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 1.1.1:
Preparation of implementing Component 1

Mission carried out by
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Tbilisi, Georgia
July 15-16, 2024

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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
- DESAP = Development of Self-Assessment Programme (the generic checklist for a systematic quality assessment of surveys in the European Statistical System (ESS))
- EFTA = European Free Trade Association
- GA = Global Assessment
- Geostat = National Statistics Office of Georgia
- GSBPM = Generic Statistical Business Process Model
- 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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TWINNING

1. General comments

This mission report was prepared within the EU Twinning Project "Further Strengthening of the Georgian Statistical System".

Purpose of the activity was to prepare for the implementation of Component 1. The focus was on the overview of statistical production in BC (Geostat) and analyzing the HR strategy and the role of Change Champions and presenting the best practices in MS (Statistics Finland). The mission fully achieved the results.

The consultants would like to express their thanks to all officials and individuals met for the kind support and valuable information which they received during the mission, and which greatly facilitated the consultants' work.

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

2. Status at the beginning of the mission

This was the first mission of the Component 1 of the Twinning project. The aim of the mission was to form an overview of statistical production at Geostat, analyze the HR strategy and the role of Change Champions and to present the best practices in MS.

At the beginning of the mission, the Executive Director of the Geostat presented the administrative structure of the Geostat and the progress that Geostat has already achieved in developing its statistical capacity and aligning with international standards.

In discussion, the BC component leader talked about the recommendations received from the Eurostat/UNECE/EFTA joint team's Global Assessment (GA) report, which includes a recommendation to implement process-oriented statistical production in Geostat. Geostat is now committed to modernizing its processes in accordance with the GA recommendations and the NSDS 2024-2027, by adopting the best practices from the EU. As part of this effort, Geostat requested a Sector Review of GSBPM implementation in February 2023 to identify areas for improvement and develop a roadmap for organizational change. The report from this review provides a strong foundation for Geostat's modernization efforts and will be further developed in future strategies.

The HR representative talked about the Georgian legislation concerning civil servants and public authorities' responsibilities, including surveying staff satisfaction on a regular basis. In discussions also the difficulties to recruit staff and high turnover of staff in some subject areas were mentioned.

3. Status of mission results

The results stated in the ToR were fully met. During the mission following presentations were conducted:
- Presentations conducted by the BC:
  o General overview and organizational structure of Statistics Georgia
  o Implementation of the GSBPM in Geostat
- Presentations conducted by the MS:
  o Enterprise Architecture and the GSBPM-based production model at Statistics Finland
  o HR strategy in transition at Statistics Finland
  o How to recognize the roles and capabilities required in the future
  o Different roles in change at Statistics Finland

Based on the presentations and discussions it was possible to get a clear overview of current situation regarding statistical production at Geostat. The analysis of HR strategy and of the role of Change Champions was discussed and the way forward was agreed.

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)

The mission recommends clarifying and communicating the future target process model with the help of Enterprise Architecture to the staff of Geostat. This includes the production process, organizational change and the new roles required to ensure the production in the future. The description, e.g. process diagrams, of the current status at different levels could serve as a basis for determining the roadmap for the change.

6. Identification of needs for additional support

No need for additional support outside of this twinning project identified.

7. Outstanding issues and next steps

Tasks to be concluded before the next mission on the sub-component 1.1.:
1. Description of the current status of processes
2. Identifying what is working well, what is not (SWOT analysis) on the basis of Staff Satisfaction Survey.

Further Strengthening of the Georgian Statistical System

Next steps:

1. Setting the target state (upper level) of the process-based production model with the help of Enterprise Architecture.
2. Communicating the select priority (data collection) in the change towards process-based production model.
3. Describe the target state of the priority area using the GSBPM model.
4. Start the skills mapping work on the chosen priority area.

