

**STRATEGY OF DEVELOPMENT OF NATIONAL STATISTICAL
SYSTEM
2016 – 2020**

Introduction

The National Statistical System (NSS) of the Republic of Moldova, as fundamental institution of the society meant to provide relevant, correct and timely statistical data and information to the society in general and to all its user categories separately, has the purpose to support the processes of policy and proper options design, research and public debates based on qualitative statistics.

Qualitative statistics are essential to develop an objective image on the social and economic situation of the country. These allow comparisons with other countries and represent the key for efficient development of public policies. Official statistics is essential in identifying the categories of people and regions in the most difficult situation and with the biggest needs, describing, in the same time, the use of country resources in improving health and education, economic and social life in general.

National Statistical System is the comprehensive framework of all statistical activities carried out in the Republic of Moldova, with the National Bureau of Statistics (NBS) as the main producer of official statistics and NSS coordinator, including other producers of official statistics, which, all together contribute to the development and promotion of relevant and reliable statistics necessary to all categories of users of statistics.

Strategy of Development of National Statistical System 2016-2020 (SD NSS) represents a set of objectives and actions which follow, in a coherent and integrated manner, the strengthening of capacities of producers of official statistics and of the National Bureau of Statistics, the increase of harmonization level to international and European standards, but also, the full integration of Moldovan statistics in the European Statistical System (ESS).

The Strategy represents the framework of institutional strengthening, meant for the creation and sustainable development of capacities of national statistics, by

providing the human and technological resources, by adopting modern managerial practices and international statistical standards.

The main strategic results are as follows:

- 1) Official statistics aligned to international quality standards;
- 2) Statistical processes and services diversified, developed and strengthened;
- 3) Statistical data and information efficiently disseminated to users;
- 4) National Statistical System strengthened from organizational, operational and functional perspectives;
- 5) Strengthened role of the National Bureau of Statistics in the coordination of the National Statistical System.

The development of the Strategy of Development of the National Statistical System 2016-2020 starts from the current stage of activity of the National Statistical System – coordinator of the national statistical system – from its missions and tasks, based on existing legal arrangements, and keeping in mind the future objectives of its development according the development needs of Moldovan society.

Strategy is conceived and structured according the strategic premises of development of the National Statistical System up to 2020. In the same time, the SDNSS implementation temporal perspective is overlapping with the multiannual vision of the European Statistical System – Vision 2020 of the European Statistical System and with National Development Strategy Moldova 2020, takes into account the development objectives of the system of community official statistics of the European Union, and a series of other informational needs of internal and external users.

The Strategy was developed by consulting the producers of official statistics, holders and providers of administrative data, users of official statistics.

1. Situation description

The retrospective analysis on the activity of the statistical system of the Republic of Moldova and, in particular, of the activity of the National Bureau of Statistics, reveals that the statistics of the Republic of Moldova recorded during 2010-2015 important achievements, in particular, when comparing the results and data requests to available human, material and financial resources.

Moldovan Statistics maintained and improved the quality of produced statistics at an appropriate level, provided the statistical data to face the user needs respecting the deadlines in the annual programs of statistical works, in the conditions of limited human and budgetary resources.

The perspective of reaching the strategic objectives to the 2020 horizon is backgrounded by the activities carried out by NBS and NSS in the context of priorities of previous years (2005-2015). The Objectives of the Program of Strategic

Development (PSD) were set taking into account a series of aspects of strategic relevance for the development of official statistics, such as: harmonization of national statistics to international standards, in particular to the European ones, fact absolutely necessary in conditions of respecting the state policy of commitment to international organisations and adhering to European Union; cooperation with users and producers of statistical data; adaptation of statistical processes to the requirements of national statistical system and the adjustment of methodological instruments. Also, NBS paid attention to cost-efficiency relation of produced statistics, ensuring a coherent and rational concept of statistical priorities for the optimal use of available resources and reduction of response burden of the respondents. Thus, PSD of NBS for 2012-2014 included 31 objectives, out of which 16 were achieved integrally, 8 implemented partly and 7 objectives were not implemented due to the lack of technical assistance, licensed software and necessary human and financial resources. The achievement of 78% of PSD objectives determined the National Bureau of Statistics to target its efforts to grow to a higher qualitative level as compared with the previous period.

In the context of above-mentioned, it must be noted that the National Bureau of Statistics recorded some shortages from the perspective of PSD implementation, referring, generally, to the following issues:

1) Although the legislative framework is ensured by the Law No.412 from 09.12.2004 on the official statistics, the National Bureau of Statistics owns limited instruments in the coordination of activity of other producers of official statistics, in particular, what concerns the application of above-mentioned Law and the European Statistics Code of Practice, and also, what concerns permanent monitoring of this process. Thus, in addition to the objectives set for 2016-2020, this Strategy is keen to solve the difficulties and problems unsolved by the PSD 2012-2014, namely:

- a) Inconsistent implementation of the European Statistics Code of Practice;
- b) Multiplication and, sometimes, doubling of data collection efforts;
- c) Existence of a still high response burden;
- d) Inadequate assessment of statistical data quality;
- e) Extending the national accounts coverage with the indicators from the financial account, Regional Domestic Product;
- f) Calculation of price index in construction;
- g) Improvement of Tourism Statistics;
- h) Timely processing of Population and Housing Census (PHC) 2014;
- i) Population projections, etc.

2) Quality management of official statistics was ensured and implemented occasionally, without a systemic and integrated approach.

Annual detail of PSD is materialized in the Annual Program of Statistical works, developed and organized under the NBS coordination and approved annually by Government Decision; it was supported regularly by 35 sectorial partners, with various areas of activity and with active participation, thus, ensuring the integration of information and data in an organized and coordinated statistical system. This cooperation and organization method outlines the need to further develop and strengthen the NSS. NBS cooperation with sectorial partners ensured the methodological and technical framework for the development of statistical indicators, which were disseminated to all categories of users of statistical data, including, the Government of the Republic of Moldova and other central and local public authorities.

1.1. National context

The Republic of Moldova targeted to achieve the objectives resulting from the commitments of Association Agreement with the European Union, fact determining implicitly the beginning of a new stage in the NSS development. By one hand, it is marked by the continuation of NSS harmonization process with the Acquis Communautaire, and by the other hand, by the strategic objectives and targets of the country for the following years.

It is relevant to mention here that Moldovan NSS aligned, through legislative framework and functioning rules, through the initiation of development and application of Acquis Communautaire provisions (legislative framework, system of indicators, statistical methodologies, etc.) to Fundamental UN Principles of official statistics, and the European Statistics Code of Practice.

Accordingly, this Strategy comes to support all governmental policies, such as, for example, Moldova 2020, Health 2020 and Education 2020, but also other relevant sectorial policies at all stages of planning, implementation, monitoring and evaluation. In the same time, this would contribute to the process of integration of Agenda 2030 and of Sustainable Development Goals (SDG), but also, it would assist to national adaptation, localization and further reporting of SDG indicators.

SDNSS objectives target on the strengthening of NBS and SSN, both from institutional perspective and the methodological one, and are oriented, generally, to the implementation and application of strategic priorities resulting from international commitments of the Republic of Moldova, and the national requirements. Consequently, the following documents background the main development priorities:

- 1) Association Agreement between the Republic of Moldova, by one hand, and the European Union and European Community of Atomic Energy and its member states, by the other;
- 2) National Development Strategy "Moldova 2020";
- 3) Government Action Plan for 2016-2018;

- 4) National Strategy of Regional Development 2016-2020;
- 5) Sectorial Strategies in various areas (economic, social, agricultural, etc.);

Internal and external statistical data and information requests represented the objectives of continuous growth of possibilities of national statistics to face them. As a consequence, today, the national context and problems determine the necessary directions and targets for the adequate responses which must be formulated by the NSS to face the challenges over the next several years. The basic directions setting the objectives, measures and actions which must be implemented in the framework of the Strategy and in the specific conditions of the Republic of Moldova are as follows:

- 1) Strengthening and improving the legislative framework for the functioning and operation of NSS, necessary to integrate the specific services of official statistics and to ensure the rapid implementation of the newest information technologies;
- 2) The improvement of the legislative framework must foresee the principles and regulations for the redesign of statistical processes and improvement of management at the system level, in general, and separately, at the level of its every component;
- 3) Areas of coverage of official statistics are to be diversified and extended with a priority for those framed by the country strategic objectives, provided by the NDS "Moldova 2020" and the sectorial strategies (health, education, agriculture, environment, energy, justice, employment and regional development, etc.);
- 4) The increased interest of statistical data users for the NSS from the perspective of their insurance with objective and impartial statistical data and information, on the economic and social development of the country and timely product to be used with efficacy and efficiency;
- 5) New methodologies and statistical data sources are necessary to be adopted and developed, including the implementation of measures on increasing the integration and use level of administrative data sources and registers in the statistical process, to face the social and economic priorities;
- 6) The need to face the requirements of the economic and financial environment, of businessmen, researchers, mass-media and wide public, in general, to provide relevant and prompt statistical data for diverse areas of public interest;
- 7) A reduced response burden for data providers (respondents) and a balance between the need for statistical information and administrative burden, to create a solid yet flexible institutional structure;
- 8) The need for a strong team of professionals in different areas, attracted and kept in the NSS: statisticians, economists, mathematicians, sociologists, IT specialists, professionals in public administration and management and last but not least, speakers of international languages (English, in particular).

1.2. International and European context

International cooperation in statistics plays a priority role, taking into account the functions of statistics to develop statistical data according international, in particular European standards, in the conditions to ensure their comparability. This means continuous improvement of statistical methods and application of modern information technologies and provision of statistical results to international organisations, based on the commitments of the Republic of Moldova. The relevance of international cooperation revealed during the period of gradual reform of national statistics and, today, it represents the action mechanism to solve the acute needs for the harmonization of the National Statistical System of the Republic of Moldova to the World Statistical System, and, in particular, to the European Statistical System.

Speaking about the European perspective, the Strategy of Development of European Statistical System was developed taking into account both current and future development needs of the system, and the general situation at the European and global level. ESS development is conditioned by the need to answer to future challenges, where the specific phenomena such as the globalization, climate change, persistence of economic and financial crisis and the alternation of economic recession with the periods of growth and strengthening become more and more frequent, and the statistics is supposed to support the political decisions for the economic and social prosperity.

