



ROMANIA

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

OUTPUT No. 9 b

Report on advisory services provided to Recipient on the Recommendations to the Recipient in the preparation of a Draft National Strategy for the Development of Statistics (NSDS) for 2021-2027 (to be understood as Strategy for the Development of the National Statistical System – SDNSS)

June 2021

Revised version September 2021



Project co-financed from European Social Fund through 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).

Acknowledgments

The report was done in close collaboration with the National Institute of Statistics which is the main beneficiary of this work. The authors would like to thank colleagues at the National Institute of Statistics: Silvia Pisică, Lavinia Bălteanu, Gabriela Popa, Gabriela Ionescu, Gabriela Mihalcea, Raluca Drăgoescu, Laurențiu Gavrilă, Florica Cîrstea, Bogdan Oancea, Maria Rădulescu Daniela Ștefănescu, Florentina Gheorghe, Nina Alexevici, Mihaela Iordache, Mădălina Neacșu, Virginia Balea, Lucia Sinigaglia, Romi Mihăescu, Anda Finți, Cătălin Raiu, Bogdan Pătârlăgeanu, Radu Mugur Oprea, Simion Artur Emilian, Carmen Romaniuc, Liliana Pintilia, Daniel Vîrdol, Brebuleț Mariana, Marius Ajorca, Andoria Ioniță, Andreea Cambir, for their involvement, tremendous support and feedback throughout the process.

This report was prepared and written by Mihai Vîlnoiu, Costel Todor, Dragoș Dinu, Ana Maria Manuela Moț, Juderica Dias, Carlo Vaccari as part of a World Bank's Reimbursable Advisory Services activity coordinated by Mustafa Dinc, Cătălin Păuna and Michael Wild and reviewed by Clarence Tsimpo Nkengne, Senior Economist and Thomas Danielewitz, Senior Economist, Statistician from the World Bank.

This report has been delivered in June 2021 and the revised version in September 2021 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 b under the above-mentioned agreement.

Contents

List of acronyms.....	4
List of boxes.....	5
List of tables.....	5
1. Executive summary.....	6
2. Introduction.....	8
3. Context and scope of a new SDNSS.....	8
4. The development of the SDNSS 2021-2027.....	11
5. Conclusion and recommendations.....	15
6. Annexes.....	18
Annex 1: The SDNSS 2021-2027.....	18
Annex 2: The SWOT Analysis.....	28
Annex 3: Statistical products.....	32
Annex 4: Assessment of the INS statistics capacity.....	33
Annex 5: Questionnaire for Assessment of Statistical Capacity of NSO.....	34
Annex 6: Results of questionnaires used.....	35
Annex 7: Working group meetings.....	36
Annex 8: Multiannual National Statistical Programme 2021-2024.....	38

List of acronyms

ARDA	Regional Association for Entrepreneurial Development
CAPI	Computer-assisted personal interviewing
CAWI	Computer-assisted web interviewing
CDPS	Strategic Planning Steering Committee
COMSTAT	Committee of National Statistical System
CPA	Products classification by field of activity
CSN	National Statistical Council
DTSs	Territorial Statistical Offices
ESS	European Statistical System
EU	European Union
GAC	General Agricultural Census
GAMSO	Generic Activity Model for Statistical Organizations
GFSM	Government Finance Statistics Manual
GDPR	General Data Protection Regulation
GSBPM	Generic Statistical Business Process Model
GSG	General Secretariat of Government
GSIM	Generic Statistical Information Model
ICT	Information and Communication Technologies
INS	National Institute of Statistics
NSO	National Statistical Office
PHC	Population and Housing Census
PPU	Public Policy Unit
PSNA	Annual National Statistical Program
PSNM	Multiannual National Statistical Program
RAS	Reimbursable Advisory Services
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
SDNSS	Strategy for the Development of the National Statistical System
TASC	Tool for Assessing Statistical Capacity
UNECE	United Nations Economic Commission for Europe
WB	World Bank
WG	Working Group

List of boxes

Box 1 - NSDS - What and Why?	10
Box 2 - NSS Definition	10
Box 3 - The INS TASC score.....	14
Box 4 - Sample Information Sheet for Proposed Performance Indicators	14
Box 5 - Essential Steps for the NSDS	17

List of tables

Table 1 - Implementation mechanism	14
Table 2 - SDNSS Logical framework: Strategic, Specific objectives and Measures	17
Table 3 - Key Performance Indicators	22
Table 4 - Estimated funding sources	24
Table 5 - EU source of funding budget for SDNSS implementation.....	25
Table 6 - Budget by Strategic objectives including the recurrent activities for 7-year period	26

1. Executive summary

The Strategy for the Development of the National Statistical System during the period 2021-2027 (SDNSS) is the third series of programmatic documents pertaining to official statistics to be prepared after Romania joined the European Union in 2007, and it overlaps with the European programming cycle 2021-2027.

The new Strategy continues the unfinished initiatives of the previous strategy up to the end of 2020 and is based on several analysis performed in 2020: the functional analysis, the evaluation of the previous strategy, the SWOT analysis and the evaluation of the statistical capacity of the National Statistical System (NSS). The preparation of the SDNSS followed a participative approach applied largely at level of the INS, but less with other stakeholders of the NSS.

This report presents the approach for the preparation of the SDNSS, respectively the context and scope of the new SDNSS; the process; the structure and the components of the strategic document; conclusions and recommendations for the INS and the NSS stakeholders regarding the upcoming actions and ways to improve the process and content; and a brief on the content of the strategy. The SDNSS 2021-2027 is annexed to this report.

The NSS envisions a stronger integration of the internationally harmonized concepts, a robust methodology and activities which are quality driven, while responding to the needs of data users in a world of digital transformation and ready to contribute to the statistical culture of citizens and institutions.

In fulfilling this vision, the NSS will upgrade and adapt the statistical processes and dissemination tools and intensify inter-institutional dialogue, both within the National Statistical Council and the Committee of National Statistical System, to promote the statistical priorities for the 2021-2027 period, namely:

- The development of the capacity to provide the necessary statistical data to substantiate, monitor and evaluate national policies and to implement European Union regulations, in line with the national statistical programs and those of the European Statistical System (ESS).
- Intensifying the collaboration within the ESS, further enhancing the exchange of knowledge, experience and methodologies, as well as through the exchange of tools, data, services and resources, whenever the case.
- Upgrading the production capacity of the NSS through the standardization (GSBPM/GAMSO) of methods, information technology and processes and implementing the overall quality of management.
- The institutional modernization of the NSS by updating the law of statistics, defining the role and status of the statistician, strengthening the role of the INS as coordinator pertaining to the optimal functioning of the NSS, ensuring the sustainability of the human, material and financial resources so as to be able to meet the growing demands of the statistical data users with quality statistical information.
- Making the INS the nodal center for the integration of the administrative data sources in the statistical process.

The priorities of the NSS are to be seen in a dynamic environment context where:

- a. official statistics become increasingly important by undertaking obligations and responsibilities aimed at measuring the impact of the major challenges facing society and economy and by supporting the efforts of those responsible for making adequate decisions based on knowledge and the availability of statistical data
- b. it will be intrinsically involved in research, with its components of development and innovation, associated with the society needs to measure competitiveness, the interaction between economic, social and environmental development, social cohesion, the distribution of material and human resources, and the effects of policies in all areas
- c. it could exploit new data sources which provide a tremendous opportunity to improve the timeliness and relevance of official statistics, as well as to reduce the response burden; and

- d. having to operate within the budget constraints of the public sector.

In accomplishing the NSS vision, the SDNSS defines five (5) strategic objectives supported in implementation by twelve (12) specific objectives. The five strategic objectives are:

- **Enhancing the promotion of statistical culture and statistical products and services.** This will be implemented through enhancing and diversifying statistical communication; improving dissemination of statistical information and user access to statistical data and metadata; and promoting a statistical culture with an aim to achieve a 95% rate of user confidence in official statistics.
- **Strengthening the National Statistical System.** This will be implemented in order to consolidate the statistical production through a better organizing and streamlining statistical production by statistical domains within INS and also within other producers of official statistics and with the aim to achieve an improved (e.g. 50%) degree of consolidation of statistics production at SSN level. .
- **Modernizing the statistical products and services.** This will be implemented through innovation in the statistical production process; improving methods of obtaining statistical products and services (including administrative sources); improving the quality of official statistics and standardizing statistical processes; with the aim to achieve a maturity level 4 of GSBPM implementation of the IT applications (from current level 1).
- **Developing the IT systems and services.** This will be implemented through the adoption of modern programming languages and the standardization of IT processes; migrating the existing applications to the cloud; and optimizing performance management with the aim to achieve a score/status of 3 (two-way communication) for the sophistication of electronic services of INS (from current score/status of 2 - one-way communication).
- **Improving the institutional framework and administrative capacity.** This aim to improve the public governance of the INS and SSN and will be implemented by developing administrative capacity of the INS in order to support the modernization of statistical products and services and by optimizing performance management with the aim of 93% achievement of the Multiannual National Statistical Programme (PSNM).

In considering the entire effort to operationalize the strategy, by also including the recurrent costs of activities of for a 7-year period, the total amount necessary is RON 1844.18 million (around 370 million Euro). From European funds, the estimated budget for the implementation of initiatives of the SDNSS is RON 57 million (around 11.4 million Euro) considered into the envelope mentioned above.

The monitoring and evaluation of the Strategy and reporting on the progress with SDNSS implementation will be the responsibility of the INS and the General Secretariat of Government, the coordinator of strategies at national level.

2. 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 (INS) with support from the World Bank in the drafting of the Strategy for the Development of the National Statistical System (SDNSS) for 2021-2027.

This report has been prepared drawing on information from previous reports developed under the RAS, including Output 9a - *Recommendations to the Recipient in the preparation of a roadmap detailing upcoming actions to implement the SDNSS 2015-2020 by 2020*, Output 4.1a - *Functional review and report on the reorganization of the NIS and DTSS (notes and recommendations for institutional improvement)*, information received from the INS, feedback from the INS management and experts, comparisons with international best practice and strategic documents of leading organizations active in the field of statistics, such as the SDNSS Guidelines and the Eurostat Strategic Plan for 2020-2024.

The process of SDNSS preparation took place over a period of nine months, during July 2020-June 2021. During this time the Bank team provided guidance and recommendations to INS to develop the draft SDNSS 2021-2027 based on best practices. The team also conducted over twenty (20) workshops and meetings with relevant INS staff and management to discuss options and provide examples to identify the strategic objectives, to set priorities and directions, and to provide guidance for the preparation of a draft action plan for implementing the SDNSS.

According to the terms of reference derived from the RAS agreement, the World Bank support to the INS for the SDNSS was twofold: one for conducting an analysis on the implementation status of the SDNSS 2015-2020 and, second for the elaboration of the SDNSS for 2021-2027. Regarding SDNSS 2015-2020, the Bank team supported the assessment of the status of implementation of the Strategy and provided inputs for the development of a draft road map concerning the remaining actions to be further implemented. The conclusions of the assessment and road map have been used as input for drafting the SDNSS 2021-2027.

3. Context and scope of a new SDNSS

The concept of a Strategy for the Development of the National Statistical System (SDNSS) was used by the Romanian Government and by the INS after the accession of Romania to the European Union (EU) in 2007. Since Romania became an EU member state, two strategies were developed and implemented, for the periods 2008-2013 and 2015-2020, respectively. The preparation of these strategies endowed the INS with the experience to prepare a more sophisticated strategy for the NSS for the third time. As the statistical environment evolves, institutions have had to adapt to new opportunities and challenges, and these required a new vision and strategic approach.

The implementation of the SDNSS 2015-2020 has concluded and a new Strategy was needed for the period 2021-2027. By the end of June 2020, the progress achieved by the 2015-2020 Strategy was at 66.1%, with the completion of 81 activities out of the 171 proposed activities. The review of the activities proposed under the different strategic objectives of the 2015-2020 Strategy shows that significant work was undertaken, and many activities had been brought forward. Some of the strategic objectives and actions did not reach the planned maturity and a few did not take off the ground. The reasons for these were:

- Lack of financial resources – this applied to the components envisaged in the fields of IT, communication, and dissemination which were not launched due to a lack of funding.
- Lack of human resources – this explained lower progress than planned for some activities in various fields.
- Difficulties in cooperation with other ministries and public institutions – this applied to the access and utilization of administrative data for statistical purposes, not least in social statistics.

Based on the assessment of the 2015-2020 Strategy, several specific strategic objectives and activities were transferred to the new Strategy for 2021-2027. These include objectives and activities where progress was limited or which were not launched due to the lack of resources, such as several important ones in the fields of IC&T, communication and dissemination, as well as those related to increasing cooperation with public institutions, in particular on the utilization of administrative data and the development of administrative registers and information systems. These have been reassessed and reformulated in light of changes in technologies, statistical policies, and prioritization in the new Strategy for 2021-2027.

The transformation of the Romanian society has followed global and European trends and statistics have been reconfirmed as a major tool to be used in answering the emerging challenges and opportunities and for supporting the development process. The SDNSS has been prepared in the context of a new European Commission driving institutional reforms and the agenda for the 2021-2027 period with direct effect on the EU and national public policies; the coordination and correlation with the Global Sustainable Development Goals set by the Agenda 2030; a new parliament and government in place with a new list of public policies envisaged for the upcoming period 2021-2024; and the COVID-19 pandemic which impacted Europe and the country during 2020-2021 and led to the EU-wide economic and policy response of the Recovery and Resilience Plan.

These developments have had a direct effect towards reconsidering the role of statistics and represent anchors for the new SDNSS, requiring constant attention to observing statistics principles; providing appropriate answers to the increased demand for data; identifying initiatives for alternative solutions for data collection by using CAWI and CAPI methods in statistics production; focus on administrative data and use of it enhanced due to complex surveys and censuses under preparation or implementation, alongside the use of computerized methods of data collection these reshaped the perspective of future statistics; the use of technologies and skills were reconsidered; flexibility on implementing the day to day activities by remote activity and teleworking.

In this context, the development of the SDNSS has been driven by a clear scope and vision, and the INS has taken up a leadership role in a process which will benefit all stakeholders of the NSS. The approach will consolidate the position of the INS as the coordinator for official statistics production in Romania. Nevertheless, the benefits and advantages of designing and implementing the SDNSS are evident for the entire Romanian society and economy, not only for the NSS stakeholders or the INS, through:

- the promotion of statistics as a key tool in supporting 2030 Romania's development agenda¹, modernization of statistics being one of the priorities of this agenda.
- mobilizing all relevant stakeholders around the promotion of a performing NSS, emphasizing the importance of demand-oriented data and promoting the users as major partners of the NSS.
- consolidating all of the official statistical system, coordinating and harmonizing activities under a common implementation process.
- responding to the needs of different categories of users in terms of analysis of data and dissemination and making users supportive of the development of the statistical system.

