



ROMANIA

Reimbursable Advisory Services Agreement on Romania Capacity Building for Statistics (P167217)

OUTPUT No. 9 a

Report on advisory services provided to Recipient on the Recommendations to the Recipient in the preparation of a roadmap detailing upcoming actions to implement the Strategy for SSN 2015-2020 by 2020

First version April 2020

Revised version September 2020



*Project co-financed from the European Social Fund through the Operational Programme for Administrative
Capacity 2014-2020*

Disclaimer

This report is a product of the International Bank for Reconstruction and Development / the World Bank. The findings, interpretation, and conclusions expressed in this paper do not necessarily reflect the views of the Executive Directors of the World Bank or the governments they represent. The World Bank does not guarantee the accuracy of the data included in this work.

This report does not necessarily represent the position of the European Union or the Romanian Government.

Copyright Statement

The material in this publication is copyrighted. Copying and/or transmitting portions of this work without permission may be a violation of applicable laws.

For permission to photocopy or reprint any part of this work, please send a request with the complete information to either: (i) the Romanian National Institute of Statistics (No.16, Libertatii Bvd., District 5, Bucharest, Romania); or (ii) the World Bank Group Romania (31, Vasile Lascăr Street, 6th floor, Bucharest, Romania).

This report has been delivered in April 2020 under the Reimbursable Advisory Services Agreement on *Romania Capacity Building for Statistics (P167217)* signed between the Romanian National Institute of Statistics and the International Bank for Reconstruction and Development on September 17, 2019. It corresponds to Output 9 under the above-mentioned agreement.

Contents

List of acronyms.....	4
1. Introduction	5
2. Context and scope.....	5
3. Assessment of 2015-2020 Strategy implementation	6
3.1. Status of Strategic objectives	6
3.2. The Roadmap structure	11
3.2.1. Implementation Progress of the SDSSN 2015-2020	12
3.2.2. Evaluation of the result indicators from Chapter 10 of SDSSN 2015-2020	20
3.2.3. Additional information by a Rapid self-assessment of the SDSSN 2015-2020	22
4. Conclusions regarding the 2015-2020 Strategy and development of the 2021-2027 Strategy.....	24
Annex 1 Roadmap.....	31
Objectives, Actions, Results, Duration and Implementation arrangements	31
Implementation Plan (Gantt chart)	39

List of acronyms

AMIGO	Household Labor Survey
ANCPI	National Agency for Cadaster and Real Estate Advertising
ANOFM	National Agency for Employment
ANP	National Administration of Penitentiaries
ARACIP	Romanian Quality Assurance Agency in Pre-University Education
CAPI	Computer-assisted personal interviewing
CAWI	Computer-assisted web interviewing
CNAS	National Health Insurance House
CNPP	National Public Pension House
COMSTAT	Committee of National Statistics System
CNDIPT	National Centre for the Development of Vocational and Technical Education
CONRENA	Consolidation of the National Statistical System project
CSN	National Committee of Statistic
DEPABD	Directorate for Personnel Records and Database Administration
DGDSS	General Directorate of Demography and Social Statistics
DGSE	General Directorate of Economic Statistics
DGCNSM	General Directorate of National Accounts and Macroeconomic Synthesis
DGEGSDS	General Directorate for Operation and Management of Statistical Data Sources
ESS	European Statistical System
RGA	General Agricultural Census
GAMSO	Generic Activity Model for Statistical Organizations
GSBPM	Generic Statistical Business Process Model
GSIM	Generic Statistical Information Model
ICT	Information and Communication Technologies
MAI	Ministry of Internal Affairs
MEN	Ministry of National Education
ANAF	National Agency for Fiscal Administration
INS	National Institute of Statistics
SDSSN	National Strategy for the Development of Statistics
SSN	National Statistical System
NSO	National Statistical Office
RPL	Population and Houses Census
UEFISCDI	Executive Unit for the Financing of Higher Education, Research, Development and Innovation
WB	World Bank

1. Introduction

This report was prepared as part of the Reimbursable Advisory Services (RAS) Agreement on *Romania Capacity Building for Statistics (P167217)* implemented by the National Institute of Statistics with support from the World Bank. A World Bank (WB) team carried out an implementation mission at the National Institute of Statistics (INS) between October 2019 and June 2020.

This report was developed based on the information received from the INS and feedback from INS management and experts. Prior and during to the mission, the WB team received a number of relevant documents from the INS, including information on the background of the current status of the National Statistics Development Strategy (SDSSN) 2015-2020 and on the upcoming work regarding the modernization of the Romanian official statistics, updated reports on statistics, especially on social and demographic statistics, and outlines of potential actions. During the mission, the WB team conducted several informative meetings with INS managers and experts, including the President, Vice Presidents, General Directors, and Directors. At the end of the mission, the WB team presented the main findings and recommendations.

The report has two parts and uses same specific objectives and codes as the SDSSN 2015-2020, while indicating in brackets the code of the direction of action from the strategy. Part A presents a road map to finalize the implementation of the SDSSN 2015-2020 with details on objectives, specific actions for reaching the previously listed objectives corresponding to each identified field and the implementation plan of these actions. Part B is a Gantt diagram indicating the timeline of the actions proposed for the implementation of the strategy until the end of 2020.

A few selection criteria were considered for the proposed road map activities, namely:

- Only activities that can be finalized this year and/or are paramount and could produce deliverables by the end of 2020;
- Available adequate resources for all activities from the roadmap; and
- Activities as part of CONRENA project and other actions from the SDSSN 2015-2020.

2. Context and scope

The National Institute of Statistics of Romania developed a Strategy for the development of Romanian official statistics 2015-2020. The implementation of this Strategy should be completed to the extent feasible before or soon after year-end 2020 at which time it should be superseded by a new Strategy for the period 2021-2027. The objective of such strategic plans is to prepare and guide statistical capacity building programs, focusing on the development and improvement of official statistics and their uses for evidence-based decision making at all levels of the society and economy.

According to the terms of reference for the RAS Program, the World Bank will provide support to the Recipient in its preparation of a draft National Strategy for the Development of Statistics (SDSSN) for 2021-2027. This support should be twofold, referring on the one hand to the implementation of the SDSSN 2015-2020 and on the other hand to the elaboration of the SDSSN for 2021-2027.

As regards the Strategy 2015-2020, point A.5.1 in the terms of reference specifies that the World Bank shall provide support by:

- Contributions for carrying out an assessment of the status of the SSN, and the implementation of the SDSSN; and
- Give inputs for the development of a draft road map regarding upcoming actions to implement by 2020, the Strategy for SSN 2015-2020.
- Deliver one (1) two-day (2) training for INS specialists and relevant SSN stakeholders on drafting the strategic documents and implementation plans.

As regards the elaboration of the SDSSN for 2021-2027, point A.5.2 in the terms of reference specifies that the Bank shall provide support by:

- Provide recommendations for the Recipient to develop the draft SDSSN for 2021-2027 based on best practices.
- Provide advisory support to the INS on their presentation of the final SDSSN for 2021-2027 to the Government of Romania for endorsement through Government Decision.
- Contribute to carrying out three (3) workshops for the relevant INS staff and providing examples for drafting the SSN strategy for internal and external SSN environment assessment, i.e. identifying strategic objectives, setting priorities and directions; and providing guidance in the preparation of a draft action plan on implementing the SDSSN for 2021-2027.

3. Assessment of 2015-2020 Strategy implementation

The overviews of the activities under the different strategic objectives of the 2015-2020 Strategy compiled and provided by INS show that much work has been undertaken and many activities have been brought forward. The physical progress of the strategy was 66,1% at the end of June 2020.

81 activities have been completed out of 171 activities. Some of the strategic objectives and the actions planned under the Multi Annual Statistical Program have (57 out of 95 activities implemented and 89,5% physical progress), however, not reached the planned maturity and a few have not taken off the ground. The reasons for this are threefold:

- Lack of financial resources – this applies in particular to activities envisaged in the field of IT, communication, and dissemination that have not been started due lack of funding.
- Lack of human resources – this explains less advances than planned of some activities in various fields, both of the strategic objectives and the actions included in the Multi Annual Statistical Program.
- Difficulties in cooperation with government ministries and public institutions – this applies in particular to the utilization of administrative data for statistical purposes, not least in the different fields of social statistics.

In the following, the state of affairs of the various actions of the different strategic objectives are discussed as well as the status of the activities planned under the Multi Annual Statistical Program.

3.1. Status of Strategic objectives

1. Strengthening the structure and coordinated functioning of the National Statistical System

The objectives 1.1 and 1.2 involve improving the legal and operational framework of official statistics and the governance of the SSN. The actions under these objectives have been included in the CONRENA project. The work on these is on-going but has been delayed by the corona virus pandemic. This work needs to be continued at the earliest opportunity. The legislation framework will be updated until March 2021.

Objective 1.3 involves actions that enable the transfer of certain statistical data from INS to specialized agencies. Certain protocols have been prepared and preparatory work conducted. This has, however, not been followed up due to delayed responses of some of the agencies involved. The experts recommend that INS actively pursue the cooperation with the aim of completing and the planned actions or bringing them as much forward as possible. There is a good collaboration between INS and Ministry of Public Finance, and a bad collaboration between INS and CNAS. INS hope to have in the statistics law a compulsory obligation for all public database holders to exchange their information with INS.

Objective 1.4 aims at developing standardization of processes and production in the SSN; in this area certain work has been done related to the GSBPM and GAMSO systems. This work is very much in

progress, it needs to be brought forward in 2020 but also included in the 2021-2027 Strategy. Needs to be more detailed which activities are completed until now and which will be finalized at the end of 2020 and to specify the activities for 2021-2027.

Objectives 1.5 and 1.7 concern the role and structure of territorial offices. The actions under these objectives have been included in the CONRENA project. They may be pursued further in 2020 but should mainly be included in the 2021-2027 Strategy.

Objective 1.6 aims at strengthening the cooperation with institutional partners. Here, good progress has been made. The planned actions are delayed by the pandemic and have not been completed. It is recommended that this work be resumed at the earliest opportunity.

Objective 1.7 Improving the role and structure of the territorial statistics directorates, considering the new data sources and the statistical data requirements at the level of administrative-territorial units

2. Modernization and efficiency of the National Statistical System

Under strategic objective 2.1 various actions for improving, strengthening and modernizing the ITC infrastructure of the INS were envisaged. Some of these activities are described as continuous ones or work in progress. Among the latter is the development of an integrated solution for the validation and processing of data in household surveys. Good progress has been made in this area and important solutions have already been implemented or will be completed in 2021. Some of the planned actions have not been realized owing to lack of financial resources. These need to be reassessed and included in the 2021-2027 Strategy. This applies for example to the activities 2.1.1, 2.1.2, 2.1.3, 2.1.4 and 2.1.5. The activity 2.1.6 needs to be included in the new Strategy but without a specific reference to a specific software. The activity 2.1.9 of creating a virtual library has not been realized due to lack of financial resources. It is recommended that this activity is carried over to the 2021-2027 Strategy and firmly pursued there.

Important actions have been implemented under the strategic objective 2.1.10. These need to be pursued further in 2020 and then continued in the context of the new Strategy 2021-2027.

