

PEER REVIEW REPORT

ON COMPLIANCE WITH THE CODE OF PRACTICE AND
THE COORDINATION ROLE OF THE NATIONAL STATISTICAL
INSTITUTE

LATVIA

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1. EXECUTIVE SUMMARY

With a population of some two million people, Latvia is one of the smaller EU member states. Appropriate to its size, the central government structure is relatively compact. Within this structure, the Central Statistical Bureau of Latvia (CSB) has a long established position as the producer of independent statistical data. The draft new Statistics Law makes clear statements about the expectation of professional independence.

The statistical system is also, for the most part, compact and substantially centralised, although there are a number of national authorities that contribute in some way. There are ten Other National Authorities (ONAs) that are responsible for some European statistics and, in total, over fifty bodies that are identified as producing some official statistics. CSB is responsible for the production of around 75 per cent of Latvia's European statistics, and European statistics account for about 90 per cent of the work of CSB - and those statistics are used extensively for national purposes.

A relatively recent history of evolution within the European Statistical System has helped to develop CSB as an organisation that is confident in itself, comfortable in its relations with other parts of government, and open to positive influence and advice from outside. CSB exhibits a strong commitment to EU statistical cooperation and integration. Most of its outputs are available in English as well as Latvian, and knowledge of English language among CSB staff is clearly of a high standard. In addition, CSB has particularly close working relationships with its counterparts in Lithuania and Estonia.

Important changes are to be implemented in a new Statistics Law in 2015 and these present a unique and timely opportunity to develop the governance arrangements for the statistical system. One change that will be introduced by the new Law will be the creation of a Statistical Council. The Peer Review team had some reservations about the way the role and composition of the Council was described in the draft Law, and has made some proposals in this regard in its recommendations – not necessarily requiring changes to the draft Law which was still being revised at the time of the review.

Under both the existing and prospective Statistics Law, CSB is subject to a particular form of subordination to the Ministry of Economics, called 'supervision'. This caused some concern at the time of the previous peer review exercise in 2007. The Peer Review team explored this ground in some detail and concluded that the way that the expectation of professional independence is expressed in the draft new Statistics Law, (Section 7 in particular), is sufficiently clear to meet the requirements of Principle 1 of the CoP as long as the legislation is accompanied by formal explanation of the meaning of 'supervision' at the time it is passed - specifically that it does not offer scope for any political interference in, or influence over, professional decisions.

Similarly, the existing statutory arrangements for the appointment of the President of CSB do not directly acknowledge the special position of that individual, in terms of professional standing, international responsibilities, and responsibilities for coordination and standards across many government ministries. However, the Peer Review team concluded that, supported by the broad provisions of the new Statistics Law when it is introduced, the arrangements would meet the relevant requirements of the CoP as long as the special responsibilities of the President were formally and publicly recognised in the appointment process itself.

The Peer Review team saw scope to develop substantially the concept of a National Statistical System (NSS) in Latvia, both to ensure compliance with the CoP and to offer a more integrated and comprehensive service to users. Whilst the many ONAs that produce official statistics all enjoy positive relationships with CSB, these relationships seem to be based on the exchange of data and methodological advice, rather than working together to develop a coherent and unified service with a recognisable public face.

CSB already has formal objectives to promote public understanding of statistics and their use, and to improve dissemination of statistical information taking account of user requirements. The Peer Review team commends those objectives but notes that the culture within CSB currently is more focused on production than on developing new services to users of statistics. Although some of the key users in central government ministries, and amongst leading academics, undoubtedly receive a good and well-tailored service, the Review team did not see the same level of engagement with representatives of wider user communities.

In making the recommendations set out below, the Peer Review team concluded that the current level of compliance with the European statistics Code of Practice (CoP) is satisfactory but that there is nonetheless some scope to enhance compliance. The recommendations are grouped below under three closely related headings. The Peer Review team acknowledges that these broad themes echo those already identified in the Central Statistical Bureau of Latvia's published quality objectives and elsewhere.

RECOMMENDATIONS

Unless stated otherwise, the recommendations are addressed to the Central Statistical Bureau of Latvia:

Governance and management

1. Establish the Statistical Council (proposed in the new Statistics Law) with flexible membership; review and extend the representation on the Council of different user communities, and consider further the possibility of the Council being chaired by an external expert or other person of high public standing rather than by a senior manager of the Central Statistical Bureau of Latvia (European statistics Code of Practice, Principles 6, 11).
2. Develop the planned role of the Statistical Council so that it is more explicitly to promote the European statistics Code of Practice and to guide active engagement with all users of official statistics - including industry, academia, local organisations and the general public (European statistics Code of Practice, Principles 6, 11).
3. Work with the relevant authorities to ensure that when the new Statistics Law is passed in 2015, the meaning of the formal 'supervision' of the Central Statistical Bureau by the Ministry of Economics is explained publicly in ways that leave no doubt that the approval of plans, questionnaires etc. by Ministers cannot, and will not, be used to exert inappropriate influence over professional decisions (European statistics Code of Practice, 1.1).
4. Make proposals to the relevant authorities for ways that the special status and professional responsibilities of the President of the Central Statistical Bureau of Latvia, as head of a national statistical service, having both coordination and international responsibilities, shall be formally recognised in the appointment process (European statistics Code of Practice, 1.2-1.4, 1.8).
5. Develop the system of agreements between the owners of administrative data systems and the Central Statistical Bureau of Latvia to ensure the auditing and assurance of the basic data quality (European statistics Code of Practice, 8.8, 8.9).
6. Carry out a formal review of whether the European statistics produced in, and published by, Other National Authorities might in some cases be better produced either jointly with the Central Statistical Bureau of Latvia, or entirely by that office (European statistics Code of Practice, Principle 10).

7. Find ways to actively use the Quality Framework, not just to document and monitor processes, but to drive improvements in quality and systems (European statistics Code of Practice, Principle 4).

Coordination of the National Statistical System

8. Develop further the concept of an integrated National Statistical System in which statisticians in Other National Authorities work closely with the Central Statistical Bureau, to a shared Code of Practice and a shared agenda of future developments and closer integration (European statistics Code of Practice, Principle 1).
9. Establish a more active process of checking compliance with the European statistics Code of Practice compliance in Other National Authorities (European statistics Code of Practice, 4.2 and Principle 1).
10. Identify clearly and publicly all news releases and publications of the National Statistical System NSS (and particularly those that relate to European statistics) as products of an integrated statistical system working together to a shared Code of Practice (European statistics Code of Practice 1.6).
11. Extend the currently published calendars of news releases, publications and database updates to include, at least, the European statistics outputs of the Other National Authorities (European statistics Code of Practice 1.6 and Principle 15).
12. Develop further training and job rotation opportunities for staff in the Central Statistical Bureau of Latvia (especially junior staff and also statistical staff in Other National Authorities where this would be beneficial) to gain wider experience (European statistics Code of Practice, Principle 3 and 7.6).