The scope of the SDNSS is to prepare and guide statistical capacity building programs, focusing on the development and improvement of official statistics and their use for evidence-based decision making at all levels of the society and economy. By that, a focus on content and on the preparation, process is critical to ensure achieving the end-results targeted in the SDNSS (see Box 1 - NSDS - What and Why? *Source: NSDS Guidelines, April 2018; PARIS21.ORG*).

¹ Romania's National Sustainable Development Strategy 2030, adopted by the Romanian Government on 9 November 2018 through Government Decision 877/2018

Box 1 - NSDS - What and Why?

The NSDS is a national framework, process and product for statistics development aimed at mainstreaming statistics into national policy and planning process; producing information responding to the needs of the various users; mainstreaming sectors and other players into the National Statistics System (NSS); coordinating the entire NSS; responding to data challenges; delivering a country-led data revolution; and building statistical capacity across the “statistical value chain”.

The process of elaborating and implementing an NSDS is consultative and inclusive; it should involve all the major actors from the NSS: producers and users of statistics, decision makers, technical and financial partners, civil society, private sector, universities, etc..

Countries need to have an overall vision of the development of their national statistical system which will include the national, regional, and international needs; address the data requirements of the national development plan thus becoming a part of the national development process and poverty reduction policy; identify the priority statistical development programs rationalizing thus the conduct of statistical activities and allocation of funds; serve as a framework for international and bilateral assistance; include all parts of the data production units and address issues related to the analysis and use of data; follow the international standards including quality; and build on all past and existing activities and experiences.

The SDNSS should be drafted from the perspective of the NSS (see Box 2 - NSS Definition *Source: NSDS Guidelines, April 2018; PARIS21.ORG*). However, the process did not actively involve all the stakeholders.

Box 2 - NSS Definition

According to the OECD, the National Statistical System (NSS) is the ensemble of statistical organizations and units within a country that jointly collect, process and disseminate official statistics on behalf of the national government. One might also include any statistics produced using public money for or on behalf of the national government.

The recommendations provided by the World Bank during the preparation of the SDNSS have been focused on process, on the methodological framework for the components, and on the content of the Strategy (see the structure presented in the following sections). A participative approach, to include all stakeholders of the NSS with potential contributions to the SDNSS components, was recommended, but only partly accomplished. The COVID19 pandemic context restricted direct collaboration and meetings among NSS stakeholders. To compensate the draft SDNSS will follow a process of broad consultation and publicity under the mandatory actions of endorsement by ministries and agencies and approval by the government.

The success of the preparation and implementation of the SDNSS would be claimed only if stakeholders validate the content, its results and targets, and if implementation does not deviate from the plan. This in turn will require the integration of the various elements of the NSS to respond to the needs of the users and to mobilize government funds, and, as a complement, to receive support from the participating partners. Nevertheless, the SDNSS implementation will require constant and continuous dialogue with the main categories of data users (government, private sector, civil society) in order to respond to their needs together with strong political support and an explicit recognition of the role of statistics in the development of the society, confirmed by its nomination as a priority in the national development strategic documents approved by the government.

4. The development of the SDNSS 2021-2027

The preparation of the SDNSS has been and is a continuous effort of the INS and involvement of representatives of the NSS stakeholders aimed at providing a coherent vision about the future of Romanian statistics, a list of priorities and the means to achieve the results of the objectives set, the responsibilities of the implementing agencies and the resources envisaged for next seven-year period. The SDNSS seeks also to facilitate a high-level dialogue on the importance of improved priority-setting and strengthened planning, budgeting, and policy monitoring processes in the statistics.

The process of SDNSS development has envisaged a collaborative and participative approach coordinated by the INS project team and Strategic Planning Steering Committee, with support and recommendations from the World Bank experts. The INS established the working groups and the timetable for the SDNSS development based on the strategic planning methodology proposed, and approved the application of the suggested tools. The INS working groups supported by the World Bank experts conducted the analysis of the external and internal environment and the statistical capacity assessment of the INS based on the proposed tools and concluded a SWOT analysis. Moreover, each working group has developed the strategic objectives, the specific objectives, the means for implementation (measures) and their performance indicators. An estimation of the required funds for the SDNSS implementation was prepared based on the information received from the INS. In the end all the outputs from the working groups were assembled into the SDNSS structure. The description of the SDNSS preparation process, its phases and structure are presented in the following subsections.

4.1. The process of SDNSS elaboration

To conduct the process and prepare the components of the SDNSS, the INS teams and the World Bank experts jointly agreed on the approach, taking into account the requirements of the strategic documents developed under the Romanian legal and administrative framework, combining them with the experience on strategic planning, with GAMSO and other tools and best practices from the international organizations in the field of statistics. By that, The SDNSS elaboration adhered to a strategic planning process with a set of principles:

- **Transparency:** enhances transparency by publicly identifying the planned and actual results and expenditures.
- **Accountability:** strengthens accountability by making Ministers accountable for an explicit set of results within a defined budget allocation over a specified time period.
- **Alignment:** aligns policy and financial planning by harmonizing their respective methodologies and planning calendars.
- **Priority-driven:** supports the strategic allocation of resources by identifying the policy priorities and objectives underpinning each institution's budget request.
- **Evidence-based:** furthers evidence-based decision making by incorporating measurable indicators and targets as core elements of policy and financial planning.
- **Performance-oriented:** reinforces a performance orientation by establishing and monitoring the achievement of multi-year performance targets.
- **Focus on implementation:** emphasize the importance of developing and monitoring an operational plan and adopting remedial measures when problems arise.

The launch of the SDNSS preparation process included a series of preparatory activities, namely:

- a) The establishment of the Strategic Planning Steering Committee (CDPS) - consisting of the general directors and directors of the INS and the directors of several Territorial Statistical Offices (DTSs). The responsibilities of the Strategic Planning Steering Committee were the following:

- Nominating the Working Groups based on topics/areas of interest.
 - Supervising the process, updating and implementation of the SDSSN and of the multiannual national statistical program (PSNM) and the annual national statistical program (PSNA), according to the methodology applied for the central administration, under the coordination of the General Secretariat of Government (GSG);
 - Coordinating the activities of the Working Groups.
 - Proposing for consultation and approval by COMSTAT and DTSs of the proposal for the Government Decision (GD) approving the final version of the SDSSN; and
 - Preparing the annual activity plan for the implementation of the PSNM.
- b) The nomination of the Working Groups (WG) on topics/ areas of interest – they have been set up at the level of the NSS, and comprise specialized staff of the INS and representatives of the institutions within the NSS with specific competencies in the key fields of statistics. The Chair of the Working Group on topics/areas of interest was appointed from among the members of the Steering Committee. The following seven working groups were set up to cover the major directions of action in the field and have developed the components of the SDNSS:
- #1WG - Promoting statistical culture (value-added services for users of statistics)
 - #2WG - Statistical processes (process efficiency and professionalism)
 - #3WG - Data sources and innovative methods (new data sources and development of econometric models and estimation methods)
 - #4WG - IT and statistical infrastructure
 - #5WG - Quality and confidentiality (quality standards and data confidentiality rules)
 - #6WG - Statistical cooperation (the relationship with other producers of statistics and at the international level)
 - #7WG - Improving the institutional framework and administrative capacity
- c) Validating the methodology and tools chosen to be used during the phases of SDNSS formulation and development of components:
- Strategic planning methodology²
 - Tool for Assessing Statistical Capacity (TASC)³
 - UNECE Assessment Guidance Questionnaire for the National Statistical Offices and Questionnaire for Agencies and Line Ministries
- d) Setting the calendar of SDNSS elaboration and validation:
- Development period (July 2020 - February 2021)
 - Final review and validation of the Strategy (February – May 2021).

The members of the COMSTAT received an assessment Questionnaire for Agencies and Line Ministries from the World Bank experts, and they answered to the questionnaire and sent it back.

The process for the SDNSS development was validated and implemented by the INS with support from World Bank experts, for the seven working groups, through a series of 23 meetings conducted between July – December 2020 (see Annex 7. Working Groups meetings).

² <https://nsdsguidelinesds.paris21.org/>

³ <https://www2.census.gov/software/tasc/tasc-manual.pdf>; The Tool for Assessing Statistical Capacity (TASC) was developed by the U.S. Census Bureau to assess the statistical capacity of National Statistical Offices (NSOs) to conduct censuses and household-based surveys.

4.2. The structure of the SDNSS

The SDNSS is aligned, from the perspective of its structure, with the current requirements regarding the strategic documents adopted by the Romanian Government. The content of the SDNSS is anchored in the high level strategies at European and international level (*The Strategic Plan 2020-2024 of the Eurostat*⁴; *The Single Market Programme*, *The European Union Data Strategy*⁵), and national level (*The Government Program 2020-2024 of the Government of Romania*), and comprises information from the analysis of the external and internal environment, the functional assessments of the NSS and INS, continuing initiatives from the previous strategy, alongside indicators, implementation mechanisms, and the monitoring and evaluation process.

The SDNSS structure follows the 2021 Government⁶ recommendations regarding the structure of the sectoral strategies, respectively:

- a. Introduction
- b. Vision
- c. Existing priorities, policies and legal framework
- d. Defining problems
- e. General and specific objectives
- f. Expected results
- g. Indicators
- h. Monitoring and evaluation procedures
- i. Responsible institutions and implementation mechanism
- j. Budgetary implications and sources of funding
- k. Implications on the legal framework

The components of the SDNSS were formulated by the INS working groups in a collaborative and validated approach following the preliminary statements prepared by each working group. A summary of the main components is presented below:

Vision - the desired future character and impact of the institution towards which the strategy is directed over the long and medium term was formulated in correlation with the EUROSTAT considerations from its Strategic Plan.

Existing priorities, policies and legal framework and Defining problems - were extracted from assesment of the environment (external and internal) and the information collected after applying the approved tools and concluded the SWOT analysis (see Annex 2).

The assesments provided information about factors and trends in the socio-economic and geo-political, technological, legislative environments (using the PESTLE analysis), and on the organizational factors and capabilities - key organizational enablers (human resources, management and accountability systems, technological support, organizational structure, and work culture), which may positively or negatively affect the NSS capacity to realize the statistical products according to the annual national statistical programs and to achieve its vision and strategic objectives.

Preliminary to the assessments, the INS applied the UNECE Assessment Guidance Questionnaire for the National Statistical Offices, the Questionnaire for Agencies and Line ministries (Annex 6) and the Tool for Assessing Statistical Capacity (TASC) (see Annex 5), at the individual and group level, which provided a quantitative score of the overall capacity of the INS Box 3, as well as a breakdown of the areas of strength and weakness regarding statistical capacity (see Annex 2).

⁴ https://ec.europa.eu/info/publications/strategic-plan-2020-2024-eurostat_ro

⁵ https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-data-strategy_en

⁶ <http://sgg.gov.ro/1/wp-content/uploads/2020/08/HG-referitor-aprobare-metodologie-strategii-guvernamentale.pdf>

Box 3 - The INS TASC score

	Group		Individual	
	Institutional Capacity	Other Modules	Institutional Capacity	Other Modules
INS TASC Score	72%	41%	76%	64%

Having the result of the assessment of the environment and the SWOT analysis, the INS, with support from the Bank team, agreed to develop a list of initiatives based on the strengths and opportunities identified in order to address the weaknesses and alleviate the threats. Those initiatives have been transformed into measures in the SDNSS 2021-2027. The results of questionnaires are available in the archive provided electronically as part of Annex 6.

Strategic Objectives - clear statements of high-level, policy outcomes which support the realization of the institution's vision and can be feasibly achieved within the lifetime of the SDNSS (2021-2027) were defined by the INS working groups with the support from the World Bank team in six working groups meetings. The strategic objectives are stable during the programming period and are SMART (specific, measurable, realistic, achievable and time bound), and the results of the strategic objectives are measured by impact indicators.

Specific objectives - clear statements of policy outcomes which support the realization of the strategic objectives during the programming period of the SDNSS (2021-2027), were defined by the INS working groups with the support from the World Bank team in six working groups meetings. The results of the specific objectives are measured by outcome indicators.

Measures (means for implementaton) - a group of related activities and/or projects contributing to the achievement of a program specific objectives, were defined by the INS working groups with the support from the World Bank team in twelve working groups meetings. The results from the measures were expressed through output indicators - the quantity of products or services - outputs - produced by the institution within a specified time period by performing a set of related activities. The outputs are directly linked with the resources to be consumed and drive the budget preparation.

Programs - a group of policies (specific objectives) with their associated measures. The Program is specifically designed to finance necessary actions and activities of the responsible institution to support the implementation of the strategy. The Programs were defined by the INS working groups with the support from the World Bank team in two working groups meetings.

Performance Monitoring System - the impact, outcome and output indicators have been developed during October - December 2020 in twelve working groups meetings by the INS working groups with the support from the World Bank team. A sample information sheet for proposed performance indicators was prepared and used by the working groups (see Box4). The process of developing high-quality set of indicators can take considerable effort and time and the responsible institutions for implementation will adjust the indicators and targets for a period of few years to consolidate the monitoring system.

Box 4 - Sample Information Sheet for Proposed Performance Indicators

Performance Indicator Description	Performance Targets
<ul style="list-style-type: none"> indicator title indicator type strategic/program objective it supports data source collection method collection/reporting frequency 	<ul style="list-style-type: none"> historical trends (3 previous years) comparative trends (other EU members) explanation for significant variation baseline for previous/current year targets (4-7 years) rationale for targets

Reporting against the impact, outcome, and output indicators implies how the monitoring of the SDNSS will be carried out, the frequency of reporting, who will be responsible for the SDNSS monitoring and reporting and when an update or revision of the SDNSS will be conducted. Reporting could be accommodated through a database application the way line ministries proceed with the Institutional Strategic Plans.

Budget – the cost of the outputs developed under the strategy framework determines the volume of resources. The activities of the SDNSS can be financed from national resources (or internal - state budget) or from external sources (EU funds, grants). Access to EU funds (by the INS) requires a combination of the use of both internal and external (EU) sources. A common practice is to finance operational costs with national resources, while external funding could be used and justified in the case of additional investments (e.g. development of new tools, training and improvement of human resources, infrastructure development). The estimated budget for the Strategy has been prepared by the INS with support from the World Bank team.

In the period August-December 2020 the World Bank team supported the seven working groups to develop the SWOT analysis, the strategic objectives, the specific objectives, the measures and their performance indicators and the estimated budget for the new SDNSS 2021-2027.

In the period December 2020 - February 2021 the INS, with support from the World Bank team, drafted the first version of the SDNSS 2021-2027 based on the outputs from the working groups and considering the GSG 2020 Methodology for drafting the Sectoral Strategies.

4.3. Operationalization of the SDNSS – The Multiannual National Statistical Programme

The transposing of strategic objectives into specific actions and resources allocation is concluded as the operationalization of the Strategy for the Development of the National Statistical System 2021-2027 (SDNSS). By that, the Multiannual National Statistical Program (PSNM) has been developed as a strategic planning tool, on medium term period (4 years).