INS conduct a feasibility study with WB in order to develop a new website during the period 2021-2027.

In the areas covered under strategic objective 2.2, Statistical methodologies and processes, much have been carried out and is currently in progress. Several important results have been achieved. Some of the planned actions should be continued under the Road Map and also under the new Strategy. This applies in particular to activity 2.2.1 and 2.2.4.

3. Extending the use of administrative data sources in the statistical process

Several good results have been achieved in this important field. Special mention may be made of the results obtained in realizing the legal and technical conditions for data exchange with the holders of administrative data as well as implementing a transparent mechanism to secure confidentiality of primary data. Some success has also been achieved in strengthening the collaboration with national authorities on the use of administrative data, such as taking over and obtaining data from Ministry of Public Finance, but for health statistics needs to be further pursued. Further work is to be done in the area of justice statistics which needs to be continued under the 2021-2027 Strategy. An important activity concerning quality assurance of administrative data has been imbedded in the CONRENA project. In a few instances, however, there has been limited progress, mainly due to difficult cooperation with the relevant institutions. Objective 3.5 involves designing and implementing the tools necessary to extend and improve the collection of primary information and data from administrative sources. Under Objective 3.5 INS face problems with a lack of qualified personal. Objective 3.8 foresees developing a system for analyzing the cost and benefits of using administrative sources while objective 3.9 involves creating a flexible infrastructure for integrating statistical data with spatial data from multiple sources. Both of these last-mentioned activities have been included in the CONRENA project. All of these activities need to be reassessed and continued in the context of the 2021-2027 Strategy.

4. Development of statistical products and services

The actions of the 2015-2020 Strategy related to the specific objective no 4 are detailed and monitored in the Multi Annual Statistical Programs (PSNM), 2015-2017 and 2018-2020. These are discussed here based on the review made available by INS of the status of implementation of the PSNM 2018-2020 at the end of 2019 as well as additional information received in discussions with INS managers and experts in June 2020.

National accounts

Several activities have been achieved in this field. The activity of estimating fixed assets by activity branches is in progress and should be achieved by end 2020. Two activities concerning measuring globalization are in progress. These are mainly achieved but will require continued testing over the next few years. Work on quality of the national accounts is carried out on a continuous basis by the National Accounts Unit and should be continued.

Price statistics

All actions planned for 2015-2020 in price statistics have been realized. The Price Statistics Unit is currently working on examining and adopting new modern tools for data collection as well as considering new data sources for the consumer price index, such as scanner data. A new European legal act implementing the HICP is expected to be approved in late 2020. The provisions of this act are already largely in place at INS.

Statistics on population, demography, and international migration

In this field, the main planned activities for 2015-2020 are related to the 2020/2021 population and housing census or concern the collaboration with public institutions and ministries on the use of administrative data and development of administrative registers. Important actions concerning the census have been completed but some are in progress with uncertainties about collaboration with the institutions concerned. As regards taking over and obtaining the administrative data for demographic statistics, the main activity concerns cooperation with the Ministry for Internal Affairs of developing a population register that can serve as a source for demographic statistics on a continuous basis. This work has faced substantial collaboration difficulties but there are important activities in progress. The project envisages that all data is integrated into a new system in 2021, that testing is carried out in 2022, and that the new system is fully operational in 2023. The work in these areas needs to be continued to be pursued under the new Strategy for the period 2021-2027. It is recommended that INS makes all effort to facilitate the communication and cooperation with the relevant institutions in the areas of demographic and migration statistics.

Labour market statistics

Important activities in this area have been realized such as adapting the statistical activities to the strategy of modernizing European social statistics and implementing modern methods (CAPI/CAWI) of data collection. Other activities are in progress such as adapting Romanian labour statistics to new European (EUROSTAT) requirements, and analysis and retrieval of administrative data for producing labour force indicators according with their new definitions. It is recommended that these activities are brought as much forward as possible within the period of the current Strategy.

Education and health statistics

The activity of cooperating with holders of administrative data for education is in progress but it has been found that these data sources do not fully satisfy European requirements. Lack of human resources has also been hampering progress in this area. It is recommended that this activity is continued under the 2021-2027 Strategy. In the field of health statistics, the 2015-2020 Strategy envisaged two activities; redesigning the health information system and promoting the partnership with holders of administrative health data. These activities have only shown scant progress as a result of very difficult cooperation with the holders of health data. It is recommended

that INS continue to pursue them in the context of the current Strategy while aiming at giving them high priority in the upcoming 2021-2027 Strategy.

Statistics of income and living conditions

Work done on the activity of improving the indicators on poverty and social exclusion by using information from statistical and administrative sources has revealed that existing sources are not sufficient for this. This activity is in progress, it needs to be continued, even beyond 2020, as necessary. The planned action of implementing modern data collection methods in household surveys of living conditions has progressed well and should be continued unabated and beyond 2020, as necessary. A main task in this field is transferring the EU-SILC from a paper-based survey to CAPI and CAWI. The third activity in this field, implementation of a Framework regulation for the production of European statistics on persons and households (REGULATION (EU) 2019/1700 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 10 October 2019 establishing a common framework for European statistics relating to persons and households, based on data at individual level collected from samples, amending Regulations (EC) No 808/2004, (EC) No 452/2008 and (EC) No 1338/2008 of the European Parliament and of the Council, and repealing Regulation (EC) No 1177/2003 of the European Parliament and of the Council and Council Regulation (EC) No 577/98 has largely been achieved and will be more or less be fully realized in surveys starting from 2021. In the future, INS plans to utilize the planned population register as a sampling frame for their household surveys of social and economic conditions.

Agricultural statistics

The activities planned for agricultural statistics in the period 2015-2020 have largely been realized. Two main tasks are considered to be permanent ones requiring inclusion in the upcoming 2021-2027 Strategy. This applies to the task of improving the quality of data so as to respond to the new requirements of the European Statistical System (ESS) as well as national requirements. In the area involving an integrated approach to agricultural statistics by implementing the regulation on integrated statistics at farm level, the planned actions for 2015-2020 have been achieved but work on this needs to be revisited at three year intervals and thus to be included in the new Strategy. Preparations for carrying out the general agricultural census in 2020, including harmonization and implementation of European regulations in this field, have progressed well. Looking further ahead, INS intends to work on defining and organizing future agricultural censuses. That work, including the enactment of a normative act for this purpose, should be included as a strategic objective in the 2021-2027 Strategy.

Environment statistics

In environment statistics, actions planned for 2015-2020 have been achieved but some of these need to be continued under the new Strategy. This applies to the work on implementation of the regulation on environmental economic accounts. In the area of implementation of data collection in accordance with European methodologies, the planned actions for 2015-2020 have been reached but this activity needs to be continued under the 2021-2027 Strategy. Two activities were in progress at the end of 2019; carrying out a roadmap for compiling a set of national indicators in accordance with the 2030 agenda and consolidating data quality for environmental accounts. It is recommended that these be continued to be pursued, even beyond 2020, as necessary.

Enterprise statistics, structural statistics

Several activities in these fields have been pursued and completed. Some actions were still in progress at the end of 2019 but considerable work had already been done. It is recommended that these be completed in 2020.

Short-term economic indicators

Much effort has been devoted to activities in this area and good progress had been made during the planning period. It is recommended that INS continues to work on the activities in progress

aiming to complete them in 2020, to the extent possible. Some of the activities need to be continued to be pursued under the new planning period such as the testing of the use of administrative sources for the production of short-term statistics.

Statistics of international trade in goods

Some actions planned for 2015-2020 had already been achieved in 2019 and earlier but others are in progress. Thereof, actions concerning the implementation of a new regulation in this area are mainly targeted to be completed at the end of 2021 for application as of 2022. It is recommended that these targets are continued to be observed. Apart from this, most of the actions enumerated are continuous tasks that need to be included in the 2021-2027 Strategy.

Statistical business register

All the planned actions in this area have been achieved. However, continued work on the business register needs to be included in the 2021-2027 Strategy, partly to respond to the implementation of the European framework regulation integrating business statistics. Most of the activities regarding the profiling of units with significant economic impact and the establishment of KAU for LCU units with significant economic impact are continuous activities.

5. Improving the quality of statistical products and services

This strategic objective encompasses a group of activities aimed at improving statistical quality and developing quality management. Of these, activities 5.1 and 5.3 have been completed. Good progress has been made in activity 5.2 but work under this objective needs to be continued and included in the new Strategy 2021-2027. For activity 5.4, elaboration of procedures for monitoring quality, no work is recorded in the monitoring overview while for 5.5 work has been carried out on developing guidelines based on the GSBPM. 5.5 will be finalized under the Road Map. The strategic objective 5.6 is in progress and is being linked to the recommendations expected in this respect under the CONRENA project. This activity needs to be included in the 2021-2027 Strategy. Under objective 5.7 on the preparation of training courses for statistical operators based on a manual of statistical research, manuals have been developed for each statistical research carried out with investigators. Finally, activity 5.8, preparation of training programs in statistics for users of statistics, should be reassessed to be included in the 2021-2027 Strategy.

6. Human resources development

This strategic objective involves various activities aimed at analyzing the needs for personnel and improving recruitment practices, providing mentoring and training for newly hired staff, developing annual professional training plans and conducting training, and developing and monitoring the efficiency and satisfaction of the staff. Important work has been carried out in all these fields and good results have been obtained. However, there are still many activities to be implemented into the new planning cycle. The numbers of trainings conducted and staff receiving training are impressive. These are clearly continuous activities, not least applying to professional development and retraining of staff in line with changes in statistical methods, procedures, and techniques. It is recommended that these be included and given necessary priority in the 2021-2027 Strategy.

7. Improving the promotion of statistical products and services

Objective 7.1 concerns dissemination of statistical data with emphasis on databases and digital services. Progress has been made in some of the planned activities while there do not seem to have been activities in the objectives of extension of dissemination services and digitizing the statistical publications of INS and facilitating digitized access to them. This would clearly be a candidate for being carried over to the 2021-2027 Strategy.

Objective 7.2, Statistical publications, aims at improving the quality of statistical publications, modernizing publications, and providing technical assistance to producers of official and departmental statistics. The first two of these activities have been partially implemented while the last-named activity has been fully implemented.

Objective 7.3 has two activities involving electronic dissemination; implementing measures to facilitate access to aggregated statistical databases and developing and restructuring the INS website. Work has been carried out on both of these issues and a new project for the renewal of the INS website is under preparation. It is evident that continued attention needs to be given to both of these in the years ahead and that they should be included in the new 2021-2027 Strategy.

Objective 7.4 lists several actions in marketing and statistical communication. Of these, the activity of conducting thematic seminars with users and especially media has been achieved. However, such achievements are typically short lived and are likely to require continuous attention in the coming years. Another achievement is the implementation of mobile applications for communicating monthly statistical bulletins of counties. This work is on-going, it is very much dependent on financial resources and should be further pursued under the new Strategy. The activity of standardizing the content of data and publications has been partially achieved while the development of search facilities for existing publications is in progress and will be included in the renewal of the INS website. Furthermore, INS has succeeded in establishing close cooperation with “information multipliers” to guide the development of new statistical products and services. In two instances, improvement of dissemination channels (7.4.3) and applying geographic information system for publishing statistical data and preparing the publications (7.4.6), big progress is recorded so far. These strategic objectives should be reassessed with the aim of including them in the 2021-2027 Strategy.

