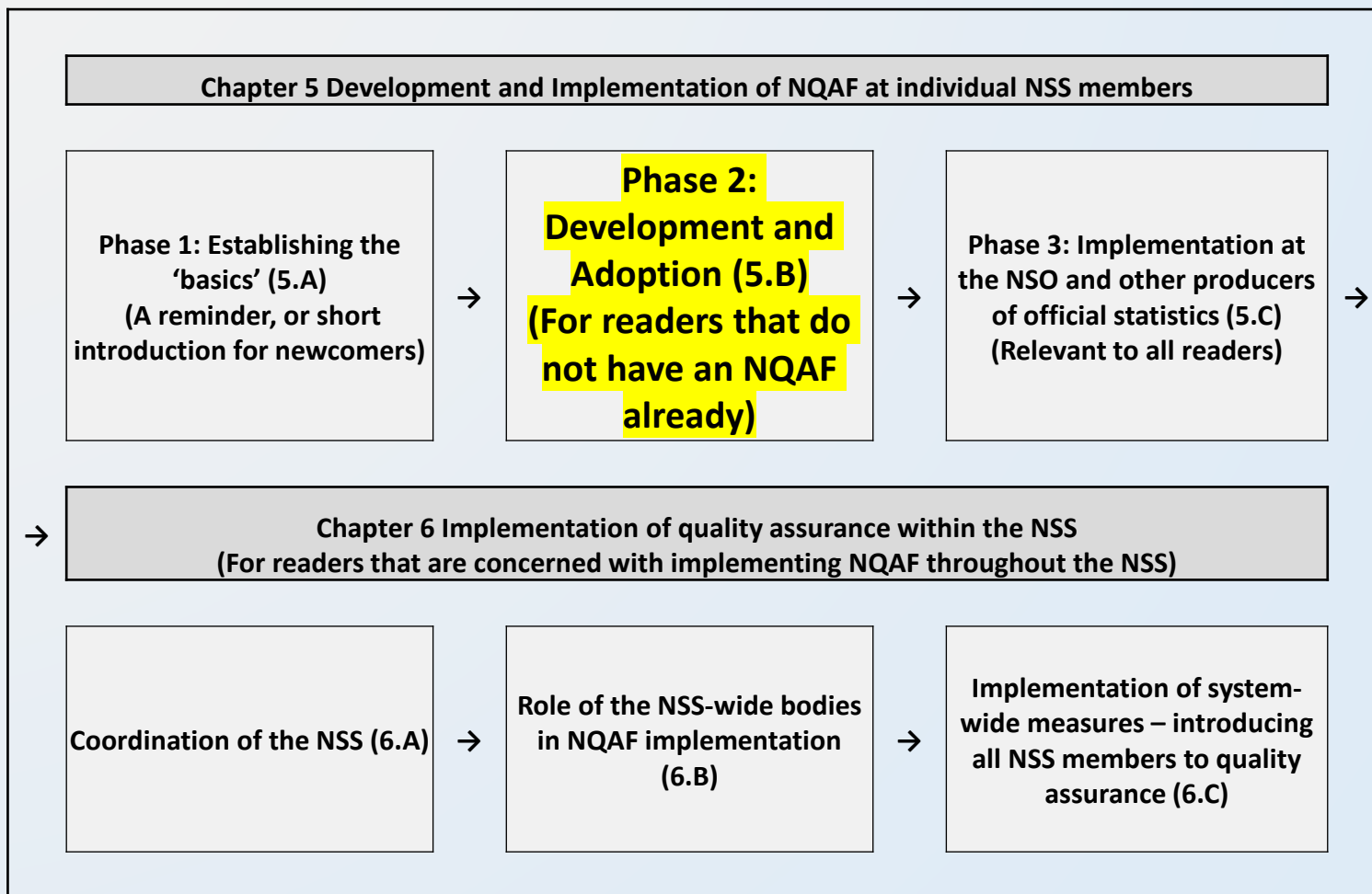




Chapter 5. Development and implementation of a national quality assurance framework

Relationship between Chapter 5 and Chapter 6 - institutional arrangements and specific actions at different phases of NQAF development and implementation






Chapter 5. Development and implementation of a national quality assurance framework

