PEER REVIEW REPORT

ON COMPLIANCE WITH THE EUROPEAN STATISTICS CODE OF PRACTICE AND FURTHER IMPROVEMENT AND DEVELOPMENT OF THE NATIONAL STATISTICAL SYSTEM

PORTUGAL

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1. EXECUTIVE SUMMARY

Established in 1935, Statistics Portugal is the Portuguese statistical authority with full professional and technical independence. It is the central body responsible for the production and dissemination of official statistics and the technical and scientific supervision and coordination of the Portuguese Statistical System. For budgetary purposes, Statistics Portugal reports to the Ministry of the Presidency. The Portuguese Statistical System's Law, Law No. 22/2008 of 13 May[1] (the statistical law) establishes the general basis for the Portuguese Statistical System, stipulating its core principles, rules and composition. The statistical law provides a strong legal mandate for the system and has played a central role in the development of a mature Portuguese Statistical System that demonstrates a high level of awareness of and adherence to the principles of European Statistics.

Decree-Law No. 136/2012 defines the organic structure, mission and responsibilities of Statistics Portugal and makes provision for the central coordination of the Portuguese Statistical System by Statistics Portugal. The internal organization is defined by Executive Order No. 423/2012, amended by Executive Order No. 120/2014 and by Executive Order No. 68/2019. The Decree Law No. 136/2012 also states that, as the Portuguese statistical authority and in accordance with the statistical law, Statistics Portugal is empowered to require the provision (mandatory and free of charge) of the information necessary for the production of official statistics.

According to the statistical law, Statistics Portugal can delegate functions of the production and dissemination of specific official statistics to Other National Authorities, while ensuring methodological coordination and monitoring of compliance with the statistical law, the European Statistics Code of Practice and the relevant statistical policies of Statistics Portugal. Currently, five protocols for the delegation of statistical functions to Other National Authorities are in place with all five of the Other National Authorities participating in this peer review.

A clear focus on a quality management system is a core strength of the Portuguese Statistical System. For Statistics Portugal and the Other National Authorities, the commitment to quality and sound methodology is evident through the development of documentation such as the Statistical Production Process Handbook (based on the Generic Statistical Business Process Model) - a systematic documentation of the phases and sub-processes followed by each of the statistical surveys or activities of Statistics Portugal, which was shared with all the Other National Authorities. A standardised methodology document is also available for all the statistical activities of Statistics Portugal and the Other National Authorities, and these documents are published on the websites of Statistics Portugal and the relevant Other National Authorities. The focus on quality, together with the significant work in this area since the previous peer review, has placed Statistics Portugal in a strong position to attain ISO 9001 certification by its target date of end-2023.

In recent years, and in the context of the development of its National Data Infrastructure, Statistics Portugal and the Other National Authorities have made significant progress in the use of administrative data to meet current and evolving user needs, while reducing primary data collection

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[1] https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_inst_legislacao

and statistical production costs and reducing response burden. The National Data Infrastructure initiative puts the intensive and integrated use of administrative data in the production of statistics at the centre of Statistics Portugal's strategy and is a core strength of the Portuguese Statistical System (aligned with the General Guidelines of Official Statistical Activity 2018-2022). Additionally, Statistics Portugal has worked closely with primary data providers to automate, streamline and simplify the processes for responding to surveys. The provision of personalised feedback reports to enterprises participating in business surveys, integrating Statistics Portugal's dissemination data with the individual indicators of the specific enterprise, has significantly improved the relationship with these data providers.

The developments and innovations in accessing and integrating traditional and new data sources place Statistics Portugal in a very strong position to meet new user needs. With regard to meeting these new and evolving needs, Statistics Portugal has developed a dedicated section on its website, StatsLab,[2] for the publication of new statistical products. StatsLab's outputs use administrative and unconventional data sources and new methodologies. This approach to publishing products under development provides an important engagement opportunity for innovations while allowing Statistics Portugal and the Other National Authorities to be transparent about any caveats on data sources or methodologies.

In conclusion, the Portuguese Statistical System has many strengths and there is a very high level of compliance with the European Statistics Code of Practice (ES CoP). However, the peer review team identified 15 recommendations, of which fourteen are improvement-related and one is compliance-relevant. They are grouped under four main headings and listed below.

RECOMMENDATIONS

I. Strengthening the National Statistical System

The statistical law establishes a centralised National Statistical System, including several producers of official statistics and a Statistical Council. According to the statistical law, Statistics Portugal is the central body of the Portuguese Statistical System responsible for developing, producing and disseminating official statistics and for supervising and coordinating technical and scientific matters within the Portuguese Statistical System. However, the statistical law states in particular that '*The Statistical Council is the Government body which oversees and coordinates the Portuguese Statistical System'.* The peer review team considered that some provisions in the statistical law may potentially cause confusion regarding the coordination of the Portuguese Statistical System, which should be addressed in a future revision of the statistical law.

To improve beyond compliance with the ES CoP, the peer review team recommends:

1. Statistics Portugal and the relevant government authorities should revise the statistical law to clarify the role of the Statistical Council at the next update of the statistical legislation. (Improvement-related: ES CoP, Indicator 1.4)

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[2] https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_statslab

Currently, there is no single logo for the official statistics published by Statistics Portugal and the Other National Authorities. The peer review team noted that such a logo was used in the past and that reintroducing a shared logo would be an opportunity to strengthen the brand of official statistics. A logo would also underline the independence of official statistics from other outputs and the strong adherence to the ES CoP by Statistics Portugal and the Other National Authorities.

To improve beyond compliance with the ES CoP, the peer review team recommends:

2. Statistics Portugal and the Other National Authorities should introduce the systematic use of a logo to strengthen the brand of official statistics through clear identification of official statistics. (Improvement-related: ES CoP, Indicator 1.6)

The appointment procedure for the President of Statistics Portugal and the other two members of the Board follows the same rules applied across the Portuguese Public Administration for top management positions. In this regard, considering that Statistics Portugal is a Public Institute of special regime by Decree-Law No. 136/2012 referring specifically to the appointment and dismissal procedures, and in accordance with the Public Manager Statute (Decree Law No. 71/2007), the members of the Board are appointed by a Resolution of the Council of Ministers, following an evaluation by the independent Commission for Recruitment and Selection for Public Administration top management positions. The evaluation by this independent Commission is comprehensive and includes curriculum evaluation, an independent professional interview and assessment of the person's suitability for the role. Building on the current rigorous appointment process, the peer review team identified an opportunity to further strengthen the perception of statistical independence through increased transparency and publicity on the commencement of the recruitment process.

To further comply with the ES CoP, the peer review team recommends:

3. Statistics Portugal and the relevant government authorities should develop greater transparency at the commencement of the recruitment procedure governing the appointment of the members of the Board of Statistics Portugal. (Compliance-relevant: ES CoP, Indicator 1.8)

The high levels of Statistics Portugal's close coordination of, and collaboration with, the Other National Authorities were very evident to the peer review team, as was the Other National Authorities' positive engagement and participation in the work and discussions coordinated through the Statistical Council. The peer review team identified an opportunity to further develop this coordination through the expansion of multilateral engagement across Statistics Portugal and the Other National Authorities. This engagement could focus on common challenges related to methodology, new data sources, privacy-enhancing technologies and joint research and output opportunities.