The strengthening of statistical cooperation of the Republic of Moldova with European Union is confirmed by the frame cooperation documents – Association Agreement between the Republic of Moldova and European Union – and will be targeted in the future on: progressive alignment of the Moldovan statistical system to the European one and the share of experience between parties on the development of statistical know-how, strengthening the professional and managerial capacity of statistical personnel, in order to facilitate the implementation of European statistical standards and to contribute to the development of statistical system of the Republic of Moldova, and the assumption to produce new qualitative and flash statistics on the social and economic situation of the Republic of Moldova using the modern statistical methodologies and techniques and presented at the national and international levels.

In the context of new global post-2015 development agenda, the achievement of those 17 Sustainable Development Goals means a comprehensive joint effort at the national level (authorities responsible for the policy development and monitoring, producers of official statistics, administrative data holders and providers, data users) when deciding on the monitoring and evaluation indicators of national targets. This process represents a challenge for the NSS, meaning a much more complex approach than the Millennium Development Goals, not just because the new agenda sets more objectives and goals at the global level (17 objectives, 169 targets and 230 indicators), but also taking into account the disaggregation need of some statistical indicators by various criteria, in order to cover all population groups representing the scope of the future agenda. The role of the National Statistical System in further SDG monitoring is crucial.

1.3. SWOT analysis

The assessment of current state of development of national statistics, the performances and experiences achieved, in the same time, the shortages, challenges and dysfunctions and the opportunities for strengthening the results and overcome the difficulties is presented in the SWOT analysis. This evaluation was performed based on NSS analysis, observation of operational framework, opinions, viewpoints and options expressed by the NBS management and specialists and other producers of official statistics, main users of official statistics, representatives of Research and Development sector.

Thus, the analysis of internal and external NSS environment resulted in the following statements:

STRENGTHS	WEAKNESSES
Existing legal framework in statistics determines the NBS role for the coordination in official statistics and has the mandate of production of official statistics;	Insufficiency of human resources and poor human resource management;
Qualified and skilled staff in NBS;	Low remuneration level and lack of a consistent motivational system;
Operational staff capacity and flexibility and availability to get involved in new projects/activities;	Lack of a development strategy of human resources and of an action plan for implementation;
Fundamental principles of official statistics assumed in NBS and formalized by the Law No. 412 from 09.12.2004 on official statistics;	Insufficient funds allocated for professional formation and training of NSS specialists and the lack of a statistical training center in NBS;
Professional and institutional independence in the organization of statistical processes and working methods;	Lack of a special stimulation program of young statisticians;
Access to services of development of professional abilities and knowledge improvement;	Outdated technical and ICT infrastructure which does not correspond to modern standards, unlicensed software;
A wide range of statistical data and products available for users;	Limited capacity of ICT infrastructure on the operation/application of changes as a

	result of implementation of new methodologies;
Existing statistical infrastructure and availability of technologies for data collection, processing and analysis;	Content and format of available data in the administrative data sources does not correspond integrally to statistical needs;
Modern data dissemination mechanisms implemented partly and gradually in the NSS activity;	High non-response rate of respondents as an effect of frequent surveys/censuses;
Institutionalized and formal cooperation and coordination through bi and multilateral agreements with holders of administrative data, other producers of official statistics and other central public authorities;	Limited access and difficulties in getting aggregated and individual administrative data for statistical purposes from other authorities;
Active international cooperation and technical and financial assistance;	Non-documented processes;
Level of harmonization of national statistics to international standards assessed by Eurostat at a level of 2/3 harmonization to European statistics;	Lack of a managerial system of internal control;
Governmental Interoperability and data share platform M-Connect.	Poor NSS image in the central public administration structure. Lack of efficient mechanisms of NSS functioning and control;
	Insufficient human resources, in general, under-assessed budget components as compared to the real needs;
	Lack of statistical data for the whole country, including the left part of river Nistru;
	Poor communication, reduced decisional transparency in NSS and NBS;
	Inefficient NSS structure and poor cooperation, limited applicability of

	institutional and legislative framework;
	Reduced training and capacities in attracting the external technical assistance, assimilation incapacity of allocated external funds;
	Reduced capacity and delayed adaptation reaction of national statistics to socio-economic changes of the country;
	Low user trust in statistical data and poor NBS public image;
	Outdated legislative/normative framework which is non-aligned to current national and international needs of the new context in official statistics;
	Continuous growth of information burden on the respondents caused by the insufficiency of data collection processes optimization measures.

OPPORTUNITIES	THREATS
Territorial administrative reform – premise for the development of regional statistics and initiation of the process of reorganization of regional NBS infrastructure;	Personnel flow, migration of civil servants to other sectors and maintenance of remuneration at a low level;
Openness of international partners and EU countries for the development of external partnerships that can support the NSS development;	New data producers in competition with NBS and other NSS actors;
Available external financing for the Republic of Moldova, NBS and other NSS members, which may be used for the implementation of SDNSS measures;	Insufficiency of financial resources dedicated to some statistical subject areas, in particular, systemic institutional development of NBS and NSS;

Modification of NBS statute in the CPA structure according to its functions and strengthening its NSS coordination role;	Multitude, variety and rhythm of social-economic reforms and changes hamper the harmonization of methodologies and techniques of official statistics to provide reliable and opportune data;
ICT development opportunities and its efficient use for statistical sector;	Reduction of assistance of external assistance and international partnerships due to political instability;
Availability of informational resources of international organisations in statistics;	Unpredictable/instable political situation affecting the institutional functioning of NSS and NBS;
Development of curricula for statistics in universities and preparation of young specialists that can be attracted in official statistics;	Low level of general statistical culture in the Republic of Moldova hampers improving the image of statistics in the society.
Availability of various internal and external training opportunities, following the EU requirements;	
Development of partnerships between NBS and producers of official statistics with holder of administrative data;	
Ratification of international agreements of the Republic of Moldova, where statistics is mentioned as a reference area for cooperation (Association Agreement RM-EU);	
Growth of user requests for statistical data would stimulate the development of new statistical products and services;	
Development of partnerships with central and local public authorities, in the framework of existing platforms or separately, at bi- or multilateral levels, for data sharing in producing official statistics.	

When developing the SDNSS there were taken into account the NSS strengths, in order to further fortify them, but also, to use at maximum, the existing opportunities and to fight with the identified threats (example: *statistics quality to be strengthened using the international technical assistance when aligning to international standards or introduction of quality management systems in statistics or using the administrative data sources to reduce the information burden on the respondents and face the increasing requests for statistical data for all categories of users*). In the same time, SDNSS provides actions to eliminate or improve the weaknesses, by taking advantage of opportunities and avoiding threats (example: *development of training programs for statisticians – limited actually, due to the lack of financial resources – through partnerships with academia and international financing, etc.*)

The information presented in the SWOT analysis is used as a starting point for the objectives, measures and activities set further in the Strategy.

These represent the preconditions and the context where the SDNSS development process, as a component part of the national strategic framework, is based on the continuity of the achievements, challenges and current and future perspectives of the National Bureau of Statistics, in particular, and of the entire system in general.

2. Mission, vision and values

NSS Mission

Developed and sustainable national statistical system, collecting, processing and disseminating objective, reliable and opportune statistics, necessary for the decision making process, research, prognosis, and general information of the society.

Vision 2020

Until 2020, the National Statistical System, coordinated by the National Bureau of Statistics will function as an integrated, coordinated, efficient and innovative structure, aligned to legislative framework on official statistics and the European Statistics Code of Practice .

NSS Values

The implementation of NSS mission and vision will base on a set of values, respected by all country statisticians, following the European Statistics Code of Practice and the UN Fundamental Principles of Official Statistics.

- 1) We produce qualitative and opportune statistical data and information, based on professional independence and methodologies harmonized to international and European standards;**

- 2) We disseminate impartially, timely and equally objective and relevant statistical data to all users;
- 3) We work with professionals, devoted to principles and rules of functioning of official statistics in a democratic state;
- 4) We cooperate actively in the framework of the National Statistical System and with the external systems, facing user needs, optimizing the information burden on respondents and making more efficient the statistical processes;
- 5) We are transparent in what concerning the functioning and development of the National Statistical System, the registered achievements and progresses.

3. Priority directions, objectives, measures and actions

In order to fulfill its assumed mission and vision, SDNSS is structured on two priority directions comprising five strategic objectives and corresponding measures for each objective. Measures are précised in actions which can be found in the Action Plan. All these describe the working method in the NSS by every priority direction and the strategic actions necessary to overcome the current shortages and to reach the formulated vision, the relevant actors and their responsibilities/contributions, expected results and expected impact. We will get a sustainable, coordinated and efficient National Statistical System by strengthening the sustainable partnerships between the producers, providers and users of data, by improving professional skills of statisticians and optimizing the statistical processes, by implementing quality management standards in statistics, and by promoting statistical culture in the society.

Priority Direction 1: Improved quality of statistical products and services

Objective 1.1 Official statistics aligned to international quality standards

Measure 1.1.1 Introduction of quality system in the NSS

Measure 1.1.2 Optimization of processes of statistical production

Measure 1.1.3 Development and modernization of ICT infrastructure of NSS

Objective 1.2: Diversified, developed and strengthened statistical services and products

Measure 1.2.1 Development of macroeconomic statistics

Measure 1.2.2 Development of agriculture and environment statistics

Measure 1.2.3 Development of business statistics

Measure 1.2.4 Development of social statistics

Measure 1.2.5.Improvement of disaggregation level of socio-economic indicators (regional statistics, gender statistics, national indicators for SDG reporting)

Objective 1.3: Statistical information and data efficiently disseminated and used in the society

Measure 1.3.1 Improvement of data dissemination and access to statistical data

Measure 1.3.2 Promotion of statistical culture among users

Priority Direction 2: Strengthened institutional framework of the National Statistical System

Objective 2.1: National Statistical System strengthened under the organizational, operational and functional aspects

Measure 2.1.1 Strengthening statistical policies and coordination

Measure 2.1.2 Strengthening human resource management in the NSS

Measure 2.1.3 Sustainable supported financing of statistical activities

Objective 2.2: Strengthened National Bureau of Statistics coordination role for the National Statistical System

Measure 2.2.1 Optimization/redefining of NSS functions and attributions

Measure 2.2.2 NBS coordination of NSS, as a service of general interest

Measure 2.2.3 Determination and recognition of statistical data producers

Priority Direction 1: Improved quality of statistical products and services

Increased demand for qualitative information represents a challenge for the NSS to face requests of all categories of users with improved statistical products and services, harmonized to international quality standard.

Objectives and measures included in this priority direction have transversal actions and will be applied to all areas of official statistics, also to stages and processes of statistical production, so that the expected results for the Strategy time horizon would contribute to ***gradual increase of trust level in statistical data, from the actual level considered “satisfactory” to a trust level considered „average”***.