Objective 7.5 concerns the formation of the statistical culture of the public. Two of the actions envisaged, extending the cooperation with academia for the development of statistical literacy and developing the environment of free access to information and knowledge by INS staff, are reported to have been achieved. The activity of organizing communication sessions in order to know and understand the activity of official statistics is in progress. Two actions under 7.5, placing communication with all actors of the statistical process in the center of statistical activities in order to contribute to the credibility of official statistics and creating an appropriate dissemination architecture, are not reported to have had any work done so far. It is suggested that these be reassessed in the context of the upcoming 2021-2027 Strategy.

3.2. The Roadmap structure

According to the terms of reference cited above the Bank is expected “to give inputs for the development of a draft road map regarding upcoming actions to implement by 2020”. Such inputs are set out in a separate document (Annex 1).

The Roadmap has two parts and uses same specific objectives and codes as the SDSSN 2015-2020, while indicating in brackets the code of the direction of action from the strategy. First part presents a roadmap to finalize the implementation of the SDSSN 2015-2020 with details on objectives, specific actions for reaching the previously listed objectives corresponding to each identified field and the implementation plan of these actions. Second part is a Gantt diagram indicating the timeline of the actions proposed for the implementation of the strategy until the end of 2020.

A few selection criteria were considered for the proposed road map activities, namely:

- Only activities that can be finalized this year and/or are paramount and could produce deliverables by the end of 2020;
- Available adequate resources for all activities from the roadmap; and
- Activities as part of CONRENA project and other actions from the SDSSN 2015-2020.

3.2.1. Implementation Progress of the SDSSN 2015-2020

The assessment of the progress on the implementation of the SDSSN 2015-2020 shows that by June 2020, 81 out of 171 activities have been implemented. The average overall progress achieved, including activities under implementation, is 66.1%. The Excel tables below present the progress by specific objectives, direction of actions and actions. Only 14 activities (8% of the total activities) have not started yet because of external factors, like EUROSTAT, FRIBS, COVID-19, and reluctance of administrative data holders in sharing their data with the INS.

Table 1 – The overall assessment of the progress

Specific Objectives/ Directions of Action	Progress
Specific Objective no. 1. Strengthening the structure and coordinated functioning of the National Statistical System	67.8%
1.1 Improving the legal and operational framework of official statistics for extending and strengthening the role of CSN and COMSTAT in the process of substantiating, monitoring and evaluating the results of the development strategy and of the multiannual and annual statistical programs	70%
1.2 Improving the tools and governance mechanisms of the National Statistical System in order to align actions with the strategic development objectives based on priorities and connection to available resources as to include in the multiannual and annual statistical programs new topics of national and European interest	100%
1.3 Restructuring of the National Statistical System through total or partial transfer of specific statistics in the fields of social and economic statistics that are currently managed by the INS, such as agriculture, education, health, environment, etc., by assigning them to other statistical data producers according to expected future changes and amendments to Law 226/2009 and with subsequent amendments, and by supporting producers of official and departmental statistics in training and learning competences that shall strengthen the capacity of these authorities in the field of official statistics	70%
1.4 Developing an inventory of technological processes, methods and instruments aimed at identifying the components of standardized or standardize statistical production flow, which can be implemented in the National Statistical System	100%
1.5 Redesigning the statistical processes to improve efficiency of the activity at the central level and at territorial statistical directions based on strategic prioritization	0%
1.6 Periodic evaluation of the cooperation with institutional partners, with a special focus on attracting administrative sources in the process of official statistics, identifying strengths and weaknesses, good practices and measures to improve the inter-institutional cooperation mechanisms	100%
1.7 Improving the role and structure of territorial statistics directorates, considering the new data sources and statistical data requirements at the level of the administrative-territorial units (TAUs)	0%
Specific Objective no. 2. Modernization and efficiency of the National Statistical System	63%
2.1 Improving, strengthening and modernizing the IT&C infrastructure of the INS	58%
2.2 Statistical methodologies and processes	65%
Specific Objective no. 3. Extending the use of administrative data sources in the statistical process	57.3%
3.1 Developing and consolidating a competency center at the INS for identifying and integrating administrative sources in the statistical system, designing and implementing common data collection and processing services from administrative sources integrated	50%

in GSBPM and GSIM in order to increase the degree of use of administrative sources in the statistical process	
3.2 Strengthening the collaboration with national authorities responsible for the administration of the administrative sources in order to include useful variables in the generation of statistical data	76.7%
3.3 Extension of the role and attributions of the INS in the field of quality assurance of administrative data sources by adjusting the general and operational legal framework to create the necessary tools for inter-institutional cooperation in the public administration in Romania	50%
3.4 Development of the architecture of the administrative sources in the National Statistical System and the construction of a database system as a unitary and coherent informational support for statistics in all social-economic fields that shall store longitudinal information on statistical units	100%
3.5 Design and implementation of tools necessary to extend and improve the collection of primary information and data from holders of administrative sources (databases and registers) aimed at increasing the quality of administrative data and the coverage area	0%
3.6 Achieving the legal and technical conditions for data exchange with holders of administrative sources	80%
3.7 Development and implementation of an efficient and transparent mechanism to ensure the confidentiality criteria of primary data	70%
3.8 Development of a system to highlight the costs and benefits of using administrative sources in order to evaluate the cost-effectiveness ratio	50%
3.9 Development of a flexible infrastructure (databases) as a support for providing spatial-temporal analyzes by integrating relevant statistical data with spatial data from multiple sources at the level of TAUs	0%
Specific Objective no. 4. Development of statistical products and services	89.5%
4.1 National accounts: macro-economic indicators (Responsible: National Account Directorate)	89%
4.11 Full implementation of SEC 2010	90%
4.1.2 Impact of globalization over macro-economic indicators	88%
4.10 Short-term economic indicators (Responsible: Economic Statistics General Directorate)	80%
4.10.1 Diversifying administrative data sources and developing methods to consolidate data from statistical and administrative sources	90%
4.10.2 Developing quality statistics in the field of energy and climate change; developing indicators in the field of energy to respond to "A European Union of Energy" priority	80%
4.10.3 Implementing the requests for the new integrated FRIBS enterprise statistics regulation 1) Depending on the implementation of the FRIBS regulation	75%
4.11 Statistics on international trade of goods (Responsible: Economic Statistics General Directorate)	98.6%
4.11.1 Improving consistency between the statistics on international trade of goods (EU and non-EU) and the balance of payments statistics	100%
4.11.2 Integrating the legal framework on trade statistics into the FRIBS regulation, in cooperation with Eurostat and EU Member States 1) Depending on the implementation of the FRIBS regulation	100%
4.11.3 Continuous modernizing and harmonizing the non-EU trade of goods statistical system with the EU and national legislation and requirements in the field 1) Depending on the implementation of the FRIBS regulation	100%

4.11. 4 Implementing SIMSTAT Statistical System (micro-data exchange among all EU Member States) in the current production – issues on collection, confidentiality, and validation 1) Depending on the implementation of the FRIBS regulation	96.7%
4.11. 5 Developing new statistics indicators by ensuring connection between data from the Statistical Register of Enterprises and data on foreign trade statistics by enterprise features	100%
4.12 Statistics Register (Responsible: General Directorate for Exploitation and Management of Administrative Data Sources)	100%
4.12.1 Implementing the definition of statistical unit in the statistical register by enforcing the operational regulations and the profiling methodology 1) Depending on the implementation of the FRIBS regulation	100%
4.2 Price statistics (Responsible: Price Statistics Directorate)	100%
4.2.1 Implementing the standards and methods from the methodologies developed and approved at the international level	100%
4.2.2 Adopting international standards on developing data and statistical meta-data regarding prices	100%
4.3 Statistics on population, demography and international migration (Responsible: General Directorate of Demography and Social Statistics)	70.7%
4.3.1 Finalizing the cooperation agreement that should provide the concrete program of organizational actions regarding the involvement and delimitation of the objectives, role and tasks of institutions that are involved in supplying data from administrative sources of the statistical database at the level of individual registration StatPop	55%
4.3.2 Implementing the cooperation conventions that allow access of the INS to individual registrations (based on unique/single identifier) available in administrative sources managed by public institutions from central and local administration	80%
4.3.3 Preparing the legal, administrative and organizational framework of the Population and Households Census for the 2020/2021 round (RPL 2021)	100%
4.3.4 Preparing the instrument and infrastructure necessary for implementing the 2020/2021 rounds of censuses in Romania	50%
4.3.5 Promoting the partnership with institutions that manage administrative sources on population and buildings as to enable access of the INS to the necessary information for the RPL 2021 and establishing the role of these entities in preparing and implementing the upcoming population and household census	50%
4.3.6 Investigating methods to streamline the collection and processing of statistical bulletins on demographic phenomena	20%
4.4 Labor market statistics (Responsible: General Directorate of Demography and Social Statistics)	83%
4.4.1 Organizing and actively participating in the development of the SSN in the field of labor force statistics as to comply with the new regulations at the European and national level	95%
4.4.2 Adjusting the Romanian social statistics with the observance of the objectives from the strategy of modernization and social statistics at the European level and with the new directions of actions in this field	65%
4.4.3 Analysis and retrieval of data from administrative sources to produce indicators in the field of labor market statistics	75%
4.4.4 Implementing modern methods for data collection through statistical surveys for households (CAPI/CAWI)	100%

4.5 Education and health statistics (Responsible: General Directorate of Demography and Social Statistics)	80%
4.5.1 Cooperation with administrative sources data holders for increasing the quality of data as to integrate them into the national statistical system	90%
4.5.2 Redesigning the informational system in the field of health statistics	70%
4.6 Income and living conditions statistics (Responsible: General Directorate of Demography and Social Statistics)	88%
4.6.1 Improving the quality of indicators on poverty and social inclusion by using information from statistical and administrative sources	90%
4.6.2 Implementing modern methods for collecting data from households in CAPI/CAWI in surveys in the field of living conditions	85%
4.6.3 Implementing the methodologies harmonized at the European level and correlated with the Strategy for Modernizing European Social Statistics and the national strategy	90%
4.7 Agricultural Statistics (Responsible: Economic Statistics General Directorate)	98%
4.7.1 Improving the quality of data in the field of agricultural statistics to respond to new European Statistical System and national level requirement	100%
4.7.2 Investigating the administrative sources and the possibility of using them for the development of agricultural statistics	100%
4.7.3 Integrated approach to agricultural statistics by implementing the regulations on integrated statistics at the farm level (Integrated Farm Statistics-IFS	90%
4.7.4 Harmonizing and implementing the European regulations in order to achieve the General Agricultural Census (RGA 2020)	100%
4.8 Statistics of environment (Responsible: Economic Statistics General Directorate)	100%
4.8.1 Correlation of statistical indicators with regard to the implementation of environment policy and economic planning	100%
4.8.2 Implementing the Regulation (EU) no. 538/2014 of the European Parliament and Council modifying Regulation (EU) no.691/2011 on European environmental economic accounts, environment and forestry statistics	100%
4.8.3 Implementing data collection according to Eurostat methodologies, on volunteer basis, for additional areas; adjusting the methodologies to national specifics	100%
4.8.4 Reviewing indicators regarding the implementation of the Sustainable development national strategy	100%
4.8.5 Consolidating the data for the environment accounts that have been already implemented	100%
4.9 Enterprise statistics, structural statistics (Responsible: Economic Statistics General Directorate)	98%
4.9.1 Implementing statistical research with regard to global value chain and international outsourcing 1) Depending on the implementation of the FRIBS Regulation	100%
4.9.2 Identifying new statistical indicators and connection between data for small and medium enterprises 1) Depending on the implementation of the FRIBS Regulation	100%
4.9.3 Collecting information to use 3D printing technology and e-Government services 1) Depending on the implementation of the FRIBS Regulation	93%
4.9.4 Carrying out preparatory activities in order to be able to future legal provisions, guidelines and methodologies with regard to transport statistics respond 1 Depending on the implementation of the FRIBS Regulation	100%
Specific Objective no. 5. Improving the quality of statistical products and services	80%
5.1 Development of a quality action plan with inputs from both the INS management and specialized personnel (new ideas), as well as representatives of various institutions,	100%