To improve beyond compliance with the ES CoP, the peer review team recommends:

4. Statistics Portugal should extend its engagement with and coordination of the Other National Authorities in areas including, but not limited to, methodology, new data sources, privacy-enhancing technologies, joint research projects and joint publications. (Improvement-related: ES CoP, Indicators 7.2, 2.4, 5.5 and 7.7)

The use of administrative data by Statistics Portugal and the Other National Authorities continues to grow, with a very clear focus on using new data sources to minimise the statistical burden of data collection operations on enterprises and citizens, as well as supporting the development of new statistical indicators. With these objectives in mind, Statistics Portugal liaises with both public and private entities on access to data. However, the peer review team noted that there is currently no legal basis for access to privately held data. Access to such data is currently only possible via negotiations with holders of individual private data and there is no guarantee that such access will be provided free of charge.

To improve beyond compliance with the ES CoP, the peer review team recommends:

5. Statistics Portugal and the relevant government authorities should ensure that the statistical law enables wider access to privately held data and new data sources for the investigation of statistical potential, and for use in the compilation of official statistics. (Improvement-related: ES CoP, Indicators 2.4 and 2.2)

Taking into account the amount of time required to update the statistical law and recognising the need for Statistics Portugal to gain further experience on the statistical potential of privately held data, the peer review team identified an opportunity for Statistics Portugal to further develop partnerships and relationships with key stakeholders and to investigate how their data can help meet growing user needs.

To improve beyond compliance with the ES CoP, the peer review team recommends:

6. Statistics Portugal should develop sustainable partnerships with private data holders to investigate the statistical potential of the data and opportunities for their use in the compilation of official statistics. (Improvement-related: ES CoP, Indicator 2.4)

II. Ensuring the adequacy and sustainability of human and financial resources

In addition to the recommendation on extending engagement with the Other National Authorities on methodology and other issues, the peer review team identified an opportunity for the systematic liaison between Statistics Portugal and the Other National Authorities on common training programmes to further develop existing skills and support the development of future-focused skill sets needed to work with new data sources, technologies and techniques.

To improve beyond compliance with the ES CoP, the peer review team recommends:

7. Statistics Portugal should liaise systematically with the Other National Authorities on common training opportunities. (Improvement-related: ES CoP, Indicators 3.1 and 7.3)

As set out in its Quality Charter, Statistics Portugal is committed to staff training and skills development and the peer review team was informed about some formal options for staff to be included in research and education schemes. To enhance staff development and address staff retention challenges in particular, the peer review team identified an opportunity for Statistics Portugal and the Other National Authorities to extend existing formal training and education schemes and to promote these schemes as part of staff recruitment.

To improve beyond compliance with the ES CoP, the peer review team recommends:

8. Statistics Portugal and the Other National Authorities should support formal skills development and education opportunities for staff in order to attract, develop and retain the necessary skills. (Improvement-related: ES CoP, Indicators 7.6 and 3.1)

Ensuring the adequacy and sustainability of human resources was one of the main challenges for Statistics Portugal and the Other National Authorities identified by the peer review team, and the urgency of the situation with regard to skills shortages, an ageing workforce and salary incentives for talent recruitment and retention was mentioned repeatedly during the discussions between the peer review team, Statistics Portugal and the Other National Authorities.

To improve beyond compliance with the ES CoP, the peer review team recommends:

9. The relevant government authorities, Statistics Portugal and the Other National Authorities should undertake concrete initiatives to ensure adequate resourcing for the compilation of official statistics, particularly to allow further use of new data sources and innovative technologies in a changing data landscape. (Improvement-related: ES CoP, Indicators 3.1 and 10.2)

III. Further strengthening quality and processes

Statistics Portugal's Quality Charter, published on its website, sets out its commitment to the quality and credibility of official statistics and presents its quality commitment with regard to respondents, users of statistical information and all interested citizens and stakeholders. The Other National Authorities' commitment to quality is publicised through their own quality charters (Carta da Qualidade) or through a dedicated quality manual on their websites. Building on existing frameworks and processes, the peer review team identified an opportunity for Statistics Portugal and the Other National Authorities to further develop communication with users on quality standards and developments.

To improve beyond compliance with the ES CoP, the peer review team recommends:

10. Statistics Portugal should improve communication with users on metadata and quality, including the development and dissemination of standardised quality reporting. (Improvement-related: ES CoP, Indicators 15.1 and 15.7)

Statistics Portugal recognises the benefit of internal audits, but restrictions on human resources have meant that no audits have been carried out by internal Statistics Portugal staff since 2010. The significant work in progress to attain ISO 9001 certification for its quality management system, the Statistical Production Process Handbook developed by Statistics Portugal and the continuous work on

quality improvements provide assurance on Statistics Portugal's commitment to quality to the peer review team. The peer review team nevertheless, considered that a review of opportunities for streamlined internal auditing should be conducted by Statistics Portugal building on existing quality assurance processes.

To improve beyond compliance with the ES CoP, the peer review team recommends:

11. Statistics Portugal should review opportunities for internal auditing, taking existing quality assurance processes into account. (Improvement-related: ES CoP, Indicator 4.4)

The peer review team noted that the Other National Authorities did not adhere to standard release times. To clearly demonstrate their independence in the dissemination of official statistics, the peer review team considered that each Other National Authority should set a standard release time for their official statistical outputs and that such release times should be made public. In order to highlight membership of the Portuguese Statistical System, and to be as user-friendly as possible, the standard release time would ideally be the same for all Other National Authorities and would be aligned with Statistics Portugal practices.

To improve beyond compliance with the ES CoP, the peer review team recommends:

12. All the Other National Authorities should implement a standardised release time and make it public. (Improvement-related: ES CoP, Indicator 6.5)

IV. Meeting evolving user needs

Statistics Portugal and the Other National Authorities have a clear focus on meeting evolving user needs through the use of new data sources and methodologies. Two of the cornerstones of Statistics Portugal's strategy (aligned with the General Guidelines of Official Statistics 2018-2022) are the National Data Infrastructure, a multiannual strategic objective that aims to adopt the most intensive and integrated use of data, particularly administrative data, and StatsLab, a dedicated section of Statistics Portugal's website for the publication of statistical products that use administrative and unconventional data sources and new methodologies. The peer review team recognised the significant progress made on these two strategic initiatives and identified an opportunity to further promote and socialise their objectives and benefits across the Portuguese Statistical System and with users.

To improve beyond compliance with the ES CoP, the peer review team recommends:

13. Statistics Portugal should develop a multiannual plan to embed the National Data Infrastructure and StatsLab into the Portuguese Statistical System. (Improvement-related: ES CoP, Indicator 11.1)

As part of the European Statistical System's Vision 2020 DIGICOM project, developments in the area of statistical literacy, including programmes for second- and third-level students and information sessions for advanced and media users organised by Statistics Portugal, have greatly contributed to improving users' understanding of official statistics. Recognising the important progress made on outreach initiatives to all types of users, the peer review team encourages Statistics Portugal to continue developing these programmes.