Implementation of actions of this priority direction is for the responsibility of all producers of official statistics, concerning:

- 1) Relationship between NSS data producers with providers of data and primary information and data users;
- 2) Access to official statistics data and information;

- 3) Conformity criteria with EU standards on official statistics – European Statistics Code of Practice;
- 4) Logistics (technical means) of data collection, processing and dissemination;
- 5) Collection effort of primary data for the same statistical indicator and response burden of respondents (providers of primary data);
- 6) Production costs of statistical information;
- 7) Promotion solutions of statistical products and services;
- 8) Reliability in statistics, accordingly, the “brand” of official statistics;
- 9) Communication and relations with stakeholders in statistics.

Objective 1.1: Official statistics aligned to international quality standards

National Statistical System should provide qualitative data and information whereas the evidence-based decision making process must become a rule in the society. Reliability of official statistics is rather low now in Moldova, due to the fact that a quality standard compulsory for all stakeholders involved in the process of statistical production was not outlined for them. Alignment to quality standards in statistics is an imminent condition for the improvement of the entire national statistical system and for confirming the fact that democratic development processes in Moldovan society are supported with qualitative official statistics.

Alignment to quality standards allows ensuring total quality in official statistics, according European standards, and this is the result expected until 2020, by documenting some processes, evaluation of quality stages and component elements (relevance, completeness, accuracy, opportunity, promptitude, coherence, clarity, and comparability). In this way, NSS follows the eradication of dysfunctions and ensuring the conformity with international standards of the production flow of official statistics, so that to the 2020 horizon, NSS would become functional and comparable from the perspective of results with similar systems used in other countries and recognized for the quality of their official statistics.

Indicator: *In the 2020 perspective, the processes of national official statistics of the Republic of Moldova will be aligned to international quality standards up to a level officially recognized as “average”, compared with the current situation, when this situation is assessed as at „incipient” phase.*

Three main measures will ensure reaching the results corresponding the objective of “alignment of official statistics to quality standards”, provided by this Strategy for implementation in the NSS.

A series of results will be achieved by the NSS during 2016-2020, by implementing the planned measures, namely:

- 1) Organizational framework necessary for the implementation of processes for quality management and generic statistical business process model (GSBPM) created at the headquarter level;
- 2) User satisfaction on data quality, through user satisfaction surveys;
- 3) Quality reporting system for the main statistical areas and for all statistical surveys and works available for all NSS stakeholders;
- 4) Development of statistical metadata for producers and users;
- 5) Best practices for quality management in statistics will be disseminated to all sectors and areas where the system is implemented;
- 6) Quality evaluation of statistical data and processes following the advanced EU practices;
- 7) The staff from all NSS and NBS organizational structures and of other producers of official statistics will be trained and prepared for applying the evaluation methods of quality in statistics.

Measure 1.1.1. Introduction of Quality Management System in the National Statistical System

Strategy implementation supports the improvement of statistical services provided by the NSS. This involves the promotion of superior data quality standards, and prompt reactions to user requirements. Improvement of data quality is necessary and will be achieved through the adoption of quality standards in a priority regimen (proposals to be selected out of the following models QAF, EFQM, TQM, ISO, etc.). Gradual implementation of quality standards will determine a series of results that support and face the needs for statistical data, in the future:

- 1) Classifications and nomenclatures used by all NSS data producers, holders and providers of administrative data;
- 2) Respecting the principles concerning the statistical products in the European Statistics Code of Practice (relevance, accuracy and fiability, promptitude and punctuality, coherence and comparability, accessibility and clarity) by all NSS data producers;
- 3) Relevant statistical indicators for the social and economic areas;
- 4) Informative calendars proposed for the wide public to present the available statistics and practical details to get and access the information in statistical databanks and other information dissemination means of NSS members;
- 5) Access to official statistics data and available metadata and provision of expertise on correct data and microdata interpreting in conditions of respecting the confidentiality provision of individual data, provision of information at the microdata level for scientific research, according the legislative framework;
- 6) Organization of electronic library for the statistical information content.

Currently, NSS statistical activity of all its members (statistical data producers, holders of administrative data or operators of statistical data) is not formalized. This statement was recorded as a weakness of the NSS in the functional analysis. For reaching the expected results in the 2020 horizon, the SDNSS puts the priority on the *adoption and implementation of an integrated system of quality of statistical processes*.

Indicator: *Statistical processes aligned to international quality standards (GSBPM) until 2020.*

Quality of statistical products and services will improve by implementing the activities provided in the framework of this measure through: introducing a quality policy in statistics, of the quality system (standard) itself and tools and procedures related to quality management – quality plan. All ministries, institutions and agencies – members of NSS – will be involved and made responsible for the collaboration and preparing of actions.

Quality policy shall be based on international standards in the field, on national legislative requirements and the commitment of statistical staff to respect the structures, processes and procedures necessary for continuous respect of quality in official statistics. The application of quality policy shall be performed by selecting and committing to a *quality standard* which could be adapted to the specific features of the Republic of Moldova with the implementation of a *quality plan* by components, stages and structures of assumed model by the NSS management.

Measure 1.1.2. Mainstreaming of statistical production processes

Activity of statistical production in the Republic of Moldova faces a series of shortages, as they were noticed during the evaluation process: limited access to administrative data; content and format of administrative data sources do not correspond to statistical needs, including as well, the limited availability of data in electronic format; also, performing similar, independent data collection activities in public authorities, with unworthy consumption of resources. All these ideas may lead to the conclusion that statistical flows and works, accordingly some processes of statistical production contain phases and stages which must be optimized at the NSS level.

Official statistics of the Republic of Moldova performs occasionally mainstreaming/optimization for some statistical processes or components of the process (collection, dissemination). In order to reach the expected results until 2020, this measure means *the regular optimization (continuous) of statistical processes*, which all together combined at the objective level contribute to reach its results.

Indicator: *Frequency of optimization of production processes in the NSS will become „continuous – with a minimum annual frequency” until 2020, as compared with current „occasional”.*

The quality of statistical products and services will increase by implementing the actions provided in the framework of this measure on: the recurrent processes (repetitive in the process of production), censuses and sample statistical surveys, and also, the related production processes (supporting), and of data storage. The level of burden on respondents will be reduced by collecting relevant indicators, adapted to the scope of statistical surveys, whereas the administrative data sources will be used for:

- 1) Updating the statistical registers;
- 2) Producing statistical indicators;
- 3) Decreasing information procedure on statistical respondents;
- 4) Improving statistical data quality.

All NSS ministries, institutions and agencies will be involved and responsible for the preparation and implementation of actions.

Recurrent processes will be optimized according the international standards, which NSS will adopt during 2016-2020 and will relate to balanced use of administrative data and sample statistical surveys, in order to improve and connect to the data flow from administrative data sources with the open data, such as, for example, the administrative data sources accessed through governmental interoperability platform MConnect.

Supporting production processes mean the development and updating of tools used for the production of statistical data.

Storage system in the data banks has the purpose to strengthen the technical capacities for statistical data storage, systematization of timeseries creation, harmonization of metadata system.

The need to report statistical data to geographic maps requires the ***development of Geographic Information System*** (GIS - Geographic Information System). In the NBS, GIS implementation means the creation and development of infrastructure of spatial data following the Directive 2007/2/CE of the European Parliament and Council, the creation of an infrastructure of spatial data in the European Community (INSPIRE).

Measure 1.1.3. Development and modernization of NSS ICT infrastructure

Development and implementation of policy documents requires an increasing quantity of relevant statistical information, thus generating the need to develop new statistical information, to present the statistical data in a more accessible and easy way for users. All these could be reached only if the producers of official statistics will have modern ICT infrastructures and would use modern methods for data collection, processing, storage and dissemination of statistical information.

National Statistical System comprises more data producers and holders of administrative data with a heterogeneous informational structure, including equipment, operational systems, database management systems and applicative software, with an

increased level of physical and moral outdated ranged between 1 to 15 years. Considered as a NSS weakness, today the ICT component is essential for the development of statistical areas and ensuring their quality. NSS must develop according modern technological rules and requirements and support the development of an integrated informational system, allowing the collection, processing, storage and dissemination of official statistics.

In the NSS, the information and communication technology is used not just for operations of statistical production (data collection, processing of questionnaires, treatment and analysis of survey data, tables, statistical compilation, production of cyclic and sectorial statistics, etc.), but also for management and data share, such as:

- 1) Ensuring the access to communication infrastructure for territorial (regional) statistical offices;
- 2) Creation of electronic services and digitization of statistical data (interoperability);
- 3) Digitization of services provided by NBS;
- 4) Increasing the ability of statistical professionals in using ICT solutions;
- 5) Use of MCloud and MConnect platforms.

In order to reach the 2020 expected results, it is necessary to ***develop and update the NSS ICT infrastructure*** which would empower and give the necessary financial resources to synergize with the ICT Strategies with the Republic of Moldova.

Accordingly, the revision of Information Integrated System, developed already by NBS, would be a step forward for the harmonization and integration of all activities starting with the statistical data planning, collection, dissemination and finalizing with data storage. This system would also ensure the support of transversal services such as: metadata, sample design, organization of statistical surveys, geospatial data and content management, working databases and storages. The design and implementation of this principle must be both flexible and gradual in the same time, but also comprehensive and measurable.

Indicator: *Level of ICT modernization level could be considered as “high” (automatization level of statistical processes will be of 80%) until 2020.*

The development (extension) and modernization of ICT infrastructure of NSS will be implemented through actions related to the development, update and implementation of ***ICT Development Plan of NSS*** and the correlation with the E-Governance Strategy, approved by Government Decision nr.710 from 20.09.2011 on the approval of Strategic Program of technologic modernization of the government (e-Transformation) and concerning the national priorities proposed for E-Governance Center of the Republic of Moldova, and the adaptation actions of ICT governance systems to increase the performances/activities performed by the NSS and NBS.

Objective 1.2: Diversification, development and strengthening of statistical services and products

National Statistical System must provide, through all its means and capacities, statistical data and information necessary for the development of Moldovan society in all areas of social, economic, cultural and international cooperation areas. The Republic of Moldova is a part of and international and regional social and economic system, whereas the development decisions must be based on reliable, in particular, comparable statistics.

Data comparability, as a quality component, is limited in the NSS, taking into account the reduced capacity of statistics to react to modifications and changes of economic and social life, and also, due to long time necessary for adaptation to social-economic changes and unavailability of some statistical products. This way of providing comparable statistics, delayed in time and problematic, positions NSS as being reactive to changes and not proactive, whereas the role of statistics to offer information for evidence based decision making process, is performed partly. In the same context, development strategies of economic and social areas, developed by ministries and authorities and approved by the Government are designed and must be based on statistics providing the development of components of sectorial statistics for evidence-based decision-making process.

