IMF and the GSBPM: Progress So far

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Data operations at the IMF......

Two distinct silos

Centralized
Decentralized
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.

The GSBPM recognizes several over-arching processes:

- Quality management
- Metadata and data management
- Knowledge management
- Provider and customer management
Generic Statistical Business Process Model (GSBPM)
The parts that interest the IMF

- We are focusing on four elements
  - Collect,
  - Process,
  - Analyze
  - Disseminate
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