To improve beyond compliance with the ES CoP, the peer review team recommends:

14. Statistics Portugal and the Other National Authorities should continue to develop targeted and general communication to improve the profile of official statistics, including engagement with users to promote statistical literacy. (Improvement-related: ES CoP, Indicators 11.1, 15.6 and 15.7)

The Statistics Portugal website (www.ine.pt) is the main channel for the dissemination of statistical outputs and related information. The peer review team felt that the amount of information available in English could be expanded, as did some users. The peer review team encourages Statistics Portugal to continue developing website navigation while considering how accessibility can be improved for all types of users.

To improve beyond compliance with the ES CoP, the peer review team recommends:

15. Statistics Portugal should improve the navigation functionalities of the Statistics Portugal website for all user types and should further optimise accessibility to the data of Statistics Portugal and the Other National Authorities via the website. (Improvement-related: ES CoP, Indicator 15.2)

In the spirit of continuous improvement integral to the European Statistical System (ESS), Statistics Portugal will interpret the recommendations formulated in this report into improvement actions for implementation within the National Statistical System (NSS).

2. INTRODUCTION

It is recognised that quality is one of the European Statistical System's (ESS) comparative advantages in a world experiencing a growing trend of instant information and new challenges, driven by exceptional circumstances or the continuous need for faster but quality-assured data. The European Statistics Code of Practice (ES CoP) is the cornerstone of the ESS common quality framework, and the ESS statistical authorities have committed themselves to adhere to it.

In this context, it is crucial for the ESS to be equipped with a review mechanism, the peer reviews, supporting with credible evidence this self-commitment to adhere to the ES CoP. The objective of this review mechanism is to enhance the integrity, professional independence and accountability of the ESS statistical authorities. The first round of peer reviews was carried out in 2006-2008, followed by a second round in 2013-2015.

In 2017, the ES CoP was reviewed and extended and now encompasses 16 principles. This revised version of the ES CoP triggered a third round of peer reviews, being carried out in the Member States of the European Union and of the European Free Trade Association (EFTA), and Eurostat from 2021 to mid-2023. This round of peer reviews aims at improving the quality and trust in European statistics by assessing the compliance of the ESS with the principles of the revised ES CoP. The peer reviews cover the ESS statistical authorities (Eurostat, the National Statistical Institutes (NSIs) and selected Other National Authorities (ONAs)) developing, producing and disseminating European statistics. The peer reviews will be followed by a period of annual monitoring of the implementation of the improvement actions developed by the NSIs to address the recommendations laid down in the peer review reports.

The third round of peer reviews has the following two objectives:

- To review the compliance/alignment of the ESS with the ES CoP, in order to demonstrate to the ESS and to external stakeholders that the ESS is a system based on the principles of the ES CoP;

- To help NSIs, ONAs and Eurostat in their further improvement and development by indicating future-oriented recommendations; at the same time, they should stimulate government authorities to support the implementation of these recommendations.

Each peer review is conducted by a team of four statistical experts (both from inside and outside the ESS). The peer review has four phases: completion of the Self-Assessment Questionnaires (SAQs) by a country; analysis of these SAQs by the peer review team; a country visit by the peer review team; and the preparation of the final report and ensuing recommendations by the peer review team. These recommendations are of two types:

- Compliance-relevant (ensuring compliance/alignment with the ES CoP);
- Improvement-related (less critical/technical supporting improvements).

A combination of an audit-like and a peer review approach is used when assessing the national statistical systems (NSS) in the countries to benefit from the positive aspects of both approaches. The audit-like approach requires the provision of documents as evidence, the ownership of the recommendations by the peer review expert team, and the right for the NSIs to express diverging views on the recommendations and to formulate the corresponding improvement actions. Whereas

the peer review approach allows for common agreement within the ESS on the methodology, the objectives, scope and implementation arrangements, the focus on improvements and a peer learning process.

Although all principles of the ES CoP will be reviewed for all countries through the SAQ, the peer review experts are free to customise the country visit to concentrate on those principles where more clarification/explanation is needed. However, certain principles such as those concerning professional independence and coordination and cooperation, as well as principles including elements of modernisation, will be assessed during the peer review visit for every member of the ESS.

In addition to the common principles to be addressed for every member of the ESS, the peer review team also placed an emphasis on relevance and on accuracy and reliability.

Relevance (ES CoP Principle 11) was identified as an important principle for review, given the focus on modernisation and innovation in this round of peer reviews, and also because of the challenges that emerged during the COVID-19 pandemic and the national statistical system's response to meeting existing and new user needs.

Output quality is a fundamental aspect of official statistics and the assurance that statistical outputs are accurate and reliable is critical for output quality. Underlining the importance of output quality, Accuracy and Reliability (ES CoP Principle 12) was an additional area of focus for the peer review team, complementing the focus on Commitment to Quality (ES CoP Principle 4) in this round of peer reviews.

Also, although the reports should not be used to compare one country to another, much effort has been made to ensure the harmonisation of the reports and the ensuing recommendations across the countries so that all countries are treated equitably.

The peer review of Eurostat was conducted by the European Statistical Governance Advisory Board (ESGAB).

3. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM

Legislation

The Portuguese Statistical System's Law (the statistical law) establishes the general basis for the Portuguese Statistical System, stipulating its core principles, rules and composition, and provides a comprehensive legal framework for the organisation, production and dissemination of official statistics in Portugal. The statistical law has played a central role in the development of a mature National Statistical System in which all actors demonstrate a high level of awareness on and adherence to the principles of the ES CoP. The Decree Law No. 136/2012 defines the organic structure, mission and responsibilities of Statistics Portugal and also contains provisions for the central coordination of the Portuguese Statistical System by Statistics Portugal. The internal organization is defined by Executive Order No. 423/2012, amended by Executive Order No. 120/2014 and by Executive Order No. 68/2019.

Organisation

The statistical law establishes a centralised National Statistical System that includes several producers of official statistics and a Statistical Council. The producers are defined in the statistical law as statistical authorities and consist of Statistics Portugal (Instituto National de Estatística), the Central Bank (Banco de Portugal), the Regional Statistical Services of the Autonomous Regions of Azores (SREA) and Madeira (DREM), and five Other National Authorities (ONAs). The ONAs produce specific official statistics by delegation from Statistics Portugal, governed by detailed written protocols of delegated statistical functions. Statistics Portugal is the central body responsible for the production and dissemination of official statistics, and for ensuring the supervision and technical and scientific coordination of the Portuguese Statistical System.

Statistics Portugal is a Public Institute of special regime within the indirect State administration by Decree-Law No. 136/2012. It has administrative autonomy, enjoying technical and professional independence, and reports to the Ministry of the Presidency. Statistics Portugal is a centralised institution with headquarters in Lisbon and delegations in four cities (Porto, Coimbra, Évora and Faro). It is managed by a Board consisting of a President and two other Board Members. Under the Board, the organisation is structured into seven Departments, which comprise 29 Units. The delegations of the four cities report ultimately to the Board and for the technical aspects of their operation, these delegations liaise with the subject matter areas in the relevant Department, in particular with the Data collection and Management Department on field work and data collection.