There are sufficient administrative data at the level of society that would support the development of statistical products and services comparable with EUROSTAT and/or UN requirements. A series of institutions have the necessary capacities to assume the role of producer of statistical data. In this way, statistical products and services could be diversified, will become comprehensive and relevant, opportune and thus, could be faced following the quality commitment for international standards.

Indicator: *To the 2020 horizon, the satisfaction with statistical products and services comparable with international standards will increase gradually from the current „satisfactory” to the „average” level.*

Four main measures dedicated to the main categories of statistics will ensure reaching the results corresponding to the Objective “Strengthening, development and diversification of statistical products and services”, at the NSS level for the Strategy time horizon.

The indirect results which could be achieved during 2016-2020 by implementing the planned measures are as follow:

- 1) Statistical processes uniformed integrally in social-economic field;
- 2) New agreements signed with partners for the use of administrative data for statistical purposes;

- 3) Procedural methods and efficient system of information created for any modification of concept structure, methods and techniques used in the construction of administrative data;
- 4) Data revision policies for user information on periodical data modifications, as a result of some circumstances related to statistical process, developed and approved for the identification of new data sources, changes in classifications, new methodologies, alignment to international standards;
- 5) Continuous regional statistics on various areas of development.

Simultaneously, the national monitoring and evaluation strategic framework, reporting needs for international community determines a minimum of additional data for some vulnerable population groups, and crosscutting statistics in other subject-matter statistics such as regional or gender statistics.

Measure 1.2.1. Development of macroeconomic statistics

A priority of NSS is the statistical measurement of price indicators, monetary policy, macro-economic supervision, as an instrument requested both, at the national and international and, in particular, European levels, as well as national accounts statistics, external trade with goods and services statistics following the UN and Eurostat recommendations.

To reach the expected output until 2020, the development of macroeconomic statistics represents a priority for the SDNSS and concerns the production of qualitative statistical data to support the development, monitoring and evaluation of national economic policies and improvement of basic statistical areas.

Indicator: Until 2020, indicators of macroeconomic statistics (basic statistical indicators from National Accounts, price statistics, external trade statistics with goods and services) will become available and comparable with EUROSTAT/UN indicators.

Macroeconomic statistics will develop and diversify through implementing the actions dedicated to every area, planned for this measure:

- 1) National Accounts Statistics;
- 2) Price Statistics;
- 3) External Trade Statistics with goods and services.

Thus, the statistical system of the Republic of Moldova will align to the approach and pace of development and dissemination of key macroeconomic indicators in real terms, in order to assess the stability of prices at the national level, the results of monetary policy (determined by the National Bank of Moldova) and inflation and price indices, necessary to evaluate national and international competitiveness.

Ministries from the economic area, National Bank, institutions and agencies that are part of NSS and have responsibilities in the sectors of national economy will be

involved and responsible for collaboration in the preparation and implementation of actions to obtain relevant, accurate national and internationally comparable statistical data.

Measure 1.2.2. Development of agriculture and environment statistics

In the economy of the Republic of Moldova, agriculture holds an important place: agricultural lands occupy $\frac{3}{4}$ from the total area of country territories; $\frac{1}{3}$ of employed population works in agriculture; the export of agricultural production represents approximately $\frac{1}{2}$ of total exports.

Currently agriculture statistics is centralized within the NBS, except the land statistics, produced by the Agency of Land Relations and Cadaster. Agriculture statistics include various areas, such as crop production, livestock, material and technical basis of agriculture, financial and economic activities of farms, agro-environment sector.

Also, environmental policies promoted by the Ministry of Environment and implemented by its subordinated inspections, are, today, in close relation with the agricultural sector, whereas, at the national level, the Environment Strategy approaches the sectors of public information and statistical data so that the last ones would be aligned to international agreements and conventions signed by the Republic of Moldova.

In order to reach the expected results until 2020, it is envisaged the improvement of data collection and processing system and development of statistical calculations for agriculture and environment statistics.

Indicator: *In 2020, basic statistical indicators on agriculture, basic statistical indicators on environment will become available and comparable with EUROSTAT/UN indicators.*

This measure will determine the diversification and quality improvement of agriculture and environment statistics in the context of provisions of "World strategy of improvement of rural and agricultural statistics", and also, according the current environment legislation and user needs.

In order to decentralize agriculture statistics it is envisaged to examine the possibility of transferring some tasks from the agricultural statistics, currently, existing in the NBS portfolio, to the Ministry of Agriculture and Food Industry (MAFI), thus taking advantage of the ministry potential. The development of environment statistics will continue when creating and developing the National System of Ecologic Information as a component part of the ENP-East Integrated Environment Information System (ENPI-SEIS), with the involvement of Ministry of Environment and its subordinated inspections, in close cooperation with NBS and NSS members.

Measure 1.2.3. Development of Business Statistics

The development framework of Moldovan society is closely connected with globalization processes. Global phenomena of social and economic nature (migration, economic crisis) have effects on the internal environment of the society, accordingly, on its economic development components – businesses. In the technological era, the businesses depend on innovation, cheap energy sources and skilled labour force, whereas the strategic development decisions depend on statistical information about the market and evolution of statistical indicators on enterprise activity by data structures.

Actual statistics is limited in capacities to provide relevant information for decision making-process in the business area, in energy, research and innovation. The emission of public policies in social-economic area presumes the development of business statistics to provide specialized products and services, necessary for the enumerated sectors.

In the context of this strategy, and following the current EUROSTAT definitions, the following sub-sectors are included in the business statistics:

- 1) Long-term business statistics (structural statistics, statistics on manufacturing output, constructions statistics, internal trade statistics);
- 2) Short-term business statistics (for the manufacturing, construction and trade and market services activities);
- 3) Energy statistics (long and short term statistics, energy prices, Energy Balance);
- 4) Transport Statistics (freight and passenger);
- 5) Information and Communication Technologies Statistics (electronic and post);
- 6) Tourism Statistics.

In order to reach the expected results until 2020, it is necessary to further develop business statistics, according the provisions of international standards.

Indicator: In 2020, long and short term statistical indicators of business activity, the statistical indicators on energy, Research and Development, tourism, transport, information and communication technologies will be developed according international methodologies (EUROSTAT and UN) and according national requirements for the development and monitoring of policy documents.

This measure will result in the improvement of general processes of statistical production: collection, processing and dissemination of business statistics, grace the harmonization of methodological framework and the methods used according the EU requirements, and also, by reducing the information burden on statistical respondents, as a result of transition from exhaustive to sample surveys, using administrative data, in order to reduce the number/frequency of statistical surveys and data requests, and also by substituting the classical collection methods on paper with the on-line data collection.

The development of business statistics will be implemented in partnership with the public administration bodies, holders of administrative data (Ministry of Information and Communication, National Agency of Regulation in Electronic Communication and Information technology, Ministry of Transport, Authority of Civil Aviation, Tourism Agency, State Tax Authority, National House of Social Insurance, Ministry of Justice, etc.) necessary for the production, diversification and improvement of business statistics.

Measure 1.2.4. Development of social statistics

One of the basic objectives of the National Development Strategy Moldova 2020 is the reduction of poverty and improvement of population living standard. Monitoring and evaluation of the impact of social and economic policies requires a complex approach in developing all areas of social statistics, such as population, demography and migration statistics, statistics on education, health, labour market, social protection, living standard, justice, culture and other statistics, which will ensure the informational framework necessary to reflect the changes in the society. In the same time, these sectors are the most difficult to be reformed, due to long term social and budgetary implications of political and governance decisions, and due to predictability of effects on the society which are hard to be estimated.

Sectorial strategies developed by ministries support the development of statistics and statistical products necessary for users and policy makers to take evidence-based decisions. Social sectors are essential in the future relations of the Republic of Moldova with the European Union, fact which is mentioned in the Association Agreement, and which will receive technical and financial assistance in the future based on the official statistics provided by the NSS members. In this context, it is important to have clear statements that the statistical products and official statistics are sufficient for the information of external partners, and compatible, in the same time, for evaluating the provided data and information with the international and EUROSTAT requirements.

Improvement of social statistics will be implemented in partnership with the ministries and agencies responsible for the social sectors of the country, such as: Ministry of Health, Ministry of Education, Ministry of Labour, Social Protection and Family, Ministry of Justice, Ministry of Internal Affairs, Ministry of Culture, etc., and with their subordinated institutions, which hold or process statistical data or information and which are parts of NSS. In this context, a joint NBS and other authorities' action would be the development of a program and legal, technical and procedural conditions of information and data transfer and share, as well as the exploration of administrative sources for the production of new indicators and reducing the information burden on respondents.

Official statistics produces statistical reports and works, but they do not cover integrally the increased request for social statistical indicators necessary for the development of social public policies.

Available administrative data, grace to the existing tools (censuses, administrative data on population, registers on medical or social insurance), developed through national budgetary resources, but also, through international financial and technical assistance (assistance programs from the World Bank on health reform, for the reform in the sector of social assistance or for education; EU programs), represent valuable data sources that will be used in the future, in cooperation with the ministries and agencies with responsibilities in this area.

To reach the expected results until 2020, it is necessary to develop the statistical areas related to the production of qualitative statistical data to support the development, monitoring and evaluation of all national social policies.

Indicator: In 2020, basic statistical indicators on population, demography and international migration, the basic statistical indicators on labour market, education, health, and living conditions will be developed according international methodologies and national requirements for the development and monitoring of national policy documents, available and comparable with EUROSTAT and UN indicators.

Implementation of actions to improve social statistics will determine a series of long term benefits and results, such as:

- 1) Data collection process in the social area will be harmonized and improved among NSS partners;
- 2) The doubling actions will be eliminated and the information burden on responding units will decrease;
- 3) Methodologies applied in the labour market, health and labour security will correspond to international standards and European requirements;
- 4) Estimations of poverty and social exclusion indicators will become compatible with international requirements.

Simultaneously with the implementation of this measure, NBS continues the projects initiated during the previous years and will support the finalization and dissemination of 2014 Population and Housing Census (PHC), to estimate, based on PHC data, the population of the Republic of Moldova and the recalculation of demographic indicators, for the 2004-2014 period.