members of CSN and of COMSTAT in order to implement the principles of the Code of European Statistics practices and continuous monitoring of the strategic lines identified	
<p>5.2 Periodic planning of various activities to be carried out and setting specific responsibilities for each statistical domain, including the design to improve the quality of activities in various statistical fields, with the following priorities:</p> <p>a) designing the statistical questionnaires by eliminating the double registration of the data and information requested in order to reduce the burden regarding the response</p> <p>b) reducing the response related burden by extending the use of administrative data sources through proactive efforts (by involving the responsible entities) and by monitoring performance indicators / quality indicators</p> <p>c) development and integration of user-oriented and product-oriented quality reports</p> <p>d) conducting user satisfaction surveys on a regular basis and including them in quality reports</p> <p>e) standardizing the processes with regard to tracking non-responses, measuring and reducing the errors identified in the various stages of statistical processes and products, monitoring internal consistency of disseminated data, data review policy, documentation / methodological rules regarding estimation and imputation methods used, seasonal adjustments, data encoding, etc.</p> <p>f) monitoring and reporting of indicators on human and financial resources (staff surveys)</p>	80%
5.3 Development/ improvement of procedures describing the statistical production processes and identifying the specific documents for each stage, including description of methods for monitoring the quality of each stage of the statistical production processes	100%
5.4 Development of procedures for monitoring the quality of statistical products	40%
5.5 Periodic review of quality documentation in official statistics	60%
5.6 Development of a plan on quality review in statistics (internal and / or external audit in the field of quality - audit reports or self-assessments, questionnaires completed by producers, respondents / users)	60%
5.7 Development of training courses for investigators based on a manual developed for each statistical research	100%
5.8 Development of training programs in statistics for users interested in understanding the calculation methodologies, tools and standards used in official statistics	
Specific Objective no. 6. Human resources development	60.0%
<p>6.1 Anticipatory approach of specific activities related to human resources management to avoid the gaps or massive flow in hiring personnel by:</p> <p>a) annual forecast of staff needed</p> <p>b) optimization of staff structure at the level of each direction according to existing and perspective tasks of the INS and required level of competences</p> <p>c) recruitment of staff in line with staff fluctuation/changes</p> <p>d) widening the target groups in order to attract new, competitive staff and young performers</p>	60%
<p>6.2 The rapid, efficient integration of new staff at the INS by:</p> <p>a) emphasizing the role of mentors for new staff</p> <p>b) carrying out the training program for the new staff to familiarize them with the INS activity, specific tasks, processes and work procedures</p> <p>c) updating and dissemination within the INS and the National Statistical System of manuals and guides for professional orientation and career</p> <p>d) incentives and higher motivation to promote career development by including new staff in working groups and development projects of the National Statistical System.</p>	70%

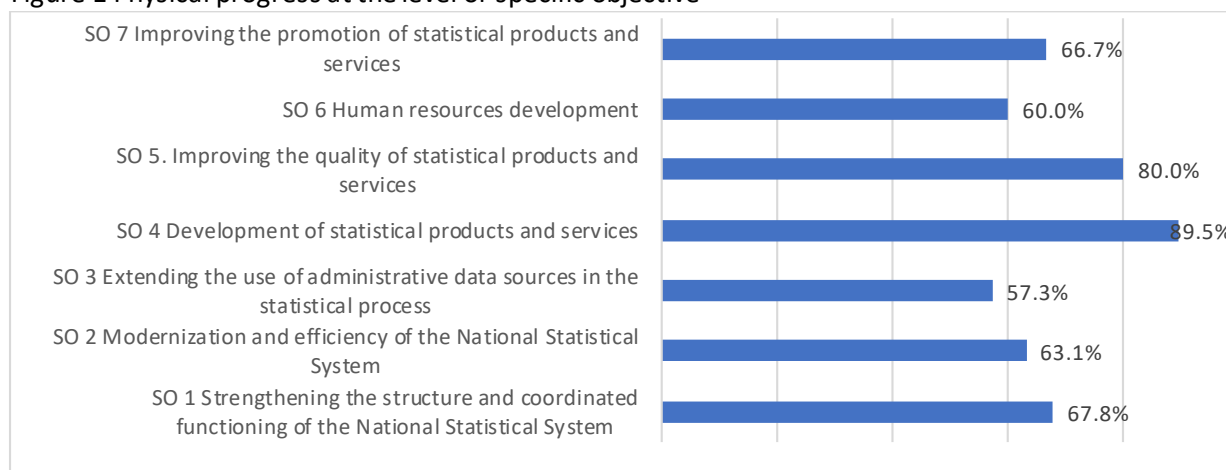
<p>6.3 Continuous professional training of staff by:</p> <p>a) development of training programs according with the skills needed at the INS and with prospects for career development, especially in the fields of data analysis and modeling, processing large volumes of data, new information technologies and electronic communications, redesign and optimization of processes</p> <p>b) a flexible, efficient policy of the professional training activity and specific specialization</p> <p>c) diversifying training and training stages, as well as exchange programs</p> <p>d) including new staff from management positions in special training programs to learn about decision-making tasks, specific processes and procedures required for their roles</p> <p>e) development of a manual for "new managers"</p> <p>f) development of an internal body of competent, motivated trainers</p> <p>g) development of training programs for staff in public administration, especially in institutions that generate official statistics.</p>	50%
<p>6.4 Maintaining and developing staff and improving their activity by:</p> <p>a) permanent orientation towards results, combining lifting of performance standards with an adequate motivational system</p> <p>b) conducting periodic investigations regarding the state of professional/job satisfaction</p> <p>c) emphasizing the role of periodic assessments of individual professional development and career orientation</p> <p>d) diversifying the incentive methods and introducing specific ways to reward the staff</p> <p>e) improving work conditions and work environment</p> <p>f) identifying more efficient ways of internal cooperation, consultation, dialogue and communication through Intranet, appropriate documentation, thematic meetings to facilitate dissemination of knowledge and team work</p> <p>g) developing a flexible and stimulating internal mobility policy by developing common standards, tools and documentation systems designed to standardize work processes and by professional development policies.</p>	60%
Specific Objective no. 7. Improving the promotion of statistical products and services	66.7%
7.1 Dissemination of statistical data	56%
7.2 Statistical publications	67%
7.3 Electronic dissemination	85%
7.4 Marketing and statistical communication	80%
7.5 Development of the statistical culture for the public	54%
Overall progress	66.1%

Physical Progress

The figure below depicts the progress of the SDSSN 2015-2020 at the level of specific objectives. The champion is the SO 4 Development of statistical products and services with 89.5% progress achieved, followed by SO5 Improving the quality of statistical products and services with 80%. The lowest physical progress of the strategy has been recorded for SO3 *Extending the use of the administrative data sources in the statistical process*, with 57.3%, where only approximately half of the administrative data holders have agreed to share with the INS their data bases based on a formal

protocol routine.. The progress for the others three specific objectives is between 60% and 68%, which is close to the overall progress accomplished of the SDSSN (66.1%).

Figure 1 Physical progress at the level of specific objective

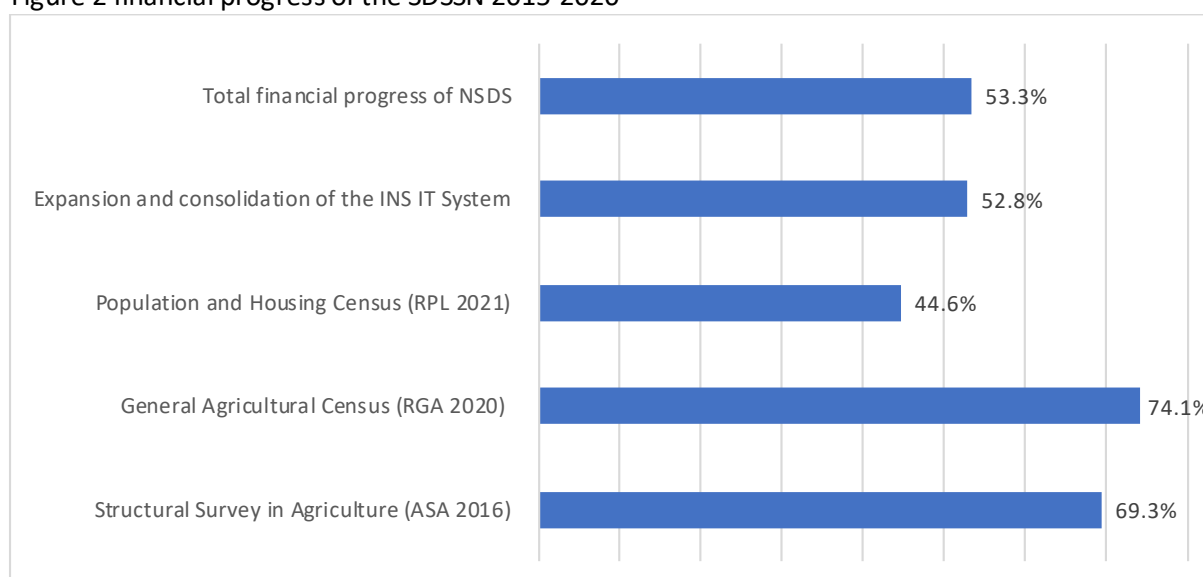


Given that this is the first monitoring and evaluation exercise of the SDSSN, some overall good physical progress of the strategy has been achieved so far. During the meetings and discussions with the INS experts, the WB team has identified 25 activities finalized and 23 activities to be finalized by the end of 2020. For a smooth implementation, these activities have been included into a roadmap (this has been detailed in Annex 1).

Financial progress

The figure below illustrates the financial progress of the SDSSN 2015-2020 by the INSIT, RPL 2021, RGA 2020, and ASA 2016. The overall financial progress of the strategy is 53%, which is somehow in line with the level of progress achieved by activities. The biggest progress has been made regarding the General Agricultural Census (74.1% from the planned budget), followed by the Expansion and Consolidation of the INS IT System (52.8%). The lowest financial progress has been recorded for the Population and Housing Census (RPL 2021) with 44.6% progress achieved for an activity under implementation.