The PSNM details the necessary actions to accomplish important progress of the specific objectives and correspondingly on the strategic objectives of the SDNSS 2021-2027. The actions are developed at level of each measure and by each statistical domain (where necessary). In setting the priorities of the statistical program for the period 2021-2024, cross-cutting issues have been considered, which are of strategic importance for the evolution of official statistics. The PSNM is completing this report and is presented in Annex 8).

Through PSNM actions, the INS consolidate its position of coordinator of the NSS and ensure the development of the statistical production capacity and strengthen the structure and functionality of the NSS.

5. Conclusion and recommendations

The SDNSS has been prepared in around nine months and, by the time of this report, the process itself took approximately twelve months, including the preparatory stages but it refers only to INS. The draft SDNSS is presented in Annex 1. As the final version of the Strategy is the one to be submitted for the approval of the Romanian Government, the INS has the option and possibility to reconsider parts of document and, following the practice in place, to generate additional iterations.

The drafting of the Strategy has required involvement and effort from a large number of specialists and experts. Overall, the preparation of the Strategy can be considered a success. However, as always, room exists for improvements both on process and content. Thus, the following suggestions could be considered and applied by the INS and the NSS stakeholders:

- The INS has to take the lead in preparing and implementing the Strategy and the stakeholders of the NSS have to be involved in the process. It is important that for future exercises for drafting strategic documents, the INS play a leadership role in the process, while acknowledging the roles of the other institution of the NSS – as the methodological leader, respectively the main stakeholders of the system. This will generate better coordination between stakeholders and within the INS in setting the objectives and the initiatives/actions supporting the achievement of results.
- There is a need for clarity in the strategic planning system applied by the INS and the structure of the strategic documents. Even if the practice established at the INS level indicates a sequence of subsequent strategic documents (Strategy – PSNM – PSNA), there should be a clear alignment with best practices and norms for developing them.
- The methods used for the strategic planning process have to be aligned with the importance and complexity of the system. The INS could consider a methodology for the preparation of strategies (process and content) adapted for the specifics of statistics. One approach is to use the SDNSS Guidelines, customize them for local conditions, and apply them to the entire process. As the NSS is the backbone of the society and contributes to its development through statistics, a methodology applied for the sectoral strategies may not respond best to the NSS characteristics.
- Stakeholders and mainly the INS, as potential leader, need appropriate capacities for strategic planning. This is important not only for the planning process, but also for implementation and later for the revision of the strategies to establish a repository know-how structure with staff and tools, training, and practices on strategic planning. The strategic planning process benefited from the direct involvement of the Public Policy Unit (PPU), which acted as a technical secretariat. However, building capacity is important and needed for all divisions of the INS, as the exercise of preparing the strategy takes place once every seven years.
- It is recommended to observe the practice of other NSOs and initiate collaborations for improving the strategy or to consider preparing a regional strategy on statistics, for example with bordering countries – Hungary, Bulgaria, Serbia, Republic of Moldova.
- Meetings with other stakeholders were not held due to the COVID-19 pandemic. Instead, alternate means of correspondence, calls and virtual meetings were used to prepare the content. While not an ideal substitute for developing a strategy, such virtual consultations allow for Government approval. We strongly recommend that before the government approval, the INS discuss the draft strategy with NSS stakeholders.
- It is recommended that a revision of the strategy be considered at half-way through the programming period as the external and internal environments are dynamic and the strategy needs to respond to changing circumstances. In the past, strategies were considered as statements/plans without the possibility of being changed.

The success of the SDNSS implementation resides in five essential steps, as defined by the SDNSS Guidelines and should be well understood and followed by all stakeholders of the NSS. (See Box 5 – Essential steps for the NSDS, *Source: NSDS Guidelines, April 2018; PARIS21.ORG*).

The current collaboration between INS and WB concluded, alongside of other activities, the strategy elaboration. Also, during process was demonstrated the need for capacity building in areas covered within the RAS and for future process of strategy implementation: buy-in process, human resources training and hands on technical assistance, tools development for strategy planning for implementation, resources allocation and requests for financing from different national or international organizations, monitoring and evaluation process and tools, promoting and dissemination of results achieved, collaboration at national and international level in partnerships or for spillovers.

Box 5 - Essential Steps for the NSDS

Managing - which implies both leadership and management, is a key essential step in the NSDS process - a process which brings change that has to be managed adequately. Effective leadership and good management are thus required at the political level, with efficient NSDS champions, but also at organizational and operational levels, with a well-managed and coordinated NSS, aiming at a successful NSDS.

Committing - High-level political commitment is needed, not just for launching the NSDS process or for increasing funding, but also for increasing the use of statistical information for policy and decision making. Leadership at political level will be required throughout the design phase but also during implementation. It will also be necessary to ensure that all major decisions are endorsed at the same level. The most challenging issue will be to obtain lasting political commitment.

Budgeting/Financing - The financing of statistical activities is a constant endeavor for the leadership of the National Statistical System. It is as a core undertaking at the time of design and implementation of National Strategies for the Development of Statistics (NSDS)). A fundraising strategy should ensure that the sources of funding -with their specific requirements- contribute to achieving national strategic goals.

Advocating - The NSDS is a fantastic opportunity for statistical advocacy, in particular during its design phase where issues such as ownership, actors involved, dialogue between producers and users, political support, funding and governance of the National Statistical System are debated. Advocacy has always been under-estimated and needs to be considered as a strategic component of the NSDS and as a continuous activity for raising the profile of statistics.

M&E Reporting - Monitoring and evaluating the NSDS process are important components of the NSDS cycle. Even if some of these tasks are carried out at a specific period of time, they are considered as a continuous tool feeding important information to fully enable the managing step during the whole NSDS process and thus classified as essential tasks. In particular, monitoring requires a constant organization of activities aiming at tracking or alerting management to potential problems. Reporting is also a task which has to be seriously taken into account.

The World Bank could continue support INS and NSS in implementing the SDNSS 2021-2027 through specific instruments like Reimbursable Advisory Services dedicated to this purpose.

6. Annexes

Annex 1: The SDNSS 2021-2027



***Strategy for the Development of the National Statistical System (SDNSS)
for 2021-2027***



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).

Table of Contents

1.	Introduction	6
	<i>1.1.The need to develop the strategy</i>	<i>6</i>
	<i>1.2.Description of stakeholders and working model</i>	<i>6</i>
2.	Context	7
3.	Priorities, policies, and legal framework.....	8
	<i>3.1.Legal framework of official statistics in Romania and institutional responsibilities of the INS</i>	<i>8</i>
	<i>3.2. Priorities for the period 2021-2027.....</i>	<i>9</i>
4.	Vision	10
5.	Strategic and specific objectives	10
6.	Responsible institutions and Implementation mechanisms.....	13
7.	Expected results and Indicators.....	16
8.	Risks and corrective actions.....	23
9.	Monitoring and evaluation	24
10.	Financial implications and funding sources	24
11.	Impact on the legislative framework.....	27

List of acronyms

CAPI	Computer-assisted personal interview
CAWI	Computer-assisted online interviewing
CDPS	Strategic Planning Steering Committee
CMEF	Common Monitoring and Evaluation Framework
COMSTAT	National Statistical System Committee
CONRENA	National Statistical System Consolidation Project
CSN	National Statistical Council
DTSs	Territorial Statistical Offices
ESS	European Statistical System
GAC	General Agricultural Census
GAMSO	General Activity Model for Statistical Organization
GFSM	Government Finance Statistics Manual
GDPR	General Data Protection Regulation
GSBPM	Generic Statistical Model of Functional Processes
GSG	General Secretariat of Government
GSIM	Generic Statistical Information Model
ICT	Information and Communication Technologies
INS	National Institute of Statistics
ISU	Emergency General Inspectorate
PHC	Population and Housing Census
PSNA	Annual National Statistical Program
PSNM	Multiannual National Statistical Program
SDNSS	Strategy for the Development of the National Statistical System
NSS	National Statistical System
TASC	Tool for Assessing Statistical Capacity
TEMPO	Central Dissemination Database
WB	World Bank
WG	Working Group

Foreword

We recommend INS that in the final form of the strategy to include a sequence that refers to vision, mission, values, alongside of foreword, also.

<the section will be completed by INS>

1. Introduction

1.1. The need to develop the strategy

Information and knowledge are fundamental elements to all modern societies. Official statistics provide reliable information infrastructure and are a public good that meets the needs of users: citizens, policy makers, researchers, and journalists. Moreover, official statistics have always sought to adapt to major developments in the society and economy.

The Strategy for the Development of the National Statistical System during 2021-2027 (SDNSS) is the third series of programmatic documents pertaining to official statistics that has been compiled after Romania joined the European Union in 2007, and it overlaps with the European programming cycle 2021-2027.

The scope of an SDNSS 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

The new Strategy continues the unfinished initiatives of the previous strategy up to the end of 2020 and is based on several analysis performed in 2020: the functional analysis, the evaluation of the previous strategy, the SWOT analysis of INS and the evaluation of the statistical capacity of the National Statistical System (SSN).

Other basic elements of the strategic planning and programming cycle for the operationalization of this strategy include the **PSNM** which aims to operationalize the strategic and specific objectives of the strategy for a period of four years, and the **PSNA** and **the annual activity plans** which implement the measures of the PSNM and the strategy each year in order to achieve the specific and strategic objectives.

1.2. Description of stakeholders and working model

The commencing of this process included a series of preparatory activities, namely:

- Establishment of a Strategic Planning Steering Committee (CDPS)
- Nomination of Working Groups on topics / areas of interest (WG)
- Setting the calendar and the development period (July 2020 - February 2021) and
- Validation process of the draft Strategy (February - June 2021).

1. The Strategic Planning Steering Committee consists of the general managers and directors of the National Institute of Statistics (INS) and the directors of several Territorial Statistical Offices (DTSs).

The responsibilities of the Strategic Planning Steering Committee were the following:

- Nominating the Working Groups based on topics/areas of interest.
 - Supervising the process, updating and implementation of the SDSSN and of the multiannual national statistical program (PSNM) and the annual national statistical program (PSNA), according to the methodology applied for the central administration, under the coordination of the General Secretariat of Government (GSG).
 - Coordinating the activities of the WGs.
 - Proposing for consultation by COMSTAT and DTSs of the proposal for the Government Decision (GD) approving the final version of the SDSSN; and
 - Preparing the annual activity plan for the implementation of the PSNM.
2. Working Groups based on topics/areas of interest have been set up at the level of SSN and have developed the components of the SDSSN and PSNM. They comprise specialized staff of the INS and representatives of the institutions within the NSS with specific competencies in the key fields of statistics.
 3. The Chair of the Working Group on topics/areas of interest was appointed from among the members of the Steering Committee.

4. The following seven working groups were set up to cover the main directions of action in the field:
 - Working Group #1 - Promoting statistical culture (value-added services for users of statistics)
 - Working Group #2 - Statistical processes (process efficiency and professionalism)
 - Working Group #3 - Data sources and innovative methods (new data sources and development of econometric models and estimation methods)
 - Working Group #4 - IT and statistical infrastructure
 - Working Group #5 - Quality and confidentiality (quality standards and data confidentiality rules)
 - Working Group #6 - Statistical cooperation (the relationship with other producers of statistics and at the international level)
 - Working Group #7 - Improving the institutional framework and administrative capacity

The SDNSS is aligned, from the perspective of its structure, with the current requirements regarding the strategic documents adopted by the Romanian Government. The content of the SDNSS is anchored in high level strategies at European and international level (*Strategic plan 2020-2024 of Eurostat*⁷; *European Union data strategy*⁸), *Single Market Programme*) and at national level (*Government Program 2020-2024 of the Government of Romania*), and comprises information from analysis of external and internal environment, functional assessments of NSS and INS, continuous initiatives from previous strategy, alongside of indicators, and implementation mechanism, monitoring and evaluation process.

The implementation mechanisms and responsibilities are set at level of INS and NSS stakeholders.

2. Context

The overall mission of official statistics is to provide credible, relevant statistical data and information and to disseminate them to society at the right time. In this respect, official statistics play a leading role in ensuring adequate responses for monitoring changes in society generated by globalization, demographic pressures, climate change, cultural interferences - all associated with the need for Romanian statistics to keep up with development of information and communication technologies (ICT).

A digital transformation is taking place around the world. The increasing availability of data is a trend of strategic relevance for official statistics. It is necessary to evaluate and interpret the significance of this data in an intelligent and interactive way. These new data sources provide a huge opportunity to improve the timeliness and relevance of official statistics, as well as to reduce the response burden. On the other hand, there will be competitive pressure from new data producers, which may eventually change the role of official statistics. We need to answer the basic question: what is the future role of a reliable and high-quality information infrastructure in such environment?

Globalization has changed our world. A new and complex reality has emerged that must be captured by official statistics. Important phenomena in our society, including large-scale economic, financial and political crises, new forms of organizing economic production through global and multinational value chains, global demographic trends affecting developing countries and developed countries in many ways, as well as sustainable development issues, call for new statistical products, all of which go beyond separate national results that are capable of serving multiple purposes. In addition to the global and European level, there is a growing need to develop statistics with increasing geographical detail as to support national and regional policy-making. How can the portfolio of official statistics products and services be designed to best reflect these information needs?

Quality is never cheap. Nor the high-quality statistical information. Modern societies and political decision-makers show a low level of awareness for the need to invest in the production of high-quality statistics. Respondents are unenthusiastic when asked to complete a questionnaire. Tight budgets in the

⁷ https://ec.europa.eu/info/publications/strategic-plan-2020-2024-eurostat_ro

⁸ https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-data-strategy_en

public sector have led to reducing resources for statistical administrations as well. All this creates a dilemma for official statistics. How one can deal with smaller budgets and the need to reduce bureaucracy, while maintaining high-quality (including relevance) which is the key feature of "official statistics"?

The evolution of official statistics as a public good reflects the evolution of the society in which it develops. In this context, the development of official statistics in Europe has accompanied the various phases of development of the EU. Stronger or weaker forms of integration may follow the current phase, which could be characterized as a "crisis management". New forms of economic governance have emerged ever since this period and it is clear that decision-making in Europe continues to be built entirely on the assumption of a solid evidence base. EU policy is setting more and more quantitative targets and thresholds using statistical indicators, and, therefore, SSNs are increasingly facing high-quality requirements for these indicators.

The condition of NSS, existing weakness and threats, opportunities and strengths have been identified during the SWOT analysis (see the Annex 2).

3. Priorities, policies, and legal framework

The INS and the other producers of official statistics generate the largest volume of information from public administration in Romania. The data produced within the National Statistical System are public goods that must address an extremely diverse spectrum of users, each with their own information needs, namely policy makers, economic operators, scientific researchers and academia, representatives of the media, and the general public.

The adequacy of the statistical process and dissemination tools for this ambitious goal is a constant challenge for all national statistical institutes around the world, given that resources are always limited. This reality imposes an obvious necessity - to prioritize multiannual and annual activities and programs according to statistical data requirements, on the one hand, and the resources available, on the other hand, as to streamline statistical processes.