Institutional arrangements for the development and adoption of NQAF

- Assumes that the NSO is leading the development of NQAF for the entire NSS although specific arrangements in countries may vary.
- The necessary institutional arrangements for the development of NQAF may encompass the following:
 - a. High-level commitment
 - b. Establishment of a quality unit at the NSO responsible for quality assurance
 - c. Establishment of a quality task force (or working group). The head of the NSO would establish a quality task force which is given the responsibility to develop a NQAF
 - d. NSS-wide governance body
 - e. NSS-wide advisory body:
 - f. Establishment of a legal framework for quality assurance



Chapter 5. Development and implementation of a national quality assurance framework

Activities for the development and adoption of NQAF

- Development of NQAF may be undertaken over a period of a minimum of one year, including review, revision and approval.
- The process may include the following :
 - a. Establishment of a timetable for development and implementation.
 - b. Review and analysis of national circumstances and practices.
 - c. Identify Uses and users of NQAF and NQAF implementation plan.
 - d. Compilation, review and analysis of materials available at the international level.
 - e. Decision on the reference framework for NQAF.
 - f. First draft of NQAF and its contents.
 - g. Quality requirements, elements to be assured and indicators.
 - h. Consultation and review process of the draft NQAF.
 - i. Finalization and adoption.
 - j. Communication and dissemination.

Implementation of a national quality assurance framework at the NSO (and others, as applicable)

Chapter 5 Development and Implementation of NQAF at individual NSS members

Phase 1: Establishing the 'basics' (5.A)
(A reminder, or short introduction for newcomers)



Phase 2: Development and Adoption (5.B)
(For readers that do not have an NQAF already)



Phase 3: Implementation at the NSO and other producers of official statistics (5.C)
(Relevant to all readers)



Chapter 6 Implementation of quality assurance within the NSS (For readers that are concerned with implementing NQAF throughout the NSS)


Coordination of the NSS (6.A)



Role of the NSS-wide bodies in NQAF implementation (6.B)



Implementation of system-wide measures – introducing all NSS members to quality assurance (6.C)



Implementation of a national quality assurance framework at the NSO (and others, as applicable)

Possible steps and elements of NQAF implementation

Starting point: NQAF has been developed and adopted

- 1 Establish proper institutional arrangements**
- 2 Train staff and conduct an initial self-assessment**
- 3 Communicate internally and externally**
- 4 Develop an implementation strategy and identify implementation actions**
- 5 Analyze business processes and activities (using GSBPM and GAMS0)**
- 6 Decide on methods and tools for quality assessment that are to be used**
- 7 Integrate the implementation steps into the National Strategy for the Development of Statistics (NSDS) and the multi-year statistics plan**
- 8 Ensure ongoing commitment and seek actions with quick/visible pay-off**



Implementation of a national quality assurance framework at the NSO (and others, as applicable)

1. Institutional arrangements for the implementation

Quality management must be institutionalized. The following best practices can be identified:

- Quality unit at the NSO. Major statistics producers may establish their own internal quality units
- Internal quality task force at the NSO consisting of representatives from each division to support NQAF implementation throughout the NSO
- Quality assurance managers or focal point in the various statistical domains responsible for establishing the quality assurance plan and leading quality activities in their statistical domain
- NSS-wide governance body and NSS-wide advisory body to guide and support the implementation of the NQAF at the NSO.



Implementation of a national quality assurance framework at the NSO (and others, as applicable)

2. Training of staff and conducting a self-assessment


- *Training of staff.* Quality managers and focal points and managers of statistical products need to gain a thorough understanding of the basic concepts, objectives and tools of quality assurance, and the country's NQAF.
- *Conducting a self-assessment as starting point.* When an NQAF has been adopted, a workshop with managers and experts from throughout the NSO or other statistical agencies can conduct a first self-assessment based on the NQAF.