User engagement

13. With a view both to stimulating further use and communicating the practical value of the statistical product, identify and publish further evidence demonstrating the beneficial use made of Latvian official statistics by the wider community of users, including local organisations and the public (European statistics Code of Practice 11.1).
14. In line with objectives stated in the Quality Policy of the Central Statistical Bureau of Latvia, find new ways to engage more actively with, and meet the needs of, a wider range of users of official statistics including the general public (European statistics Code of Practice, Principles 6 and 11).
15. Seek to involve a wider range of users of official statistics, and other external experts, in internal Central Statistical Bureau committees and working groups to stimulate a focus on user requirements, including those from outside government (European statistics Code of Practice, 7.7 and 11.1).
16. Work with all parts of the National Statistical System to develop the dissemination of official statistics in news releases, statistical publications and online to give more support to less expert users and guide the interpretation of trends and patterns in the statistics so as to reduce the scope for misinterpretation and support constructive use (European statistics Code of Practice, Principle 15).

2. INTRODUCTION

This Peer Review report is part of a series of assessments, the objective of which is to evaluate the extent to which National Statistical Institutes (NSIs) and the European Statistical System (ESS)¹ comply with the European statistics Code of Practice (CoP).

The CoP, which sets out a common quality framework for the ESS, was first adopted in 2005 by the Statistical Programme Committee and updated in 2011 by its successor, the European Statistical System Committee. The Code - 15 principles and related indicators of good practice - covers the institutional environment, the statistical production process and the output of European statistics. The ESS is committed to fully complying with the CoP and is working towards its full implementation. Periodic assessments review progress towards reaching this goal.

The first global assessment, a round of peer reviews in 2006 – 2008, explored how the NSIs and Eurostat were progressing in implementing the parts of the CoP relating to the institutional environment and dissemination of statistics (Principles 1 – 6 and 15). This resulted in reports for each NSI and Eurostat, available on the Eurostat website². These reports also include a set of improvement actions covering all the principles of the CoP; these informed the annual monitoring of the implementation of the CoP in the ESS in the period 2009-2013.

The scope of this second round of peer reviews is broader: the assessment of CoP compliance covers all principles; the CoP compliance of selected other national producers of European statistics (as well as the NSI) in each country is being assessed; and the way in which statistical authorities coordinate the production and dissemination of European statistics within their statistical systems is being explored.

It should be underlined that there is a fundamental difference between the reports in the previous round of peer reviews conducted in 2006-2008 and the reports from this round. In the 2006-2008 round compliance with principles 1 to 6 and 15 of the CoP was assessed by means of a four-level scale (fully met; largely met; partly met and not met) and improvement actions were agreed on all 15 principles. After five years of continuous development most of the improvement actions have been implemented and significant progress towards full compliance with the CoP has been made. Therefore, rather than stating the state of play for all principles of the CoP, the reports from the 2013-2015 round mainly focus on issues where full compliance with the CoP has not been found or further improvements are recommended by the Peer Review team.

In order to gain an independent view, the peer review exercise has been externalised and an audit-like approach, where all the answers to the self-assessment questionnaires have to be supported by evidence, has been applied. As in 2006-2008, all EU Member States and EFTA/EEA countries and Eurostat are subject to a peer review.

Each peer review in the Member States and EFTA/EEA countries is conducted by three reviewers and has four phases: completion of self-assessment questionnaires by a country; their assessment by Peer Reviewers; a peer review visit; and the preparation of reports on the outcomes. The peer review of Eurostat has been conducted by the European Statistical Governance Advisory Board (ESGAB).

¹ The ESS is the partnership between the Union statistical authority, which is the Commission (Eurostat), and the national statistical institutes (NSIs) and other national authorities responsible in each Member State for the development, production and dissemination of European statistics. This Partnership also includes the EEA and EFTA countries.

² <http://ec.europa.eu/eurostat/web/quality/first-round-of-peer-reviews>

To test and complete the methodology, it was piloted in two countries, Iceland and Slovakia, over the summer 2013.

The Peer Review relating to Latvia was conducted by Richard Alldritt (chair), Michelle Jouvenal and Jan Matejcek, with a peer review visit to Riga from 29 September to 3 October 2014. The programme of the visit is in Annex A and a list of participants in Annex B.

This report focuses on compliance with the CoP and the coordination of European statistics within the Latvian statistical system. The report highlights some of the strengths of CSB in these contexts and contains recommendations for improvement. Improvement actions developed by CSB on the basis of this report will be published within the four-week period starting when the final report is sent to the NSI.

3. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM

The development of the modern statistical system in Latvia, as an EU member state, has its roots in a very different past. In September 1919, the Cabinet of Ministers established the State Statistics Bureau and adopted temporary regulations for its operation.

The Central Statistical Management of the Latvian Soviet Socialist Republic (SSR) that was established after World War II operated within the structure of the corresponding organisation of the Union of Soviet Socialist Republics (USSR). The methodology of statistical work under the conditions of planned economics, methods of data collection and processing were strictly centralised and regulated.

Upon restoration of independence, CSB started to develop a new system of statistics reflecting the transition of the country to market economics. In 1991, the Central Statistical Bureau of Latvia was established in its present form and became part of the European Statistical System when Latvia became an EU member state in 2004.

Objectives and structure

The main objective (mission) of CSB as stated in its 2013 Annual Report³ is to provide local and foreign data users with timely, precise, complete, comprehensible and internationally comparable statistical information on the economic, demographic, social and environmental phenomena and processes, using contemporary solutions of information technologies and best practices in the field.

CSB is the main coordinator of statistical work and the main producer of statistical information in Latvia. The Annual Report states that the quality of information produced by CSB corresponds to standards of the CoP and that CSB data collection, processing and dissemination principles are appropriately documented, publicly available and entirely correspond to the international examples of best practice. As well as CSB itself, a further 10 Ministries and institutions are involved in the production of European statistics.

At the end of 2013 there were 556 posts at CSB, mostly in the central office in Riga although some of those were interviewers (42) and price collectors (11) who work all over the country. Some 52 employees work in regional data collection and processing centres – 19 in Valmiera, 18 in Kuldīga and 15 in Preiļi. Ten employees work in the Preiļi Telephone Interview Centre. The number of regional offices was substantially reduced (from over 30) in recent years and the Peer Review team was informed that the current arrangement of three small offices had a number of practical advantages in terms of retaining and recruiting the most able staff.

Legislation

Article 5(1) of the current Official Statistics Law states that “the Central Statistical Bureau is a direct administration authority subordinated to the Ministry of Economics, which is executed in the form of supervision. It is responsible for the organisation of the work of official statistics in the Republic of Latvia and for the correctness of the data it has obtained by compiling the information received from respondents”.

In this context, *supervision* means the rights of higher institutions or officials to examine the lawfulness of decisions taken by lower institutions or officials and to revoke unlawful decisions, as well as to issue an order to take a decision in case of unlawful failure to act. There is currently before

³ http://www.csb.gov.lv/sites/default/files/par_mums/2013_gadaparskats_en_web.pdf

the Latvian parliament a new draft Law on Statistics that is designed to implement the following: the principles relating to the work of statistical institutions set out in relevant EU Regulations and the CoP; the requirements on members of the European Statistical System; wider responsibilities and obligations in statistics; and improved regulation in respect of statistical confidentiality, statistical methodology and publication of summary information.

To summarise the relevant legislation currently in force:

- The existing Official Statistics Law - determines the procedures for the organisation of official statistics work in the Republic of Latvia and the rights and responsibilities of the State or local government authorities producing official statistics, of respondents and other natural or legal persons in the official statistics field.
- State Civil Service Law – determines a procedure of recruitment and dismissal of head of an institution of direct administration; rights and obligations of civil servants.
- By-law of Central Statistical Bureau of Latvia - determines functions, tasks and rights of CSB and the Head of CSB, the structure of CSB as well as a reporting obligation to the Ministry of Economics.
- State Administration Structure Law - determines the institutional system of State administration subordinated to the Cabinet and basic provisions regarding the operation of State administration.