Measure 1.2.5. Improvement of disaggregation level of social-economic indicators (nationalized indicators for SDG reporting, gender statistics, regional statistics)

The Sustainable Development Goals come to substitute the Millennium Development Goals (MDG), the eight goals planned to be achieved at global level by 2015. MDG were adopted in and had the purpose to eradicate poverty, starvation, diseases, gender inequality and access to water and sewerage. Both at the global and

national levels progress was achieved, however, poverty was not completely eradicated. Yet, this experience demonstrated the importance of unified agenda and efforts from all. Thus, during 25-27 September 2015, all those 193 member states of United Nations adopted a plan to reach a better future for all – establishing a path for the next 15 years to stop with extreme poverty, to fight with inequality and injustice and to protect our planet. The basis for 2030 Agenda are the Sustainable Development Goals, defining to the whole world what we want – valid for all the countries with no one left behind. Similar to other countries, the Republic of Moldova committed to implement Agenda 2030.

The new Agenda for sustainable development sets 17 objectives, which entered into force on 1 January 2016 and requires collective actions at all levels, by establishing partnerships with the civil society, private sector, international development agencies, philanthropic organisations in order to solve the emerging challenges of current period and in order to support an integrated approach of sustainable development, to solve the inequalities and discrimination, as a central imperative “no one left behind”.

The SDG transposition at the national level – national adaptation – presumes, also, a joint effort from all (authorities, statisticians, community) to analyze the situation, to establish the monitoring and evaluation indicators of national targets.

Agenda 2030 considers, as critical elements, the institutional strengthening of national statistical offices for the wider use of all possible data sources and for the exploration of new technologies and innovative approaches, with the support and expertise of academia, private sector and civil society, encouraging the innovation, as approach and/or instrument in the production of statistical data. In this context, it is required a comprehensive mapping exercise of the data ecosystem that would fundament further actions from the perspective of Agenda 2030 implementation in the Republic of Moldova and reaching the relevant national statistical indicators. Taking into account the institutional capacity and expertise, the National Bureau of Statistics together with the State Chancellery and other producers of official statistics plan to develop a Roadmap that would formalize and systematize the exercise of nationalization and localization, and later of monitoring and reporting of relevant indicators for those 17 SDGs.

Indicator: In 2020, National Bureau of Statistics, together with other producers of official statistics and holders of administrative data sources will monitor and report for Agenda 2030, based on the nationally adapted indicators, localized in the relevant national and sectorial policy documents.

In the same time, there must be mentioned the fact that Agenda 2030 is a comprehensive effort, transversal for all national and sectorial policies, accordingly, the development and monitoring of indicators must be examined from the perspective of all objectives of this strategy and just looking at those activities related to the development of the Roadmap. By the other hand, the success of this measure highly

depends on the capacity of unification and mainstreaming of efforts of all involved actors, but also, it would highly depend on the coordination role of the entire national statistical system, which NBS would like to strengthen.

Objective 1.3: Statistical information and data efficiently disseminated and used in the society

The effort for the measures contributing to improve the quality of statistical data, to diversify the products and services must be supported by the user interest for official statistics. At the NSS level, there are observed a series of weaknesses affecting the timely access to information, and the users' interest for statistics.

Based on the *Satisfaction survey of statistical data* from 2012, the main statement of the survey, involving the limitations of surveys in this area, concerns of the non-homogenous data needs of users, the requested disaggregation level, and even of the education level of those working with statistical data. Following the carried out survey, it was found out that the National Bureau of Statistics, as data provider, compared with other sources is perceived as a leader, being mentioned by approximately 85% of users as a source for the statistics used. In the same time, taking into account the fact the other data sources which do not produce statistics, only re-distribute it (such as mass-media, social networks), it is admitted that the real NBS positioning could be even higher.

The trust level in the reliability of statistical data produced by NBS is rather high, over 90% of survey respondents appreciated positively this aspect. The variation of satisfaction level differs according the statistical areas, however, on the last places in the list are the „sensitive” areas, such as living conditions, social protection, justice and wages and salaries.

Metadata are rather intensely consulted by the users, these being considered useful by the majority of them. In the same time, over a half of respondents expressed objections on the metadata clarity. In the survey, the respondents outlined the need to point out to possible data shortages in the methodological notes, in particular, in the sensitive areas, with doubts concerning the significant share of unofficial/informal aspects, such as, for example migration, employment, wages, Gross Domestic Products, etc.

The surveys outlines an increased request for analytical supporting information for the published statistical data, because the users are not good enough in interpreting, or that the individual indicators tell nothing about the cause-effect development of phenomena reflected by these indicators.

When speaking about comparability, there aren't outlined any major problems, however, one third of users considers that NBS data are „partly comparable” with the data of other countries. The need for comparability, stated by respondents, highly varies by statistical areas.

The survey data confirm an increased availability of users to be trained in the framework of training programs on the application areas and use of statistical data. Every second participant in the survey declared the interest for eventual trainings.

These trainings, however, must take into account the diversity of beneficiaries needs. Some beneficiaries need trainings on the data reading skills, data interpreting and correlations that may be done between different available data, the easier ways to access the data, etc. Others, in particular experienced users in using data, are more interested in methodologies and constructive discussions with NBS representatives, recommendations on the calculations methods for different indicators, comparability of available data with the data of other countries, etc.

It is necessary to mention here that these kinds of sessions were organized already, in particular, for journalists.

NSS shortages, as well as the delayed reaction and the long time necessary for adaptation to social economic changes of official statistics, correlated with the situation of the society where statistics activates, and where a low level of culture for using statistical data and information may determine the decrease of user trust in statistical data.

Essential condition for NSS development is to prove its necessity, accordingly, of using the statistics for all society actions. Thus, statistics must come in time in the society and must be accessible for as much as possible users, that can use it for their or community needs. Technological revolution and user mobility, the elimination of communication borders and the possibility to develop the cooperation and data share partnerships can compensate the NSS shortages and will determine a continuous growth in using the statistical data for evidence-based decision making process.

The objective to be reached until 2020 is the statistical data and information efficiently disseminated and used in a statistically educated society for the socio-economic and cultural development of the country. This objective will be achieved through disseminating to a prepared public and informed users, trained for using the volume of the data collected, processed, structured by socio-economic areas and stored, using all currently available on-line means, information and communication technology, multimedia facilities, mass-media channels and predefined dissemination standards.

Indicator: *To 2020 horizon, the level of use of statistical information in decision-making process will increase from the current „occasional” to „permanent”.*

Two main measures will ensure reaching the corresponding results of the objective “Statistical data and information efficiently disseminated and used”, during the time horizon for which the development strategy was produced and will prove that the dissemination is fundamental, because it justifies the resources and efforts allocated

for statistical production proving also the NSS and its management capacity to perform its mission.

The use of modern data dissemination instruments and technologies, collaboration and cooperation between the NSS actors, as well as with the Ministry of Information Technology and Communication, E-Governance Center creates good premises to support and develop the e-Statistics, as a component part of the e-Transformation project.

This objective will be considered reached if the statistical data and information are appreciated by the users and beneficiaries, and the dissemination deadlines are respected according best international practices (punctuality) and if the need of mainstreaming of activity of society sectors will emphasize on statistical information as a result of developing of a statistical culture.

A series of indirect results will be reached during 2016-2020 at the NSS level, through the implementation of measures provided for this objective, namely:

- 1) Ensured correlation between the principle of objectivity and relevance of statistical information with the impartiality and non-discriminatory treatment of all user categories;
- 2) NBS, as central dissemination unit, will be strengthened for making these activities more efficient and more professional;
- 3) Metadata for users will be harmonized and aligned with the international standards;
- 4) Access of scientific community to statistical information, including to micro-data will be ensured/facilitated through adequate mechanisms;
- 5) Statistical culture to support the decision making processes will be stimulated among civil servants and NSS members and partners staff.

Measure 1.3.1. Improvement of data dissemination and access to statistical data

Dissemination of statistical information and access to all statistical information, respecting the Fundamental Principles of Official Statistics, in particular the confidentiality one, provided also in the European Statistics Code of Practice, completes the process of statistical production and ensures the fulfilling of mission of statistics – to provide objective, reliable and timely statistical data to all categories of users, for decision-making process, research, prognosis and general information of the society. A series of problems were noticed in the activity of Moldovan statistics: delays in publishing the censuses and survey data; lack of some communication and dissemination methodologies among NBS and holders of administrative data; dissemination of statistical data on parallel channels disturbing the attention and user perception on statistics; limited use of information technologies for dissemination mainstreaming, as well as a limited training of statistical staff, accordingly, a low

attention paid to techniques and marketing of statistical data dissemination. All these problems affect the user interest for statistical data and the need for official statistics.

The official statistics of the Republic of Moldova has a dissemination time discrepancy exceeding the Eurostat practices, and in order to reach the planned result, the measure provides *the successful implementation of statistical data dissemination policies*, which together with the measures at the Objective level would contribute to reach its results.

Indicator: *The discrepancy of statistical data dissemination time will reduce with 25% until 2020 as compared with the current situation (35% compared with EU member states) – conformation to SDDS PLUS (Special Data Dissemination Standard PLUS of International Monetary Fund).*

The actions proposed for this measure will ensure a series of long-term results, such as: improvement of dissemination and communication with various categories of users of statistical data; data dissemination according the representativeness level determined by the statistical surveys; respect of release calendar of statistical publications; strengthening the dissemination techniques in the production units; improvement of relations between the statistical users and the producing units.

Measure 1.3.2. Promotion of statistical culture among users

Official statistics and existing administrative data in the Republic of Moldova are insufficiently used in decision-making process. Current requirements according international partnerships to which Moldova committed, and, in particular, the EU Association Agreement, offer an opportunity to national public authorities in using statistical data for informed actions and make a pressure on the society to develop the capabilities in getting acknowledged with the evidence-based decision-making process.

There is noticed a clear need in the society to develop statistical culture, statement marked in the Association Agreement and the survey on the situation of the Republic of Moldova, whereas, in order to achieve the objective result, the measure concerns *promotion of statistical culture to support the evidence-based decision making process and stimulation of willingness for statistical information and evidences in the society*, which, together with the statistical data dissemination and access contribute to reach the objectives.