The Statistical Council of Portugal is chaired by the member of Government responsible for Statistics Portugal, with the President of Statistics Portugal as vice-chair, and is composed of 28 members representing producers and main users of official statistics. It meets in plenary sessions, restricted sessions and thematic sections (currently seven), which may also decide to set up Working Groups (gathering representatives of public and/or private entities and experts to examine specific issues). The Statistical Council has various powers and tasks, as set out in Articles 13 to 15 of the statistical law

and including, most notably, the definition and approval of the "General Guidelines of Official Statistical Activity" and relevant priorities, every five years.

Appointment Procedure for the Head of the NSI

The appointment procedure for the President of Statistics Portugal and the other two members of the Board follows the same rules applied across the Public Administration for top management positions. In this regard, considering that Statistics Portugal is a Public Institute of special regime by Decree-Law No. 136/2012 referring specifically to the appointment and dismissal procedures, and in accordance with the Public Manager Statute (Decree Law No. 71/2007), the members of the Board are appointed by a Resolution of the Council of Ministers, after hearing the outcome of the CV assessment and interview process carried out by the independent Commission for Recruitment and Selection for Public Administration top management positions (CRESAP).

The Board has a five-year mandate, renewable once. Article 9 of the Decree Law No. 136/2012 stipulates that '*the President and the other members of the Board shall be chosen on the basis of professional criteria from among persons of recognised standing, independence, management ability and experience as well as suitable statistical and economic knowledge'.* The same Article includes provisions on their independence as well as grounds for their dismissal that include resignation or duly proven serious infringement of the law but exclude matters of professional and scientific independence.

Statistical Programmes

Aligned with the three overarching objectives of relevance, quality and collaboration set out in its strategy, Statistics Portugal produces an annual work programme and an annual activity report, both of which are publicly available on its website. The statistical activity of the ONAs with delegated statistical functions is an integral part of Statistics Portugal's annual work programme. This programme contains the main objectives, achievements and outcomes of statistical activities, including the dissemination calendar, the resources needed to implement the programme and reference to statistical cooperation with other entities. The annual work programme and its annual activity report are discussed and considered in the Statistical Council's Standing Section on Coordination, chaired by Statistics Portugal. Recommendations from the Standing Section on Coordination are submitted to the Statistical Council Plenary Session, where the final discussions appraising the annual work programme are held.

Resources

The human and financial resources of Statistics Portugal allocated to implement the 2022 annual work programme were, respectively, 687 staff members (69% with University degree) and €34.3 million. The corresponding totals for Statistics Portugal and the ONAs amount to a staff of 794 (68% with University degree) and a budget of €38.7 million.

Coordination of the National Statistical System

According to the statistical law, Statistics Portugal is the central body of the Portuguese Statistical System, responsible for developing, producing and disseminating official statistics, supervising and

coordinating technical and scientific matters within the Portuguese Statistical System, and is the European Commission's national contact point for statistical matters within the European Statistical System. The statistical law also states that '*The Statistical Council is the Government body which oversees and coordinates the NSS'.* The Decree Law No. 136/2012 defines the organic structure, mission and responsibilities of Statistics Portugal and contains provisions for the central coordination of the Portuguese Statistical System by Statistics Portugal.

Effective coordination of the Portuguese Statistical System is greatly strengthened by a number of formal and informal processes, tools and procedures that have been established over the years, including protocols between Statistics Portugal and the ONAs, common annual activity planning and reporting processes, use of standard methodological documents and metadata, dissemination of the official statistics of the ONAs through Statistics Portugal's portal and formal reporting between Statistics Portugal and the ONAs on Eurostat meetings.

Other National Authorities Participating in this Peer Review

The Portuguese Statistical System covers five ONAs, all of which are central services within a ministry or ministries. The following five ONAs participated in this peer review:

- The Directorate-General for Justice Policy (DGPJ) is located within the Ministry of Justice and is responsible for producing and disseminating official statistics in the area of Justice. The compilation and dissemination of all justice statistics are fully delegated to the DGPJ, which performs these tasks in a specific statistical unit.

- The Directorate-General for Natural Resources, Safety and Maritime Services (DGRM) is a central service within the Ministry of Economy and Maritime Affairs, the Ministry of Infrastructure and Housing and the Ministry of Agriculture and Food. DGRM is responsible for the production and dissemination of official statistics in the areas of fisheries and aquaculture.

- The Directorate-General for Education and Science Statistics (DGEEC) is a central service within the Ministry of Education and the Ministry of Science, Technology and Higher Education. DGEEC is responsible for the production and dissemination of official statistics in the areas of education, training and learning, science and technology and the information society, performing these tasks in specific statistical units.

- The Office for Strategy and Planning (GEP) is located within the Ministry of Labour, Solidarity and Social Security. A specific statistical unit within GEP is responsible for the production and dissemination of official statistics in the areas of the Labour market and vocational training.

- The Directorate-General for Energy and Geology (DGEG) is part of the Ministry of Environment and Climate Action. DGEG is responsible for the production and dissemination of official statistics in the areas of energy and geological resources, performing these tasks in a specific statistical unit.

Data Access

Since the Portuguese statistical authorities are responsible for the production of official statistics, they are empowered by the statistical law to require all services, bodies and natural and legal persons to

provide the information necessary to produce official statistics, on a mandatory basis and free of charge. Access to administrative data is provided in several areas, in a constant effort to minimise the statistical burden of data collection operations on enterprises and citizens and to support the development of new and relevant statistical indicators and analyses. With this objective in mind, Statistics Portugal liaises with both public and private entities on access to data.

The statistical data collected by the statistical authorities are of a confidential nature and violation of statistical confidentiality constitutes a very serious offence, entailing criminal liability. For data providers, the lack or delay in responding to inquiries from the statistical authorities constitutes a serious offence subject to the imposition of fines.

Relations with Users / Dissemination of Statistical Products and Services

Statistics Portugal's dissemination policy, which is also applied by the ONAs, is user-oriented and assigns great importance to meeting user needs and expectations. The policy sets out both the fundamental principles and the rules and procedures for impartial, objective, independent and accessible official statistics. Statistics Portugal does not grant pre-release access to its outputs and, where an ONA allows pre-release access, it publishes the information on the conditions and the granting of the access.

All the main indicators and publications, including the ONAs statistical outputs, are available for free on Statistics Portugal's website and interactive applications make the data easier to use. Statistical information is systematically accompanied by metadata. Daily press releases, according to a pre-announced annual calendar, explain the first results of statistical operations. Posts and infographics on social media, and cooperation with primary and secondary schools and universities extend the reach of Statistics Portugal and the ONAs to the widest possible audience.

Access by researchers to anonymised survey and administrative microdata is promoted and facilitated through a Protocol established between Statistic Portugal and the Ministry of Science, Technology and Higher Education. The establishment of the Statistics Portugal National Data Infrastructure (NDI), in addition to its internal use, allows researchers to explore the potential of anonymised microdata from survey and administrative sources to provide information for policy decisions on emerging societal, economic and environmental challenges.