The next activities to take place:

- Aug.: Component 2 (SR 2.1): Assessment of adequate data sources and counterparts (20.-23.2024, joint mission with C3)
- Aug: Component 3 (SR 3.1): Administrative data, part I (20.-23.82024, joint mission with C2)
- Sept: Component 1 (SR 1.3): DESAP (10-13.9.2024).
- Oct: Component 1 (SR 1.1): Mapping the staff skills (29.10.-1.11.2024)

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 1.1.1:
Preparation of implementing Component 1
Dates: 15 – 16 July 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:

Gather the information to be used in designing future activities under Sub-result 1.1 "Statistical processes in line with the GSBPM modernised," of Component 1. The aim is to achieve, at a management level, a common understanding 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 (GSBPM). Special attention is given to the HR strategy and use of administrative data in statistical production, both currently and in the future.

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
    - o **SR 1.1** Statistical processes in line with the GSBPM modernised.

1. Purpose of the activity
- Establishing current state of play in the area
- Management-level consultation on GSBPM/GAMSO
- Statistical production and HR strategy in accordance with GSBPM
- GSMPM and the use of administrative data
- Presenting MS best practices of organisational transition.

2. Expected output of the activity
- Overview of current situation regarding statistical production at Geostat
- Analysis of the HR strategy in transitioning to GSBPM
- Analysis of administrative data use in statistical production in accordance with GSBPM
- Mission report

3. Participants

<u>GEOSTAT</u>
- Mr. Gogita Todradze, PL Counterpart, Executive Director, National Statistics Office of Georgia
- Mr. Paata Shavishvili, Deputy Executive Director, National Statistics Office of Georgia
- Mr. Irakli Apkhaidze, Deputy Executive Director, National Statistics Office of Georgia
- Ms. Mariam Kavelashvili, RTA Counterpart, Head, International and Public Relations Department, National Statistics Office of Georgia
- Ms. Pikria Ghudushauri, Chief Specialist, International and Public Relations Department, National Statistics Office of Georgia
- Mr. Teimuraz Gogishvili, CL Counterpart, Head of Methodology and Quality Management Division, National Statistics Office of Georgia
- Mr. Daviti Zhorzholiani, CL Counterpart, Head of Business Statistics Department, National Statistics Office of Georgia
- Mr. Aleksandre Arabuli, CL Counterpart, Head of Population Census and Demographic Statistics Department, National Statistics Office of Georgia

<u>MS Experts</u>
- Ms. Katri Kaaja, MS PL, Head of Department, Statistics Finland
- Ms. Mari Ylä-Jarkko, STE, Deputy Director General, Statistics Finland

<u>Twinning team</u>
- Mr. Marko Ylitalo, RTA
- Ms, Irma Gabunia, RTAA

4. Resources

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

5. Overall agenda

- Day 1: Opening, Introduction, Mission Agenda, Schedule, Current state of play, HR Strategy in Transition
- Day 2: Use of admin data, Data usage in decision making, Summary.

Annex A. Tentative agenda

Date	Place	Topic
Monday – 15 July 10:00 – 18:00	Meeting room	Welcoming, acquaintance, programme of the week
		(Gogita Todradze and Marko Ylitalo)
		MS: Understanding of Results as per Project Fiche
		BC: Overview of the current situation of Sub-Component 1.1
		MS: Presentation on HR strategy in transition
		Discussion, questions, and remarks
Tuesday – 16 July 10:00 - 18:00	Meeting room	MS: Summary and conclusion from day 1
		BC: Overview of the current situation of administrative data use
		MS: Use of administrative data for production of official statistics
		MS: Data usage of government institutions for decision-making
		Summary and conclusion
		Final remarks and thanks

Abbreviations:
MS = EU Member State (Finland, Germany, Italy)
BC = Beneficiary Country (Georgia)
MR =Mandatory results
SR = Sub-results

Next steps:

5. Setting the target state (upper level) of the process-based production model with the help of EA.
6. Communicate the select priority (data collection) in the change towards process-based production model.
7. Describe the target state of the priority area using the GSBPM model.
8. Start the skills mapping work on the chosen priority area.

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