The State Civil Service Law lays down a procedure for the recruitment of the head of an institution of direct administration. The Minister of Economics appoints the head of CSB for a term of five years which is renewable (State Civil Service Law, Article 11 (2)). The appointment can be terminated by the minister of Economics in accordance with Article 41 of State Civil Service Law.

The appointment and dismissal of the head of CSB is also mentioned in Article 6 of By-law of Central Statistical Bureau of Latvia which states that the 'President of the Bureau is appointed and dismissed by the Minister of Economics when the Cabinet of Ministers has confirmed its candidature'.

Statistical programme

Every year, in compliance with the 1997 Official Statistics Law, the National Programme of Statistical Information (NPSI) is published, within the framework of Regulations of the Cabinet of Ministers, covering all official statistics (not just those compiled by CSB but also by other institutions), their periodicity and the level of aggregation.

The NPSI is prepared by CSB of Latvia in collaboration with the ministries and other state institutions and approved by the Cabinet of Ministers. The NPSI includes information on the content of statistical information, the responsible institution, periodicity of data publishing, methods for data collection, level of aggregation and use of personal data.

Statistical products and dissemination

The CSB homepage, in English and Latvian, is one of the key instruments used for data dissemination purposes. Most of statistical information is translated into English. The homepage has structured content, divided into themes reflecting the needs of data users. Publications in paper form can be ordered for charge, but publications in electronic format since 2013 are available free of charge. Publicly available data are published under the *Databases* section of the website. CSB says that the databases contain tables with statistical data arranged in a logical, transparent, user-friendly format. Data are updated in line with the release calendar available on the homepage. The latest data (also presented in a press release) are published on the date specified in the calendar of publications at the fixed time of 13:00.

4. COMPLIANCE WITH THE CODE OF PRACTICE AND THE COORDINATION ROLE WITHIN THE NATIONAL STATISTICAL SYSTEM

4.1 STRENGTHS OF THE NSI

CSB has an established position within the public administration of the Republic of Latvia. This is reflected in, and supported by, both existing legislation and a new draft Statistics Law that contains a number of important statements about the expectation of professional independence and compliance with the standards of the CoP. The new draft Law further strengthens the standing of CSB, firstly simply by the fact that in 2015 a new and more comprehensive law will be passed by the parliament, and secondly by some detailed provisions including the requirement to establish a Statistical Council to advise the top management of CSB and, for example, the provisions (related to indicators 8.7-8.9 of the CoP) that give CSB certain rights to be involved in the design of administrative data to make them suitable for statistical purposes.

So, whilst this report does make recommendations about ways to strengthen and demonstrate compliance with Principle 1 of the CoP, the Peer Review team was satisfied that with the advent of the new Statistics Law, the professional independence of CSB from other policy, regulatory or administrative bodies, or external pressures, was a reality and was already demonstrated through its day to day work.

CSB has come a long way as an organisation since Latvia regained its independence in 1991, and since CSB was established in its current form in 1991, and since the country became a member of the EU in 2004. This relatively recent history of rapid evolution as part of the European Statistical System has helped to create an organisation that is confident in itself, open to positive influence and advice from outside, and adaptable to changing circumstances.

CSB has a strong and clear management infrastructure, with well-defined lines of accountability, well developed IT systems, a recently completed and well documented quality management framework, good control systems including a comprehensive time-recording system for staff, well established planning systems and good working relations with staff in the various national authorities who are either responsible for statistical work or who depend on CSB for regular data.

In these respects, CSB demonstrates the commitment to quality, to the effective use of resources, and cost effectiveness – and more generally to the principles of sound management - that are expected under Principles 3, 4 and 10 of the CoP.

In full accordance with Indicator 7.1 in the CoP, CSB exhibits a strong commitment to EU statistical cooperation and integration – indeed those things are seen by many of its staff as one of the main reasons the office exists. Most of CSB's outputs and main management documents are available in English as well as Latvian, and knowledge of English language among CSB staff is clearly of a very high standard. This will undoubtedly be an asset in its dealings with EU institutions. In addition, CSB has particularly close working relationships with its counterparts in Lithuania and Estonia which provides a convenient forum within which to discuss national and international developments.

In terms of its mandate for data collection (Principle 2 of the CoP), CSB has had relatively little difficulty in obtaining access to administrative data held elsewhere in government for statistical purposes and is working towards a largely administrative Census of population in 2021, supported by a working group convened by the Ministry of Economics. The new Statistics Law further clarifies the role of CSB in relation to the development and exploitation of administrative data for statistical purposes.

4.2 ISSUES AND RECOMMENDATIONS

4.2.1 GOVERNANCE AND MANAGEMENT

The introduction of a new Statistics Law in 2015 provides a unique opportunity to develop governance of the whole statistical system and enhance professional independence.

According to both the current and forthcoming legislation, CSB is a direct administrative authority subordinated to the Ministry of Economics. Subordination is executed in the form of supervision dealing with issues of budget and adherence to the law only. The Peer Review team was told that, in practice, this form of supervision does not present any risk to the professional independence of CSB.

CSB has developed an advanced statistical system based on compliance with the CoP, using modern methods and IT solutions. Choice of statistical methods, standards and procedures is free of Ministerial approval. However, the National Programme of Statistical Information (NPSI), the Unified Classification System for Economic Information (VEIKS) and the questionnaire forms for official statistics are subject to formal approval by Ministers. This arrangement is seen by CSB as strengthening its mandate for data collection and coordination. The Peer Review team was assured that formal approval of this kind does not present an opportunity for inappropriate interference in professional decisions; and that there had never been any case of that kind.

One of the two recommendations for Latvia in the previous round of peer reviews in 2007 was to examine the options available for adoption of a legal mechanism which would more clearly demonstrate professional independence. The approval of statistical questionnaires by Ministers was considered at that time as not consistent with the principle of professional independence. However, following detailed discussions with CSB managers, representatives of main users, data producers and the media, the current Peer Review team concluded that the risk was minimal and that the new legislation would help to clarify this.

Statistical Council

Section 5 of the existing Official Statistics Law (OSL) describes the duties of CSB as implementation of a unified state policy in management, compilation, analysis and publication of the official statistical information, providing users of statistics with information included in the NPSI, preparation of the NPSI and the VEIKS, coordination of the flow of statistical information at the national level and coordination of the activities of state authorities in the field of statistics including international cooperation.

CSB has various advisory bodies, among the most important of which are the Senior Management Committee, Methodological Board, Confidentiality Council and Quality Steering Group. All these bodies are internal and do not currently have regular participation of external experts; although external experts are involved in discussion of some specific issues. Producers of official statistics and some of the major users are involved in the process of proposing and approving of the NPSI, VEIKS and questionnaire forms.

The new draft Statistics Law will strengthen the mandate of CSB for data access and coordination of the statistical system and anticipates the establishment of the new top advisory body – the Statistical Council. The broad role of the Council is described appropriately in the draft Law although at the time of the Peer Review some aspects of the description were in the process of revision. On the basis of the draft of the Law included in the core documents for the Peer Review, the Peer Review team has some reservations about a) the proposed fixed membership of 12 members representing particular

interests, b) some aspects of the role as described, and c) the inclusion in the legislation of a requirement that the Council shall be chaired by a member of CSB staff.