Finding a balance between user's needs and the ability to meet these requirements entails a constant, intense interinstitutional dialogue, both within the National Statistical Council and the National Statistical System Committee – the main bodies overseeing the proper functioning of the National Statistical System - and outside of them. The prioritization effort raises other challenges, from improving the legal framework and institutional cooperation to increasing the standardization of information processes and infrastructure.

3.1. Legal framework of official statistics in Romania and institutional responsibilities of the INS

Official statistics in Romania are organized and operate based on Law no. 226/2009, with subsequent amendments and additions which stipulate the principles, operation rules and ways of exercising its functions as to meet society requirements in the most varied, complex areas of economic and social activities. The National Statistical System includes the following structures:

1. The INS, a specialized body of the central public administration, with legal personality, subordinated to the Government, financed from the state budget, whose organization and functioning is regulated by Government Decision no. 957/2005 republished, with subsequent amendments and additions. According to Government Decision no. 137/2020, the National Institute of Statistics is a specialized body of the central public administration, with legal personality, subordinated to the Government and coordinated by the Prime Minister through the Chancellery of the Prime Minister. At the same time, according to annex no. 1 to the above-mentioned Government decision, INS is an institution financed by the budget of the General Secretariat of the Government. In addition to INS - the main producer of official statistics -, there are a number of structures with a statistical or mixed profile

within some of the authorities and public institutions that also include statistical activities. They are included under the generic name of "other producers of official statistics".

2. According to the Statistics Law, all official statistics, implicitly including the above-mentioned compartments, are under the methodological and technical coordination of the INS.

The existing statistical programming documents influencing the document are closely correlated with the general priorities of the General Secretariat of the Government, and they are the following:

- a) Strategic plan 2020-2024 of Eurostat⁹
- b) European Union data strategy¹⁰
- c) Single Market Programme
- d) Government Program 2020-2024 of the Government of Romania

3.2. Priorities for the period 2021-2027

The statistical priorities for the 2021-2027 period define the general framework of the activities proposed to achieve the strategic objectives, in line with the mission and vision. These priorities are as follows:

1. Development of the capacity to provide the statistical data necessary to substantiate, monitor and evaluate national policies and those necessary to implement European Union regulations, in line with national statistical programs and those of the European Statistical System (ESS).
2. Improving efficiency through systematic collaboration within the ESS, while observing the principle of subsidiarity.
3. Intensifying collaboration within the ESS, further intensifying the exchange of knowledge, experiences and methodologies, as well as through the exchange of tools, data, services and resources, whenever the case.
4. Adopting the enterprise architecture as a common frame of reference.
5. Upgrading the production capacity of the National Statistical System through standardization (GSBPM/GAMSO) of methods, information technology and processes and implementing the overall quality of management.
6. Institutional modernization of SSN by modernizing the law of statistics, developing the role and importance of the statistician, strengthening the role of INS as coordinator pertaining to the optimal functioning of the National Statistical System, ensuring the sustainability of human, material and financial resources as to be able to meet the growing demands of statistical data users, quality statistical information, prompted and adjusted to the evolution of society.
7. Substantially improving cooperation and communication with the partners within the National Statistical System - providers, producers and users of statistical data - to reduce the response burden, recognize the role and importance of official statistics, better meet the society's requirements and, ultimately, enabling a better prioritization of activities.
8. Making the INS become the nodal center of the integration of administrative data sources in the statistical process, as a support for:
 - a. reducing the response burden to statistical surveys, in particular, and the administrative burden, in general
 - b. increasing the statistical coverage of regional structures and small geographical areas.
 - c. responding to new user needs in areas such as globalization, migration, and sustainable development.
9. Strengthening the capacity of INS, of the regional and county statistical directorates in order to increase the quality of the data collected and better respond to the statistical data requirements of local communities.

⁹ https://ec.europa.eu/info/publications/strategic-plan-2020-2024-eurostat_ro

¹⁰ https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-data-strategy_en

4. Vision

While the intention is to keep the strong points, we will develop the National Statistical System, which by the end of July 2027 should become:

- modern provider of coherent, relevant and reliable statistics based on internationally harmonized concepts, robust methodology, quality driven in all activities and with a strict data protection system in place
- responsive to the needs of user data that will engage them proactively and meet their data needs in a cost-effective manner
- focused on promoting efficiency and increasing productivity through cooperation in sharing methods, tools, technological infrastructure and, whenever necessary, data based on the legal framework and on the prerequisites necessary to ensure statistical confidentiality
- focused on taking advantages of the opportunities offered by the digital transformation and redeeming the new data source to produce relevant statistics; and
- provider of data and disseminating data in an interactive manner, easy to understand, improving the statistical culture of citizens and institutions.

5. Strategic and specific objectives

Our vision is based on five pillars expressed by strategic objectives.

Strategic Objective 1: *Enhancing of the promotion of statistical culture and statistical products and services.*

The most appropriate dissemination and communication tools will be implemented by NSS in order to satisfy the divergent and constantly changing needs of the users, both at national and local level, and which are flexible enough to adapt to the emerging technologies and provide guidance in a world of data revolution. The user confidence in official statistics, the number of INS trackers and views of official pages (web, social media) will increase as proof of achievement of objective.

This strategic objective shall be achieved through the following policies (specific objectives)

Specific Objective 1.1: Enhancing and diversification of statistical communication

INS will continue to improve its communication channels, to better promote Romanian statistics and to multiply the impact of communication. Also, the communication capacity of INS will be developed by improving and modernizing the structure, content and format of press releases by using web technologies as to facilitate access and understand the statistical data and information, and by that to get an increased number of newly implemented means of communication used to promote statistical data and information online and to have a better involvement in specialized social networks which expose the interactions/views of NSS to specialized and large public. At the same time, the management of requests/request for information will be streamlined to increase the share of topics of statistical interest addressed and dealt with in the total number of topics of statistical interest identified on the public agenda

Specific Objective 1.2: Improving dissemination of statistical information and user access to statistical data and metadata

INS will strive to be more agile and innovative, proactively reaching out to users to ensure effective dissemination and communication of statistics among different stakeholder groups and observed into the statistical coverage and increased percentage of users who consider the INS and NSS sources if information (websites) friendly and easy to extract data. INS aims to increase the percentage of updated data/metadata through developing modern, various tools for fast and complex information

of users and tools for targeted dissemination to different user groups with specific data needs. Constantly attention will be paid to EU standards in statistics and to the benefits of users in getting acknowledged of those, by development and published of a digital library of such publications on INS website. By applying these is envisaged a better degree of implementation of new methods used in the dissemination of official statistics.

Specific Objective 1.3: Promoting statistical culture

NSS will increase the efforts to raise awareness and inform the public at large regarding the ABCs of statistics, including a targeted approach for i) media, ii) pupils, students; and iii) political decision makers and experts from the administrative/public sector. New information materials and communication/information sessions on statistics topics will be developed and disseminated every year to promote statistical culture and the result expected will contribute to use of statistical information in public policy documents and specialized papers and/or to compete and fight to fake news.

Strategic Objective 2: Strengthening the National Statistical System

The NSS envisage a better organizing and streamlining statistical production by statistical domains within INS and also within other producers of official statistics. The statistical production will be better consolidated (in a percent of 50%) as result of this processes.

Specific Objective 2.1: Consolidation of statistical production by INS

The INS will optimize the organizational structure and will optimize statistical production by statistical domains taking into consideration the european and international best practice, and the evaluation of the statistical production. The efforts will be conveyed to have for entire production the completed statistical works and in time, meeting the deadlines and disseminated information,

Specific Objective 2.2: Consolidation of statistical production by other producers of official statistics

It is envisaged a better organization and optimisation of the statistical production at the level of other producers of official statistics, taking into account the national, european and international requirements, and the situation of the resources and knowledge are at the level of the other producers of official statistics. The focus will be on statistical works for which the deadline has been complied with in accordance with the PSNA.

Strategic Objective 3: Modernization of statistical products and services

The NSS envisage to preserve and constantly increase the user confidence in statistics. To ensure this long term result, modern and efficient tools shall be implemented to improve statistical production, statistical data collection, GSBPM standardization up to level 4 maturity, and to develop registers and statistical databases.

This strategic objective shall be achieved through the following specific objectives (policies):

Specific Objective 3.1: Innovation of the statistical production process

During the strategy period INS aims to identify and implement complementary/auxiliary data sources in statistical processes, to gain access to these data sources and to introduce advanced methods and models which could provide added value to the production of official statistics. In complementing this will be performed appropriate actions to develop methods and appropriate technologies to use / integrate these new data sources in producing national statistics in a reliable way in order to reduce also the response burden.

Specific Objective 3.2: Improving methods of obtaining statistical products and services (including administrative sources)

Electronic data collection tools adjusted to the data sources and information available at the level of respondents will be implemented in order to increase the statistical research. Also, adequate

workflows and computational algorithms will be defined to build statistical indicators using administrative data sources. Moreover, will be improve and/or maintain the Statistical Register of Agricultural Holdings (REXA), the Statistical Business Register (REGIS) and the Statistical Register Intrastat. Furthermore, will be increased the use of electronic methods (e.g. CAWI and CAPI) of obtaining statistical data in statistical surveys in households. Likewise, in order to increase the volume of geocoded information, the Geospatial Information Database (GeoDAB) will be update. Immediate results of implementing the measures will be observed during censuses (PHC and GAC) and on agriculture structural surveys during intercensal periods which will use an integral process of electronic data collection.

Specific Objective 3.3: Improving the quality of official statistics and standardizing statistical processes

One of purposes of NSS is to unite a wide range of best practices that can support program managers and their staff with the quality management and that can provide evidence for the quality culture at the NSS. This will be reflected by an increased number of the statistical products for which the quality reports are made, and the share of users satisfied with the quality of data and services provided by INS. For planned period of strategy, NSS aims to for harmonizing the research by implementing the recommendations/ methodologies and tools of good practice provided by the European Statistical System and other national and international guidelines on the quality and confidentiality of statistical data and new methods/methodologies set by European regulations for/production of comparable and quality statistics. Moreover, the standardization of statistical processes (GSBPM) will be achieved on all statistical areas up to level 4 maturity with regard to business, methods, information and applications. Furthermore, will be strength the structure and the coordination function of the National Statistical System.

Strategic Objective 4: Development of IT systems and services

The sophistication of electronic services to support statistical production represents the path that NSS intends to follow in order to pursue the objectives pertaining to the modernization and technological innovation, respectively on the basis of a flexible infrastructure, to facilitate the efficiency of the processes they serve, by virtue of the fact that ICT is the key factor in achieving the targets set by this Strategy. In particular, this illustrates the technological choices pertaining to projects over the next seven years in terms of standardization of statistical processes, improvement and development of integrated statistical registers, use of new data sources and technologies in statistical production.

This strategic objective shall be achieved through the following specific objectives (policies):

Specific Objective 4.1 Adoption of modern programming languages and standardization of IT processes

The INS and NSS propose the upgrading of the IT applications and develop standardized modules for their reuse for questionnaires and similar works. Moreover, for upcoming period it is proposes information technology support measures for data processing and access and their integration in a generalized application framework, which will allow the standardization of both the technologies used and the design methods in all processes as to support data statistical production according to the GSBPM standard.

Specific Objective 4.2 Migrating existing applications to the cloud

INS aims to embrace the latest information technologies, such as cloud technology (use of future governmental and European cloud), to ensure safety and security of data through implementation of a Disaster Recovery solution in a different location, and to create a digital library with rare old books in the INS archive and enhancing and renewing skills of staff in the digital environment in order to provide effective responses to the emergence of new technologies.

Strategic Objective 5: Improving the institutional framework and administrative capacity

The long-term results of Strategic Objective 5 aim to improve the public governance of the INS and SSN. In order to implement all the policies proposed in this strategic document, SSN must implement good practice tools, such as modern human resources management, performance/evidence-based budgeting, project management / statistical products, etc. On the long run, INS aims to better integrate the processes and adapt the organizational structure to answer to the challenges of 2030, data revolution and development agenda.

The fulfillment of the strategic objective will be achieved through the following specific objectives (policies):

Specific Objective .5.1. Developing the administrative capacity of the INS in order to support the modernization of statistical products and services

INS will have a high rate of occupancy of vacancies with appropriate skilled staff as modern human resource management measures, namely recruitment and selection, non-financial motivation, workforce management, development of an organizational culture, continuous development of (capacity) skills and knowledge (training) of INS staff will be implemented.

The capital investments plan will be performed accordingly with the budgetary resources allocated as result of efficiency of financial management and public procurement management, development of capacity for analysis, audit, control and risk management as well as the security, and use of external and extra-budgetary funds for the development of administrative and institutional capacity.

Specific Objective .5.2 Optimizing performance management

The satisfaction of collaborators, partners and users of statistical data (beneficiaries of products generated by INS), as well as staff will increase and will be perceived improved, through the implementation of an electronic document management system, implementation of an electronic system for archiving databases (including microdata) and documents in the INS, implementation of telework conditions and strengthening the structure and coordinated functioning of the National Statistical System.

6. Responsible institutions and Implementation mechanisms

The main institutions that participate in the implementation of the Strategy as responsible entities are the INS, as coordinator of the National Statistical System, ministries and other authorities of the central public administration mentioned in the EU system as "other producers of official statistics"¹¹, as well as those that contribute to carrying out the statistical programs based on the protocols and conventions concluded with INS and in accordance with the annual national statistical programs endorsed by CSN and annually approved by Government decision.

The implementation of the Strategy is materialized through multiannual statistical programs and annual national statistical programs that shall include the implementation of actions and key elements that contribute in defining tasks, activities, results, means, interoperability between the institutions involved and the core departments of INS terms. The operationalization of strategy consists in a set of major measures as means planned for a multiannual period for achieving the results of specific objectives and of strategic objectives.

¹¹https://ec.europa.eu/eurostat/documents/747709/753176/List_other_national_statistical_authorities_0902.pdf/5c4dcaa3-3e89-3f2d-0b85-11ac005e2bb0?t=1630651686121

Table 1 - Implementation mechanism

Strategic Objective	1. Enhancing of the promotion of statistical culture and statistical products and services		
Specific objectives	1.1 Enhancing and diversifying of statistical communication	1.2 Improving the dissemination of statistical information and user access to statistical data and metadata	1.3 Promoting statistical culture
Measures	M1.1.1. Implementing new communication tools for online expansion M1.1.2. Monitoring, analyzing and identifying topics of statistical interest on the public agenda	M1.2.1. Improving the availability and accessibility of statistical products and services M1.2.2 Enriching the content of databases: TEMPO, metadata and e-DEMOS M1.2.3. Making a digital library with INS publications to EU standards	M1.3.1. Dissemination of information materials in order to strengthen relations with the media M1.3.2. Organizing communication sessions, thematic meetings to get to know and understand the work of official statistics – on the various groups of stakeholders (public sector, politics, business, general public, etc.).