4. PROGRESS/ADVANCEMENT IN THE LAST FIVE YEARS

Use of Administrative Data

Since 2019, and in the context of the development of its National Data Infrastructure, Statistics Portugal has made significant progress in the use of administrative data to meet current and evolving user needs, while reducing primary data collection and statistical production costs and reducing response burden. The main objective of the National Data Infrastructure is the adoption of a more intensive and integrated use of administrative data in the production of statistics, while ensuring the integrity and protection of the administrative data across all stages of the statistical production process.

An Administration Data Unit has been established within Statistics Portugal's Data Collection and Management Department, creating a dedicated unit that centrally cleans, evaluates, processes and improves administrative data for the production of official statistics or for research purposes. In collaboration with the Methodology and Information Systems Department, the Administrative Data Unit evaluates and cleans the administrative data, and associates the related metadata with the data, before making the data sets available to the statistical areas for integration into their production processes.

The following are examples that highlight how administrative data has been incorporated into statistical production in recent years:

- Monthly social security administrative data have reduced the number of survey-collected variables across a range of statistical processes including the Labour Cost Index survey (69% of collected variables replaced) and turnover and employment surveys (50% of collected variables replaced).

- The Survey on Urban Waste by Management Operators has been fully replaced by administrative data since 2019.

Quality and Methodology

In the past five years, Statistics Portugal has made significant progress on the formalisation of its Information Security Management System. The ISO 27001 certification process for this system was finalised in 2019, and the information security policy, the policy for statistical confidentiality and the policy on data privacy and protection were all published on the Statistics Portugal website. As part of the ISO 27001 accreditation process for the Information Security Management System, Statistics Portugal's Quality Charter was reviewed to include, among other commitments, a commitment on information security.

Statistics Portugal has taken a systematic approach to quality since 1996 and its Quality Management System (QMS) is aligned with the ISO 9000 family of standards. A roadmap for the ISO 9001 accreditation of Statistics Portugal's QMS has been developed, which builds on its Process Automation and Content Management System and its list of internal procedures, and Statistics Portugal is working

towards a target date of end-2023 for securing that accreditation. Metadata information for Statistics Portugal and the ONAs is available in the Metadata Information System (SMI). The Statistical Production Process Handbook establishes a set of common internal procedures for all statistical processes, identifying the phases, sub-processes, tasks and responsibilities associated with the statistical production process. It was updated in 2020 to include recent developments of the statistical process at Statistics Portugal, including the introduction of the National Data Infrastructure.

Since 2017, Statistics Portugal has attached a voluntary module on response burden to all its enterprise surveys (around 80), to improve survey design and data quality. In this biennial module, businesses are invited to provide feedback on the difficulties of completing a questionnaire, the number of people involved in its completion, the total time spent and the perception of the relevance of the statistics produced by Statistics Portugal. The information from this voluntary response burden module is used to identify opportunities for the simplification of surveys, particularly for questionnaires to small- and medium-sized businesses.

Accessibility and User Needs

The Statistics Portugal website (the Portal, which covers the outputs of Statistics Portugal and the ONAs) has undergone significant developments over the past five years. To improve user experience, the website was updated in 2019, with a reorganised layout and contents, and improved navigation and accessibility functionalities, including adaptation for access on mobile devices, tablets and smartphones.

Statistics Portugal has also made a set of feeds (RSS, ICS and JSON) available to enable direct connection to third-party applications and to allow users to receive statistical outputs automatically at the time the information is published. An Application Programming Interface (API) allows users to extract indicators and related metadata in standard formats from the website's database when it is updated with the most recently published information. The extracted information is available in Portuguese and English.

As part of the ESS Vision 2020 DIGICOM project, developments in the area of statistical literacy, including programmes for second- and third-level students and information sessions for advanced and media users, have greatly contributed to improved users' understanding of official statistics. Particularly noteworthy is Statistics Portugal's development of a set of new digital games based on statistical fundamentals for 12- to 18-year-olds (Exploristica 2.0).

Since the last peer review, there have been major developments in researcher access to microdata and the ONAs now provide access, where appropriate, to business and social research micro files via Statistics Portugal's platforms (or via Statistics Portugal's on-site safe centres in the case of very sensitive data). In addition to access to survey microdata, Statistics Portugal now also provides researchers with access to microdata files generated from administrative data, following the Privacy Policy, the Protection of Personal Data Information Security Policy and the Policy of Statistical Confidentiality.

5. COMPLIANCE WITH THE CODE OF PRACTICE AND FUTURE ORIENTATION

5.1 STRENGTHS OF THE NSI AND THE PARTICIPATING ONAs IN RELATION TO THEIR COMPLIANCE WITH THE CODE OF PRACTICE

Strong Legal Mandate and Well-Established National Statistical System

Overall, there is a high level of compliance with the ES CoP throughout the Portuguese Statistical System. Many of the principles, including professional independence and objectivity, the right to collect data, confidentiality, transparency and the use of sound methodology, are underpinned by national statistical legislation and the legislation extends equally to all parts of the Portuguese Statistical System.

The statistical law establishes Statistics Portugal as a national statistical authority with responsibility for the production and dissemination of official statistics and for the supervision and coordination of the Portuguese Statistical System. Under the statistical law, Statistics Portugal may delegate the production and dissemination of specific official statistics to the ONAs, while ensuring the methodological coordination and monitoring of the ONAs' compliance with the statistical law. Statistics Portugal has established written agreements (Protocols) with the ONAs on the scope of their responsibility in developing, producing and disseminating official statistics, and on compliance with the European Statistics Code of Practice (ES CoP). (ES CoP, Principles 1 and 1bis)

The professional independence of Statistics Portugal and the Portuguese Statistical System is enshrined in the Decree Law No. 136/2012, where Statistics Portugal is defined as a Public Institute of special regime with administrative autonomy, enjoying professional independence and reporting to the Ministry of the Presidency for budgetary purposes. (ES CoP, Principle 1)

The Portuguese Statistical System's well-structured and integrated governance system is a clear strength, with excellent coordination by Statistics Portugal and cooperation between Statistics Portugal and the ONAs, particularly on the development of the annual work programme and the monitoring of its delivery. Statistics Portugal's coordination of the ONAs is further strengthened by regular engagement and discussions that occur bilaterally and through the Statistical Council's structures and processes. (ES CoP, Principle 1bis)

Commitment to Quality and Sound Methodology

The commitment to continuous quality and methodology improvements by Statistics Portugal and all the ONAs is a clear strength of the Portuguese Statistical System. Statistics Portugal's Quality Charter sets out its commitment to quality and credibility of official statistics and presents its quality commitment with regard to respondents, users of statistical information and all interested citizens and stakeholders. The Quality Charter is published on the Statistics Portugal website. (ES CoP Indicator 4.1)

The Statistical Production Process Handbook sets out a GSBPM-based process for all statistical production by Statistics Portugal and the ONAs. Additionally, a standardised methodological

document is available for all the statistical activities of Statistics Portugal and the ONAs, describing the methodology used and all associated production steps. Statistics Portugal has set up a certification process for the ONAs' methodological documents, providing opportunities for discussions on methodological issues between Statistics Portugal and each of the ONAs. The methodology documents are available on the websites of Statistics Portugal and the ONAs. In addition to its coordination on methodology, and demonstrating its broad commitment to quality and sound methodology, Statistics Portugal has developed and published confidentiality, dissemination and revision policies that also apply to the ONAs. (ES CoP, Principle 4, Indicator 1bis.2)