The Peer Review team concluded that the Statistical Council would likely prove to be of greatest value if it was an inclusive body, with an external chair, involving membership of a wide range of producers and users, including also data providers, business sector, non-governmental organisations, academics, and others.

Given that the decision to create a Statistical Council has already been taken but that its precise role and composition are not yet specified in legislation or otherwise definitively established, there is scope to develop the concept of the Council - to promote compliance with the CoP generally, and with particular regard to Principles 6 and 11. The Council could help to ensure impartiality and objectivity as defined in Principle 6 of the CoP by systematically testing whether CSB and the ONAs that produce official statistics are demonstrating full compliance with indicators 6.1 to 6.8, and helping directly to develop the effectiveness of the processes of user consultation specified in indicators 11.1 to 11.3.

To further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB should:**

- 1. Establish the Statistical Council (proposed in the new Statistics Law) with flexible membership; review and extend the representation on the Council of different user communities, and consider further the possibility of the Council being chaired by an external expert or other person of high public standing rather than by a senior manager of Central Statistical Bureau. (European statistics Code of Practice, Principles 6, 11)**
- 2. Develop the planned role of the Statistical Council so that it is more explicitly to promote the European statistics Code of Practice and to guide active engagement with all users of official statistics - including industry, academia, local organisations and the general public. (European statistics Code of Practice, Principles 6, 11)**

Professional independence

The formal approval of the NPSI, VEIKS and statistical questionnaire forms by Ministers cannot be seen as good practice under Principle 1 of the CoP. No equivalent approval process is required of the Bank of Latvia for example, which is also a producer of official statistics.

However, it was confirmed by all those to whom the Peer Review team spoke that changes had never been requested by or on behalf of Ministers during the approval process, no indicators were deleted or added in any questionnaires and no other step that could be seen as threatening professional independence had been taken. It was explained that any such action would be universally regarded as inappropriate under the 'supervision' form of subordination which is restricted only to matters of budget and adherence to the law. And also that to change the current form of subordination would be constitutionally and legally extremely difficult for a government agency such as CSB.

The draft new Statistics Law (section 7) states, in the English translation, that "Statistical Institution shall provide official statistics without being influenced by any public institutions, political organisations, private individuals or their entities". And, among other clauses in that section, that "Statistical Institution shall independently decide on the application of the most appropriate statistical standard"; and "produce official statistics in accordance with the statistical standards".

The interpretation and application of clauses such as these is something that will be defined over time through their practical use. Clearly these provisions of the draft legislation are fully in line with Principle 1 of the CoP but, of themselves, they do not necessarily guarantee compliance with the CoP. It would be possible to interpret or apply them in ways that fell short of the expectations of the

CoP. For example, it is not strictly correct to say (in English) that official statistics should not be influenced by public institutions etc. Clearly the influence of these bodies as users of official statistics may be entirely appropriate. What the legislation is obviously referring to is inappropriate influence and that is something that depends on a shared understanding of what is appropriate and what is not, rather than on the wording of the legislation itself. Nonetheless, the wording of the legislation is a substantial bulwark in defence of professional independence and should be recognised as an important step forward.

Bearing these considerations in mind, the Peer Review team concluded that the best way to leave no real risk, or appearance of risk, of inappropriate influence over professional decisions would be for the relevant authorities to explain clearly the nature, meaning and limitations of the supervision relationship in formal documents published alongside the new Statistics Law. A public statement of this kind would serve to remove any ambiguity in this regard.

Similar considerations relate to the appointment and dismissal of the President of CSB. After the open public tender, organised by the State Civil Service Administration, the proposed President of CSB is confirmed by the Cabinet of Ministers and then appointed by the Minister of Economics, who can also dismiss him/her. In these respects the appointment of the President of CSB is no different from the appointment of the head of any other government department of similar standing. The process is set down in the State Civil Service Law and referenced in the By-law of the CSB. The process does not appear to be changed by the draft new Statistics Law.

Indicator 1.8 of the CoP states that the appointment of the heads of NSIs is based on professional competence only. Indicators 1.2 to 1.4 require, in effect, that the heads of NSIs should have the high standing necessary to exercise effective professional control over the statistical system. The existing statutory arrangements for the appointment of the President of CSB do not directly acknowledge these requirements. For example, they do not make any reference to the special position of the individual in terms of international responsibilities, and responsibilities for coordination and standards across many government ministries. However, some parts of the new draft Statistics Law do imply that the President of the CSB must have the capacity expected in the CoP – for example Section 8(8) states that a function of the Bureau is to coordinate and supervise implementation of and compliance with the principles of the CoP. That can be seen as implying that the President shall have the necessary standing and authority.

On the basis of the advice of CSB experts working on the new legislation, the Peer Review team concluded that there was little scope within the statutory structure of public administration in Latvia to create a special process, or special statutory criteria, specifically for the appointment of the President of the CSB, but the draft new Statistics Law could still be seen as meeting the requirements of Principle 1 of the CoP as long as the special responsibilities of the President were formally and publicly recognised in the appointment process itself.

To further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB should:**

- 3. Work with the relevant authorities to ensure that when the new Statistics Law is passed in 2015, the meaning of the formal 'supervision' of the Central Statistical Bureau by the Ministry of Economics is explained publicly in ways that leave no doubt that the approval of plans, questionnaires etc. by Ministers cannot, and will not, be used to exert inappropriate influence over professional decisions. (European statistics Code of Practice, 1.1)**
- 4. Make proposals to the relevant authorities for ways that the special status and professional responsibilities of the President of the Central Statistical Bureau of Latvia, as head of national statistical service, having both coordination and international**

responsibilities, shall be formally recognised in the appointment process. (European statistics Code of Practice, 1.2-1.4, 1.8)

Administrative data quality

In Latvia, as in most European countries, many statistical developments are being driven by the increased availability of administrative databases, owned and controlled by bodies other than the NSI. In the case of Latvia, CSB has good bilateral relationships with the owners of administrative data and has relatively few problems obtaining the data that it requires. However, it is potentially vulnerable to problems arising from uncertain data quality in administrative systems.

The CoP (8.8 and 8.9) requires that agreements should be made with owners of administrative data which set out their shared commitment to the use of these data for statistical purposes and that statistical authorities co-operate with owners of administrative data in assuring data quality. The Peer Review team was told that effective agreements with the owners of administrative data were already established but in discussion there seemed to be scope for greater clarity on the shared responsibility for ensuring that satisfactory audit arrangements (of basic data validity and quality) were in place and were being effective. The Review team also felt that giving an additional focus to the written agreements it has with other institutions to underline the shared responsibility for data quality would strengthen the NSS as a meaningful entity.

In line with an existing ministerial requirement that calls for the whole state administration to use administrative sources as much as possible, CSB should take the initiative to develop further the contents of the agreements, particularly in relation to the systematic audit of basic data quality within administrative systems.