Strategic Objective	2: Strengthening the National Statistical System	
Specific objectives	2.1. Consolidation of statistical production by INS	2.2. Consolidation of statistical production by other producers of official statistics
Measures	M2.1.1 Organization and efficiency of statistical production by statistical domains	M2.1.2 Organization and efficiency of statistical production

Strategic Objective	3: Modernization of statistical products and services		
Specific objectives	3.1. Innovation of the statistical production process	3.2 Improving methods of obtaining statistical products and services (including administrative sources)	3.3 Improving the quality of official statistics and standardizing statistical processes
Measures	M3.1.1. Identification of complementary/auxiliary data sources, possible to be accessed and used/implemented in the statistical production process based on advanced statistical models M3.1.2. Introducing advanced statistical methods and models	M3.2.1. Implementation of modern data collection methods (CAPI/CAWI) in eligible households’ survey M3.2.2. Define workflows and computational algorithms to build statistical indicators using administrative data sources M3.2.3. Intensification of the use of electronic methods of obtaining statistical data in enterprises survey M3.2.4. Updating the geospatial information database (GeoDAB	M3.3.1. Improving and increasing the visibility of the quality of statistical products M3.3.2 Standardization of processes for the collection, processing and dissemination of statistical data M3.3.3. Implementation of new methods / methodologies regulated by European regulations for production of comparable and quality statistics

	– Geo Database of Buildings) in order to increase the volume of geocoded information M3.2.5 Modernization of agricultural statistics M3.2.6 Updating the set of national sustainable development indicators with a view to implementing the National Sustainable Development Strategy 2030 in line with the 2030 Agenda for Sustainable Development and with European indicators.	
--	---	--

Strategic Objective	4: Development of IT systems and services	
Specific objectives	4.1 Adoption of modern programming languages and standardization of IT processes	4.2 Migrating existing applications to the cloud
Measures	M4.1.1. Upgrading IT applications M4.1.2. Creating standardized modules for their reuse for questionnaires and similar works M4.1.3. Enhancing and renewing skills in the digital environment in order to provide effective responses to the emergence of new technologies	M4.2.1. Inventory of databases and elements needed to build the data store and use cloud technology*) M4.2.2. Implementing a Disaster Recovery solution in a different location M4.2.3. Create a digital library with rare old books in the INS archive

*) The use of cloud technology depends on the operationalization of this type of technology at the governmental level

Strategic Objective	5: Improving the institutional framework and administrative capacity	
Specific objectives	5.1 Developing the administrative capacity of the INS in order to support the modernisation of statistical products and services	5.2 Optimizing performance management
Measures	M5.1.1 Improving human resources management and adapting to the needs of the organisation M5.1.2 Investment growth measures	M5.2.1. Implementation of an electronic document management system M5.2.2. Implementation of an electronic system for archiving databases (including microdata) and documents in the INS M5.2.3. Implementation of telework conditions M5.2.4 Strengthening the structure and coordinated functioning of the National Statistical System

Through the implementation mechanism is exposed the planning logic of SDNSS and is ensured the process of change at level of NSS.

7. Expected results and Indicators

All activities envisaged to implement objectives stated in the SDNSS will produce tangible and measurable results that can be periodically reviewed during the implementation and corrective actions will be taken as and when needed. The outcome measurement and indicators constitute a balanced score card covering all important aspects of the NSS, respectively:

Users are more satisfied

- improved results in user satisfaction surveys
- improved results in independent reviews of data output and quality
- increases in INS website accesses and downloads
- increases in the frequency with which subject matter specialists meet with users to discuss data outputs and priorities
- the number and time of references to the INS in the media improved.

Data providers are more motivated

- higher, or at least not declining, response rates
- fewer outright refusals
- fewer complaints regarding burden received by the INS
- fewer adverse comments in the media
- increased proportion of electronic reporting.

Government and other partners are more supportive

- the operating budget received from the government remains same or increases relative to the budgets of other government agencies
- the funds received for special developments remain at a high level
- the units with statistical profile of the sectoral partners of INS to become operational
- the support received from international partner organization remains same or increases

Staff are more motivated and skilled

- employee satisfaction surveys conducted, and results indicate improvement
- improved retention rates amongst younger, more mobile staff
- reduction in the number of job vacancies.
- increase in the amount of training received overall and by job type and level
- operational performance measures improved

National statistical system is better coordinated

- National Statistical Council is functional and meets regularly
- increase in the frequency and regularity of meetings between NSC and other statistical agencies
- more current and pertinent memoranda of understanding between NSC and each of the other statistical agencies,

Implementing the SDNSS measures will determine immediate results (outputs) which are subject of measurement every year. The completion of measures determine the achievement of specific objectives and those support achievement of the strategic objectives. The sum of outputs under a specific objective will end on effects for medium and long term, respectively outcomes at level of specific objectives and impacts at level of strategic objectives. The transformation of statistics will be obtained under implementation logic (theory of change), presented further (Table 2).

Table 2 - SDNSS Logical framework : Strategic, Specific objectives and Measures

Measure <i>Immediate Results (Outputs)</i>		Specific objective <i>Outcomes (O)</i>	Strategic Objective <i>Impacts (I)</i>
M 1.1.1 Implementing new communication tools for online expansion	1.1.1. Number of newly implemented means of communication used to promote statistical data and information online.	<i>1.1 Enhancing and diversifying of statistical communication</i>	I: <i>Enhancing of the promotion of statistical culture and statistical products and services</i> I.1. <i>User confidence in INS statistics</i>
M 1.1.2. Monitoring, analyzing and identifying topics of statistical interest on the public agenda	1.1.2. Number of topics of statistical interest addressed and dealt with, identified on the public agenda	<i>O.1.1. Share of topics of statistical interest addressed and dealt with in the total number of topics of statistical interest identified on the public agenda</i>	
M1.2.1 Improving the availability and accessibility of statistical products and services	1.2.1 Number of new methods used in the dissemination of official statistics implemented	<i>1.2 Improving the dissemination of statistical information and user access to statistical data and metadata</i>	
M12.2 Enriching the content of databases: TEMPO, metadata and e-DEMOS	1.2.2 Percentage of data / metadata processed	<i>O.1.2 The degree of implementation of new methods used in the dissemination of official statistics</i>	
M1.2.3. Making a digital library with INS publications to EU standards	1.2.3. Digital library made and published on the site		
M1.3.1. Dissemination of information materials in order to strengthen relations with the media	1.3.1 Number of new information materials developed and disseminated in the current year compared to the previous year	<i>1.3 Promoting statistical culture</i>	
M1.3.2 Organizing communication sessions, thematic meetings to get to know and understand the work of official statistics – on the various groups of stakeholders (public sector, politics, business, general public, etc.).	1.3.2. Number of communication/information sessions on statistics topics	<i>O.1.3 Percentage of users who consider the INS website to be at least partly friendly</i>	

<i>Measure</i> <i>Immediate Results (Outputs)</i>		<i>Specific objective</i> <i>Outcomes (O)</i>	<i>Strategic Objective</i> <i>Impacts (I)</i>
M2.1.1 Organization and efficiency of statistical production by statistical domains	2.1.1.a Statistical works for which the deadline has been met, according to PSNA records 2.1.1.b Statistical works completed and for which information is disseminated including through press releases	2.1. Consolidation of statistical production by INS O2.1. The degree of consolidation of statistical production by INS	2: Strengthening the National Statistical System I2. The degree of consolidation of statistic production by SSN
M2.2.1 Organization and efficiency of statistical production	2.2.1 Number of statistical works for which the deadline has been complied with in accordance with the PSNA	2.2. Consolidation of statistical production by other producers of official statistics O2.2. The degree of consolidation of statistical production by other producers of official statistics	
<i>Measure</i> <i>Immediate Results (Outputs)</i>		<i>Specific objective</i> <i>Outcomes (O)</i>	<i>Strategic Objective</i> <i>Impacts (I)</i>
M3.1.1. Identification of complementary/auxiliary data sources, possible to be accessed and used/implemented in the statistical production process based on advanced statistical models M3.1.2. Introducing advanced statistical methods and models	3.1.1 a Degree (percentage) of implementation of complementary/auxiliary data sources in statistical processes 3.1.1. b Number of advanced statistical models implemented 3.1.2. Percentage of statistical products for which advanced statistical methods have been introduced	3.1. Innovation of the statistical production process O.3.1. Degree (percentage) of implementation of advanced statistical models	3: Modernization of statistical products and services

<p>M3.2.1. Implementation of modern data collection methods (CAPI/CAWI) in eligible households' survey</p> <p>M3.2.2. Define workflows and computational algorithms to build statistical indicators using administrative data sources</p> <p>M3.2.3. Intensification of the use of electronic methods of obtaining statistical data in enterprises survey</p> <p>M3.2.4. Updating the geospatial information database (GeoDAB – Geo Database of Buildings) in order to increase the volume of geocoded information</p> <p>M3.2.5 Modernization of agricultural statistics</p> <p>M3.2.6 Updating the set of national sustainable development indicators with a view to implementing the National Sustainable Development Strategy 2030 in line with the 2030 Agenda for Sustainable Development and with European indicators.</p>	<p>3.2.1. Degree of implementation on a specific domain</p> <p>3.2.2. Number of administrative sources used</p> <p>3.2.3. Number of surveys in electronic collection</p> <p>3.2.4. Rate of updating of information related to buildings entered in the database</p> <p>3.2.5. Percentage of reporting units for which data collection is done by modern data collection methods (CAPI) for RGA2020/ SAA 2023</p> <p>3.2.6 Proportion of national sustainable development indicators with availability I and II.</p>	<p><i>3.2 Improving methods of obtaining statistical products and services (including administrative sources)</i></p> <p><i>03.2.a. The degree of utilization of administrative sources</i></p> <p><i>0.3.2.b. Percentage of statistical surveys in which electronic collection is done at least 50%</i></p>	<p><i>I.3.a The degree of modernization of statistical products and services</i></p> <p><i>I.3.b Maturity level of GSBPM implementation</i></p>
<p>M3.3.1. Improving and increasing the visibility of the quality of statistical products</p>	<p>3.3.1. Percentage of statistical surveys for which quality reports are made</p> <p>3.3.2. GSBPM maturity level corresponding to business/method/information/application dimensions</p>	<p><i>3.3 Improving the quality of official statistics and standardizing statistical processes</i></p>	

<p>M3.3.2. Standardization of processes for the collection, processing and dissemination of statistical data</p> <p>M3.3.3. Implementation of new methods/methodologies regulated by European regulations for production of comparable and quality statistics</p>	<p>3.3.3. Share of harmonized surveys in total surveys that has EU regulations</p>	<p><i>O.3.3. GSBPM maturity level corresponding to business/method/information/application dimensions</i></p>	
---	---	--	--

<i>Measure</i> <i>Immediate Results (Outputs)</i>		<i>Specific objective</i> <i>Outcomes (O)</i>	<i>Strategic Objective</i> <i>Impacts (I)</i>
<p>M4.1.1 Upgrading IT applications</p> <p>M4.1.2. Creating standardized modules for their reuse for questionnaires and similar works</p> <p>M4.1.3. Enhancing and renewing skills in the digital environment in order to provide effective responses to the emergence of new technologies</p>	<p>4.1.1. Share of upgraded applications in the total number of IT applications inventoried</p> <p>4.1.2. Number of standardized modules created</p> <p>4.1.3. The degree of staff participation in digital training programmes</p>	<p><i>4.1 Adoption of modern programming languages and standardization of IT processes</i></p> <p><i>O4.1. Share of upgraded applications in the total number of IT applications inventoried</i></p>	<p><i>4: Development of IT systems and services</i></p> <p><i>I.4. The sophistication of electronical services of INS</i></p>
<p>M4.2.1. Inventory of databases and elements needed to build the data store and use cloud technology**)</p> <p>M4.2.2 Implementing a Disaster Recovery solution in a different location</p> <p>M4.2.3 Create a digital library with rare old books in the INS archive</p>	<p>4.2.1. Number of databases inventoried</p> <p>4.2.2. Cloned data center in a different location</p> <p>4.2.3. Digital library created and published on the site</p>	<p><i>4.2 Migrating existing applications to the cloud</i></p> <p><i>O.4.2. Degree of Cloned data center in a different location</i></p>	

<i>Measure</i>	<i>Specific objective</i>	<i>Strategic Objective</i>
----------------	---------------------------	----------------------------

Key Performance Indicators of SDNSS 2021-2027 (Table 3) are established based on the specific of objectives set, with baseline and targets according with existing references and the possibilities for achieving. The measurement of the achievement of the specific objectives will be done through the result (outcome) indicators assigned to them and correlated to correspond to impact indicators at level of strategic objectives.

Table 3 - Key Performance Indicators

Key Performance Indicators(*)	Baseline 2020	Target 2027
Impact Indicator		
User confidence in INS statistics	(*)	95%
The degree of consolidation of statistic production by SSN	(*)	50%
Share of users dissatisfied with the quality of data and services provided by INS	13%	10%
Maturity level of GSBPM implementation	1	3
The sophistication of electronical services of INS (**)	2	3
Degree of achievement of the PSNM	89%	93%
Outcome indicators		
Share of topics of statistical interest addressed and dealt with in the total number of topics of statistical interest identified on the public agenda	(*)	(*)
The degree of implementation of new methods used in the dissemination of official statistics	(*)	(*)
Percentage of users who consider the INS website to be at least partly friendly	(*)	(*)
The degree of consolidation of statistical production by INS	(*)	(*)
The degree of consolidation of statistical production by other <i>producers of official statistics</i>	(*)	(*)
Degree (percentage) of implementation of advanced statistical models	0%	100%
The degree of utilization of administrative sources	80,5%	88%
Percentage of statistical surveys in which electronic collection is done at least 50%	(*)	(*)
GSBPM maturity level corresponding to business/method/information/application dimensions	1	4
Share of upgraded applications in the total number of IT applications inventoried	(*)	(*)
The degree of staff participation in training programs	(*)	(*)
Degree of cloned data center in a different location	(*)	(*)

Degree of telework conditions implemented	0	1
Degree of electronic internal circuit management system for documents implemented	0	1

(*) The INS will finalize the process of setting up the targets and the baseline for the key performance indicators

(**) Sophistication¹² - the model reflects how businesses and citizens can interact with public authorities. Governments' service delivery processes are described according to the following stages: (i) information, (ii) one-way interaction, (iii) two-way interaction, (iv) transaction, and finally (v) targetisation. The third and the fourth level, two-way interaction and transaction, have become a standard for many countries: electronic forms are available for most services; transactional - also called full electronic case handling – where the user applies for and receives the service online, without any additional paper work, is increasingly becoming mainstream. The fifth level, targetisation, provides an indication of the extent by which front- and back-offices are integrated, data is reused and services are delivered proactively. The fourth and fifth levels are jointly referred to as 'full online availability'.

8. Risks and corrective actions

The implementation of SDNSS 2021-2027 is a complex task for entire NSS and especially for INS. The NSS is undergoing significant transformation. This is an opportunity to improve infrastructure, capacity and capability. The previous planning period (2015-2020) evidenced several aspects as critical in implementing the strategy and those are lessons learned from past regarding: planning process has to well streamlined; the capabilities should be in place; budgetary resources have to be well planned and consumed; stakeholders' involvement in implementation should be granted from beginning of planning process; a sound monitoring and evaluation system need to support the strategy implementation.