Figure 2 financial progress of the SDSSN 2015-2020



The table below illustrates the financial progress reached with regard to the IT budget. It has to be mentioned that five items (4.7-4.9; 4.10; 4.11; 4.13) have not achieved any financial progress, while one item (4.12) has accomplished only 0.5%. One of main reasons for such lack of progress is because of funding related shortcomings which have caused several delays in the implementation process and hindered fulfilling the activities of the SDSSN and reaching the targets of the strategy. For example, the lack of implementation of CAPI surveys is due to the absence of tablets, even though CAPI questionnaires have been developed for several surveys. Also, in the implementation phase of the strategy the budget execution was below the estimates (i.e., the Structural Survey in Agriculture (ASA) which spent only 69.3% from the estimated budget; the maintenance for eSOP and eDemos spent less than 15% from the estimated budget).

Table 2 – Financial progress

No.	Activity	Financial Progress
1.	Structural Survey in Agriculture (ASA)	69,3%
2.	General Agricultural Census (RGA/GAC/ 2020) [1]	74.1%
3.	Population and Household Census (PHC /RPL 2021)[2]	44.6%
4.	Expanding and consolidating the INS IT System	52.8%
4.1	Gradual replacement of used equipment with next-generation equipment to support the latest software versions of operating systems for which technical support is still provided	93.8%
4.2	Ensuring the use of single operating system in the National Statistical System (perhaps Windows 8) to replace the Windows XP operating system for which the technical support has expired since April 2014	34.8%
4.3	Rehabilitation of low current network for IT and electronic communication equipment at the National Institute of Statistics headquarters	76.6%
4.4	Maintenance and technical support, continuous support to eSOP -Web portal for online download/takeover of statistical data – directly from statistical data reporters, expansion of the number of users	15.4%
4.5	Expanding the capacity (hardware) to process and store of statistical data using the eSOP -Web portal for online download/takeover of statistical data , including extending the warranty for the hardware equipment	67.6%
4.6	Ensuring maintenance and technical support: Oracle license, rental of SAS license, expanding the annual contract for the global antivirus solution according to the conditions provided in the existing framework, maintenance solution for monitoring the statistical IT infrastructure	121.8%
4.7	Purchasing Microsoft Windows 2008 Datacenter licenses to cover server licenses on virtual machines – 8 pieces for 8 virtualization servers	0%
4.8	Purchasing spare disks for the Netapp storage device that which progressively is getting out of warranty, acceleration hardware equipment	0%
4.9	Development and implementation of a plan to restore IT services in case of disaster - Disaster Recovery	0%

No.	Activity	Financial Progress
4.10	Development of a virtual library (design, purchase of rare book copy equipment) to integrate it in the National Digital Library, coordinated by the National Library of Romania, as part of the European Digital Library	0%
4.11	Expanding the video-conference network at the level of territorial statistics directorates; expanding the areas of training topics for staff of the territorial statistics directorates by using the video-conference network	0%
4.12	Integrated solution (hardware, software) for the introduction, validation and processing of statistical data for surveys in households, purchasing of portable statistical data recording equipment, expanding reporting of household statistical data through web solutions, via internet	0.5%
4.13	Integrated solution (hardware, software) for loading and processing of statistical data from the Population Register	0%
4.14	Integrated computer system (hardware, software solution) for processing of statistical data from the Population and Household Census, round 2020	53.8%
4.15	Integrated computer system (hardware, software) for processing of statistical data from the General Agricultural Census, round 2020	115%
4.16	eDEMOS maintenance and technical support (annually)	14.9%
	TOTAL budget for the 2015-2020 period	53.3%

3.2.2. Evaluation of the result indicators from Chapter 10 of SDSSN 2015-2020

The Table 3 below presents the level of indicators for the period 2015-2020. With the exception of indicator (c) *Increasing the degree of use of administrative sources in national accounts and administrative data statistical field*, all indicators have met the target set for each year. However, for all statistical fields the indicators (c) has increased for each year. Overall, the strategy has accomplished the targets stipulated under Chapter 10 of the document.

Table 3 - Level of indicators for the period 2015-2020

Targets	Indicators	2015	2016	2017	2018	2019	2020
a) Reducing the response burden of data providers by an average of 5% per year	Reducing the response burden of data providers*	yes	yes	yes	yes	yes	yes
b) Increasing the coverage of the sampling frame to at least 80%	Annual increase in the coverage of survey bases	100%	100%	100%	100%	100%	100%
c) Increasing the degree of use of administrative sources in each statistical field starting from the 2014 baseline	The degree of use of administrative sources by INS starting from the 2014 baseline	5.9%	9.8%	19.6%	21.6%	35.3%	35.3%
d) Number of press releases disseminated without major errors to be over 98%	Annual share of press releases disseminated without major errors in the total press releases	100%	99.7%	100%	98.8%	100%	100%
e) Number of press releases disseminated in time according to the calendar of press releases to be over 98%	Annual percentage of press releases disseminated over time according to the calendar of press releases out of their total	100%	99.4%	98.9%	98.2%	98.8%	100%

* In order to reduce the response burden, as well as to supplement the non-responses, more imputations were made from administrative sources for surveys in enterprises (scope of wage statistics) every year. Furthermore, actions were taken to analyze the variables that are collected in several statistical surveys and methods were developed to estimate the results based on administrative sources.

3.2.3. Additional information by a Rapid self-assessment of the SDSSN 2015-2020

Developed by PARIS 21, the self-assessment tool was designed to assess the quality of the SDSSN, the level of implementation, and impact of the strategy during the implementation period (2015-2020). Overall, the Tool has been developed by deploying a generic Theory of Change¹ approach conveying the relationships between inputs and desired outcomes to be achieved through the implementation of the SDSSN.

The tool has been developed to guide internal improvement processes particularly in relation to the SDSSN. The tool has not been designed for international comparisons and ranking of countries.

A set of **six major themes** aligned to the proposed Theory of Change that need to be captured in the evaluation tool have been proposed. Where applicable, subthemes have also been identified enabling development of indicators describing the SDSSN quality, implementation status and the impact resulting from the six thematic areas as follows:

1. Status and capacity of NSO;
2. Resources and expenditure;
3. Data quality;
4. Demand responsive;
5. Dissemination and use; and
6. Planning and monitoring of results.

SDSSN implementation will be based on performance of each of these themes and the results would provide guidance on areas where the SDSSN implementation has been weak and/or strong. Below is the scope and coverage for each of the above major themes:

1. **Status and capacity of NSO:** Firstly, this section gathers contact information of the NSO and its leadership. Although this information is not specifically scored, it is however relevant to the whole process as it feeds into other questions within the evaluation tool. The section further gathers information relating to the capacity of the NSO as it is responsible for preparing, guiding the implementation and monitoring and evaluating the SDSSN.
2. **Resources and expenditure:** This theme looks at whether there is an SDSSN that follows expected standards and whether this Plan has been resourced. In developing this section, it has become clear that there is currently no single framework or template which would enable systematic comparison of resource availability and use across SDSSNs. Under this theme, the tool also determines whether there are formal arrangements requiring coordinated funding to statistics both from national and international resources.
3. **Data quality:** The NSO through the SDSSN is typically the primary body with responsibility for monitoring the quality of censuses, survey and administrative data collection activities and for the establishment and monitoring compliance with international and domestic data quality standards. This theme of the tool attempts to capture the major elements of SDSSN contributions to improving data quality.
4. **Demand responsive:** This theme assesses performance of the SDSSN responsiveness to demand (in two dimensions): i) supply of information necessary to track achievement of national planning/poverty reduction goals, ii) meeting statistical needs of specific user groups. The tool attempts to emphasize the salience of developing specific 'demand responsive' policies in the

¹ Anderson, A. (2005). The community builder's approach to theory of change: A practical guide to theory and development.

preparation and implementation of SDSSNs in relation to the existing legal framework. Key steps in this process include identification of priority user groups (preferably in highly specific terms) and of the data requirements for each. In the absence of deliberate work to define and systematically reach out to user groups, SDSSNs may miss opportunities to enhance and broaden ownership of national statistical development. Doing so will also help SDSSNs balance the demands of external agencies and financiers, with those of domestic audiences and users. At the very least, encouraging NSOs through the SDSSN to monitor their efforts to be responsive to demand could help them become more proactive in encouraging the use of data in decision making.

5. **Dissemination and use:** To overcome the natural tendency to focus exclusively on the many challenges of collecting data, the tool also includes a section to capture specific efforts to encourage dissemination and use of data. By monitoring these activities, the tool may help NSOs through the SDSSN to identify opportunities to strengthen dissemination activities, with relevant work ranging from efforts to improve connectivity among and between the NSO and user groups to work to stimulate particular dissemination and analytic tasks. Developing proactive dissemination strategies could help NSOs to become leaders of improved use of data in decision making.
6. **Planning and monitoring of results:** This theme of the tool asks for information to help in assessing the degree to which the NSO (and perhaps eventually user groups) are regularly monitoring SDSSN implementation and responsiveness. Key issues to be reviewed include routine preparation of Annual Work Programs and making these open and accessible to various user groups, monitoring changes in the organizational structure and policies and reviewing the adequacy of and preparing plans for improving basic communication and 'connectivity' among and between NSOs, user groups and various levels of administration.

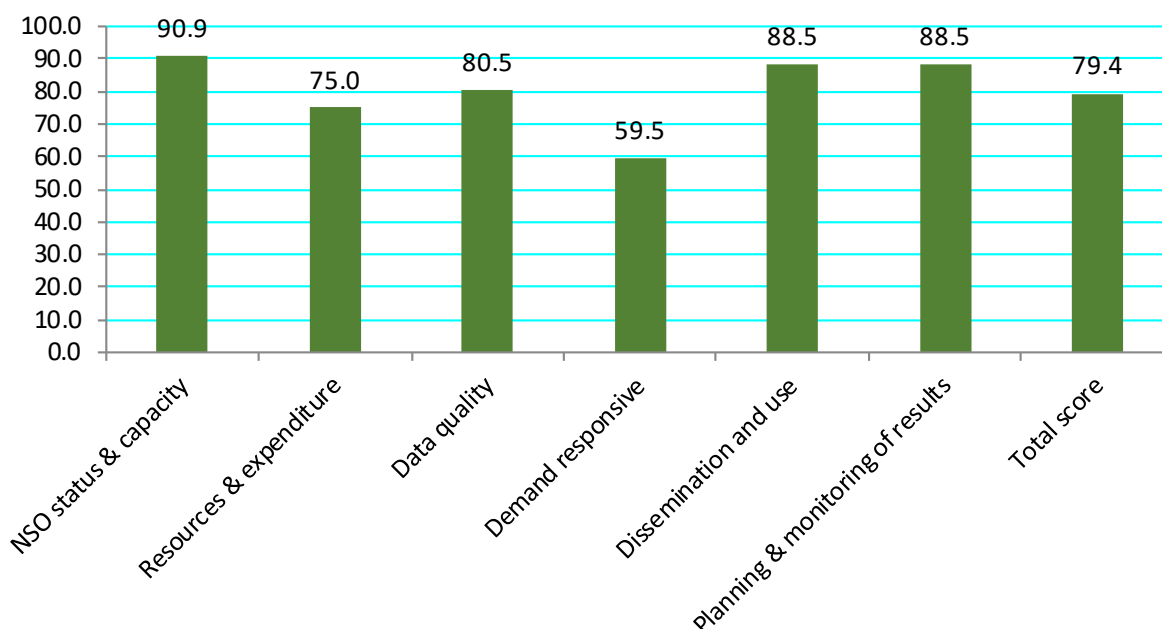
After the initial self-assessment, the tool provided results for six dimensions of the assessment, with an overall score of 79.4 points out of 100 points (see the table below).

