



STATISTICS

IMF and the GSBPM: Progress So far

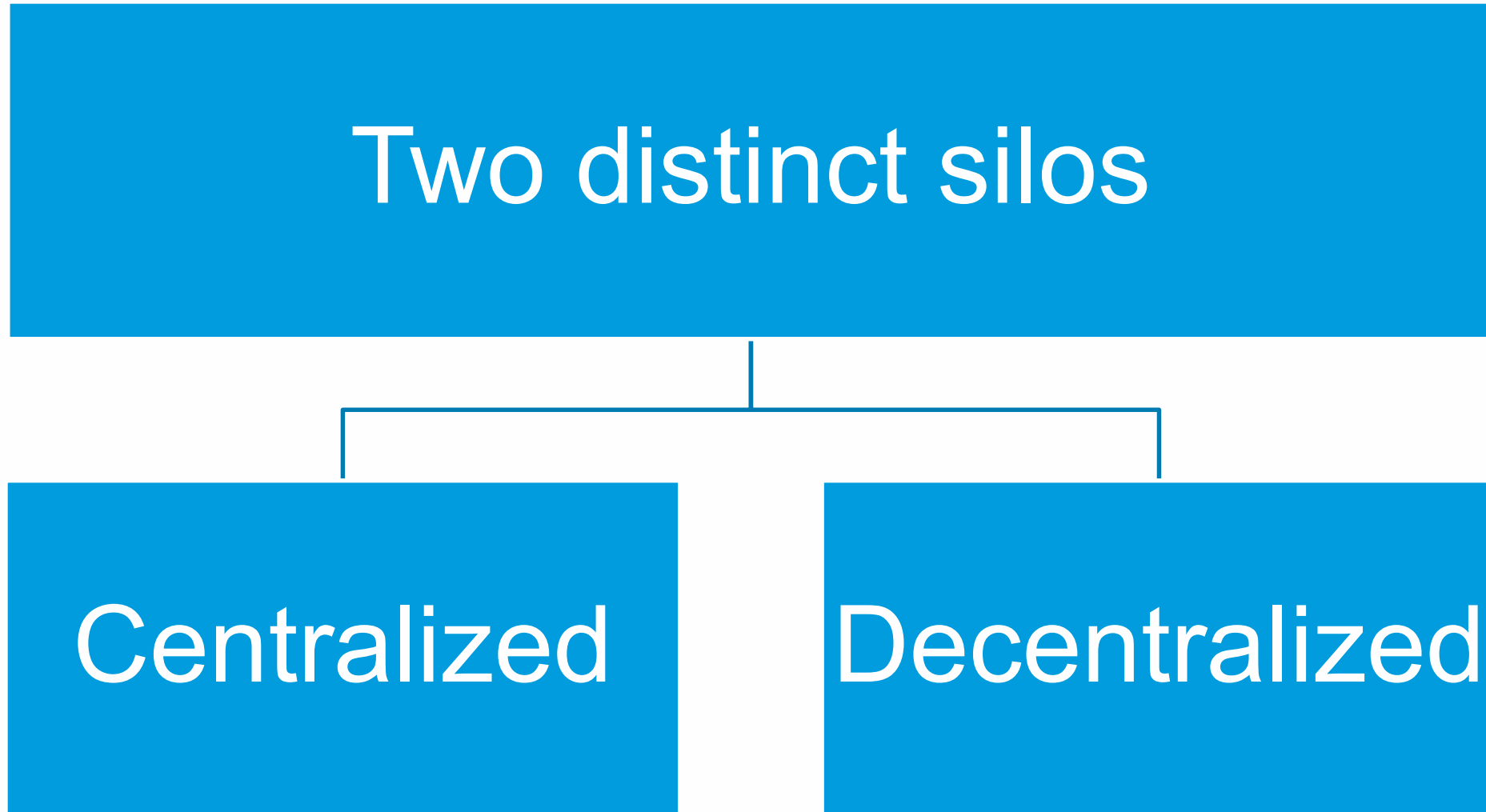
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Data operations at the IMF.....



Centralized data operations (Statistics Department)

- Large databases
 - Monetary and Financial statistics (MFS)
 - Balance of Payments (BOP)
 - Government Financial Statistics (GFS)
 - International Financial Statistics (IFS)
- Common methodological basis
- However.....
 - Our membership has very different statistical capacities
 - They are not always able to meet our methodological standards

Decentralized data operations (Area Departments)

- Typically collected by country teams
- Operational data for programs and surveillance
- Feeds the global forecasts (WEO, FM, GFSR)
- However....
 - Area departments also used the data collected by the Statistics Department

This approach has led to a number of weaknesses

- Data quality issues
- Metadata management
- Coding inconsistencies
- Keeping up with latest innovations