A circular word cloud graphic in the top left corner. The most prominent words are 'statistics', 'quality', 'data', and 'assurance'. Other visible words include 'national', 'production', 'agency', 'SDGs', 'system', 'principle', 'user', 'implement', 'requirements', 'management', 'introduction', 'development', 'information', 'technology', 'innovation', 'strategy', 'process', 'method', 'approach', 'framework', 'model', 'concept', 'theory', 'practice', 'application', 'implementation', 'evaluation', 'monitoring', 'improvement', 'innovation', 'research', 'development', 'production', 'distribution', 'consumption', 'waste', 'emissions', 'pollution', 'climate', 'environment', 'society', 'economy', 'culture', 'education', 'health', 'well-being', 'equity', 'justice', 'peace', 'partnership', 'resilience', 'inclusion', 'transparency', 'accountability', 'trust', 'integrity', 'ethics', 'values', 'principles', 'standards', 'norms', 'rules', 'regulations', 'policies', 'procedures', 'protocols', 'guidelines', 'best practices', 'lessons learned', 'knowledge management', 'information management', 'data management', 'digital transformation', 'artificial intelligence', 'machine learning', 'big data', 'cloud computing', 'cybersecurity', 'privacy', 'protection', 'security', 'risk management', 'compliance', 'governance', 'leadership', 'management', 'operations', 'logistics', 'supply chain', 'customer experience', 'employee experience', 'organizational culture', 'change management', 'project management', 'time management', 'resource management', 'financial management', 'human resources management', 'information systems management', 'quality management', 'total quality management', 'lean manufacturing', 'six sigma', 'continuous improvement', 'kaizen', 'deming', 'juran', 'deming award', 'baldrige award', 'iso 9000', 'iso 14000', 'iso 27000', 'iso 45000', 'iso 50000', 'iso 26000', 'iso 22000', 'iso 13000', 'iso 15000', 'iso 16000', 'iso 17000', 'iso 18000', 'iso 19000', 'iso 20000', 'iso 21000', 'iso 22000', 'iso 23000', 'iso 24000', 'iso 25000', 'iso 26000', 'iso 27000', 'iso 28000', 'iso 29000', 'iso 30000', 'iso 31000', 'iso 32000', 'iso 33000', 'iso 34000', 'iso 35000', 'iso 36000', 'iso 37000', 'iso 38000', 'iso 39000', 'iso 40000', 'iso 41000', 'iso 42000', 'iso 43000', 'iso 44000', 'iso 45000', 'iso 46000', 'iso 47000', 'iso 48000', 'iso 49000', 'iso 50000'.

Implementation of a national quality assurance framework at the NSO (and others, as applicable)

3. External and internal communication

- *Declaration of quality:* NSO may explicitly communicate its commitment to high quality and continuous improvement to its stakeholders in the form of a declaration on quality which should be promoted internally and externally to all stakeholders.
- *Promotional activities:* may include quality seminars, quality campaigns or an annual quality week and external quality reports.



Implementation of a national quality assurance framework at the NSO (and others, as applicable)

4. Development of an implementation strategy and implementation actions.

- The NSO may develop a mid- and long-term strategy and short-term action plan. A short-term action plan may cover quality improvements for the next data production cycle.
- Generally, quality assurance can be applied at the institutional level and/or at the process or product level.
- For example, relevant principles can be applied to selected processes or products.

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Implementation of a national quality assurance framework at the NSO (and others, as applicable)

5. Development of an implementation strategy and implementation actions.

- The improvement in quality of statistical products requires the improvement of statistical processes.
- The **Generic Statistical Business Process Model (GSBPM)** can be used to:
 - (i) document and analyze statistical processes and associated metadata in a standard way;
 - (ii) identify pertinent quality characteristics;
 - (iii) formulate appropriate quality indicators to monitor statistical processes; and
 - (iv) identify necessary actions to improve and assure the quality of statistical processes and outputs.



Implementation of a national quality assurance framework at the NSO (and others, as applicable)

6./7. Development of an implementation strategy and implementation actions.

- All methods and tools for quality management and assessment, such as quality indicators, quality reports, quality assessments and audits, among other things, as specified in chapter 4, should be considered
- Overarching activities that impact quality such as development and update of NSDS, legal and institutional reform, participation in international activities such in IMF's dissemination standards;

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Implementation of a national quality assurance framework at the NSO (and others, as applicable)

8. The challenge of ongoing commitment and actions with quick/visible pay-offs

- Actions with quick/visible pay-offs:
 - Establish advance release calendar;
 - provide output quality indicators (e.g., on accuracy and timeliness);
 - provide metadata and quality reports for users in a systematic and easily accessible way.
- Challenge of ongoing commitment
 - Need of clear mandate and legal obligations;
 - Using quality assurance as strategic tool for the development of statistics;
 - Link quality assurance with forward looking risk management;
 - Other?

THANK YOU

