PART III
SBR IMPLEMENTATION AND ENHANCEMENT
16.1 INTRODUCTORY REMARKS

The aim of this chapter is to provide guidance on how an NSO that does not currently have an SBR should go about designing, developing, and loading an SBR to use as the source of survey frames for all business surveys.

16.2 DEVELOP A BUSINESS CASE AND ESTABLISH AN SBR PROJECT

The first step is the development of a business case and establishment of an SBR Project.

Situation review

In preparing the business case, it is essential to identify and review:

- existing and proposed businesses surveys and their frame needs;
- existing sources of survey frames;
- possible administrative sources of data;
- organizational structure of an NSO – centralized/decentralized national statistical system, centralized/decentralized geographically;
- human resources available – numbers and skills;
- computing capacity available – network, databases; and
- financial resources available – for the purchase of consultancy services, software, and hardware.

Discussions should take place with:

- SBR users – i.e., survey managers, and business statisticians responsible for production of statistics – on the impact of introducing a new SBR;
- administrative data suppliers – i.e., the organizations responsible for the provision of the data – on data requirements and provision arrangements;
- (future) SBR staff – on the implications and impact of introducing a new SBR;
- methodology and ICT staff providing services to SBR – on the implications and impact of introducing a new SBR;
- development sponsors – i.e., senior managers and partner/donor organizations – on the costs, timeframe, and impact of introducing the new BR.

SBR business case

The business case is the basis for securing approval and funding for an SBR project. It should specify the envisaged SBR inputs, functions, and outputs. Not all the functions described in the Guidelines should necessarily be included. For example, in the case of an NSO with limited resources in a country with few large complex enterprises, there may be no business case for enterprise groups, establishments or profiling, at least in the initial implementation. Likewise, the production of SBR-based statistics might be viewed as a function to be considered at a later stage, as might the measurement of respondent burden.
SBR Project

An SBR Project proposal should be prepared following detailed discussions with the survey areas. Potential donors should also be involved.

An SBR Project Team should be nominated, led by a senior manager. A Steering Committee should be established, chaired by the NSO Director-General, with the Project Team Leader as Secretary.

An initial detailed hierarchical breakdown of the Project into phases, activity groups, activities, and tasks should be prepared. For each task there should be a preliminary estimate of cost, NSO person-days required, consultant person-days required, and time frame.

The following paragraphs outline a plausible structure based on a project of five phases conducted over three years.

A – Project Management;

B – SBR Design Phase;

C – SBR Build and Test Phase;

D – SBR Initialize and Operate Phase;

E – Economic Survey Program Review and Revision Phase.

More details are provided in the indicative SBR Design, Development, and Implementation Work Plan appended as Annex F, which should be read along with the following text.

16.3 SBR DESIGN PHASE

During the SBR Design Phase, all SBR functions and systems requirements are elaborated by the SBR Project Team, discussed with survey staff, senior management and key users, and agreed.

For the most part, this phase takes place during the first year of the project.

16.4 SBR BUILD AND TEST PHASE

During the SBR Build and Test Phase, the operating procedures are developed by the SBR Project Team and the SBR system (database and supporting system module) is acquired and/or developed by an IT contractor. The procedures and system are then jointly tested.

For the most part, this phase takes place during the second year of the project.

16.5 SBR INITIALIZE AND OPERATE PHASE

During the SBR Initialize and Operate Phase, the SBR is loaded with data and the supporting systems are brought into production. The three main aspects of the Phase will be:

- SBR loading from administrative sources;
- full-scale testing of all SBR procedures and systems in operational mode; and
- initiating transition from the present arrangements to the use of survey frames generated from the SBR.

For the most part, this phase will take place during the third year of the project.

16.6 ECONOMIC SURVEY PROGRAM REVIEW AND REVISION PHASE

During this phase, the potential impact of SBR on the economic statistics program, in particular on the collection of business statistics from the formal sector, should be considered in detail. In part, this will have been done at the time the SBR business case is prepared, but it will need to be elaborated. The ultimate goal will be a more harmonized and integrated survey program. This could well involve the introduction of new surveys, such as an annual economy-wide survey measuring production in the formal sector and a periodic household-based enterprise survey to cover the informal sector. It will also involve redesign or replacement of existing business surveys to take full advantage of the SBR.

This phase can take place concurrently with the SBR Build and Test Phase and the Initialize and Operate Phase over the second and third years of the Project.
16.7 PROJECT TERMINATION

The SBR Project will end when all SBR functionality and systems have been developed and tested, the SBR is loaded with data and is being maintained, and the SBR is being used exclusively for at least one business survey. At this stage any further development and operations of the SBR will be handed over to the unit responsible for SBR operations. This transition may be more of a matter of formally closing the Project than an actual handover because many of the persons that are members of the SBR Project Team may continue in their roles but as members of the SBR Unit.
17 • SBR REENGINEERING AND ENHANCEMENTS

17.1 INTRODUCTORY REMARKS

This chapter is aimed at NSOs that have an SBR and want to improve it. Improvements can be on a large or small scale:

- reengineering means totally redesigning and rebuilding SBR procedures and systems;
- enhancement means improving the existing SBR procedures and systems.

Enhancements themselves can be classified into two groups:

- major enhancements that require additional resources; and
- minor enhancements that can be accomplished by SBR staff with existing resources.

17.2 REENGINEERING

Reengineering should follow essentially the same steps as described in Chapter 16 for the introduction of a new SBR. The main difference is that the initial situation review includes documentation of the existing SBR, its uses, and the problems that initiated the reengineering proposal.

17.3 MAJOR ENHANCEMENTS

A major enhancement would involve a scaled-down version of a reengineering proposal. Depending on the rationale for its introduction, an enhancement should include reaffirmation or re-development of:

- the economic units model;
- the primary and additional administrative sources;
- the profiling program;
- the continuity, resistance, and conflict resolution rules for updating;
- the production of survey frames, samples, control files, and shell databases;
- the production of respondent reporting obligation summaries and individual enterprise and total respondent burden estimates; and
- the production of statistics direct from the SBR.

17.4 MINOR ENHANCEMENTS

Minor enhancements can, and should, be carried out by the SBR Unit with a minimum of formality. However, detailed consideration should be given to the potential impact on surveys currently drawing frames from the SBR. In the event of significant impact, there should be extensive discussions with survey managers on how it can best be handled.