The mitigation of risks in implementing the strategy will be effective and INS will implement the risk management plan related to all measures included for the programing period. The mitigation will envisage the core cathegories of risk events within a strategy implementation process:

- Planning process: the careful attention will be paid to appropriate plan of all measures and actions, needed resources, staff and tools, they be in place from the beginning of implementation;
- Stakeholders involvement: the tasks in implementing strategy will be distributed to each stakeholder and action plans will be in place to correlate and coordinate the implementation process; the stakeholders will be part of a quarterly progress review of strategy implementation;
- Budget allocations: the financial resources necessary for all activities are ensured through state budget, either from national revenues or from foreign sources; the budget amount for every year stated into the strategy will be confirmed by law for approval and this will be a guarantee of access to needed (forecasted) budgetary resources;
- Capability: the strategy's results will be a coagulator of all management and specialists from INS and NSS, and means and tools will be disposed for avoiding risks in implementation process;
- System of risk management: by using the existing procedures and instructions available at level of INS, a risk register and a control process will be activated for the entire period of strategy implementation;

¹² Smarter, Faster, Better eGovernment 8 th eGovernment Benchmark Measurement, November 2009; European Commission Directorate General for Information Society and Media;
http://uploadi.www.ris.org/editor/1278348425capgemini_8_egov_benchmark_2009.pdf

9. Monitoring and evaluation

The Strategy 2021-2027 and the multiannual programs from the same period are aligned - based on practices by EU member states defined by overall policies by the European Union's annual statistical programs that take over and detail the objectives and set of actions - providing them with the necessary framework for monitoring: milestones, deadlines, responsibilities, provision of resources, and means and evaluation of results through annual reports. At the same time, one of the most important elements of the statistical activity, namely quality in statistics and quality management in statistics, will be ensured by measures undertaken by the EU based on key documents and the decisions by the Commission (Eurostat) and by taking and implementing common actions by the National Statistical System, respectively the INS.

Monitoring and evaluation framework: The monitoring framework provides for the monitoring and evaluation of performance indicators for the various levels of planning (Strategy, PSNM, PSNA). The INS will develop an internal tool (at least by using Excel) with all the indicators by sources and the responsible persons with the yearly update the values of the indicators. Using the tool, INS will monitor and evaluate the yearly progress of the indicators.

Reporting: When deciding what to monitor and how often, it is important not to overcrowd the operational directions of the INS. In general, the reporting schedule varies, depending on performance indicators. Therefore:

- Input /product indicators will be measured twice a year
- Output (immediate achievement) indicators will be measured twice a year
- Outcome indicators will be measured annually
- Impact indicators will be monitored annually/at every two years

Evaluation: In addition to the European-funded programs, which are subject to rigorous ex-ante, interim and ex-post evaluations, the INS will strengthen the periodic evaluation of the entire portfolio of programs that is managed and which are included in the Strategy and the PSNM, and, it will be harmonized with the evaluation schedule of European programs.

Tools used to evaluate the strategy:

- TASC questionnaire for assessing the statistical capacity of INS
- Nomenclature with performance indicators (impact, result and output)

10. Financial implications and funding sources

The human resources of INS has diminished from year to year due to the very low salary scale as compared to similar positions in the public/private sector. As a consequence, some vacant positions are no financed from the central budget. This has led to an overloading of existing staff, and also impeded carrying out certain activities.

Significant funding is also needed for the refurbishment and digitization, which will largely be secured through non-reimbursable European funds. For the period 2021-2027, the following financial resources (Table 4) are estimated as needed to finance the implementation of the strategy:

Table 4 - Estimated funding sources

Funding source	Total RON (2021-2027)
State Budget	1 787 188 312
FEN (Non-reimbursable EU Funds)	57 000 000
Estimated total for strategy objectives	1 844 188 312

The distribution of resources by specific measures proposed for financing from EU funds is presented in Table 5.

In considering the entire effort to operationalize the strategy, by including also the recurrent costs of activities of for 7-year period, the total amount necessary is increased to **RON 1 844 188 312**. The estimated budget per strategic objective is presented in Table 6.

Table 5 - EU source of funding budget for SDNSS implementation

Measures	(000) RON
M1.1.1. Implementing new communication tools for online expansion	15 000
M1.2.3. Making a digital library with INS publications to EU standards	5 000
M4.1.1. Upgrading IT applications	10 000
M4.1.2. Creating standardized modules for their reuse for questionnaires and similar works	
M4.2.1. Inventory of databases and elements needed to build the data store and use cloud technology	
M.4.2.2. Implementing a Disaster Recovery solution in a different location	10 000
M.4.1.3. Enhancing and renewing skills in the digital environment in order to provide effective responses to the emergence of new technologies	5 000
M.4.2.3. Create a digital library with rare old books in the INS archive	2 000
M5.2.1. Implementation of an electronic document management system	5 500
M5.2.2. Implementation of an electronic system for archiving databases (including microdata) and documents in the INS	2 500
M5.2.3. Implementation of telework conditions	2 000
TOTAL	57 000

Table 6 - Budget by Strategic objectives including the recurrent activities for 7-year period

Total budget: <i>INS yearly state budget approved through the State Budget Law 15/2021, plus the additional budget (see Table 5)</i>	2021	2022	2023	2024	2025	2026	2027	Total 2021-2027
	229.624.833	241.850.113	260.379.678	265.877.834	273.854.170	282.069.795	290.531.889	1.844.188.312
<i>1. Enhancing of the promotion of statistical culture and statistical products and services</i>	4.566.669	9.691.932	10.306.781	10.428.058	10.641.683	10.860.745	11.085.410	67.581.278
<i>2: Strengthening the National Statistical System</i>	198.925.508	204.368.159	212.162.339	216.950.391	223.730.588	230.716.849	237.915.357	1.524.769.191
<i>3: Modernization of statistical products and services</i>	3.648.014	3.804.515	4.187.849	4.211.353	4.319.686	4.431.091	4.545.661	29.148.169
<i>4: Development of IT systems and services</i>	9.682.017	10.539.906	18.759.472	19.021.895	19.454.060	19.897.836	20.353.566	117.708.752
<i>5: Improving the institutional framework and administrative capacity</i>	12.802.625	13.445.601	14.963.237	15.266.137	15.708.153	16.163.274	16.631.895	104.980.922

11. Impact on the legislative framework

The SDNSS will not result in transforming or modifying current legal framework of official statistics in Romania. Nevertheless, not conditioned by SDNSS, the Romanian Statistics Law is to be amended by the end of 2021, pursuing, mainly, three purposes:

1. adjusting to the amendments of the European Statistics Law (Regulation (EC) No 223/2009)
2. reflecting in the Romanian Statistics Law the national development strategies, with an impact on the official statistics
3. introducing new legal provisions to reveal new objectives and tasks resulting from Romania's economic and social evolution and of issues pertaining to European and world statistics occurred in the period since the end of the last amendments to the Law on official statistics (Law no. 226/2009, with subsequent amendments and additions) and until now.

Specifically, according to the amendments to the European Statistics Law, the amendments aim to strengthen the role of official statistics within national public authorities by highlighting, more strongly the principles of transparency, visibility and professional independence of official statistics; establish the procedures for recruitment and appointment or reasons for dismissal of INS leaders and heads of statistical services within other national authorities responsible for the production and dissemination of official statistics, their tasks,, unrestricted access of INS to data sources administrative in order to streamline the statistical process; strengthen the role of INS as coordinator towards an optimal functioning of the National Statistical System; ensure human, material and financial resources able to meet the growing demands of users of statistical data, quality statistical information, prompt and adapted to the evolution of society. At the same time, the amendments to the Law aim to remove the provisions that no longer correspond to the existing legal framework in the field of administration and adding some provisions to mirror the regulations of the legal framework and the specifics of the economic and social development process.

Annex 2: The SWOT Analysis

Strengths

Legal and Organizational Issues

- Existing legal framework in statistics. The responsibility of the INS recognized by the law regarding the production of official statistical data.
- Statistical confidentiality is guaranteed by law.
- In general, the human resources capacity of the INS consists of qualified experienced staff, with good operational capacity and staff mobility, and availability to engage in new projects.
- Activities in the annual and multi-annual programs are usually funded by the state budget but can include off-budget funds and funds from the international organizations.

Statistical Infrastructure

- Well-known statistical indicators such as external trade, balance of payments, government finance, monetary statistics, banking statistics, tax statistics, labor statistics, social statistics and others are regularly produced by the state statistical system. These statistical products are part of the statistical infrastructure and developed through censuses, surveys, administrative data and other means of data collection.
- In general, the system of data production has been institutionalized. Data are collected in the territorial offices, and then sent to the central office for processing, analysis, and dissemination.
- Considerable efforts have been made in recent years to modernise statistical production and implement international standards. In most cases work has begun from the latest versions of the international standards and good practices in certain areas.
- The Strategy for the development of the National Statistical System and of Romanian official statistics during 2015 - 2020 served as a basis for the development of multi-annual and annual program of statistical activities.
- Broad experience in developing and implementing the Annual National Statistical Program (PSNA) and the Multi-annual National Statistical Program (PSNM).
- Draft programs go through a consultation process with users in a government portal for discussions before approval.
- Annual and multi-annual programs are monitored by the INS regularly
- Classification systems used by the INS are broadly consistent with international standards and classifications in all areas of the work of the INS and the other producers of official statistics (e.g. NACE Rev.2, CPA, GFSM, GSBPM). The use of international classifications, guidelines, and recommendations on methods is widespread throughout all areas of statistics.
- GSBPM (standard statistical processes) – business – maturity level 3 out of 5 standard (standardization level).
- GSBPM - methods – maturity level 1 out of 5.
- GSBPM - information - maturity level 1 out of 5.
- GSBPM- applications - maturity level 1 out of 5.
- Online standardized metadata database.

- According to the standard GAMSQ (management process standard) and principle # 13 Opportunity and Punctuality of CoP, as part of the dimension of quality assessment in statistics, it applies the monthly task monitoring system, as part of the PSNA.
- Active operation ensuring quality management at the level of the INS and the DTSSs.
- Availability of personnel to assimilate new knowledge and valorization of the appropriate skills.
- Currently, the INS maintains a business register of entities (business oriented-entities, budgetary institutions, non-governmental organizations and sole proprietors) using information from registration authorities (the Ministry of Justice and the Ministry of Finance).
- To collect raw data, the INS and APSO use a combination of all common statistical methods including censuses, regular sample surveys, ad hoc surveys, and administrative sources. In summary, the statistical methods used by the INS are generally adequate but could be improved.

User and Provider Relations

- Statistical information produced by the INS is available through several dissemination tools, including media channels, the Internet, and paper publications. Dissemination of data through online databases and making data easily downloadable in different formats are available. Aggregated statistical data on key macroeconomic and sectoral indicators oriented to the general public are available via the Internet.
- The INS actively uses information systems for electronic data collection, accounting of legal entities and management of databases of socio-economic indicators.

Data Processing Infrastructure

- Software are available and used in both central and regional offices.
- Data management and security practices seem to be sufficient, with regular data back-ups to computers and servers in other locations. Internet content management is currently centralized, with a small team responsible for implementing all updates to the INS web site.
- Existing statistics infrastructure – data collection, processing, and analysis technologies.
- Data quality management in the INS is efficient.
- Implementation of SICCA cost computing tool (cost collection software).

Weaknesses

Legal and Organizational Issues

- The applicability of the legal and institutional framework of the SSN has not been adequately improved. Poor coordination and collaboration within the SSN and the National Statistical Committee (COMSTAT).
- The provision of data from administrative sources cannot be imposed. Law 226/2009, with subsequent amendments and changes, provides in Article 46 sanctions for the commission of contraventions by any legal entities but the law does not distinguish between public or private entities.
- Delayed approval of PSNA through Government Decision for reasons independent of INS, due to the frequent changes in the Government structure and cabinet members
- Resource constraints in terms of limited human resource capacity (both the number of staff and technical expertise) to collect, compile, process, analyze and disseminate statistics and statistical information.

- Relatively unattractive payment conditions for many staff, in comparison to other central public administration organizations.
- Ageing of the labor force at the INS and DTSSs
- Insufficient and inadequate number of training programs.

Statistical Infrastructure

- Technical weaknesses within the system. Statistics stakeholders use different databases and data systems, with a range of types and frequency of statistical cycles; this does not make it easy for the public to have access to relevant data. The system does not currently have a coordinated approach to the production and use of statistical registers. This would enable a system-wide approach to the production, allocation, accessibility and monitoring of statistical data.
- Inappropriate organizational structure.
- Low /limited training and capacity in attracting external technical assistance, lack of capacity to absorb the allocated funds.
- Limited administrative capacity of statistics to react to changes in the economy.
- Insufficient resources allocated for GIS at INS and DTSSs, especially regarding the geo-locations of censuses.

User and Provider Relations

- Poor dialogue with external users of data.
- Poor of visibility of statistical activities and lack of uniform policy of statistical information and data dissemination.

Data Processing Infrastructure

- The biggest challenge in terms of technology in the INS is the shortage of specialized IT staff.
- The central dissemination database (TEMPO) needs to be modernized.
- Limited trainings to learn how to use latest high-tech applications (e.g. R, Python, etc.)
- The practical non-existence of a sustained training program for new staff.
- Lack of equipment necessary for telework.
- Restricted access of the INS and DTSSs staff to various web pages, which makes it difficult to identify data providers and collect statistical data.
- The metadata database is outdated and must be restored/there is no integrated metadata system.

Opportunities

- Possibility to access structural funds and grants from the European Commission—Eurostat.
- Principles of sustainable development promoted by the EU.
- Availability of various training and professional development programs in Romania and abroad, according to the EU statistical requirements and easy access to training through EU funds
- International trend towards digitalization (collection – CAPI, CAWI, and dissemination - online).
- Increasingly high-performance statistical applications.
- Strong development of new technologies.

- Reuse of electronic survey and standardized metadata etc. (or part of them) and for other statistical surveys/research.
- Better use of existing database to develop new indicators for estimation on small domains by applying econometric models
- Access to EU public policies and EU strategies.
- Improving IT infrastructure through the EU digital policy and digitalization of the public sector
- Increasing mobility, including the level of international cooperation.
- Access and use of free technologies and open sources.
- Technological competition and innovation.
- Desire to implement best practices.
- The interest of the press and general public in presenting simplified statistics that everyone can understand.
- State budget and structural funds support research and innovation.
- Collaboration with the field of scientific research, universities, academia, national research and development institutes etc.
- Telework.
- Deepening and expanding globalization.
- Broadband internet.

Threats

- Leadership role of the INS are not accepted by other APSOs and that presents risks to the successful implementation of the strategy. In addition, there is an unwillingness of stakeholders to cooperate in statistical activities or to recognize their responsibilities is another major risk.
- Impossibility of adequate compensation/salaries of specialists who perform at work.
- Administrative burden for data collection at the level of enterprises.
- Corruption
- Legislative constraints at the national level
- Institutional instability.
- Difficult access to administrative data.
- Consequences of the global and national crisis.
- Budget constraint can be major threat to the development of the capacity and infrastructure of the INS.

