has started to promote data and important news via the Twitter account since 6 March 2020. In addition to the Twitter account, MONSTAT has created a LinkedIn account, with the aim to present its business results.</p>
Responsibility	<p>The implementation of this indicator is a responsibility of:</p> <ul style="list-style-type: none"> ➤ Department for Dissemination and Management of Statistical Databases and Quality; ➤ Department for Informative and Technical Support to Statistical Product; ➤ Department for Information and Communication Technology;