To further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB should:**

- 5. Develop the system of agreements between the owners of administrative data systems and the Central Statistical Bureau of Latvia to ensure the auditing and assurance of the basic data quality. (European statistics Code of Practice, 8.8, 8.9)**

Efficiency

The organisational structure of CSB is typical of many national statistical institutes. The President is in overall charge, with directly subordinated departments and divisions of Legal and Corporate Services, Price Statistics, Macroeconomic Statistics, Methodology and Organisation, Mathematical Support, EU Affairs Coordination and Strategic Planning and Resources. One Vice President manages Business Statistics, Social Statistics, Agricultural and Environment Statistics, Data Processing, Data Collection and Technical Operation departments and sections. Another Vice President has responsibility for Information Technologies and Dissemination.

CSB is a highly centralised organisation with 80 per cent of its staff in its Riga office. In the past there were many regional centres with functions of data collection, data processing, dissemination and information services. As a consequence of IT developments and centralisation of dissemination and information services, there are now only three local Data Collection and Processing Centres in regions with a total of 52 employees. There are no administrative staff in these regional centres. The Peer Reviewers accepted assurances that this model was currently the optimal arrangement with a number of advantages in terms of staff retention and recruitment. However, as technology advances, the balance of advantage may change and the Review team concluded that the continued requirement for the regional centres was something that would have to be kept under review.

The National Statistical System (NSS) of Latvia includes several Other National Authorities (ONAs) producing European statistics, including: Ministry of Economics, Ministry of Agriculture, National Health Service, Office of Citizenship and Migration Affairs, State Boarder Guard, State Employment Agency, Latvian State Institute of Agrarian Economics, Latvian Environmental, Geological and Meteorological Centre, Centre for Disease Prevention and Control, and the Agricultural Data Centre. About 50 further institutions prepare additional official statistics beyond European statistics.

It was noted in discussion that the concept of being a 'producer' of European statistics is potentially ambiguous - a national authority may have a significant role in the production of European statistics without itself being identified as the primary producer. The Peer Review team accepted that this concept is not clear cut and that coordination of the production of European statistics may involve a wider grouping of national authorities.

Some of the institutions referred to above play only a minor role in the collection and processing of European statistics. With budgets under pressure, and small teams of statistical staff, there may in some cases be overall efficiencies to be gained either by working more closely with CSB or by a more comprehensive transfer of statistical responsibilities to the centre.

Principle 10 of the CoP requires simply that resources are used effectively in pursuit of cost effectiveness. Implementation of that principle where statistical resources are distributed across a number of producer bodies inevitably involves careful balancing of the various benefits and disadvantages of further centralisation or alternative ways of using the resources where they currently reside.

To further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB should:**

- 6. Carry out a formal review of whether the European statistics produced in, and published by, Other National Authorities might in some cases be better produced either jointly with the Central Statistical Bureau of Latvia, or entirely by that office. (European statistics Code of Practice, Principle 10)**

Quality Framework

The Quality Framework of CSB is extensive and relatively sophisticated. At the apex of the Framework is the statement of quality policy which sets out in concise form the quality mission, vision and objectives. These principles are also reflected in the CSB mid-term operational strategy and the CSB quality guidelines.

The heart of the Framework is the CSB Quality management system (QMS). The QMS is developed and implemented according to ISO 9001:2008 on the basis of the Generic Statistical Business Process Model (GSBPM, version 4.0). The QMS determines sequences and links between processes, responsibilities of employees within the processes, requirements for processes and statistical products and documentation. The QMS is maintained electronically using QPR software and is available to the employees via the QPR portal.

Methodology and quality indicators for all CSB surveys and processes are included in the CSB Project documentation system. The assessment indicators are derived in accordance with the ESS Quality and Performance Indicators. ESS Quality reports are published on the CSB website. An internal quality audit was completed in March 2014 and its recommendations are now being implemented.

All aspects of quality management are supervised by the Quality Steering Group comprising all directors of departments and independent units of CSB responsible for statistics production and dissemination.

Principle 4 of the CoP says that statistical authorities systematically and regularly identify strengths and weaknesses to continuously improve process and product quality. Having achieved a high level of documentation on quality, efforts should increasingly concentrate on using the systems to drive tangible improvements in process and product quality.

To further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB should:**

- 7. Find ways to actively use the Quality Framework, not just to document and monitor processes, but to drive improvements in quality and systems. (European statistics Code of Practice, Principle 4)**

4.2.2 COORDINATION OF THE NATIONAL STATISTICAL SYSTEM

The Peer Review team noted that there is scope to establish a stronger identity for the Latvian NSS, both to ensure compliance with the CoP and to provide a more integrated service to users.

CSB has established effective cooperation with the other national producers of official statistics; in total, over fifty bodies are identified as providers of official statistics and, together with CSB, they produce all the necessary European statistics. CSB maintains open communication with all of these institutions, and they are periodically consulted in relation to data exchange activities or when specific methodological issues of common concern arise.

One key output of this collaborative effort is the National Programme of Statistical Information (NPSI), which is the result of a yearly operation involving all of the producer institutions. The NPSI is approved by the Cabinet of Ministries, usually at the end of the year. It covers detailed information on all official statistics produced by CSB and other institutions. It is divided into 30 chapters reflecting statistical subject matter areas and includes information on the specified statistical domain, the institution which is responsible for its production, the periodicity of data publication, the method of acquisition of the information and its data sources, and the breakdown of available aggregates. The NPSI and supporting documents also contain valuable information on the use of personal data in the production of statistics, on the date of release, and on the means of publication.

However, the Peer Review team was told that, despite various meetings that take place, the NPSI is mostly compiled by CSB and then sent for endorsement to the other institutions. There did not appear to be any regular system of preparatory meetings aimed at the longer term development of the NPSI programme, for example, to gather information on stakeholders' needs or to discuss together methodological or technical matters of common interest. Meetings of that kind could offer an opportunity to initiate new areas of joint work and to make existing ones more efficient or productive.

Fostering a common vision

The existence of a network of institutions working together with CSB to produce statistics only seems to be formally recognised in relation to the production of the NPSI. It does not currently operate in practice as a readily identifiable and self-aware NSS.

The Peer Review team formed the impression that relationships among these institutions have been established on the basis of data and methodological exchange, rather than with a view to being part of a coherent network or statistical system. In addition, especially during the review meetings with different government ministries and agencies regarded as main 'users', the Peer Review team observed that whilst CSB is undoubtedly a respected professional institution, it is seen mainly as a data provider. It was a common comment that CSB is a very valuable provider, but that the

subsequent use of the statistical data was mainly a matter for the ministries and other subject matter institutions.

There is a risk here. Despite widespread acceptance of the professional and specialist knowledge of CSB, the fact that the main users in central government consider themselves, and not CSB, as the main interface (responsible for analysis, interpretation and presentation of the statistics to wider audiences) means that CSB could in time see its role and influence diminish rather than further strengthen. CSB needs to keep looking for opportunities to demonstrate - to its government partners, to other users and to the public - that its role and capabilities go well beyond simply being a collector of statistical data.

Clearly, at the level of government ministries there will always need to be a partnership, but it should be one in which the NSS is seen as living partner respected and supported by the ONAs. Otherwise, CSB's ability to enforce professional standards and hold the NSS together might become weakened over time rather than grow. CSB should aim to be recognised as the heart of a responsive national system, regardless of how many other contributory organisations are involved, or what proportion of the total statistical output they control. It should be seen as the central source for official statistics, a modern institution playing an active role as coordinator of a national statistical system supporting decision making, for public use.