Annex 3: Statistical products

The list of statistical activities are presented in the Annual national statistical program at the following link:
<https://insse.ro/cms/ro/content/programe-%C8%99i-strategii>.
PSNA is updated every year.

Annex 4: Assessment of the INS statistics capacity

The World Bank team submitted to the INS the Tool for Assessing Statistical Capacity (TASC). The TASC provides a quantitative score of the overall capacity of an INS, as well as a breakdown of the areas of strength and weakness. Frameworks and tools that measure statistical capacity are common in development planning and practice.

The TASC has a module for each of these operational areas, as well as one module that assesses the overall institutional capacity of the INS:

- planning and managing,
- mapping,
- sampling,
- questionnaire content and testing,
- field operations,
- data processing,
- data analysis and evaluation
- data dissemination, and
- publicity
- administrative records

Module	Individual Score	Group Score
1. Institutional Capacity	76%	72%
2. Planning and Management	69%	14%
3. Mapping	42%	68%
4. Sampling	79%	65%
5. Quest. Content and Testing	78%	24%
6. Field Operations	68%	17%
7. Data Processing	58%	51%
8. Data Analysis and Evaluation	51%	67%
9. Data Dissemination	82%	25%
10. Publicity	67%	15%
11. Mobile Data Capture Summary	44%	0%
12. Administrative Records	61%	69%

The summary of the results shows a big gap between individual and group score in 5/12 modules because of the lack of the fulfilment of the questionnaire by the groups in the respective modules. However, only the data dissemination reaches more than 80% capacity and other three modules are between 75% and 80%, the rest (8 modules) are between 42% and 68%.

As a conclusion there is substantial space for the improvement of the statistical capacity of the INS in all the modules with special attention to mapping, mobile data capture, data processing, data analysis and evaluation, publicity and administrative records.

The World Bank team has proposed recommendations and measures to improve the statistical capacity of the INS in each field examined during this process.

Annex 5: Questionnaire for Assessment of Statistical Capacity of NSO

The objective of this questionnaire is to provide the National Statistical Office with the framework of questions that will be addressed throughout the assessment process and to enable INS to prepare the relevant information. The questionnaire should help the meeting participants and the assessors to prepare the documents and discussions for the first mission. Concise answers would be appreciated.

- **LEGAL SETTING**

- 1.1. Protection of professional independence
- 1.2. Mandate for data collection
- 1.3. Census-related legislation
- 1.4. Other legislation affecting statistics
- 1.5. Data security and statistical confidentiality

- **NATIONAL SYSTEM OF OFFICIAL STATISTICS**

- 2.1. Structure of the system
- 2.2. National statistical programming / planning
- 2.3. System coordination mechanisms

- **NATIONAL STATISTICAL OFFICE**

- 3.1. The mission statement of the INS
- 3.2. The organization of the INS and the organizational chart
- 3.3. Resource management
- 3.4. Internal and external monitoring of quality and performance
- 3.5. Dissemination policy of the national statistics system
- 3.6. Relations with main stakeholders
- 3.7. International cooperation

- **STATISTICAL DOMAINS**

- 4.1. General questions for statistical domains / Data sources / Registers and surveys
- 4.2. Demographic and social statistics
- 4.3. Macroeconomic statistics
- 4.4. Business statistics
- 4.5. Agriculture statistics
- 4.6. Multi-domain statistics

Annex 6: Results of questionnaires used

The archive with questionnaires and results obtained is available here

[SDNSS Archive Questionnaires - Arhiva Chestionare](#)

Annex 7: Working group meetings

INS-World Bank meetings for the elaboration of the SDNSS 2021-2027:

Date	Group	Theme
18.08.2020	Members WG1, WG2, WG3, WG5, WG6, WG 7	Presentation of the general plan for the elaboration of the strategy and the detailed discussion of the first stage of implementation
7.09.2020	Leaders WG1, WG2, WG3, WG5, WG6, WG 7	Presentation and analysis of the strategy's preparatory actions
14.09.2020	WG1, WG2	Analysis of specific and strategic objectives proposed by the WB
15.09.2020	WG3,	Analysis of specific and strategic objectives proposed by the WB
16.09.2020	WG5, WG6	Analysis of specific and strategic objectives proposed by the WB
17.09.2020	WG 7	Analysis of specific and strategic objectives proposed by the WB
23.09.2020	WG3	Identification and establishment of indicators relating to specific objectives and their measures.
30.09.2020	WG5	Identification and establishment of indicators relating to specific objectives and their measures.
02.10.2020	WG1	Identification and establishment of indicators relating to specific objectives and their measures
01.10.2020	WG6, WG 7	Identification of indicators relating to specific objectives and measures
06.10.2020	WG3 WG6	Analysis of the indicator sheets proposed in previous meetings and comments on these proposals Completion of specific objectives, measures, indicators
14.10.2020	WG1	Analysis of proposals for strategic objectives with specific objectives and related measures
22.10.2020	WG 3	Fulfill all quality chapters in TASC modules Analyze and discuss the answers in the open question questionnaire. A new measure was identified during the meeting and the need to modify an existing measure.
27.10.2020	WG 3	Group completion of sampling module, data processing module and data analysis and evaluation module from the TASC questionnaire. Discussions on how to set targets for certain indicators
05.11.2020	WG3	Discussing the budget on the measures under OS 3

06.11.2020	WG6	Discussions on objectives, measures and indicators
12.11.2020	WG6+WG 7	TASC questionnaires for the assessment of the statistical capacity of the NSI
17.11.2020	WG 7	Discussing the budget and indicators
08.11.2020	WG6	Discussing the budget and indicators
10.12.2020	WG 6	Completion of SDNSS budget and indicators
14.12.2020	WG 7	Completion of SDNSS budget and indicators
15.12.2020	WG 1	Completion of SDNSS budget and indicators
09.02 2020	UPP	Strategy Discussion

Annex 8: Multiannual National Statistical Programme 2021-2024

Multiannual national statistical program

2021-2024

List of abbreviations in PSNM.....	40
1. Purpose of PSNM.....	41
2. Actions for 2021-2024 in supporting measures implementation and outputs achievement ...	42
3. Monitoring and evaluation procedures.....	49
4. Budgetary implications and sources of funding.....	49

List of abbreviations in PSNM

AMIGO	Household Labor Force Survey
ANCPI	National Agency for Cadaster and Real Estate Advertising
ANOFM	National Agency for Employment
ANP	National Administration of Penitentiaries
ARACIP	Romanian Agency for Quality Assurance in Pre-University Education
ARDA	Regional Association for Entrepreneurial Development
CAPI	Computer-assisted personal interview
CAWI	Computer-assisted online interviewing
COMSTAT	National Statistical System Committee
CONRENA	National Statistical System Consolidation Project
CSN	National Statistical Council
DGDSS	General Directorate of Social and Demographic Statistics
DGSE	General Directorate of Economic Statistics
DGCNSM	Directorate General of National Accounts and Macroeconomic Synthesis
DGEGSDS	General Directorate for Operation and Management of Statistical Data Sources
ESS	European Statistical System
ISU	Emergency General Inspectorate
RGA	General Agricultural Census
GAMSO	General Activity Model for Statistical Organization
GSBPM	Generic Statistical Model of Functional Processes
GSIM	Generic Statistical Information Model
TIC	Information and Communication Technology
INS	National Institute of Statistics
PSNA	Annual National Statistical Plan
PSNM	Multiannual National Statistical Plan
SDNSS	Strategy for the Development of the National Statistical System
SSN	National Statistical System
RPL	Population and Housing Census

1. Purpose of PSNM

The Multiannual National Statistical Program (PSNM) for the period 2021-2024 has been developed as a strategic planning tool, for operationalization of the Strategy for the Development of the National Statistical System 2021-2027(SDNSS), on medium term period (4 years).

The PSNM details the necessary actions to accomplish important progress of the specific objectives and the 5 strategic objectives of the Strategy for the Development of the National Statistical System 2021-2027. The actions have been developed at level of each measure and by each statistical domain(where necessary).

Through PSNM actions, the National Statistical Institute (INS), as a coordinator of the National Statistical System (SSN), aimed to ensure the development of the statistical production capacity and to strengthen the structure and functionality of the National Statistical System.

In setting the priorities of the statistical program for the period 2021-2024, several cross-cutting issues have also been considered, which are of strategic importance for the evolution of official statistics, such as:

1. Development of the capacity to provide the statistical data necessary to substantiate, monitor and evaluate national policies and those necessary to implement European Union regulations, in line with national statistical programs and those of the European Statistical System (ESS).
2. Improving efficiency through systematic collaboration within the ESS, while observing the principle of subsidiarity.
3. Intensifying collaboration within the ESS, further intensifying the exchange of knowledge, experiences and methodologies, as well as through the exchange of tools, data, services and resources, whenever the case.
4. Upgrading the production capacity of the National Statistical System through standardization (GSBPM/GAMSO) of methods, information technology and processes and implementing the overall quality of management.
5. Institutional modernization of SSN by modernizing the law of statistics, developing the role and importance of the statistician, strengthening the role of INS as coordinator pertaining to the optimal functioning of the National Statistical System, ensuring the sustainability of human, material and financial resources as to be able to meet the growing demands of statistical data users, quality statistical information, prompted and adjusted to the evolution of society.
6. Substantially improving cooperation and communication with the partners within the National Statistical System - providers, producers and users of statistical data - to reduce the response burden, recognize the role and importance of official statistics, better meet the society's requirements and, ultimately, enabling a better prioritization of activities.
7. Making the INS become the nodal center of the integration of administrative data sources in the statistical process, as a support for:
 - a. reducing the response burden to statistical surveys, in particular, and the administrative burden, in general
 - b. increasing the statistical coverage of regional structures and small geographical areas.
 - c. responding to new user needs in areas such as globalization, migration, and sustainable development.
8. Strengthening the capacity of INS, of the regional and county statistical directorates in order to increase the quality of the data collected and better respond to the statistical data requirements of local communities.

2. Actions for 2021-2024 in supporting measures implementation and outputs achievement

As PSNM is operationalizing the SDNSS 2021-2027 the coherence with Vision, Strategic objectives, Specific objectives is essential and by that the Actions composing the multiannual programme are supporting the implementation of Measures and achieving their Outputs (see section 6, hereto).

The PSNM structure is directly linked with the SDNSS one and supplementary breakdown the Measures, respectively by each strategic objective:

Strategic Objective 1: Enhancing of the promotion of statistical culture and statistical products and services.

The most appropriate dissemination and communication tools will be implemented under this strategic objective in order to satisfy the divergent and constantly changing needs of the users, both at national and local level, and which are flexible enough to adapt to the emerging technologies and provide guidance in a world of data revolution.

Required actions in order to operationalized **Strategic Objective 1 at the level of each Measure:**

<i>Strategic Objective 1</i>	
<i>Enhancing of the promotion of statistical culture and statistical products and services</i>	
<i>Specific Objective 1.1</i>	
<i>Enhancing and diversifying of statistical communication</i>	
Measures	Actions
M1.1.1. Implementing new communication tools for online expansion	<p>1.1.1.1. Facility to introduce an HTML module for press releases:</p> <ul style="list-style-type: none"> 1.1.1.1.1. Identification of the types of press releases, grouped by fields of activity 1.1.1.1.2. Creating one or more templates for each press release 1.1.1.1.3. Creating a template generator for press releases 1.1.1.1.4. Creating a graphical interface capable of managing working with press releases 1.1.1.1.5. User Experience tests with the staff in charge of writing / wording the press release 1.1.1.1.6. User Experience tests on the front-end 1.1.1.1.7. Establishing access rights for different categories of users participating in the use of the module (administrator, user with the right to read / write / sign / cancel / modify communicated content) <p>1.1.1.2. Possibility to introduce a "blog" module with topics of statistical interest:</p> <ul style="list-style-type: none"> 1.1.1.2.1. Identifying the types of topics of statistical interest 1.1.1.2.2. Create one or more templates for each theme 1.1.1.2.3. Creating a template generator 1.1.1.2.4. Creating a graphical interface capable of ensuring the functionality of the blog 1.1.1.2.5. User Experience tests with staff writing articles 1.1.1.2.6. User Experience tests on the front end 1.1.1.2.7. Establishing access rights for different categories of users participating in the use of the module (administrator, user with the right to read / write / sign / cancel / modify article content)

M1.1.2. Monitoring, analyzing and identifying topics of statistical interest on the public agenda	1.1.2.1. Early warning of any statistical topic identified as an interest in the public agenda and its debate: <ul style="list-style-type: none"> 1.1.2.1.1. Permanent study of the public agenda 1.1.2.1.2. Identification of the statistical topic of interest for the public agenda 1.1.2.1.3. Proposal for its debate
Specific Objective 1.2 Improving dissemination of statistical information and user access to statistical data and metadata	
M1.2.1. Improving the availability and accessibility of statistical products and services	1.2.1.1. Implementation of new methods used for dissemination of official statistics
M1.2.2 Enriching the content of databases: TEMPO, metadata and e-DEMOS	1.2.2.1. TEMPO: management of matrices and related metadata and uploading new matrices and corresponding metadata 1.2.2.2. eDEMOS: managing indicators and metadata from the database and uploading new indicators 1.2.2.3. Metadata database: management of existing statistical activities in the database and creation of new statistical activities
M1.2.3. Making a digital library with INS publications to EU standards	1.2.3.1. A rigorous selection of documents, with the aim of identifying those documents which, due to their age and their state of preservation, require special attention, becoming priorities for each collection; 1.2.3.2. Analysis of how the digitization will be done; 1.2.3.3. Making the digital library available to users for consultation.
Specific Objective 1.3 Promoting statistical culture	
M1.3.1. Dissemination of information materials in order to strengthen relations with the media	1.3.1.1. Strengthening media relations by simplifying statistical language and presenting statistical information in an accessible format: <ul style="list-style-type: none"> 1.3.1.1.1. Identification of statistical information considered interesting to be transmitted on media channels. 1.3.1.1.2. Choosing the best media channel according to the information receiver 1.3.1.1.3. Choosing the most appropriate language of communication according to the media channel and the target audience
M1.3.2. Organizing communication sessions, thematic meetings to get to know and understand the work of official statistics – on the various groups of stakeholders (public sector, politics, business, general public, etc.).	1.3.2.1. Strengthen relations with stakeholders by simplifying the statistical language and presenting statistical information in a simplified format: <ul style="list-style-type: none"> 1.3.2.1.1. Identifying the statistical information considered interesting to be transmitted to stakeholders. 1.3.2.1.2. Choosing the most appropriate mode of communication according to the information receiver

Strategic Objective 2: Strengthening the National Statistical System

The NSS and INS envisage a better organizing and streamlining statistical production by statistical domains within INS and also within other producers of official statistics, in order to consolidate the statistical production.