Table 4 - The overall score obtained by weighting the score from each dimension

	Activity	Score	Score Weighted $C3 = C2 \times C4 / 100$	Weight
	C1	C2	C3	C4
1	NSO status & capacity	90,9	9,1	10
2	Resources & expenditure	75,0	15,0	20
3	Data quality	80,5	8,1	10
4	Demand responsive	59,5	11,9	20
5	Dissemination and use	88,5	17,7	20
6	Planning & monitoring of results	88,5	17,7	20
			79,4	

The chart below depicts different levels of implementation of the SDSSN 2015-2020 by each dimension of the assessment.

Figure 3 Rapid self-assessment of the SDSSN 2015-2020



There is a group of three dimensions that have scored around 90 points. These are: the NSO status & capacity - 90.9 points, dissemination and use - 88.5 points, and planning & monitoring of results – 88.5 points.

The level of demand responsive is not in line with the other dimensions hence, it has gathered only 59.5 points. The resources & expenditure dimension scored 75.0 points.

Just similar to the physical progress assessment of the resources, the issues regarding demand responsive shows that there is quite enough room for improvement in the next strategic planning cycle of 2021-2027.

4. Conclusions regarding the 2015-2020 Strategy and development of the 2021-2027 Strategy

As exposed above, the information provided by INS show that much work has been undertaken and many of the activities planned under the 2015-2020 Strategy have been brought forward. Several have been completed or brought to near completion. Some of the strategic objectives and the actions planned under the Multi Annual Statistical Program have, however, not reached the planned maturity and a few have not taken off the ground. The main reasons for this are lack of financial resources, lack of human resources and difficulties in cooperation with government ministries and public institutions.

Based on the assessment set out above and the information received from INS, the following may be recommended concerning the completion of the 2015-2020 Strategy and the carryover of specific strategic objectives and actions to the new Strategy for 2021-2027:

1. Priority should be given to completing or continuing activities that have been advanced under the 2015-2020 Strategy but have not yet been finalized. It is recommended that this be done

systematically and that the different directorates and units be requested to give bi-monthly reports on progress.

2. It is recommended that activities that have not been undertaken or have not progressed at all as a result of lack of resources, such as important development actions in the fields of ICT, communication and dissemination, be carried over to the 2021-2027 Strategy. Such activities should be reassessed and reformulated in light of changes in technologies, statistical policies, and prioritization.
3. It is recommended that strategic objectives relating to increasing cooperation with public institutions, in particular on the utilization of administrative data and development of administrative registers and information systems, be relentlessly pursued by INS top management. Such activities need to be given high priority in the new Strategy for 2021-2027.

As for the preparations of the Strategy 2021-2027 it is recommended that these follow recognized international practice. In essence, this involves preparing the plan in specific predetermined steps. The international recommendations emphasize that some basic preconditions need to be observed and followed. The preconditions are mainly as follows:

- That the work on the planning is recognized as a specific process.
- That the planning includes consultations between and inputs by all the stakeholders involved.
- That all key experts and managers are closely involved in the planning.
- The planning process and the ensuing strategic plan are jointly owned by the SSN institutions.
- The planning process is firmly led and backed up by the top management of INS and the statistical departments of the SSN.

The main stages in the process of drawing up the strategic plan are, according to international best practice, the following:

1. Organizing and formal launching the planning process
2. Consultation – internal within the SSN and external with data providers, users and other stakeholders
3. Assessment of the current situation in each of the cooperating SSN institutions
4. Defining the vision and strategic objectives for the strategic plan
5. Determining the actions needed to reach the goals
6. Drawing up an implementation plan
7. Establishing a system for managing the strategic plan and monitoring & evaluation and reporting on the implementation.

In the Romanian context, strategic planning will be defined as:

The process by which the SSN realizes its strategic objectives and public policy priorities within a sound, medium-term fiscal and budgetary framework. This will be accomplished by developing and implementing multi-year, institutional strategic plans which establish the concrete actions required over a multi-year period to deliver desired, measurable results within approved budget allocations.

The SSN strategic planning process will be based on the following principles:

- **Transparency:** Strategic planning enhances transparency by publicly identifying planned and actual results and expenditures.
- **Accountability:** Strategic planning strengthens accountability by making Ministers accountable for an explicit set of results within a defined budget allocation over a specified time period.

- **Alignment:** The strategic planning process aligns policy and financial planning by harmonizing their respective methodologies and planning calendars.
- **Priority-driven:** Strategic planning supports the strategic allocation of resources by identifying the policy priorities and objectives underpinning each institution's program budget request.
- **Evidence-based:** Strategic planning furthers evidence-based decision making by incorporating measurable indicators and targets as core elements of policy and financial planning.
- **Performance-oriented:** Strategic planning reinforces a performance orientation by establishing and monitoring the achievement of multi-year performance targets.
- **Focus on Implementation:** The strategic planning methodology and process emphasize the importance of developing and monitoring an operational plan and adopting remedial measures when problems arise.

The remainder of this paper focuses on the strategic planning methodology and its intersection with the budget process. However, it is important to recognize that the institutional strategic plan represents only one core element of the SSN's emerging strategic planning system. The full picture, including developing and approving high-level strategies, setting policy priorities, positioning the fiscal and budgetary strategy, developing operational plans, establishing monitoring systems, and identifying delivery problems, will be developed over the next one to four years.

The Strategy structure:

- **Management Component:** Included the higher-level policy planning, situation analysis, priority-setting, policy requirements and monitoring framework.
- **Budgetary Programming Component:** Focused on allocation of budgetary resources and identification of expected results across the range of institutional programs and sub-programs.

The strategic plan would be divided into three distinct components:

- A. Policy Component**
- B. Budgetary Component**
- C. Implementation Component**

A. Policy Component

1. **Vision:** The desired future character and impact of the institution towards which the strategy is directed over the medium term.
2. **Environmental Assessment**

2.1 External Environmental Assessment

An external environmental assessment can be defined as:

A systematic assessment of factors and trends in the socio-economic and geo-political environments which may positively or negatively affect the institution's capacity to achieve its vision and strategic objectives.

At a minimum, the assessment should include the key factors (derived using PESTLE or a similar analytic tool) relevant to the institution over the medium term arising from:

- **Global Environment:** Assesses how known and anticipated factors and trends in the global environment may influence the planning and delivery of the institution's vision and strategic objectives.
- **European Environment:** Assesses how known and anticipated factors and trends relating to the European Commission or the broader European environment may influence the planning and delivery of the institution's vision and strategic objectives.
- **National Environment:** Assesses how known and anticipated factors and trends in the external Romanian environment may influence the planning and delivery of the institution's vision and strategic objectives.

2.2 Internal Environmental Assessment

An internal environmental assessment can be defined as:

A systematic assessment of internal organizational factors and capabilities which may positively or negatively affect the institution's capacity to achieve its vision and strategic objectives.

The assessment's purpose is to identify the institution's organizational strengths and weaknesses with a view to determining the gaps that need to be addressed and critical success factors which need to be in place to achieve the institution's strategic objectives. At a minimum, the assessment should describe:

- **Past performance:** Summarizes the major accomplishments and results achieved (impact and key outcome measures) during the previous four years;
- **Comparative performance:** How Romania ranks against other EU countries. Include a mix of more recent and longer-standing EU members.
- **Stakeholder/client/customer perceptions:** Summarizes the results of any stakeholder/client/customer consultations or surveys with respect to the institution's performance and desired improvements or future directions.
- **Institutional capability:** Assesses key organizational enablers, such as human resources, management and accountability systems, technological support, organizational structure, and work culture.
- **Gaps:** Identifies the key weaknesses that need to be addressed.
- **Critical success factors:** Outlines the key conditions that need to be in place in order to create an organizational environment conducive to success.

3. Strategic Objectives

Strategic objectives can be defined as:

Clear statements of high-level, policy outcomes which support the realization of the institution's vision and can be feasibly achieved within the life of the strategy (2021-2027)

Strategic objectives **should be stable**.

In developing strategic objectives, **SMART principles** – specific, measureable, realistic, achievable and time bound – should be applied, recognizing that results at a strategic level are expressed at a high level and only realized over the medium to longer term.

Since strategic objectives underpin the institution's vision, towards which all functions are directed, they **should be comprehensive**; i.e., represent to the degree possible the totality of INS efforts, and mutually exclusive; i.e., **do not overlap**.

Strategic objectives can **apply to a single program or to multiple programs**.

Strategic objectives are presented in the form of a **single, imperative sentence** and provide a clear policy direction or outcome expectation, often beginning with words such as improve, strengthen, increase, expand, accelerate, reduce or eliminate.

The results of strategic objectives will be **measured by high-level policy outcomes, or impact measures**. Impacts represent the highest-level of the results chain. They can be defined as:

A high-level outcome or long-term effect resulting from institutional interventions and the achievement of one or more related outcomes.

Impact indicators will often be derived from data collected and reported on by Eurostat or INS.

B. Budgetary Component

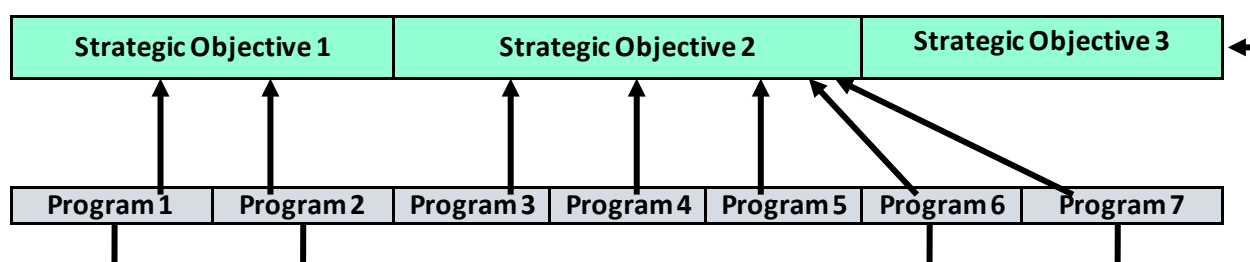
Program Structure

An institution's **program structure is where policy and budgeting intersect**. Once program budgeting is formally introduced, institution budgets will be allocated by program while related program objectives and outcome indicators establish the expected policy results.

The MoPF (Ministry of Public Finance) methodology defines program in very similar language to *Law 500/2002*:

A coherent set of actions under an institution's authority which aim to achieve a pre-defined objective or set of objectives elaborated by performance indicators which identify the results to be achieved within approved funding limits

Figure 4: Strategic Objectives and Programs



A short profile should be completed for each program. The MoPF methodology recommends the following information headings:

- a) Program title
- b) Policy basis
- c) Program objectives
 - i. Policy outcomes (outcome, output and efficiency indicators)
 - ii. Start/end date
- d) Funding sources.