Indicator: *To 2020, the number of users of official statistics will increase with approximately 30% compared to the current level.*

The actions proposed for implementation in this measure will support the improvement of decision-making process, at the administrative and political levels, outlining the needs for statistics based on user needs and diversification of statistical products, improvement of dissemination and communication with users of statistical data. NSS members, scientific community, public institutions of continuous training of civil servants, mass-media and civil society are component parts and should get

involved in this process of promotion of statistical culture, of methods and means to ensure statistical culture for mass-media representatives, of authorities and other decision-making factors and users of statistical data. The actions proposed, will be implemented with their participation and through active cooperation partnerships set during the SDNSS 2016-2020 implementation period. This measure presumes that statistical culture will support the evidence-based decision-making process and stimulation of society appetite for statistics and evidences. The initiatives supporting this measure are as follows:

- 1) Initiation of program-based actions on promoting data-users and different interested groups for promoting statistics as a theoretical and applicative science and as an administrative area;
- 2) Organization of trainings, symposiums, and events for statistical users with academia and other institutions;
- 3) Use of NBS webpage – *www.statistica.md*, for attracting supporters;
- 4) Organization of training courses for politicians, civil society and other interested groups of specialists.

Priority Direction 2: Strengthening the NSS institutional framework

The reforms in public administration require a viable and dynamic national statistical system, involving a wide range of sectorial participants. Today, the system supports with difficulty the acceleration of information needs for relevant and correct statistical data, timely disseminated to decision-making factors. The efficiency of NSS activities became a continuous challenge in the last years, taking into account the increased reform and legislation dynamics, and the uninform and unsubstantial way to develop the statistical products and services, all these being directly dependent on the continuously deteriorating situation in remuneration, personnel flow and skills development.

The development way of capabilities of NSS members, including the production of administrative data for the initiation of statistical works, is highly dependent on the available budgetary allocations given to ministries and agencies. In the NBS case – the NSS coordinator – the annual allocated budget in the State Budget had approximately the same nominal value during the last 6 years, being insufficient for the major components, and also for the development of human resources and ICT infrastructure, development and modernization of national statistics, introduction of new statistical works, necessary according the Acquis Communautaire or following the user request. The competition for human and budgetary resources in public administration determined a weak coordination and cooperation in the frame of NSS, fact proven by the current legislative and institutional framework, which is necessary to be improved.

The need for a new concept in the internal cooperation with the participation of more ministries and governmental agencies, able to contribute to the promotion and revitalization of Moldovan statistics, was noticed during the years and mentioned in the analytical and evaluation reports carried out by NBS partners, and pushed, first of all by the NSS objectives for the acknowledgment and gradual implementation of the European Statistical System.

The objectives and measures included in this priority direction have direct impact/action on NSS and shall be applied to all its members for the organizational component of statistical structures. The results corresponding to this priority direction, planned to be reached during the strategy time horizon, will contribute to *gradual increase of trust level in NSS, from the current „low” to an „average” one* until 2020.

Implementation of actions of this priority direction is in the responsibility of all NSS members concerned in the Strategy. The NSS improvements will materialize in:

- 1) Strengthening the NSS role and functions and its revival;
- 2) Intensification of partnership between the producers of official statistics, under the NBS coordination;
- 3) Reducing the response burden on respondents;
- 4) More intense use of administrative data sources for statistical purposes;
- 5) Stimulating the development of departmental/administrative statistics produced by the ministries and other public authorities;
- 6) Optimized distribution of tasks and reducing the resource spending for similar tasks and results;
- 7) Support from the Government of the Republic of Moldova for corresponding allocation of financial and human resources;
- 8) Generalization and functioning through adequate mechanisms of principles of European Statistics Code of Practice;
- 9) Strengthening of human resource management and continuous training of statisticians;
- 10) Creation of attractive jobs in the NSS;
- 11) Setting the priorities and common cooperation and collaboration activities among NBS and other producers of official statistics or stakeholders;
- 12) Clear definition and application of NBS mandate to coordinate the national statistical system.

Objective 2.1: Strengthening the National Statistical System from the organizational, operational and functional perspectives

The efficiency of using the existing resources to get qualitative statistical services according the needs of users, decision-making and public factors is a requirement

depending on the legal and institutional NSS framework. This legal and institutional framework is considered to be insufficiently complete and not applied properly. In the NSS, there should exist a clear, structured and organized establishment of the role, position and place of every participant in the system functioning and operationalization, and also, of the inter-action and cooperation mechanisms with authorities and agents outside NSS.

Ensuring the continuity and sustainability of statistical process means strengthening the NSS components related to governance and public policies, organization, procedures and methodologies, human and financial resources, communication and control mechanisms. In this way, NSS members suppose implementation of SDNSS measures and actions to eradicate the dysfunctions and to strengthen the organization and functioning in statistics, so that, to the 2020 horizon, NSS would become integrally functioning and comparable as performances with the similar systems used in other countries, recognized for the quality of official statistics.

Indicator: *Until 2020, the NSS organization, operating and functioning regulations will be implemented to a level assessed as „integral” compared with the current situation considered „partial”.*

Three measures will ensure reaching the results corresponding the objective “Strengthening the National Statistical System from the organizational, operational and functional perspectives”, during the timeframe for which the strategy was developed.

The outputs obtained as results of implementing this objective measures and actions will consist in:

- 1) Revised legislation on official statistics;
- 2) NSS organization respecting the principles of good governance, according which, the decision roles are separated from the execution ones, in order to avoid the conflict of interests;
- 3) Sufficient and skilled human resources for NSS functioning;
- 4) Financial resources allocated for NSS and for collaboration with the new producers of statistical data;
- 5) A SDNSS Action Plan for implementation, to which all NSS members are committed;

Measure 2.1.1. Strengthening the public policies and coordination in statistics

Since the adoption of Fundamental Principles of Official Statistics and the revision of Law on European statistics (CE Regulation No.223/2009 on European statistical system), professional independence of official statistics is recognized as being one of the essential conditions to ensure the good governance.

The governance in statistics means, equally, integral respect of commitments according the legislative framework by all NSS members, continuous functioning and direct implication in the management processes of the Council for Statistics, and the existence and use of some consultation mechanisms concerning the official statistics, situation which corresponds completely to the organization of statistics in the Republic of Moldova.

Evolutional process of the society requires an adaptation of statistics to the new management mechanisms, corporate governance and integration of resources in the production and functioning processes, specific to NSS from the perspective of efficiency and efficacy. There are necessary adjustments to public policies in statistics, correlation with the Fundamental Principles of Official Statistics and update of legislation, distribution of roles and responsibilities on the NSS, as well as the systematic and coherent planning of statistical activities.

In order to reach the expected results until 2020, SDNSS envisages as priority the adoption and implementation of corporate governance in statistics.

Indicator: level of adaptation of concepts of national statistics management to good governance will represent 75%, as compared to current 60%.

Institutional management supported through the functioning mechanisms adopted by the consulting bodies – Statistical Council, and the decisional ones – NBS general director, management of statistical processes carried out in the NSS and NBS will become more efficient, transparent and predictable and will emphasize on the best international practices, such as:

- 1) Revision of public policies and legislative framework in official statistics;
- 2) Systematic and coherent planning of statistical activities;
- 3) Accountability of NSS members and representation in internal and external relations.

All ministries, institutions and agencies composing NSS will be involved and responsible for the collaboration and preparation of actions.

According the provisions of the Regulation No. 223/2009 of the European Parliament and Council from 11 March 2009 on European statistical system, with further modifications and amendments, the administrative authorities cannot interfere in the statistical process through decisional or any other interventions, these one being exclusively for the competence of managers of national statistical offices. By the other hand, supporting these criteria at the corresponding level of administration of the Republic of Moldova represents a decisive step towards conforming the national statistics to the international standards; in this context ***the revision of public policies and the legislative framework in statistics*** shall concentrate on these values. ***Systemic and coherent planning of statistical activities*** will create the preconditions of success in their implementation and will be determined by consulting all partners in the process

of planning and implication, by their intervention and contribution to implementation, as well as by the other partners/stakeholders outside NSS. The role of statistics in public life and decision-making process is well recognized, with the purpose to be strengthened in the future, as a direct and vital consequence for the strategy.

The results expected after implementing the actions provided for this measure will be concentrated on:

A. Legislative framework regulations, providing:

- 1) Policy of harmonization to European standards and rules on NBS and other producers of official statistics professional independence;
 - a) Strengthening the NBS coordination role in NSS functioning;
 - b) Extending the access of producers of official statistics to administrative data sources, for statistical purposes;
- 2) Quality Policy Management in NSS;
- 3) Policy of confidentiality protection of individual data;
- 4) Policy of reduction of information burden on respondents of primary data;
- 5) Policy of justified and planned revision of preliminary results or estimations;
- 6) Policy of communication in conditions of transparency and visibility of statistical processes carried out in the NSS;
- 7) Cooperation and collaboration policy on internal and external area.

B. Organizational Management:

- 1) Harmonization of national statistics to international, in particular, European standards;
- 2) Improvement of implementation mechanisms of revised legislative framework;
- 3) Close cooperation in the NSS, as well as the NSS members cooperation with holders and providers of administrative data;
- 4) Management of answers to requests for statistical data from international, national or central users;
- 5) NSS support of some principal cooperation and collaboration relations with administrative and decision-making authorities, other public and private institutions, academic and higher education institutions;
- 6) International representation of interests of the Republic of Moldova in international statistical organisations, such as, for example, United Nations Statistical Division, or the non-governmental ones, like the International Statistical Institute.
- 7) Introduction and maintenance of a sustainable human resource policy in the NSS.

Measure 2.1.2. Strengthening Human Resource Management in the NSS

Often, NBS and other producers of official statistics face a shortage of skilled personnel from the perspective of approved staff. The staff deficit becomes critical in the subject-matter statistics as well as in the assisting areas, including, information technologies. This situation is caused both, by the unattractive salaries in the statistical system, complex legislative procedures for applying for a vacancy in the civil service, time-taking staff promotion, instability of young specialists on jobs and the high personnel flow, difficulties in hiring and financial motivation of IT personnel.

High personnel flow, in particular of the young ones, has social-economic reasons and there are necessary to be adopted performance-based maintenance measures (non-financial motivation) and promotion of young specialists (from the career growth perspective).

In the same context, continuous professional training in statistics is problematic in the NSS. Current legislation on civil service provides a rather long training possibility of every employee in the public service (minimum 40 hours per year), whereas the continuous professional training activities are limited by insufficient budgetary resources. From this reason, it is opportune that the cooperation proposals of external partners to be used in statistics, in the framework of internal and international projects, where NBS and NSS members participate.

In order to reach the envisaged results, SDNSS prioritize the measure on *strengthening the human resource management in statistics* until 2020.

Indicator: To 2020, the personnel flow in statistics will decrease until 5%.