Context

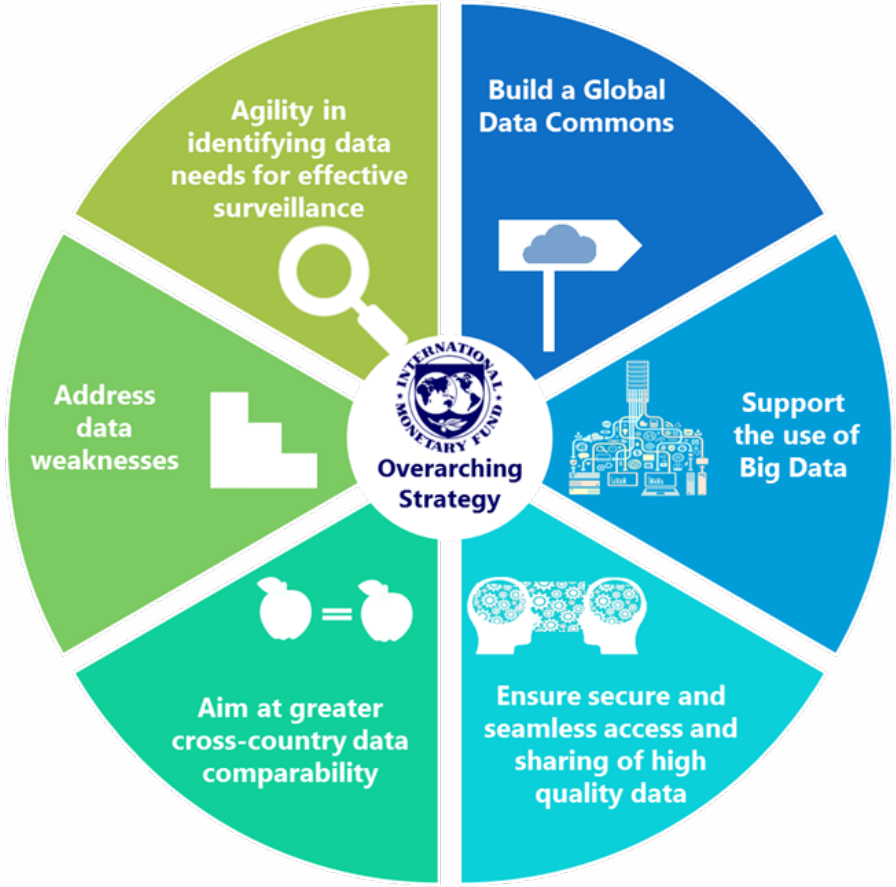
- New IMF [overarching strategy on data and statistics](#) – March 2018
- New Mandate for the IMF Statistics Department (STA)
- Review of the STA data function in 2018
- GSBPM – the model we are trying to follow for our data function

Addressing the challenges

- New IMF [overarching strategy on data and statistics](#) – March 2018
- New Mandate for the IMF Statistics Department (STA)
- We are using the GSBPM as a basis to reform our data function

The Strategy for Data and Statistics

- Objective - maximize the value of the Fund's data assets
- Identified six key priorities



STA's New Mandate

- Greater focus on data users and their needs
- Emphasis on innovation:
 - ▶ New data collection methods
 - ▶ Data management tools and technologies
- Improve data quality, cross country comparability, timeliness and relevance to support Fund surveillance
- Data standards initiative and Global Data Commons

How does the GSBPM help us

The GSBPM and the IMF

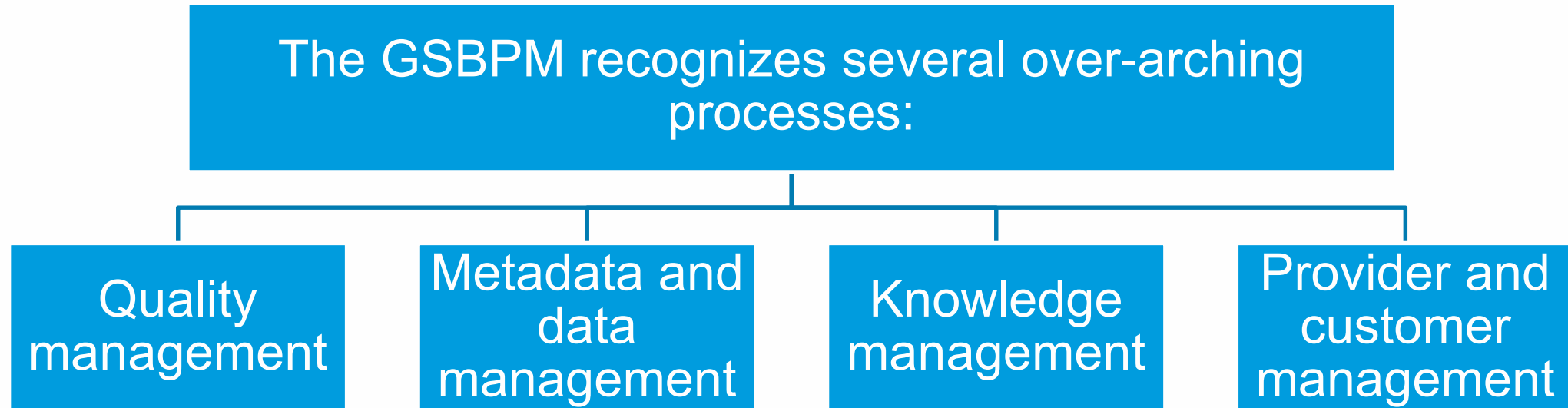
- We started to think about it once we had adopted our new strategy
- It has informed our thinking in terms of reforming our data operations
- It has helped us to identify and prioritize the challenges

Generic Statistical Business Process Model (GSBPM)

Conceptual framework for statistical data management.