Measures

Measures are defined as:

A group of related activities and/or projects contributing to the achievement of a program objective

The results from measures can be expressed through output indicators.

Outputs: *The quantity of products or services produced by the institution within a specified time period by performing a set of related activities.*

Measures can be broken down further into **activities and projects**, but this planning level will be elaborated in the operational plan (PSNA) and PSNM rather than strategy.

In the main body of the PSNM, the following information should be provided for each measure:

- Measure title
- Measure description
- Policy basis
- Start/end date (enter “ongoing” if no end date exists)
- Output Indicators

C. Implementation Component

This component will comprise two key elements: the operational plan (PSNA) and performance monitoring system.

The institution’s operational plan (PSNA) breaks down the document into a **detailed, annual work plan that identifies the specific activities and projects that will support the delivery of all planned measures.**

D. Performance Monitoring System

The Government will be working with institutions to identify the key indicators and targets which it intends to monitor. This will mostly involve impact indicators, which elaborate strategic objectives, and outcome indicators, which elaborate program objectives. It is anticipated that the Government’s progress assessment would occur annually given that meaningful changes in outcomes or impact indicators register over longer time frames than outputs.

MoPF may also wish to assess progress against outcome indicators, to determine the cost-effectiveness of expenditures, but initially will likely focus on the execution of inputs and delivery of outputs, which determine the efficiency of expenditures.

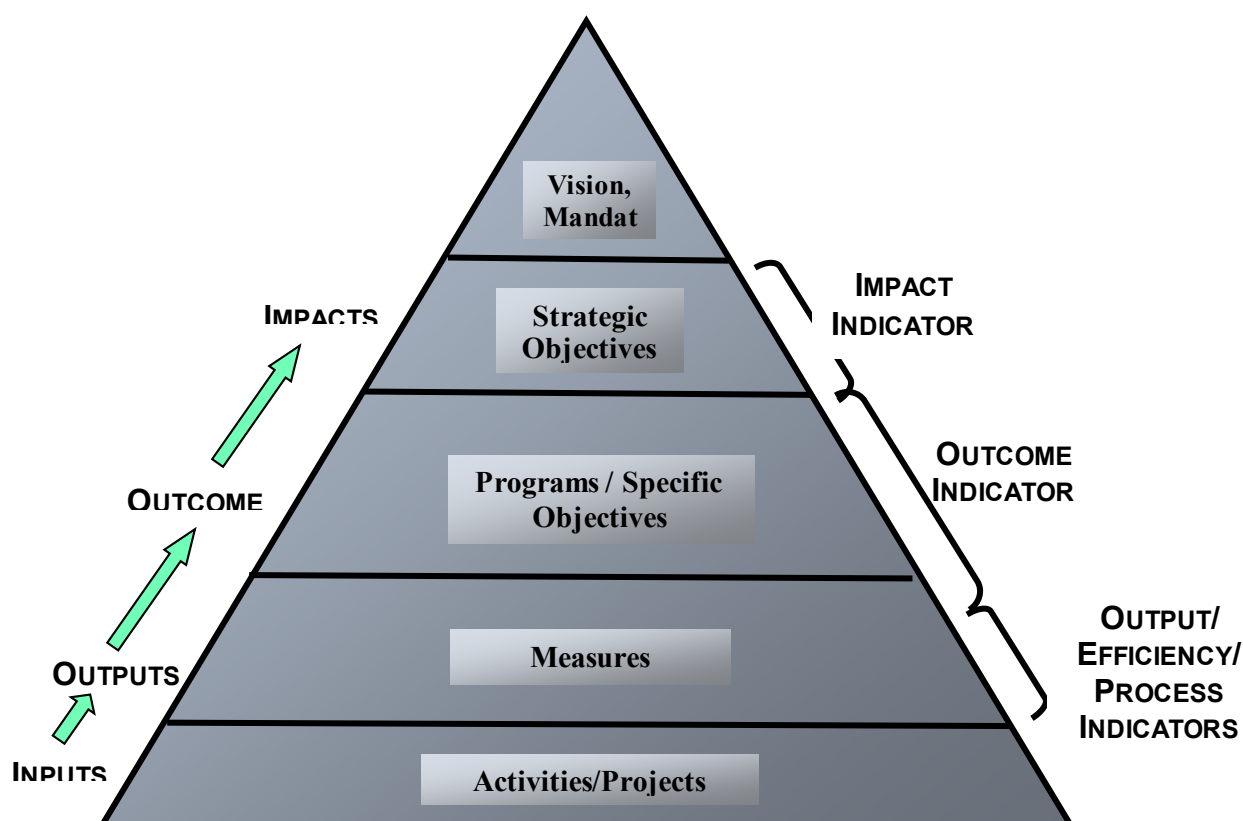
Reporting against impact, outcome, output, efficiency and process indicators can be accommodated through a database application.

It can take several years, and much trial and error, to develop a high quality set of indicators. Institutions collect large volumes of statistical and performance data for a variety of purposes. Choosing the right set of performance measures for policy and financial planning must be pursued in a thoughtful manner which links strategic thinking with operational expertise.

Table : Sample Information Sheet for a Proposed Performance indicator

Performance Indicator Description	Performance Targets
<ul style="list-style-type: none"> indicator title indicator type strategic/program objective it supports reason for choosing this measure data source collection method collection/reporting frequency reporting chain reporting method data reliability 	<ul style="list-style-type: none"> historical trends (3 previous years) comparative trends (other EU members) explanation for significant variances baseline for previous/current year targets (4-7 years) performance drivers forecasting model rationale for targets risks

Figure 10: Logic Model Applied to the Planning Hierarchy



It should be emphasized that the work and the quality of the planning process will be of fundamental importance for the ensuing strategic plan, the implementation of the planned actions, and the degree of success in modernizing and transforming Romanian official statistics. It should also be emphasized that if the planning work is to result in a realistic and viable development plan it will take considerable time and care to prepare it, ensuring that all the steps of the process are duly observed and followed.

Annex 1 Roadmap

Objectives, Actions, Results, Duration and Implementation arrangements

Objective 1 Strengthening the structure and coordinated functioning of the National Statistical System

1.1 Objective of the action: Improving the legal and operational framework of official statistics for extending and strengthening the role of CSN and COMSTAT in the process of substantiating, monitoring and evaluating the results of the development strategy and of the multiannual and annual statistical programs

Actions (Activities under CONRENA projects):

Elaborating a new law of official statistics.

Notes on the reviewed legislation for the RPL 2021 - i) four (4) draft notes with recommendations, ii) 1 (one) implementation plan, including the report on two (2) workshops on the RPL 2021 legislation.

Recommendations for the preparation of a roadmap detailing upcoming actions to implement the Strategy for SSN 2015-2020 by 2020.

Recommendations for the preparation of a Draft National Strategy for the Development of Statistics (SDSSN) for 2021-2027, considering the development programs related to the budgeting cycles for the national funds and the 2021-2027 European funds.

Results:

New law on official statistics.

Notes on the reviewed legislation for the RPL 2021.

Recommendations for the preparation of a Draft National Strategy for the Development of Statistics (SDSSN) for 2021-2027.

The activity will be implemented by WB and INS experts from CONRENA project.

Duration:

This activity is under implementation and should be finalized by the end of 2020.

Implementation:

This action will be implemented by the INS with World Bank support.

Objective 2. Modernization and increasing efficiency of the National Statistical System

2.1 Objective of the action (2.1.1) Development and maintenance of the entire IT&C architecture of the National Statistical System - plan for 2020

Action:

Purchase of Integrated Informatics System for the INS

Results:

A new Integrated Informatics System for the National Statistical System, new hardware and software.

Duration:

This activity is under implementation and shall be finalized by the end of 2020 – with four (4) months for the acquisition process and three (3) months for implementation.

Implementation:

This action will be implemented by the General Directorate of IT and Statistical Infrastructure of the INS.

2.2 Objective of the action (2.1.10): Continue the development of an integrated solution for the introduction, validation and processing of statistical data for the surveys in the RPL 2021, with the use of portable statistical data recording equipment, extending the reporting of statistical data from the RPL 2021, through web solutions via Internet for CAPI questionnaire collecting statistical data at the RPL 2021

Action:

For the RPL 2021 the CAPI data collection solution will be developed, and, in addition, a CAWI solution will be considered and developed.

Results:

Development of CAPI data collection solution and CAWI solution for the RPL 2021

Duration:

This action is under implementation and shall be finalized by the end of 2020.

Implementation:

This action will be implemented by a WB team, together with INS experts under CONRENA project.

2.3. Objective of the action (2.2.2) Re-designing the questionnaires for online data collection and paper-based questionnaires

Action:

Statistical questionnaires on paper or for online collection are updated annually, depending on changes in the European regulations and new data requirements for users.

Results:

Questionnaires on paper updated and CAPI functional data collection for RGA 2020.

Questionnaires on CAWI and CAPI methods for PHC2021 under development. The action will end in 2021

Functional web collection solutions.

For AMIGO and ICT survey: more operative data collection through CAPI system. The action will continue in the coming years for the other sample surveys.

Duration:

This action is under implementation and shall be finalized by the end of 2020. The action will continue in the coming years for the other sample surveys.

Implementation:

This action will be implemented by a WB team, together with INS experts under CONRENA project.

2.4 action (2.2.4) Integration of data sources and reuse of statistical and administrative sources, with emphasis on implementing the methods used for CONNECTING the links between data

Actions:

Use of statistical data on international trade in goods from other Member States, available in the COMEXT database, for the continuous improvement of the quality of international trade in goods statistics.

Results:

Eurostat grant contract no. 875352-2019-RO-B4468-Intrastat - Implementation of the redesigned and modernized Intrastat system -2019-RO-B4468-Intrastat and start the related actions.

Duration:

This action is under implementation and shall be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts.

Objective 4 Development of statistical products and services

4.1 Objective of the action (4.1.1) Full implementation of the ESA 2010

Action:

Completion of estimates of fixed assets by industry.

Results:

Estimates of fixed assets by industry completed.

Duration:

This action is under implementation and shall be finalized by end of 2020.

Implementation:

This action will be implemented by INS experts.

4.2 Objective of the action (4.1.2) The impact of globalization on macroeconomic indicators

Action:

Assessing the impact of globalization in national accounts.

This action is carried out through the IGA project.

Results:

Development of methods for calculating macroeconomic indicators in the context of globalization.

Duration:

This action is under implementation and will be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts.

4.3 action (4.3.4) Preparation of necessary instruments and infrastructure for the 2020/2021 censuses in Romania

Actions:

Proposed solution for the modernization of the RGA 2020 data collection.

Results:

Modern solution for the RGA 2020 data collection.

Duration:

This action is under implementation and shall be finalized by the end of 2020.

Implementation:

This action will be implemented by WB experts together with INS experts under CONRENA project.

4.4 action (4.3.5): Promoting partnerships with institutions managing the administrative sources on population, buildings, housing in order to ENABLE the INS access to information for the RPL 2021 and establishing responsibilities of these institutions in preparing and implementing the future census of population and housing

Actions:

1) Approaches for concluding collaboration agreements with the ANAF, an entity managing administrative sources on population, buildings, housing in order to provide the INS information for the development of the RPL 2021 variables.