Required actions in order to operationalized **Strategic Objective 2 at the level of each Measure:**

Strategic Objective 2	
<i>Strengthening the National Statistical System</i>	
<i>Specific objective 2.1.</i>	
<i>Consolidation of statistical production by INS</i>	
Measure	Actions
M2.1.1 Organization and efficiency of statistical production by each statistical domain	2.1.1.1. Identify needs 2.1.1.2. Design 2.1.1.3. Development 2.1.1.4. Collection 2.1.1.5. Processing 2.1.1.6. Analysis 2.1.1.7. Dissemination and presentation 2.1.1.8. Evaluation
<i>Specific objective 2.2.</i>	
<i>Consolidation of statistical production by other producers of official statistics</i>	
M2.2.1 Organization and efficiency of statistical production	2.2.1.1. Organizing and streamlining the statistical production carried out by ONRC 2.2.1.2. Organizing and streamlining the statistical production made by ANP 2.2.1.3. Organizing and streamlining the statistical production made by ANPM 2.2.1.4. Organizing and streamlining the statistical production made by MMPS 2.2.1.5. Organizing and streamlining the statistical production made by INSP 2.2.1.6. Organizing and streamlining the statistical production carried out by AACR 2.2.1.7. Organizing and streamlining the statistical production made by MADR 2.2.1.8. Organizing and streamlining the statistical production made by ANSVSA 2.2.1.9. Organizing and streamlining the statistical production made by ANPA 2.2.1.10. Organizing and streamlining the statistical production made by IGPF 2.2.1.11. Organizing and streamlining the statistical production made by CNC 2.2.1.12. Organizing and streamlining the statistical production made by ANCOM

Strategic Objective 3: Modernization of statistical products and services

The NSS and INS envisage to preserve and constantly increase the user confidence in statistics. To ensure this long-term result, modern and efficient tools shall be implemented to improve statistical production, statistical data collection, GSBPM standardization up to level 4 maturity, and to develop registers and statistical databases.

Required actions in order to operationalized **Strategic Objective 3 at the level of each Measure:**

Strategic Objective 3	
<i>Modernization of statistical products and services</i>	
<i>Specific objective 3.1</i>	
<i>Innovation of the statistical production process</i>	
Measure	Actions
M3.1.1. Identification of complementary/auxiliary data sources, possible to be accessed and used/implemented in the statistical production process based on advanced statistical models	3.1.1.1. Inventory of complementary / auxiliary data sources in relation to possible applications in the generation of experimental statistics (advanced statistical models). 3.1.1.2. Evaluation of data sources in relation to the quality criteria of official statistics. 3.1.1.3. Piloting experimental statistics (advanced statistical models) based on identified data sources and publishing the results. 3.1.1.4. Partial or full incorporation into the statistical production processes of the identified data sources.
M3.1.2. Introducing advanced statistical methods and models	3.1.2.1. For identified data sources, inventory of advanced statistical methods and models used in research and practice in official statistics and related scientific disciplines. 3.1.2.2. Evaluation of advanced statistical methods and models in relation to the quality criteria of official statistics. 3.1.2.3. Use of advanced statistical methods and models to produce experimental statistics and publish the results obtained. 3.1.2.4. Partial or full incorporation of advanced statistical methods and models into statistical production processes.
<i>Specific objective 3.2</i>	
<i>Improving methods of obtaining statistical products and services (including administrative sources)</i>	
M3.2.1. Implementation of modern data collection methods (CAPI/CAWI) in eligible household surveys	3.2.1.1. Carrying out an inventory of statistical surveys eligible for CAPI / CAWI 3.2.1.2. Design the specific statistical instruments CAPI / CAWI 3.2.1.3. Elaboration of collection instructions and specific trainings 3.2.1.4. Collection and assistance during the collection
M3.2.2. Define workflows and computational algorithms to build statistical indicators using administrative data sources	3.2.2.1. Carrying out an inventory of statistical research eligible for the use of administrative sources 3.2.2.2. Analysis of available administrative data sources in correlation with statistical need 3.2.2.3. Construction of the actual data collection flow for each eligible research
M3.2.3. Intensification of the use of electronic methods of obtaining statistical data in enterprises survey	3.2.3.1. Carrying out statistical research inventory for electronic collection for at least 50% of the sample 3.2.3.2. Design of specific statistical instruments 3.2.3.3. Elaboration of collection instructions and specific trainings 3.2.3.4. Collection and assistance during the collection
M3.2.4. Updating the geospatial information database (GeoDAB	3.2.4.1. Identification of central or local institutions holding such information

– Geo Database of Buildings) in order to increase the volume of geocoded information	3.2.4.2. Import of such information, already existing 3.2.4.3. Collaboration with local authorities in order to help geocode all buildings (with or without housing), monuments, cultural, leisure, etc.
M3.2.5 Modernization of agricultural statistics	3.2.5.1. CAPI specific statistical instrument design for RGA 2020 3.2.5.2. Elaboration of collection instructions and specific trainings for RGA 2020 3.2.5.3. Proper collection and assistance during the RGA 2020 collection 3.2.5.4. CAPI specific statistical instrument design for ASA 2023 3.2.5.5. Development of collection instructions and specific training for ASA2023 3.2.5.6. Collection and assistance during the ASA2023 collection
M3.2.6 Updating the set of national sustainable development indicators with a view to implementing the National Sustainable Development Strategy 2030 in line with the 2030 Agenda for Sustainable Development and with European indicators	3.2.6.1. Sustainable Romania Project" - Development of the strategic and institutional framework for the implementation of the National Strategy for Sustainable Development of Romania 2030, SIPOCA Code / SMIS 2014+: SIPOCA 613 / MySMIS code 127545, the following activities: <ul style="list-style-type: none"> - Establishing the set of sustainable development indicators for monitoring the implementation of the strategy - Creating, at INS level, the data structures necessary for the loading of sustainable development indicators, populating the database and disseminating information - Extension of the functions of the integrated information system (IT platform) realized within SIPOCA 11 - Monitoring the National Strategy for Sustainable Development of Romania 2030 - Carrying out operational procedures for establishing the way of working and communication between GSG, INS and ARDA as well as between INS, GSG and each ministry and / or institutions within the process of monitoring and reporting the implementation
Specific objective 3.3 Improving the quality of official statistics and standardizing statistical processes	
M3.3.1. Improving and increasing the visibility of the quality of statistical products	3.3.1.1. Elaborate quality reports in accordance with European requirements for statistical surveys for which there are European regulations by each statistical domain. 3.3.1.2. Developing quality reports for statistical surveys for which there are no European regulations by each statistical domain
M3.3.2 Standardization of processes for the collection, processing and dissemination of statistical data	3.3.2.1 Implementation of GSBPM
M3.3.3. Implementation of new methods / methodologies regulated by European regulations for production of comparable and quality statistics	3.3.3.1 Implementation of new methods / methodologies regulated by European regulations for production of comparable and quality statistics for each statistical domain

Strategic Objective 4: Development of IT systems and services

The sophistication of electronic services to support statistical production represents the path that NSS intends to follow in order to pursue the objectives pertaining to the modernization and technological innovation, respectively on the basis of a flexible infrastructure, to facilitate the efficiency of the processes they serve, by virtue of the fact that ICT is the key factor in achieving the targets set by this Strategy. In particular, this illustrates the technological choices pertaining to projects over the next seven years in terms of standardization of statistical processes, improvement and development of integrated statistical registers, use of new data sources and technologies in statistical production.

Required actions in order to operationalized **Strategic Objective 4 at the level of each Measure:**

Strategic Objective 4	
<i>Development of IT systems and services</i>	
<i>Specific objective 4.1</i>	
<i>Adoption of modern programming languages and standardization of IT processes</i>	
Measure	Actions
M4.1.1. Upgrading IT applications	4.1.1.1. Identification of IT applications and technologies used; 4.1.1.2. Rewriting IT applications identified as using outdated technologies and programming languages;
M4.1.2. Creating standardized modules for their reuse for questionnaires and similar works	4.1.2.1. Identification of IT applications and technologies used; 4.1.2.2. Rewriting IT applications identified as using outdated technologies and programming languages;
M.4.1.3. Enhancing and renewing skills in the digital environment in order to provide effective responses to the emergence of new technologies	4.1.3.1. Development of the INS infrastructure (halls, endowments) in order to ensure the conditions for the improvement of the employees 4.1.3.2. Updating the annual professional training plan in accordance with the digitization of the institution 4.1.3.3. Diversification of training methods, with emphasis on online participation.
<i>Specific objective 4.2</i>	
<i>Migrating existing applications to the cloud</i>	
M4.2.1. Inventory of databases and elements needed to build the data store and use cloud technology	4.2.1.1. Identification of technologies and storage media (currently, data is stored both in relational databases and as locally stored files: dbf, csv, xls, etc.); 4.2.1.2. Standardization of technologies and storage media used to use cloud technology;
M.4.2.2. Implementing a Disaster Recovery solution in a different location	4.2.2.1. Identification of needs and preparation of technical specifications; 4.2.2.2. Purchasing a Disaster Recovery solution (hardware / software) 4.2.2.3. Implementation of the solution in a territorial location of INS (preferably from Transylvania) 4.2.2.4. Training of the involved personal.
M.4.2.3. Create a digital library with rare old books in the INS archive	4.2.3.1. Identification of needs and preparation of technical specifications; 4.2.3.2. Achieving the acquisition of a digital library solution (hardware / software) 4.2.3.3. Implementation of the solution in the headquarters of INS 4.2.3.4. Training of the involved personal.

Strategic Objective 5 Improving the institutional framework and administrative capacity

The long-term results of Strategic Objective 5 aim to improve the public governance of the INS and SSN. In order to implement all the policies proposed in this strategic document, SSN must implement good practice tools, such as modern human resources management, performance/evidence-based budgeting, project management / statistical products, etc. On the long run, INS aims to better integrate the processes and adapt the organizational structure to answer to the challenges of 2030, data revolution and development agenda.

Required actions in order to operationalized **Strategic Objective 5 at the level of each measure:**

Strategic objective 5 <i>Improving the institutional framework and administrative capacity</i>	
<i>Specific objective 5.1</i> <i>Developing the administrative capacity of the INS in order to support the modernisation of statistical products and services</i>	
Measure	Actions
M.5.1.1 Improving human resources management and adapting to the needs of the organization	5.1.1.1. Requesting to GSG the funds necessary to fill the vacancies. 5.1.1.2 Diversification of HR methods to cover the vacancy 5.1.1.3. Collaboration with General Directorates/ Directorates in meeting the requirements for fulfilling the vacated positions 5.1.1.4. Development of the INS infrastructure (halls, endowments) in order to ensure the conditions for the employees professional development. 5.1.1.5. Updating the annual professional training plan in accordance with the needs of the staff and of the institution. 5.1.1.6. Diversification of training methods, with emphasis on online participation.
M.5.1.2 Investment growth measures	5.1.2.1. Initiation of procurement required for investment in the first half of the budget year in which the investment is planned, to the extent that public procurement staff exists; 5.1.2.2. Resizing the procurement service according to the volume of procurement required cumulated with the current purchases; 5.1.2.3. Continuation of procedures for the full filling of existing vacancies in the Procurement Service.
<i>Specific objective 5.2</i> <i>Optimizing performance management</i>	
M5.2.1. Implementation of an electronic document management system	5.2.1.1. Identification of needs and preparation of related documentation; 5.2.1.2. Achieving the acquisition of a document management solution (hardware / software) 5.2.1.3. Implementation of the solution in the headquarters of INS 5.2.1.4. Training of the involved personal.
M5.2.2. Implementation of an electronic system for archiving databases (including microdata) and documents in the INS	5.2.2.1. Identification of needs and preparation of related documentation; 5.2.2.2. Achieving the acquisition of a centralized database backup solution (hardware / software) 5.2.2.3. Implementation of the solution in the headquarters of INS 5.2.2.4. Training of the involved personal.
M5.2.3. Implementation of telework conditions	5.2.3.1. Identification of needs and preparation of related documentation; 5.2.3.2. Achieving the acquisition of an access solution in the INS network for telework staff (hardware / software for approx. 2000 users simultaneously) 5.2.3.3. Implementation of the solution in the headquarters of INS 5.2.3.4. Training of the involved personal.

M.5.2.4 Strengthening the structure and coordinated functioning of the National Statistical System	5.2.4.1. Update the Statistical Law
---	-------------------------------------

3. Monitoring and evaluation procedures

Monitoring and evaluation framework: The excel tool developed by INS with the support of the WB experts it is suitable for the monitoring and evaluation of performance indicators for the PSNM. The excel tool include all the performance indicators by sources and the responsible persons/departments with the yearly update the values of the indicators. The INS will monitor and evaluate the yearly progress of the indicators.

Reporting: A yearly progress report will be elaborated by INS.

Evaluation: The evaluation of PSNM implementation could be performed by using the *Table of Outputs and Indicator Targets* which is transposed into a Nomenclature (excel tool) with performance indicators (impact, outcome and output).

PSNM Updates: A complete cycle of PSNM will be carried out after four years. This update will involve three tasks:

- comparing the results of the previous years with those planned; this comparison will be made on the basis of the targets set out in the PSNM;
- carrying out an analysis of the internal and external environment to see whether significant changes need to be made in the assumptions underlying the current plan; and
- adding three more years to the plan.

4. Budgetary implications and sources of funding

The funding of PSNM is comprised in the SDNSS 2021-2027 estimation. The recurrent activities for entire period of PSNM 2021-2024 are financed from state budget represents RON 997,7 million.

The core of activities is needed for the refurbishment and digitization, which will largely be secured through non-reimbursable European funds (RON 57 million).

Total budget PSNM:					
<i>INS yearly state budget approved through the State Budget Law 15/2021, plus the additional budget (see Table 5)</i>	2021	2022	2023	2024	Total 2021-2024
	229624833	241850113	260379678	265877834	997732458
<i>1 Enhancing of the promotion of statistical culture and statistical products and services</i>	4566669	9691932	10306781	10428058	34993440
<i>2: Strengthening the National Statistical System</i>	198925508	204368159	212162339	216950391	832406397
<i>3: Modernization of statistical products and services</i>	3648014	3804515	4187849	4211353	15851731
<i>4: Development of IT systems and services</i>	9682017	10539906	18759472	19021895	58003290
<i>5: Improving the institutional framework and administrative capacity</i>	12802625	13445601	14963237	15266137	56477600

PSNM 2021-2024 Output indicators and targets

It is recommended to INS, that in the final draft of PSNM 2021-2024 to include a table of performance indicators with baselines and 2024 targets and the responsible structure (departments/divisions/offices) for implementing and achieving them. A sample is presented below:

<i>Measure code</i>	<i>Performance indicators; measurement unit</i>	<i>Baseline 2020</i>	<i>Target 2024</i>	<i>Responsible entity (institution; department)</i>
-------------------------	---	--------------------------	------------------------	---



Competence makes a difference!

Project selected under the Administrative Capacity Operational Program, co-financed by European Union from the European Social Fund