In meetings with statisticians from two ONAs, the Peer Review team gained the impression that these individuals work in a fairly isolated environment, and that this has been exacerbated by downsizing and budget cuts. The institutions within which they work will normally have a core business in which statistics are not necessarily central, and that, without more active influence from CSB, those institutions may not value and support their own statistical work as much as they should.

It is implicit in Principle 1 of the CoP – indicators 1.3 and 1.4 for example – that the heads of NSIs and heads of ONAs will work closely together and share responsibility for ensuring that statistics are developed, produced and disseminated in an independent manner and for agreeing statistical methods, standards and procedures etc. The Peer Review team thought that there would be value in periodic meetings of the senior staff in CSB and all the main Other National Authorities to help create a shared concept of the NSS to support wide understanding of, and compliance with, the CoP.

To foster a common vision of CSB as an institution at the heart of a shared system, and to further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB should:**

- 8. Develop further the concept of an integrated National Statistical System in which statisticians in Other National Authorities work closely with the Central Statistical Bureau, to a shared Code of Practice and a shared agenda of future developments and closer integration. (European statistics Code of Practice, Principle 1)**

Active coordination

The Peer Review team also concluded that CSB, as the coordinator of the NSS, could do more to support and develop the quality commitment of other statistical authorities. Indicator 4.2 of the CoP states that procedures are in place to plan and monitor the quality of the statistical production process. There is scope for CSB to analyse processes, methodologies and tools of the ONAs and other producers of official statistics, to effectively monitor and enhance quality. The QMS, which is now in place within CSB, contains essential information on requirements for processes, statistical products and documentation, including quality indicators. Its use could be effectively extended to audit processes and be beneficial to all parts of the NSS.

More generally, the interpretation of the CoP in the context of different ONAs can be challenging with the potential for different institutions to implement the CoP in inconsistent ways. It is part of CSB's role under Principle 1 of the CoP to ensure compliance across the NSS and this is explicitly recognised in Section 8 of the draft new Statistics Law.

To this end, and to further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB should:**

- 9. Establish a more active process of checking compliance with the European statistics Code of Practice in Other National Authorities. (European statistics Code of Practice, 4.2 and Principle 1)**

The CSB website contains the list of producers of official statistics, and what they produce, and the NPSI contains detailed information on the data produced and other information. Nonetheless, there is no direct link between the CSB main page and the other producers, except when the NPSI is mentioned. The Peer Review team would have liked to have seen the NSS clearly identified and mentioned as a living partner, a coherent system which all parties support and respect. Although the draft Statistics Law does take some steps in that direction, describing the functioning of the "Production System of Official Statistics", the team concluded that CSB should seek to take the opportunity presented by the new Law to make the NSS more visible and an asset for all.

In particular, steps could be taken to associate some activities, products and events with the NSS as an entity and there should be a concerted effort to deliver a joined-up statistical message to users. The Review team recognises here that the new Law will require the ONAs to publish dates for their press releases on their websites and that this is an important step in itself.

Indicator 1.6 of the CoP states that statistical releases should be clearly distinguished and issued separately from political or policy statements. Whilst that is relatively straightforward for CSB releases, it is more complex where the release is being issued under the banner of a government ministry. The Peer Review team concluded that two steps which in combination would serve to achieve a consistent distinction between products of the statistical system and other government outputs would be a) to clearly label statistical releases as being products of the NSS and b) to ensure that all such releases are announced in a single shared calendar. The latter point would also support the requirement under Principle 15 in the CoP that all European statistics should be released in a convenient manner, available and accessible on an impartial basis. Clearly it is more convenient if they are all released in the same manner, regardless of the producer organisation.

Bearing in mind that news releases and the website are the most public manifestation of the work of the CSB and wider NSS, and to further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB working with all parts of the NSS should:**

- 10. Identify clearly and publicly all news releases and publications of the National Statistical System (and particularly those that relate to European statistics) as products of an integrated statistical system working together to a shared Code of Practice. (European statistics Code of Practice, 1.6)**
- 11. Extend the currently published calendars of news releases, publications and database updates to include, at least, the European statistics outputs of the Other National Authorities. (European statistics Code of Practice, 1.6 and Principle 15)**

Staff development

The Peer Review team's meeting with more junior staff of CSB gave some valuable insights into how the NSS might develop in the future. Among their comments were that: "you can see the results; and you can see why they are like that" and "statistics is to know where we are and where we are going".

All of those who spoke to the Peer Review team, even those who had not been so sure when they started working in CSB, soon understood the importance of the theoretical and practical work in the field of official statistics. For example, it was noted that quality is not just needed for certification, it is important for the country and should be achieved by following carefully articulated steps. Some acknowledged the close cooperation with Eurostat and hoped to play an active part in that.

Principle 3 and Indicator 7.6 of the CoP require that resources be sufficient and that vocational training be available to all staff. The Peer Review team thought that with a view to developing and retaining staff for the longer term, there would be scope for CSB to enhance opportunities for more junior staff within the first years in their jobs, and also to better retain and share expertise by exposing them to different environments within the NSS.

To further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB and other parts of the NSS should:**

- 12. Develop further training and job rotation opportunities for staff in Central Statistical Bureau of Latvia (especially junior staff and also statistical staff in Other National Authorities where this would be beneficial) to gain wider experience. (European statistics Code of Practice, Principle 3 and 7.6)**

4.2.3 USER ENGAGEMENT

The CSB's statement of quality policy and objectives includes objectives to promote the public understanding of statistics and usage possibilities, and to improve the dissemination of statistical information by taking into account user requirements and best practice. The focus in recent years on meeting European requirements, and the high proportion of CSB's work that relates to European statistics, may have tended to reduce the attention paid to the many potential users of official statistics within Latvia and elsewhere. Despite the close working relationships with key users in central government, the Peer Review team observed a more production-oriented approach rather than user-oriented one.

Understanding use and users' needs

The mission of CSB, as stated in its most recent Annual Report, is to provide local and foreign data users with timely, precise, complete, comprehensible and internationally comparable statistical information on the economic, demographic, social and environmental phenomena and processes, using contemporary solutions of information technologies and best practices in the field.

Whilst this is a comprehensive statement in terms of production, it stops short of saying much about enhancing the utility or value of the statistical product. The CoP requires that there should be processes in place to consult users, monitor the relevance and utility of existing statistics in meeting their needs, and consider their emerging needs and priorities. And it also refers to serving the needs of European institutions, governments, research institutions, business concerns and the public generally.

There is no doubt that CSB works closely with some key users - for example in other government ministries and among leading academics. Several users from these groups spoke warmly to the Peer Review team of their regular and constructive dialogue with CSB, leading to new products and services. However, the Peer Review team did not see the same level of engagement with

representatives of wider user communities. It seemed to be assumed, to take an example, that the needs of all users of agriculture statistics would be reflected in the dialogue with the Ministry of Agriculture, and more generally, that central government represented the majority of the possible use of official statistics.

There would be value in researching more fully the use that is actually made of official statistics – looking to identify the sorts of decisions and actions that are influenced by Latvian official statistics whether that is in relation to shaping government policy, informing resource use at a local level, helping business to be competitive internationally, targeting the work of voluntary or charitable bodies, or supporting the general public in relation to their engagement in civil society and the democratic process. Reports and statements about the range of uses that are made of statistics - possibly within statistical press releases - would help to highlight publicly, and to the top levels of government, the real value of the statistics currently produced. Clearly, the nature and extent of the use of official statistics is a key argument in justifying the costs and priority of their production; and it also highlights where there are important uses that may not already be well known or documented.