2) Establishing responsibilities of these institutions in preparing and implementing the upcoming RPL 2021.

Results:

Conclude collaboration agreements with ANAF.

Establish responsibilities of institutions involved in preparing and implementing the future census of population and housing.

Duration:

This action is under implementation and shall be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts, and will involve support from other institutions, including ANAF.

4.5 Objective of the action (4.4.1): Updating and harmonizing the sets of indicators in the field of labor statistics, in line with EUROSTAT requirements.

Action:

Calculation and dissemination at national level of new benchmarks published by Eurostat.

Results:

Sets of indicators in the field of labor statistics, in line with EUROSTAT requirements.

Duration:

This action is under implementation and shall be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts.

4.6 action (4.4.2): Adjusting Romanian social statistics to the objectives of the modernization strategy of social statistics at the European level and new actions in this area

Actions:

Revise the statistic instruments in the light of Eurostat's methodological changes.

Results:

Revised statistical system for the field of labor market in terms of tools, collection methods and redesigned methodologies for statistical research in the field.

Duration:

This action is under implementation and shall be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts.

4.7 Objective of the action (4.4.3): Analysis and retrieval of data from administrative sources in order to produce indicators in the field of labor market statistics

Action:

Build a report on the state of analysis of data from administrative sources.

Results:

Report on the state of analysis of data from administrative sources.

Duration:

This action is under implementation and shall be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts, with support from ANOFM.

4.8 action (4.5.1) Cooperation with data holders from administrative sources in the field of education to increase data quality and integrate data into the national statistical system

Action:

Analysis of possible revision of statistical instruments depending on the availability of indicators from the administrative sources in the field of education.

Results:

Statistics harmonized with European regulations based on administrative data sets.

Reducing the response burden of data providers.

Eliminate double data collection (INS and MEN) for some indicators in the field of education.

Duration:

This action is under implementation and will continue in the coming years.

Implementation:

This action will be implemented by INS experts, with support from other institutions, like MEN, UEFISCDI, ARACIP, and CNDIPT.

4.9 action (4.6.2) Implementation of modern methods for data collection from households of the CAPI / CAWI population in surveys regarding living conditions

Action:

Purchase the tablets in order to assure the implementation of modern methods (CAPI/CAWI) of collecting data. Actually, this action was changed since STS will purchase these tablets and will provide it to INS to be used for current data collections for the sample surveys.

Results:

Improving data quality and reducing time for information processing and dissemination.

Duration:

This action is under implementation and will be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts.

4.10 Objective of the action (4.11.4) Implementation of the SIMSTAT Statistical System (exchange of microdata between all EU Member States) in current production

Action:

Participation of pilot test for microdata exchange.

Results:

The SIMSTAT system implemented in the current data production:

Diversification of data sources for Intrastat statistical research.

Reducing the response burden and ensuring the quality of statistical data in the field.

Reconciliation of Romania's intra-EU trade statistics with mirror statistics from main trade partners.

Duration:

This action is under implementation and will be finalized by the end 2021.

Implementation:

This action will be implemented by INS experts.

Objective 5 IMPROVING the quality of statistical products and services

5.1 Objective of the action (5.5) Periodic review of quality documentation in official statistics

Actions:

Selecting standard Quality Indicators for INS statistical domains and GSBPM phases and sub-processes.

Releasing new Quality Guidelines linked to GSBPM, following the Hungarian guidelines and begin a formal Audit process based on such guidelines.

Results:

Standard Quality Indicators for INS statistical domains and GSBPM phases and sub-processes selected.

Release new Quality Guidelines linked to GSBPM and Formal Quality Audit process started.

Duration:

This action is under implementation and will be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts.

5.2 Objective of the action (5.6) Elaboration of a plan for the quality review in statistics (internal and / or external audit in the field of quality - audit reports or self-assessments in this field - questionnaires completed by producers, respondents / users)

Actions:

The quality audit manual for the statistical process will be finalized under this roadmap.

An internal quality audit plan in the INS will be designed based on the existing quality documentation and recommendations by WB experts under CONRENA project.

Results:

Quality audit manual for the statistical process finalized.

Quality audit plan in the INS based on the existing quality documentation and recommendations by World Bank experts within CONRENA project.

Duration:

This action is under implementation and will be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts.

Objective 7. Improve dissemination of statistical data

7.1 Objective of the action (7.1.1) Increasing the volume of statistical information available in the online databases (TEMPO, eDEMOS) in order to satisfy the diversified user data requirements and encourage other producers of official statistics to disseminate statistical data through these tools

Action:

(2.1) Creation of matrices regarding the TEMPO database online in order to design information on the stock of assets by activity branches.

Results:

Documentation of matrices according to TEMPO requirements elaborated.

Duration:

This action is under implementation and will be finalized by the end of 2020.

Implementation:

This action will be implemented by INS experts.

Implementation Plan (Gantt chart)

	Activities	Respon- sables	2020					
			7	8	9	10	11	12
1.1	▼ 1.1 Improving the legal and operational framework of official statistics for extending and strengthening the role of CSN and COMSTAT in the process of substantiating, monitoring and evaluating the results of the development strategy and of the multiannual and annual statistical programs;							
1.1.1	Elaborating a new law of official statistics	INS; WB						
1.1.2	Notes on reviewed legislation for RPL2021 (four (4) draft notes with recommendations, 1 implementation plan) including the report on two (2) workshops on RPL2021 legislation	INS; WB						
1.1.3	Recommendations to the Recipient in the preparation of a roadmap detailing upcoming actions to implement the Strategy for SSN 2015-2020 by 2020	INS; WB						
1.1.4	Recommendations to the Recipient in the preparation of a Draft National Strategy for the Development of Statistics (SDSSN) for 2020-2027, considering the development programs related to the budgeting cycles for the national funds and the 2021-2027 European funds	INS; WB						
2.1	▼ 2.1 Development and maintenance of the entire IT&C architecture of the National Statistical System;							
2.1.1	Purchases and implement an Integrated Informatics System for INS	INS						
2.2	▼ 2.2. Developing an integrated solution for the introduction, validation and processing of statistical data for surveys in population households, with the use of portable statistical data recording equipment, extending the reporting of statistical data from population households through web solutions, via the Internet; such an integrated solution will create the prerequisites for changing the technology of collecting statistical data at future population and housing censuses, round 2020-2021;							
2.2.1	For RPL 2021 the CAPI data collection solution is being developed.	DGDSS						
2.2.2	For RPL 2021 the CAWI data collection solution should be developed.	DGDSS; WB						
2.3	▼ 2.3 Re-designing questionnaires for online data collection and paper-based questionnaires;							
2.3.1	Statistical questionnaires on paper or for online collection are updated annually, depending on changes in the European regulations and new data requirements for users	DGSE; WB						
2.4	▼ 2.4 Integration of data sources and reuse of statistical and administrative sources, with emphasis on the implementation of the methods of making the links between data;							
2.4.1	Use of statistical data on international trade in goods from other Member States, available in the COMEXT database, for the continuous improvement of the quality of international trade in goods statistics	DGSE						
4.1	▼ 4.1 Full implementation of the ESA 2010							
4.1.1	Completion of estimates of fixed assets by industry	DGCNSM						
4.2	▼ 4.2 The impact of globalization on macroeconomic indicators							

	Activities	Respon- sables	2020					
			7	8	9	10	11	12
4.2.1	Assessing the impact of globalization in national accounts (action carried out through the IGA project)	DGCNSM						
4.3	▼ 4.3 Preparation of the necessary instruments and infrastructure for the 2020/2021 round of censuses in Romania							
4.3.1	1) Proposed solution for the modernization of the RGA 2020 data collection	DGSE; WB						
4.4	▼ 4.4 Promoting the partnership with the institutions that manage administrative sources regarding the population, buildings, housing, in order to prepare the INS access to the necessary information RPL 2021 and establishing the responsibilities of these institutions in preparing and implementing the future census of population and housing;							
4.4.1	Approaches for concluding collaboration agreements with the ANAF, an entity managing administrative sources on population, buildings, housing in order to provide the INS information for the development of the RPL 2021 variables	DGDSS; ANAF						
4.4.2	Establishing responsibilities of these institutions in preparing and implementing the upcoming RPL 2021	DGDSS; ANAF						
4.5	▼ 4.5 Update and harmonize the sets of indicators in the field of labour statistics in line with the EUROSTAT requirements							
4.5.1	Calculation and dissemination at national level of new benchmarks published by Eurostat	DGDSS; WB						
4.6	▼ 4.6 Adjusting Romanian social statistics with the objectives of the modernization strategy of social statistics at European level and new courses of action in this area							
4.6.1	Revise the statistic instruments in the light of Eurostat's methodological changes	DGDSS						
4.7	▼ 4.7 Analysis and retrieval of data from administrative sources in order to produce indicators in the field of labour market statistics							
4.7.1	Build a report on the state of analysis of data from administrative sources	DGDSS						
4.8	▼ 4.8 Cooperation with data holders, in the education field, from administrative sources to increase data quality, in order to integrate them into the national statistical system							
4.8.1	Analysis of the possibility of revising the statistical instruments depending on the availability of indicators in education from administrative sources	DGDSS						
4.9	▼ Implementation of modern methods for data collection from households of the CAPI / CAWI population in surveys regarding living conditions							
4.9.1	Purchase the tablets in order to assure the implementation of modern methods (CAPI/CAWI) of collecting data. Actually, this action was changed since STS will purchase these tablets and will provide it to INS to be used for current data collections for the sample surveys.	DGDSS						
4.10	▼ 4.10 Implementation of the SIMSTAT Statistical System (exchange of microdata between all EU Member States) in current production							
4.10.1	Participation of pilot test for microdata exchange	DGSE						

	Activities	Respon- sables	2020					
			7	8	9	10	11	12
5.1	▼ 5.1 Periodic review of quality documentation in official statistics;							
5.1.1	Selecting standard Quality Indicators for INS statistical domains and GSBPM phases and sub-processes release new Quality Guidelines linked to GSBPM, following the Hungarian guidelines	DGEGSDS						
5.1.2	Start a formal Audit process based on them"	DGEGSDS						
5.2	▼ 5.2 Elaboration of a plan for the quality review in statistics (internal and / or external audit in the field of quality-audit reports or self-assessments in this field - questionnaires completed by producers, respondents / users);							
5.2.1	The quality audit manual for the statistical process will be finalized under this roadmap	DGEGSDS; WB						
5.2.2	Will be designed an internal quality audit plan in the INS based on the existing quality documentation and on the recommendations made by the World Bank experts within the CONRENA project.	DGEGSDS; WB						
7.1	▼ 7.1 Increasing the volume of statistical information available in the online databases (TEMPO, eDEMOS), in order to satisfy the diversified user data requirements and to encourage other producers of official statistics to disseminate statistical data through these tools;							
7.1.1	Creation of matrices regarding the TEMPO database online in order to design information on the stock of assets by activity branches	INS						

Colour meaning

	Duration of the Objective of the action
	Duration of the Action



Competence makes a difference!
Project selected under the Administrative Capacity Operational Program, co-financed by European Union from the European Social Fund