Optimal NSS functioning and improvement of statistical processes and products depend fundamentally on personnel, its skills and education, its activity in the frame of NSS. Activities provided in the framework of this measure are concentrated on the *mainstreaming and development of human resource management*, covering all administrative processes and procedures of recruiting, selection, hiring, motivation, maintenance and promotion in the NSS. As well, the activities provide *the development of skills and expertise specific to statistical sector* – initial, continuous professional training and practical application in statistical processes that will take place in the frame of a center of professional training in official statistics. The need to create this unit was set in the frame of a feasibility study carried out by UNDP in 2011 and supported by the European Union Project “Improving regional statistics in the Republic of Moldova (STATREG)”. Center creation has the following objectives:

- 1) Continuous professional training of the personnel from statistical services through the system of education;
- 2) Development and testing of methodologies and tools for statistical surveys;
- 3) Development of analytical surveys concerning the situation in the national statistical system and of the strategies, programs and plans for its development;
- 4) Training statistical data users;

- 5) Carrying out documentation activities, research or training, technical assistance or consultancy on the activity specific objectives following the request of national or external public or private authorities, or natural persons, etc.

Highly skilled specialists able to ensure the implementation of new activity standards in statistics can be created and maintained in the program of professional growth for statisticians, both from NBS and from other public authorities, as a basic activity of a Training Center in Statistics. Only in the framework of such structure would be possible to develop the training programs for statisticians, adapted to the harmonization plan of national statistics to international and European standards. These programs would include thematic trainings for professional specialization of statisticians, their professional level (advanced, beginners), with the main purpose to inform on the introduction of new indicators and statistical survey methodologies, their development and testing, application of specialized software for statistical data processing.

Additionally, the lack of an integrated training system in the reference area for non-statisticians (central and local public authorities, businessmen, other consumers of statistics), is one of the reasons generating the impossibility of correct, uniform and competent use of statistical data, this task could be uptake by the above-mentioned training center, with professional statisticians as trainers, and with a better cooperation and dialogue between data producers and users as an outcome.

The obtained results will support ensuring the national framework of access and absorption of statistical know-how for as much as possible statistical areas and the adequate personnel training, stability of personnel specialized in statistics, maintenance and improvement of performances of employees, who must be permanently aware of working methods in statistics and of the practical activities to solve their corresponding tasks. Compulsory involvement of NSS members in implementing their activities is necessary and would determine the success of this measure and maintaining the skilled personnel in statistical system for long time.

Statisticians support the Mission, Vision and Values declaration of NSS. Prioritizing and ensuring the respect of position of official statistics functioning in the civil service, highly depends on social recognition of statistician – necessary guarantee for long-term NSS functioning. The results expected by SDNSS are as follows:

- 1) Support with skilled personnel in NSS and establishment of policies and methods for recruiting, hiring, motivation and professional training of statisticians;
- 2) Attraction of young, well trained and competent specialists, with deep theoretical knowledge, hired for a long term perspective;
- 3) Ensuring the conditions to get acknowledged with the international know-how and expertise in statistics;

- 4) Guarantying the job stability by motivational and attractive actions for all categories of specialists in NSS, in particular, through acknowledgement actions of competent bodies on ensuring remuneration conditions of statisticians, equivalent with those from the ministries.

Measure 2.1.3. Supported and sustainable financing of statistical activities

Financing of statistics represents a legal obligation of the state for the products and services produced in the NSS. Ensuring NBS activities from the budgetary allocations set through the Mid-Term Budgetary Framework (MTBF) is directed towards increasing the efficiency and efficacy of expenditure programs and targeting of budgetary means limited to the solution of urgent problems, in particular.

During 2010-2014, the budget allocated to NBS for the provision of statistical services and specialized statistical products was under-dimensioned, being mostly the same every year in nominal value, fact that led to the postponing of reforms and projects of improvement of statistical activity. Additional funds were allocated for precise actions or comprehensive statistical works, such as the censuses; however the need of financial resources did not cover integrally the NSS operational component (additional human resources, continuous training, information infrastructure, physical infrastructure, development and modernization of national statistics, inclusion of some new statistical works, etc.).

Efficient use of financial resources and considering a performance-based budget was not a concern for NSS members, as long as the resources were sufficient just to ensure the current functioning of statistics in minimal conditions.

Opportunities opened to the Republic of Moldova through international cooperation agreements, such as the Association Agreement, the partnership with the World Bank to develop the economic and social areas, as well as the cooperation and assistance programs to develop statistics must be explored and used to finance statistics in preparing the long and mid-term programs and projects (implementing the Community Acquis in statistics – the Compendium of Statistical requirements, developed by Eurostat), development of information infrastructure and ICT, introduction of quality management in statistical processes, continuous integrated professional training of NSS statisticians, etc.

To reach the envisaged results until 2020, SDNSS proposes the direct correlation between the increase of volume of statistical data and information requested by the society, and ensuring, *through a budget supported and sustainable financing* of material and human efforts involved in the process of development of statistical data.

Indicator: *The financial resources necessary for achieving the SDNSS operational plans will be supported integrally until 2020, compared with a partly current allocation (88 %).*

Defining the modifications and improvements proposed for statistical processes and products will determine the balanced management of financial resources and their use in financing the statistical development. Actions proposed for this measure support the development of multi-annual financing programs justified by increasing expenditures for personnel, equipment and investments for the modernization of infrastructure, conditioned by the increase of volume and quality of statistical data and information. NSS members are responsible to support with arguments the need and opportunity of the projects proposed for financing, yet, NBS alongside the Ministry of Finance will have an important role in this process, in the direct coordination with the representatives of the State Chancellery and Government of the Republic of Moldova.

Objective 2.2: National Bureau of Statistics strengthening coordination role for the National Statistical System

NSS coordination is a difficult and consuming task of informational, human and financial resources. The authority responsible for the coordination of a national statistical system is empowered by legislation to perform this task, for which the necessary human and methodological resources are allocated, but, also, it must be supported and recognized in the system, by other partners and stakeholders. The NSS coordination role, which had to be performed by NBS, suffered changes during the last years, in particular, due to administrative reforms, that resulted in NBS lower position compared with the ministries, but, also, due to legislative provisions that were not updated and were not followed by clear mechanisms of NSS functioning and coordination.

NBS assumed its position, recognized by law and by NSS partners, as the NSS formal coordinator, holder of know-hows for the organization and carry out of statistical surveys, yet, there are necessary additional legal confirmations and precise measures to strengthen its coordination role in this field.

Production of official statistics in the framework of a coordinated process from the methodological and technical perspectives to develop capacities in NSS members requires the appointment and strengthening on NSS coordination role. Until 2020, the implementation of SDNSS actions for the strengthening of NSS coordination role, provide that NBS is recognized with coordination performances in this area, similar to other EUROSTAT member countries, recognized for the quality of official statistics.

Indicator: Until 2020, the level of assessment of NBS activity as NSS coordinator, validated by the Statistical Council will be assessed as „good” as compared with the current “non-assessed” situation.

Three measures will ensure reaching the results corresponding to the objective “National Bureau of Statistics strengthening coordination role for the National Statistical System”, envisaged to be reached during the strategy timeframe.

The expected outputs in the result of implementation of measures for this objective, will be as follows:

- 1) NSS leaders and coordinators will be accountable on their role and functions in the NSS;
- 2) Reduced response burden on statistical respondents;
- 3) Stimulated development of departmental statistics, produced by ministries and other public authorities;
- 4) Mainstreaming of tasks distribution among NSS members;
- 5) New members attracted in the process of official statistics production in the NSS;
- 6) Reorganization of the National Bureau of Statistics and its territorial units.

Measure 2.2.1. Mainstreaming/redefining of NSS functions and tasks

Current NSS structure is characterized as not being adapted to the institutional and legislative framework, being insufficiently complete/improved according the SWOT analysis. This situation is not due to some gaps in the legislative framework in statistics, but due to the incomplete implementation of legal provisions and tasks described by law for some statistical data producers or administrative data holders or NSS partners, who are not committed for responsibilities in statistics dedicated actions.

Until 2020, the mainstreaming and improvement of NSS functions and tasks represent one of the important measures, through which the objective output envisages the requirements addressed to NSS and its mainstreaming and development possibilities, in the context of perspective for administrative reform the Republic of Moldova.

Indicator: Implementation level of legal provisions on the NSS structure and tasks of members, will be considered as „high" until 2020, compared with current situation considered „low”/”non-evaluated”.

Implementation of actions in this measure will lead to a rational and functional balance between NBS central and territorial structures and of NSS members, taking advantage of the positive NSS characteristic, existence of a territorial network, as well as achieving of savings/reducing expenditures of resources and tasks for similar results, carried out without coordination and consultation in the NSS.

When implementing the action, first of all, NBS is responsible and the NSS members, who will participate actively in the structures of defining the tasks and NSS structure mainstreaming. NSS structure will influence in a visible and constructive way on how the National Statistical System will function to 2020.

Measure 2.2.2. NBS coordination of the national Statistical System, as a service for general interest

Performances of the previous years (2010-2015) on the statistical products and services disseminated to users were considered often unimportant, or, were not properly assessed in the public space. This situation was reasoned by the lack of support from the Government on integrated coordination of official statistics and implementation of some joint measures for the coordination and collaboration among NSS members, but, also, taking into account that statistics is considered as an area of lesser importance among the services offered by the state from the money of contributors.

Considering statistics as a service of general public interest, it pushes the Government to set and strengthen the NBS role as NSS coordinator through a compulsory measure.

Indicator: *The level of methodological and technical coordination ensured by NBS at the NSS level is assessed as “appropriate” in 2020, compared with the current situation, with no reference to this aspect.*

Actions provided in the framework of this measure will support, through implementation, defining and operationalization of NBS tasks, for the strengthening of NSS coordination role, through the development of function of ***technical-methodological coordination***, in order to develop and apply together with all NSS members of the methodological concepts and statistical principles and criteria in the NSS, ***of strategic coordination***, to implement the actions specified in the SDNSS, monitoring and reporting of results reached in the NSS in the framework of this measure.

The envisaged results concern strengthening the governance mechanisms through the revival of Statistical Council, following the provisions of the Law on official statistics and their efficient application, based on its statute, for the consultative examination of the strategies, development programs, of comprehensive actions, as well as of the population and other censuses, assuming the role of efficient mechanism for increasing the reliability and prestige of the national statistical system, promotion of statistical culture, defending and supporting the national official statistics in any situation of involvement of external factors on the statistical environment and activity.

Measure 2.2.3. Determining and recognizing the producers of statistical data

Today, the National Statistical System has access to administrative data, valuable information resources, minimum equipment and information infrastructure, statisticians working in NBS and other central public authorities, distributed according the needs for statistical services and products and less used for the production of statistical data. A significant task and burden of services and works belongs to NBS in the situation of missing decisions from the leaders of NSS members, holding information structures and human and financial capacities for the units they manage that could provide statistical data and could perform statistical activities.