There is a strong focus on induction training and statistical skills development at Statistics Portugal. The very successful training for new staff, designed in line with the Statistical Production Process Handbook, is a comprehensive programme that has quality and the ES CoP at its core. Ongoing statistical training and development programmes are available for all Statistics Portugal staff and are also attended, where relevant, by staff from the ONAs and other Statistical Authorities within the Portuguese Statistical System (Banco de Portugal and the Regional Statistical Services of the Autonomous Regions of Azores and Madeira). (ES CoP, Indicators 7.2 and 7.6)

Finally, Statistics Portugal's quality management system is very well-based, as work to align with ISO 9001 moves into its final phase. Gaining ISO 9001 accreditation for its quality management system, in conjunction with the ISO 27001 accreditation already awarded for its Information Security Management System, will further strengthen Statistics Portugal's quality policy and processes. (ES CoP, Principle 4)

Using New Data Sources

A clear strength of the Portuguese Statistical System is the mandate for direct data collection and use of administrative data for statistical purposes, which extends to Statistics Portugal and all ONAs. As part of their regular bilateral liaison, identification of potential administrative data is an important part of the close collaboration between Statistics Portugal and the ONAs. (ES CoP, Indicators 2.1, 2.2 and 2.3)

Statistics Portugal has initiated a major project to develop the National Data Infrastructure (NDI), a multiannual strategic objective that aims to adopt the most intensive and integrated use of data in the production of statistical information, while ensuring the protection and integrity of the data, from the development of platforms, applications and algorithms, data collection and validation, to the analysis of statistical information. In the context of the development of its National Data Infrastructure, Statistics Portugal has made significant use of administrative data to meet current and evolving user needs, while reducing primary data collection and statistical production costs and reducing response burden. (ES CoP Indicators 9.4, 9.5 and 9.6)

Additionally, an Administration Data Unit has been established within Statistics Portugal's Data Collection and Management Department, creating a dedicated unit that centrally cleans, evaluates, processes and improves administrative data for the production of official statistics or for research purposes. (ES CoP Indicators 4.2, 9.4, 9.5 and 9.6)

Engagement with Data Providers

Statistics Portugal has a long tradition of strengthening the relationship with its respondents, including by developing regular, personalised feedback reports for enterprises participating in business surveys, which has significantly improved the relationship with data providers. The customised reports, covering more than 60,000 businesses, use data from Statistics Portugal's dissemination data warehouse, integrated with the individual indicators of the specific enterprise. These feedback reports also highlight the statistical burden reduction measures by showing how administrative data is used to reduce the levels of primary data collected from surveys. (ES CoP Indicators 9.2 and 9.4)

Since 2017, Statistics Portugal has attached a voluntary module on response burden to all its enterprise surveys (around 80), inviting businesses to provide feedback on the difficulties of completing a questionnaire, the number of people involved in its completion, the total time spent and the perception of the relevance of the statistics produced by Statistics Portugal. The information from this voluntary response burden module is used to identify opportunities for the simplification of surveys, such as rephrasing questions or reassessing the periodicity of certain questions, particularly for questionnaires to small- and medium-sized businesses. (ES CoP Indicator 9.3)

For household surveys, information from respondents is also incorporated into the data collection process. Feedback is gathered via a satisfaction questionnaire as part of the CAWI mode , while for CAPI and CATI modes, evaluation is completed by the interviewer based on the respondents' feedback and on the interviewer's impression of the interview. (ES CoP Indicator 9.2)

The WebInq[3] portal on the Statistics Portugal website is an electronic data collection platform for data providers, which also provides information on the surveys to respondents, including whether the survey is mandatory, the main characteristics and timelines, and the available response modes. Before the collection phase of every survey, Statistics Portugal sends a notification to all reporting units in the sample highlighting the information available in WebInq. Almost all business respondents (98.6%) use the WebInq portal to supply data to Statistics Portugal. (ES CoP Indicator 9.3)

Meeting User Needs

Statistics Portugal has a number of channels for identifying new and changing user needs and for measuring user satisfaction, demonstrating its good understanding of the importance of remaining relevant.

The Statistical Council plays a central role in the Portuguese Statistical System as a place for debate and consultation between producers and users of official statistics. The Statistical Council is chaired by the member of Government responsible for Statistics Portugal, currently the Minister of the Presidency. The Council is composed of 28 members, with representatives of the most important users, including government and other public agencies, municipalities, employers, unions and universities, as well as 5 chosen personalities of recognised scientific merit and independence, and members from Statistics Portugal, the ONAs and other members of the Portuguese Statistical System (Banco de Portugal and the Regional Statistical Services of the Autonomous Regions of Azores and

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[3] https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_serv_pinformacao

Madeira). Regular liaison between subject area experts and users also serves to identify user needs, as does analysis of the queries and requests from users. This kind of engagement with users, along with the outcome of the Statistical Council's discussions, feeds into the development of new products and outputs by the Portuguese Statistical System. (ES CoP Indicators 11.1 and 11.2)

Measuring user satisfaction with products and services is a commitment in Statistics Portugal's Quality Charter. User satisfaction surveys, conducted as far as possible in line with the ISO 10004 standard, have been carried out since 2001, and most recently in 2022. Six quality dimensions are measured by the surveys covering the quality of statistical information, performance of staff in contact with users, quality of services, assessment of dissemination and electronic platforms, the institutional image of Statistics Portugal and, finally, future intentions to use products and services. The results of the user satisfaction surveys are published externally. Additionally, responsiveness to ad hoc user queries is also reviewed and the timeliness of replies to these queries is monitored. The results from these user feedback mechanisms are incorporated into the updates of Statistics Portugal's Dissemination Products and Services. (ES CoP Indicators 11.1 and 11.3)

In order to meet new and evolving user needs, Statistics Portugal has developed a dedicated section on its website, StatsLab[4], for the publication of new statistical products. StatsLab's outputs use administrative and unconventional data sources, and new methodologies, and are presented as products under development. StatsLab's development plans also include innovative ways of presenting information and results using new analytical tools. (ES CoP Indicators 11.1 and 15.2)

Researcher access to anonymised microdata is permitted under Article 7 of the statistical law. To exercise this function, Statistics Portugal has established a protocol with the Ministry of Education and Science, and the Directorate-General for Education and Science Statistics grants bona fide researchers prior accreditation for access. As part of a recent review, this protocol includes the possibility for foreign research entities recognised by Eurostat to apply for accreditation. Anonymised administrative microdata is included in the research microdata made available, thus providing the Portuguese research community with a very rich and comprehensive microdata service. To access microdata, researchers use the secure environment of the Statistics Portugal Safe Centres located in Lisbon, Coimbra, Oporto and in the Regional Directorate of Statistics Madeira. (ES CoP Indicator 15.4)

Innovative Practices

The peer review team identified innovative practices that are noteworthy and possibly applicable in some way in other national settings, and would like to highlight the following important initiatives from the peer review of the Portuguese Statistical System:

- Customised feedback reports to data providers

    In order to improve its relationship with respondents, Statistics Portugal provides customised feedback reports to a number of statistical respondents. Since 2013, regular, personalised feedback reports have been provided to enterprises participating in business surveys, which

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[4] https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_statslab

has helped Statistics Portugal to significantly improve the relationship with data providers. These feedback reports are customised by integrating the aggregate data held in Statistics Portugal's dissemination data warehouse with the individual indicators of the specific company. In 2021, this service was provided to more than 60,000 businesses and had a high level of value recognition as measured by Statistics Portugal's ad hoc burden survey.