In some fields the use of official statistics by the many local municipalities in Latvia may, when viewed in aggregate, be as important in terms of public benefit as the use by central government. The use of official statistics by businesses such as the insurance industry may be more extensive and of more public value than it first appears. Researching such questions and publishing the results offers a route to fully meeting the expectation of the CoP that the relevance and value of the statistical product will be monitored.

There are many ways to engage the broad base of users more fully and the Review team concluded that CSB should aim to move progressively in this direction, taking opportunities as they arise and actively looking for new ones. So, for example, the new Statistical Council clearly offers an opportunity not only to widen user dialogue within the Council itself but also to discuss further ideas for user engagement with the Council members. The preparation of the annual NPSI provides an opportunity for seeking more user comments than are currently received – possibly by trailing it more effectively on the CSB website.

Another way to draw the users into dialogue with CSB (and with the other authorities producing official statistics) would be to invite a wider range of external users to participate in the internal working groups and committees that already exist, and possibly also to establish some subject-specific user groups where the user community is sufficiently active to support such groups.

Indicator 11.1 of the CoP refers to the need to monitor the relevance and utility of existing statistics in meeting user needs. Principles 6 and 11 of the CoP require that all users are treated equitably and that their emerging needs are identified and considered in setting priorities. Indicator 7.7 requires co-operation with the scientific community. The Peer Review team saw scope for CSB to go further in these regards with the common aim of opening up dialogue with wider user communities about their use of statistics; their current and future needs, and the best methods of meeting those needs.

To further enhance compliance with the CoP in relation to identifying and meeting user needs, **the Peer Reviewers recommend that CSB should:**

- 13. With a view both to stimulating further use and communicating the practical value of the statistical product, identify and publish further evidence demonstrating the beneficial use made of Latvian official statistics by the wider community of users, including local organisations and the public. (European statistics Code of Practice, 11.1)**
- 14. In line with objectives stated in the Quality Policy of the Central Statistical Bureau of Latvia, find new ways to engage more actively with, and meet the needs of, a wider**

range of users of official statistics including the general public. (European statistics Code of Practice, Principles 6 and 11)

15. **Seek to involve a wider range of users of official statistics, and other external experts in internal CSB committees and working groups to stimulate a focus on user requirements, including those from outside government. (European statistics Code of Practice, 7.7 and 11.1)**

Improving dissemination

As well as developing a more open and active dialogue with users, the Peer Review team concluded that CSB could develop its statistical press releases and publications further in ways that would encourage and support use by a broader range of user communities.

The sort of developments that might be considered further include explaining technical terms more fully and more often, so that less experienced users are not put off or confused by them. Whilst these terms may be explained fully in metadata that can be reached by a link within the published report or release, it will often be more effective if the explanation of technical terms is in the text itself rather than at the end of link.

In some cases there may be scope to offer more insight into the reasons that particular trends or patterns in the statistics are observed. As one person put it to the Peer Review team 'we just say whether it is going up or down'. Where it is possible to state, objectively and factually, why particular trends are observed, it clearly helps the user. Equally, in some cases, it may be helpful to the user to be offered more international comparisons in the text of a release or report.

On a more specific point, the Peer Review team suggests that the headlines included at the top of news releases should always be subject to systematic approval by a senior statistician as being both statistically valid and politically neutral. It was explained that the aim of these headlines is mainly to attract and guide the news media but there is an inevitable risk of going beyond statements that are statistically robust.

In all of these cases, there is a balance to be found between 'holding the hand' of the user and following a safe formula that allows for consistent and objective presentation of statistical data.

Principle 15 of the CoP (Indicator 15.1 in particular) talks about presenting statistics and guidance in a clear and understandable form that facilitates proper interpretation and meaningful comparisons. The Peer Review team concluded that there was scope for quite a lot more advice to help users understand the statistics. This could be done without jeopardising professional independence and would stimulate use, and so further raise the profile and reputation of CSB and of the National Statistical System as a whole.

To further enhance compliance with the CoP, **the Peer Reviewers recommend that CSB should:**

16. **Work with all parts of the National Statistical System to develop the dissemination of official statistics in news releases, statistical publications and online to give more support to less expert users and guide the interpretation of trends and patterns in the statistics so as to reduce the scope for misinterpretation and support constructive use. (European statistics Code of Practice, Principle 15).**

4.3 NATIONAL STATISTICAL INSTITUTE VIEWS WHERE THEY DIVERGE FROM PEER REVIEWERS' ASSESSMENT

CSB of Latvia does not have any diverging view on the report.

ANNEX A: PROGRAMME OF THE VISIT

PEER REVIEW VISIT TO LATVIA

29 September – 3 October 2014

AGENDA

Time	Programme	Organisation	Participants
Day 1 – Monday 29 September 2014			
09.00 – 11.30	PR team discussion to finalise the preparation of the visit.		
11.30 – 11.45	Coffee break		
11.45 – 13.00	Preparatory meeting with the NSI coordinator team and, possibly, other national participants to discuss practical aspects of the visit: introduction of programme, organisational matters.	CSB Latvia	Jolanta Minkevica, Andis Rožkalns, Ieva Zemeskalna
13.00 – 13.45	Lunch		
13.45 – 15.15	General information session with a description of how the national statistical system is organised.	CSB Latvia	Aija Žīgure, Norberts Tālers, Kaspars Misāns, Janīna Dišereite, Ieva Začeste, Jolanta Minkevica, Ieva Pauļuka
15.15 – 15.30	Coffee break		
15.30 – 17.00	The statistical law and related legislation (CoP principles 1, 2, 5 and 6)	CSB Latvia	Aija Žīgure, Norberts Tālers, Kaspars Misāns, Ieva Začeste, Uldis Ainārs, Kristaps Miļevskis, Jolanta Minkevica, Anita Raubena, Ilze Skujeniece, Dace Tomase, Inga Kunstvere, Pēteris Veģis
Day 2 – Tuesday 30 September 2014			
09.15 – 10.15	Cooperation / level of integration of the ESS		Aija Žīgure, Norberts Tālers, Pēteris Veģis, Ilze Skujeniece, Dace Tomase, Uldis Ainārs, Jolanta Minkevica, Ieva Zemeskalna, Janīna Dišereite, Dana Zariņa, Ilona Kallione, Elga Bendrāte
10.15 – 10.30	Coffee break		
10.30 – 12.15	Programming, planning and resources, including training (CoP principles 3, 9 and 10)	CSB Latvia	Aija Žīgure, Norberts Tālers, Kaspars Misāns, Jolanta Minkevica, Janīna Dišereite, Ieva Začeste, Anita Raubena, Ilze Skujeniece, Dace Tomase, Inga Kunstvere, Pēteris Veģis, Lija Luste, Aiva Irbe
12.15 – 13.15	Lunch		
13.15 – 14.45	Meeting with main users – Ministries and other public/private institutions (including Central Bank as a user)	Bank of Latvia	Līva Zorgenfreija, Aleksejs Meļihovs, Daiga Gaigala-Ližbovska, Iveta Salmiņa
		Ministry of Agriculture	Zigmārs Ķikāns, Lelde Celmiņa
		Ministry of Environmental Protection and Regional	Agita Gancone, Helēna Rimša