This over-concentration of tasks that could be performed by the units from ministries and agencies prepared for these works, determines an overuse of human resources in the NBS, exceeding the existing capacities and, as a consequence, this results in a lower quality of statistical products from the perspective of criteria applicable according the European Statistics Code of Practice.

Reaching the Objective results until 2020, requires the determination and certification of NSS members, which, are qualified as producers of official statistics when applying the statistical production methods and concepts developed by NBS, when strengthening the capacities and respect of European Statistics Code of Practice.

Indicator: *To 2020, 10% of statistical indicators are produced by other producers of statistical data and included in the publication issued by NSS.*

The actions provided in this measure will support, through implementation, the increasing the role of statistical sector in general in the society, performed by the National Statistical System, and, based on the legislative provisions – the delegation of some empowerments to some ministries and, eventually, to some agencies. Proposed actions will support the national statistical system, under the NBS coordination, the creation of a network comprising other national producers of official statistics, based on a new concept of strategic approach, involving development, monitoring and evaluation of statistical products, oriented towards conformity and compatibility with international standards.

4. SDNSS 2016-2020 implementation mechanisms, measurement, monitoring and evaluation

Strategy implementation phases are reflected in the Action Plan of the Strategy of Development of National Statistical System 2016-2020 and the Annual Programs of Statistical Works, which take and detail the planned objectives and actions, thus ensuring the necessary monitoring framework (phases, deadlines, responsibilities, ensuring resources and means and evaluation of results when reporting). Thus, in the Annual Program of Statistical Works, approved by the Government it is planned to include all statistical works, including the works performed outside NBS, by other producers of official statistics. In the same time, the level of achievement of one of the most important elements of statistical activity, namely, quality in statistics and quality management in statistics, will be ensured by evaluating the alignment to EU measures through the main documents and the decisions of Statistical Commission (EUROSTAT), implementation of actions with common character by the National Statistical System, and accordingly, National Bureau of Statistics.

The National Bureau of Statistics, as producer of official statistics and NSS coordinator, and the ministries and other central public administration authorities, which would assume the statute of producer of official statistics, and also the authorities contributing to implementation of programs of statistical works based on cooperation

agreements with NBS participate in the SDNSS implementation. NBS will be responsible for the development of progress, monitoring and evaluation reports.

4.1. Implementation mechanisms

Planning of NSS activities is structured in more levels and includes:

- 1) Strategy of Development of National Statistical System, developed for a 5 year term and envisages the activity of the entire National Statistical System;
- 2) Multiannual Action Plan for the NSS, including the activities for the SDNSS implementation;
- 3) Annual Action Plan for the SDNSS implementation;
- 4) Annual Program of Statistical Works including all statistical activities which must be developed by the NBS and other producers of official statistics, approved by the Government;
- 5) Quarterly Program of Activity of NBS headquarter and territorial statistical offices.

Each NBS subdivisions, as well as NSS members have precise tasks in the SDNSS 2016-2020 implementation, who, as well, could be found in all annual action plans and annual programs of statistical works. Action plans will be developed and approved during the first month of every year and will comprise, by one hand, all unimplemented actions, revised or reprogrammed, stated in the last monitoring report, and also, those SDNSS 2016-2020 actions planned for the year, for which the plan is developed. Annual Action Plan is correlated with the annual budget, so that the implementation means, necessary for performing the activities and reaching the output indicators will be ensured.

National Bureau of Statistics will be responsible of the process of monitoring and evaluation of SDNSS 2016-2020 Action Plan. Following the NBS request, ministries and other central public authorities and institutions of NSS will present annually the information on the results of achieving the objectives/actions included in the Strategy Action Plan.

Annually, NBS will develop monitoring report and will present it to the NBS Board for examination and approval, with a later presentation to the Government.

NBS will develop the report of intermediate evaluation of SDNSS 2016-2020 implementation in the first quarter of 2018. This would indicate both, the achievements and shortages in the implementation of Action Plan and reaching the annual results (indirectly of SDNSS objectives). Evaluation report is a more detailed analysis than monitoring, as long as it identifies the causes/factors that influenced the success or failure of their achievement in order to propose substantial corrective measures in the next year. In the same time, the evaluation process identifies aspects of objectives achieved the previous year and those aspects that must be planned for the next year. In

this context, the evaluation report will represent the basis for planning the activities for the next years.

The report, as well, may indicate the need to modify the SDNSS objectives/actions, in case the circumstances change.

NBS will perform the final SDNSS 2016-2020 evaluation in the first quarter of 2021 and it will serve the basis for the next strategy. The purpose of this evaluation is to identify the level of achievement of SDNSS objectives, the impact of their implementation. Simultaneously, final evaluation includes the analysis of general contribution of NBS, ministries and other authorities of central public administration and public institutions involved in achieving the Strategy scope, through achieving the strategy objectives and presenting the recommendations for the next strategy.

Final SDNSS evaluation will include the result of internal and external consultations, in order to get the external opinion and ensuring the most objective and impartial evaluation. External experts may also be involved to contribute to final evaluation report.

Accountability

NBS, as the NSS coordinator, assumes a responsible implementation process and in a transparent way of strategic objectives, supported by NSS members, according their subject-matter responsibilities.

4.2. Financial and budgetary implications

Financial resources necessary for the SDNSS implementation are provided to be allocated from the State Budget.

Allocation of means from the State Budget for actions planned by NBS is limited by constraints in expenditures for all public authorities (expenditure capping), in order to maintain the sustainable trend of public finances at the national level. Budgetary policy promoted by the Government is a prudent one, oriented towards ensuring the stability of national public budget, emphasizing on performance indicators and evaluation of expenditures compared with achieved results.

Completing the necessary financial resources will happen from the cooperation projects with local institutions and international development partners.

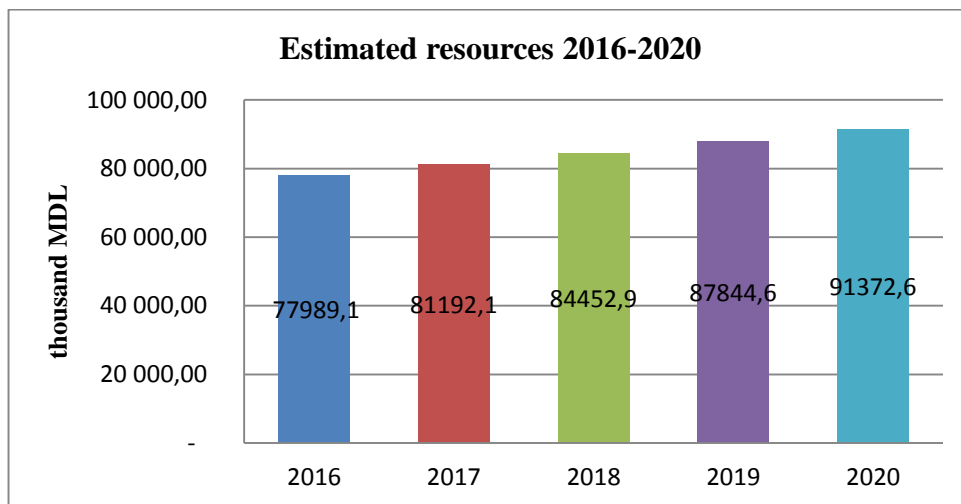
In order to diminish the negative effects of NBS limited budget in the process of achievement of reforms, it is necessary to undertake clear measures to attract new collaboration projects with local and international institutions. Opportunities of financial support in addition to budget resources create enough space to ensure the implementation of projects relevant for NBS/NSS.

Signing of the Association Agreement with the European Union opened additional financial opportunities for public administration sector in the Republic of

Moldova, including for NBS and other producers of official statistics coming to complement the existing programs of budget programming cycle 2014-2020, available for the Republic of Moldova through EU cooperation programs (ENPI, Cross Border Cooperation Program RO-MD, Black Sea Cooperation Program).

Around 85% of the financial resources allocated from the state budget are used by NBS for paying the salaries, whereas the other 15% - to pay for the current goods and services (rent of premises, postal services, telecommunication services, etc.). Thus, the financial resources provided in the State Budget do not cover the financing of such works as: development of human resources and ICT infrastructure; development and modernization of national statistics, as well as the implementation of some new statistical works, necessary according the Acquis Communautaire, or following the user request.

Figure 1: Estimated annual financial resources for the NBS budget for 2016-2020



Estimated incomes are considered in the limits set by the Ministry of Finance, the MDBF, and do not include the expenditures for the NBS modernization and development activities.

4.3. Output measurement indicators

Output indicators will be used to measure the results of implementation of measures of SDNSS 2016-2020 and its Action Plan, as follows:

- 1) Progress in the implementation of annual measures and objectives;
- 2) Results at the level of Priority Direction, with annual frequency, for the confidence level – once in two years, as long as it does not change so quickly and the dynamics can be measured more seldom;
- 3) The effect of measures and objectives in the NSS activity and functions, first of all on measuring the harmonization level of official statistics of the Republic of

Moldova in the implementation of European Regulations and Programs of national development.

Progress evaluation for every enlisted indicator will be done by comparison with a reference value and will be calculated based on the information available in 2015. Reference values will be determined during 2016 for the indicators without reference values in 2015.

4.4. Monitoring and evaluation

NBS shall consolidate current monitoring and evaluation procedure and will present, in a transparent way, the monitoring and evaluation reports on the SDNSS implementation.

Monitoring

NBS introduced SDNSS monitoring and reporting procedures (and of the annual activity plans of subdivisions) and will strengthen the procedures for the monitoring of *Performance indicators* and will introduce new timeframes for reporting on *Input and process indicators and Output Indicators*, measured on annual basis, as well as for the Output and Impact Indicators, planned to be measured annually.

Evaluation

NBS shall use the ex-post evaluation of SDNSS and implemented measures. This activity will offer important information for the implementation of changes related to the way how the SDNSS projects and services are ensured. These changes may affect SDNSS, fact requiring its update through operational plans.

Annual progress reports

Currently, NBS publishes annual progress reports and shall continue developing and disseminating them in the future, in order to ensure the information of Parliament, Government, stakeholders and the public, in general, and shall express both the progress registered in achieving the planned results and the performance indicators and the objectives set.

SDNSS update

Once in 5-6 years, a complete strategic planning exercise at the NSS level shall be performed. During the intermediate years, NBS will prepare an annual update of the implementation plan in order to decide on the SDNSS changes in the operational plans, if necessary. The update shall materializ in adding one additional year to the operational plans.