- Development of Flash Reports in Business Statistics domain

    Internal flash reports are produced for almost all data collection processes in the business statistics domain, to help monitor and improve data quality. These reports bring together survey data and related or complementary administrative data (such as administrative taxation data on revenues and monthly salaries) and the reports also provide information on the data collection process, including response rates. In some cases, aggregates of the variables collected and the associated change rates are included in the flash report, helping the business statistics domain to identify input or output consistency or coherence issues. The reports are shared among the responsible units and the senior management of Statistics Portugal, allowing the business units to identify and discuss the strengths and weaknesses of their data collection processes and to identify where improvements are possible.

- Resident Researchers

    The use of resident researchers at Statistics Portugal was also identified as an innovative practice by the peer review team. Eight external academic researchers on contract with Statistics Portugal help to provide the skills and knowledge needed to meet key development challenges, including research on the use of administrative data in the compilation of official statistics (for example, as part of the Census of Population developments and in the treatment of Personal Income Tax Information).

5.2   ISSUES AND RECOMMENDATIONS

5.2.1   Strengthening the National Statistical System

The statistical law establishes a centralised National Statistical System, including several producers of official statistics and a Statistical Council. According to the statistical law, Statistics Portugal is the central body of the Portuguese Statistical System responsible for developing, producing and disseminating official statistics and for supervising and coordinating technical and scientific matters within the Portuguese Statistical System. It is the European Commission's national contact point for statistical matters within the European Statistical System. The Decree Law No. 136/2012 which defines the organic structure, mission and responsibilities of Statistics Portugal also contains provisions for the central coordination of the Portuguese Statistical System by Statistics Portugal.

However, the statistical law states in particular that '*The Statistical Council is the Government body which oversees and coordinates the NSS'.* It was very clear to the peer review team that, in practice, there were no concerns or questions regarding Statistics Portugal's role as the central coordination body of the Portuguese Statistical System. Statistics Portugal ensures very strong and effective coordination of the statistical system through a range of mature procedures and processes that include protocols between Statistics Portugal and the ONAs, common annual activity planning and reporting, standard methodological documents and metadata, dissemination of all official statistics through the Statistics Portugal portal and formal coordination of ONA engagement with Eurostat. However, the peer review team identified an opportunity to clarify the role of the Statistical Council regarding coordination of the Portuguese Statistical System in a future revision of the statistical law.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R1. Statistics Portugal and the relevant government authorities should revise the statistical law to clarify the role of the Statistical Council at the next update of the statistical legislation. (Improvement-related: ES CoP, Indicator 1.4)

Currently, there is no single logo for the official statistics published by Statistics Portugal and the ONAs. The peer review team noted that such a logo was used in the past and that reintroducing a shared logo would be an opportunity to strengthen the brand of official statistics. A logo would also underline the independence of official statistics from other outputs and the strong adherence to the ES CoP by Statistics Portugal and the ONAs.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R2. Statistics Portugal and the Other National Authorities should introduce the systematic use of a logo to strengthen the brand of official statistics through clear identification of official statistics. (Improvement-related: ES CoP, Indicator 1.6)

The appointment procedure for the President of Statistics Portugal and the other two members of the Board follows the same rules applied across the Portuguese Public Administration for top management positions. In this regard, considering that Statistics Portugal is a Public Institute of special regime by Decree-Law No. 136/2012 referring specifically to the appointment and dismissal

procedures, and in accordance with the Public Manager Statute (Decree Law No. 71/2007), the members of the Board are appointed by a Resolution of the Council of Ministers, following an evaluation by the independent Commission for Recruitment and Selection for Public Administration top management positions (CRESAP). The evaluation by CRESAP is comprehensive and includes curriculum evaluation, an independent professional interview and assessment of the person's suitability for the role.

The Board has a five-year mandate, renewable once. A strength of the process to appoint the head of Statistics Portugal is that the criteria for the appointment of Statistics Portugal's Board members is set out in legislation. Article 9 of the Decree Law No. 136/2012 stipulates that 'the President and the other members of the Board shall be chosen on the basis of professional criteria from among persons of recognised standing, independence, management ability and experience as well as suitable statistical and economic knowledge'. The same Article includes provisions on their independence as well as grounds for their dismissal that include resignation or duly proven serious infringement of the law but exclude matters of professional and scientific independence.

On the transparency of the appointment process, the procedures for the recruitment and appointment of the President of Statistics Portugal and the other members of the Board are published in the respective legal acts (provisions of Article 9 of the Decree Law No. 136/2012, in conjunction with Articles 2(3), 13(2) and 13(3) of the Public Manager Statute, and the provisions of the Framework Law governing Public Institutes). These procedures are available on the website of the Official Journal and on the website of Statistics Portugal. The resolution (No. 8/2018 of the Council of Ministers) appointing the President and the other members of the Board of Statistics Portugal is also publicly available on the website of the Official Journal.

Building on the current rigorous appointment process, the peer review team identified an opportunity to further strengthen the perception of statistical independence through increased transparency and publicity on the commencement of the recruitment process.

To further comply with the ES CoP, the peer review team recommends:

R3. Statistics Portugal and the relevant government authorities should develop greater transparency at the commencement of the recruitment procedure governing the appointment of the members of the Board of Statistics Portugal. (Compliance-relevant: ES CoP, Indicator 1.8)

As set out in the statistical law, Statistics Portugal is the central body of the Portuguese Statistical System, responsible for developing, producing and disseminating official statistics and for supervising and coordinating technical and scientific matters within the statistical system. It is the European Commission's national contact point for statistical matters within the European Statistical System. Additionally, the high levels of Statistics Portugal's close coordination of, and collaboration with, the ONAs were very evident to the peer review team, as was the ONAs' positive engagement and participation in the work and discussions coordinated through the Statistical Council. The intensive and fruitful cooperation within the Portuguese Statistical System was also demonstrated by the fact that all the ONAs completed the self-assessment questionnaire in the preparation phase and by their engaged participation in the peer review visit. The results of the self-assessment questionnaires provide a common ground to further build on exchange of good practices between Statistics Portugal

and the ONAs. The peer review team identified an opportunity to further develop this coordination through the expansion of multilateral engagement across Statistics Portugal and the ONAs. This engagement could focus on common challenges related to methodology, new data sources, privacy-enhancing technologies and joint research and output opportunities.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R4. Statistics Portugal should extend its engagement with and coordination of the Other National Authorities in areas including, but not limited to, methodology, new data sources, privacy-enhancing technologies, joint research projects and joint publications. (Improvement-related: ES CoP, Indicators 7.2, 2.4, 5.5 and 7.7)

The statistical law empowers the Statistical Authorities, including Statistics Portugal, the Regional Statistical Services of the Autonomous Regions of Azores (SREA) and Madeira (DREM) as well as the five ONAs to require the provision (mandatory and free of charge) of the information necessary for the production of official statistics. Article 4 establishes the possibility for Statistical Authorities to use administrative records for official statistical purposes and Article 7(2)(f) of the Decree Law defining Statistics Portugal's structure stipulates Statistics Portugal's competence to participate in the conception and modification of administrative data design to enable the use of concepts and nomenclatures that are suitable for statistical purposes.