- Not just an academic exercise: The GSBPM describes and defines the set of business processes needed to produce official statistics.
- Developed by practitioners for practitioners:
 - ▶ Standardizes terminology
 - ▶ Establishes standard framework for benchmarking
 - ▶ Facilitates use of common tools/methods
 - ▶ Documents statistical processes
 - ▶ Highlights inefficiencies and allows proper resources allocation

Not a rigid framework—flexible application.



Generic Statistical Business Process Model (GSBPM)

Quality Management / Metadata Management							
Specify Needs	Design	Build	Collect	Process	Analyse	Disseminate	Evaluate
1.1 Identify needs	2.1 Design outputs	3.1 Build collection instrument	4.1 Create frame & select sample	5.1 Integrate data	6.1 Prepare draft outputs	7.1 Update output systems	8.1 Gather evaluation inputs
1.2 Consult & confirm needs	2.2 Design variable descriptions	3.2 Build or enhance process components	4.2 Set up collection	5.2 Classify & code	6.2 Validate outputs	7.2 Produce dissemination products	8.2 Conduct evaluation
1.3 Establish output objectives	2.3 Design collection	3.3 Build or enhance dissemination components	4.3 Run collection	5.3 Review & validate	6.3 Interpret & explain outputs	7.3 Manage release of dissemination products	8.3 Agree an action plan
1.4 Identify concepts	2.4 Design frame & sample	3.4 Configure workflows	4.4 Finalise collection	5.4 Edit & impute	6.4 Apply disclosure control	7.4 Promote dissemination products	
1.5 Check data availability	2.5 Design processing & analysis	3.5 Test production system		5.5 Derive new variables & units	6.5 Finalise outputs	7.5 Manage user support	
1.6 Prepare business case	2.6 Design production systems & workflow	3.6 Test statistical business process		5.6 Calculate weights			
		3.7 Finalise production system		5.7 Calculate aggregates			
				5.8 Finalise data files			

The parts that interest the IMF

- We are focusing of four elements
 - ▶ Collect,
 - ▶ Process,
 - ▶ Analyze
 - ▶ Disseminate



Collect	Process	Analyse	Disseminate
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So...where are we?

Progress so far...

- Data function has been re-organized
- One large division has been separated into two
 - ▶ Data Operations
 - ▶ Data Services
- Established a new career structure
 - ▶ Data analyst
 - ▶ Data scientist
 - ▶ Data management officer
 - ▶ Data architect
- Process mapping exercise

What do we expect...

- Product Quality
 - ▶ User needs
 - ▶ Integrated statistics approach (breaking silos, consistency)
 - ▶ Total quality framework
- Process Quality (Define, Measure, Analyze, Improve, Control)
 - ▶ Product quality
 - ▶ Transparency
 - ▶ Reducing variance around quality and timeliness
 - ▶ Doing more with less
 - ▶ Meaningful work
 - ▶ Reducing variance around quality and timeliness

Why Map Statistical Production

- Process Quality (Define, Measure, Analyze, Improve, Control)
 - ▶ Product quality
 - ▶ Transparency
 - ▶ Reducing variance around quality and timeliness
 - ▶ Doing more with less
 - ▶ Meaningful work
 - ▶ Reducing variance around quality and timeliness

Process mapping exercise now underway

- External consultants hired
- Working with staff to transfer process mapping expertise
- Process mapping has started with five large databases
 - Balance of Payments
 - System of National Accounts
 - Government Financial Statistics
 - Monetary and Financial Statistics
 - Prices

What have we learnt so far...

- Relatively easy to map processes
- “Common language” is important
- Important to learn the process mapping technologies
 - Tools
 - Notation

Some Potential Issues

- STA as re-disseminator rather than compiler
- Ultimate Destination
 - ▶ Transparency
 - ▶ More standardized processes
 - ▶ Common language
- Can we measure resource inputs and variance in timeliness and quality?
- What would better data processing look like?

Concluding remarks

- The GSBPM has been central to our reform of our data function.
- Currently engaged in “process mapping” our data products to help us better understand where we are
- A “work in progress” – we still have quite a bit to do
- GAMSO, GSIM – less significant in terms of our approach. Something we need to consider...

Thank you