Time	Programme	Organisation	Participants
		Development	
		Ministry of Economics	Ludis Neiders, Anta Leite, Edmunds Gerģelevičs
		Ministry of Finance	Mārtiņš Āboliņš, Jūlija Keķļa
		Ministry of Welfare	Evija Kūla, Gundars Ignats
		Association of Latvian Travel Agents and Tour Operators	Marina Paņkova
		Association of Mechanical Engineering and Metalworking Industries of Latvia	Toms Grīnfelds
		Latvian Merchants' Association	Austris Kalniņš
14.45 – 15.00	Coffee break		
15.00 – 16.00	Meeting with main users – Media	Dienas Bizness	Māris Ķirsons
		Diena	Aļona Zandere
		BNS	Inguna Ukenābele
		Latvijas Avīze	Sandra Dieziņa
16.00 – 17.00	Meeting with main users – Scientific community	University of Latvia	Zaiga Krišjāne, Juris Krūmiņš
		Rīga Stradiņš University	Ģirts Briģis

Day 3– Wednesday 1 October 2014

09.00 – 10.30	Quality (organisational structure, tools, monitoring, ...) (CoP principles 4 and 11 to 15)	CSB Latvia	Kaspars Misāns, Norberts Tālers, Jolanta Minkevica, Andis Rožkalns, Ieva Pauļuka, Uldis Ainārs, Ilze Skujeniece, Sarmīte Prole, Anita Raubena, Dace Tomase, Elga Bendrāte, Inga Kunstvere, Maranda Behmane, Pēteris Veģis, Mārtiņš Liberts
10.30 – 10.45	Coffee break		
10.45 – 11.45	Quality (practical application and examples, CoP principles 4 and 11 to 15)	CSB Latvia	Kaspars Misāns, Norberts Tālers, Jolanta Minkevica, Andis Rožkalns, Ieva Pauļuka, Uldis Ainārs, Ilze Skujeniece, Sarmīte Prole, Anita Raubena, Dace Tomase, Elga Bendrāte, Inga Kunstvere, Maranda Behmane, Pēteris Veģis, Mārtiņš Liberts
11.45 – 13.15	Dissemination, including users' role (CoP principles 6, 11 and 15)	CSB Latvia	Kaspars Misāns, Norberts Tālers, Jolanta Minkevica, Uldis Ainārs, Anita Raubena, Ilze Skujeniece, Dace Tomase, Inga Kunstvere, Maranda Behmane, Pēteris Veģis, Kristaps Miļevskis, Andis Rožkalns
13.15 – 14.00	Lunch		
14.00 – 15.00	Methodology, data collection, data processing and administrative data,	CSB Latvia	Aija Žīgure, Kaspars Misāns, Norberts Tālers, Jolanta Minkevica, Ieva

including confidentiality (CoP principles 2,5, 7 and 8)

Začeste, Uldis Ainārs, Kristaps Miļevskis, Anita Raubena, Ilze Skujeniece, Dzintra Bērziņa, Ilona Kallione, Sarmīte Prole, Dace Tomase, Elga Bendrāte, Inga Kunstvere, Zaiga Priede, Maranda Behmane, Pēteris Veģis, Mārtiņš Liberts, Ramona Skakunova, Viktors Veretjanovs

15.00 – 15.15	Coffee break		
15.15 – 17.00	Methodology, data collection, data processing and administrative data, including confidentiality (CoP principles 2,5,7 and 8) (Cont'd)	CSB Latvia	Aija Žīgure, Kaspars Misāns, Norberts Tālers, Jolanta Minkevica, Ieva Začeste, Uldis Ainārs, Kristaps Miļevskis, Anita Raubena, Ilze Skujeniece, Dzintra Bērziņa, Ilona Kallione, Sarmīte Prole, Dace Tomase, Elga Bendrāte, Inga Kunstvere, Zaiga Priede, Maranda Behmane, Pēteris Veģis, Mārtiņš Liberts, Ramona Skakunova, Viktors Veretjanovs

Day 4 – Thursday 2 October 2014

09.00 – 10.30	Meeting with Centre for Disease Prevention and Control	Centre for Disease Prevention and Control	Jānis Misiņš
10.30 – 10.45	Coffee break		
10.45 – 11.45	Meeting with the Latvian State Institute of Agrarian Economics	Latvian State Institute of Agrarian Economics	Dr. oec. Valda Bratka, Dr.oec. Armands Vēveris
11.45 – 13.00	Meeting with Junior staff	CSB Latvia	Flēra Pētersone, Ieva Pauļuka, Sigita Šulca, Madara Liepiņa, Laine Liepiņa, Olga Jevsejeva, Vera Suzdaļenko, Līga Reinfeldē
13.00 – 14.00	Lunch		
14.00 – 15.00	Coordination role of the NSI	CSB Latvia	Jolanta Minkevica, Anita Raubena, Ilze Skujeniece, Vija Veidemane, Maranda Behmane, Pēteris Veģis, Mārtiņš Liberts, Aiva Irbe, Ieva Zemeskalna
15.00 – 15.15	Coffee break		
15.15 – 17.00	Meeting with main data providers/respondents	AS "Latvijas Finieris"	Pauls Ābele
		SIA "Rīgas meži"	Jolanta Dreimane
		AS "Rīgas piena kombināts"	Zinaīda Mūrniece
		AS "Latvenergo"	Olga Ozoliņa, Dzintars Stradiņš, Jānis Dumpis
		SIA "Premier restaurants Latvia"	Diāna Kreicberga

Day 5 – Friday 3 October 2014

09.00 – 10.30	PR team discussion		
10.30 – 11.00	Coffee break		
11.00 – 12.45	Clarifications, remaining or additional issues and focus areas		Jolanta Minkevica, Andis Rožkalns, Ieva Zemeskalna
12.45 – 13.30	Lunch		
13.30 – 15.30	Meeting with senior management: conclusions and recommendations		Aija Žīgure, Norberts Tālers, Kaspars Misāns, Ieva Začeste, Uldis Ainārs, Ilze

Skujeniece, Anita Raubena, Dace
Tomase, Inga Kunstvere, Maranda
Behmane

15.30 – 17.00	Preparation of the report: task sharing	PR team	PR team
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ANNEX B. LIST OF PARTICIPANTS

	Peer reviewers
1	Mr Richard Alldritt, United Kingdom (chair)
2	Ms Michelle Jouvenal, Italy
3	Mr Jan Matejcek, Czech Republic
	Observer
1	Ms Kirsi Karkkainen, Eurostat, Task Force Peer Reviews
	Participants from Central Statistical Bureau of Latvia
	Management of Central Statistical Bureau of Latvia:
1	Ms Aija Žīgure, President
2	Mr Kaspars Misāns, Vice President
3	Mr Norberts Tālers, Vice President
4	Ms Ilze Skujeniece, Director, Business Statistics Department
5	Ms Maranda Behmane, Director, Social Statistics Department
6	Ms Inga Kunstvere, Director, Price Statistics Department
7	Ms Dace Tomase, Director, Macroeconomic Statistics Department
8	Ms Ieva Začeste, Director, Legal and Corporate Services Department
9	Ms Janīna Dišereite, Director, Strategic Planning and Resources Management Department
10	Mr Uldis Ainārs, Director, Information, Publishing and Printing Department
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