The use of administrative data by Statistics Portugal and the ONAs continues to grow, with a very clear focus on using new data sources to minimise the statistical burden of data collection operations on enterprises and citizens, as well as supporting the development of new statistical indicators. With these objectives in mind, Statistics Portugal liaises with both public and private entities on access to data.

The peer review team noted that there is currently no legal basis for access to privately held data. Access to such data is currently only possible via negotiations with individual holders of private data and there is no guarantee that such access will be provided free of charge.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R5. Statistics Portugal and the relevant government authorities should ensure that the statistical law enables wider access to privately held data and new data sources for the investigation of statistical potential, and for use in the compilation of official statistics. (Improvement-related: ES CoP, Indicators 2.4 and 2.2)

Taking into account the amount of time required to update the statistical law and recognising the need for Statistics Portugal to acquire further experience on the statistical potential of privately held data, the peer review team believes that a legal mandate for access to these data can be complemented by operational partnerships with the main stakeholders to build on the existing good collaboration amongst these stakeholders (for example, the current engagement on access to mobile network operator data between Statistics Portugal and the national authority for the regulation of the communications sector). The peer review team recognised the opportunity for Statistics Portugal to

further develop these partnerships and relationships with key stakeholders and to investigate the potential of such data to meet growing user needs.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R6. Statistics Portugal should develop sustainable partnerships with private data holders to investigate the statistical potential of the data and opportunities for their use in the compilation of official statistics. (Improvement-related: ES CoP, Indicator 2.4)

5.2.2 Ensuring the adequacy and sustainability of human and financial resources

In addition to the recommendation on extending engagement and collaboration with the ONAs on methodology and other issues, the peer review team identified an opportunity for the systematic liaison between Statistics Portugal and the ONAs on common training programmes to further develop existing skills and support the development of future-focused skill sets needed to work with new data sources, technologies and techniques.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R7. Statistics Portugal should liaise systematically with the Other National Authorities on common training opportunities. (Improvement-related: ES CoP, Indicators 3.1 and 7.3)

As set out in its Quality Charter, Statistics Portugal is committed to staff training and skills development and the peer review team was informed about some formal options for staff to be included in the research and education schemes. However, due to the workload of regular and routine tasks, these options are often not exercised in practice. Allocating time for such opportunities would support continued innovation that would in turn drive developments and efficiencies in the work programmes of Statistics Portugal and the ONAs. To further enhance staff development and to address staff retention challenges in particular, the peer review identified an opportunity for Statistics Portugal and the ONAs to extend existing formal training and education schemes and to promote these schemes as part of staff recruitment.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R8. Statistics Portugal and the Other National Authorities should support formal skills development and education opportunities for staff in order to attract, develop and retain the necessary skills. (Improvement-related: ES CoP, Indicators 7.6 and 3.1)

The human resources of Statistics Portugal and the ONAs allocated to implement the 2022 annual work programme amount to a staff of 794 (68% with university degree) and a budget of €38.7 million. Ensuring the adequacy and sustainability of human resources to implement the annual work programme and to build skills and capacity to meet increasing user needs for official statistics as a critical input to policy- and decision-making is one of the main challenges for Statistics Portugal and the ONAs identified by the peer review team. The urgency of the situation with regard to skills shortages, an ageing workforce, and salary incentives for talent recruitment and retention was

mentioned repeatedly during the discussions between the peer review team, Statistics Portugal and the ONAs.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R9. The relevant government authorities, Statistics Portugal and the Other National Authorities should undertake concrete initiatives to ensure adequate resourcing for the compilation of official statistics, particularly to allow further use of new data sources and innovative technologies in a changing data landscape. (Improvement-related: ES CoP, Indicators 3.1 and 10.2)

5.2.3 Further strengthening quality and processes

Statistics Portugal's Quality Charter, published on its website, sets out its commitment to the quality and credibility of official statistics and presents its quality commitment with regard to respondents, users of statistical information and all interested citizens and stakeholders. Statistics Portugal's quality management system is very well-based, as work to align with ISO 9001 moves into its final phase. The ONAs' commitment to quality is publicised through their own quality charters (Carta da Qualidade) or through a dedicated quality manual on their websites.

Statistics Portugal has a long tradition of preparing and publishing standardised methodological documents for each of its statistical activities and for the statistical activities of the ONAs. Statistics Portugal uses standard procedures that assure the quality of the processes by regularly analysing and monitoring input and output quality, including the prominent example of the flash reports used by the Business Statistics domain (see Section 4, Innovative Practices). Statistics Portugal disseminates information on quality with outputs and produces the quality reports required by EU regulations. However, a standardised quality reporting system has not yet been introduced at national level. Statistics Portugal has plans to upgrade the existing Metadata Information System to the latest EU standard in the field of quality reporting – SIMS 2.0 – and to produce standardised national quality reports accordingly.

Building on these existing frameworks and processes, the peer review team identified an opportunity for Statistics Portugal and the ONAs to further develop communication with users on quality standards and developments.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R10. Statistics Portugal should improve communication with users on metadata and quality, including the development and dissemination of standardised quality reporting. (Improvement-related: ES CoP, Indicators 15.1 and 15.7)

The reference for audits at Statistics Portugal is the Statistical Production Process Handbook (2020), and the Statistics Portugal Planning, Control and Quality unit is responsible for the coordination of internal audits and self-assessments. Statistics Portugal recognises the benefits of internal audits, but restrictions on human resources have meant that no audits have been carried out by internal Statistics Portugal staff since 2010. The internal auditing system that was in place in Statistics Portugal until 2010 was detailed and comprehensive; before reintroducing internal audits, the quality assurance

activities introduced since 2010 should be considered to streamline a redesigned internal audit process. The significant work in progress to attain ISO 9001 certification for Statistics Portugal's Quality Management System, the auditing handbook developed by Statistics Portugal and the continuous work on quality improvements, provided assurance for the peer review team on Statistics Portugal's commitment to quality. The peer review team considered that a review of opportunities for streamlined internal auditing should be conducted by Statistics Portugal building on the existing quality assurance processes.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R11. Statistics Portugal should review opportunities for internal auditing, taking existing quality assurance processes into account. (Improvement-related: ES CoP, Indicator 4.4)

The peer review team noted that the ONAs did not adhere to standard release times. To clearly demonstrate their independence in the dissemination of official statistics, the peer review team considered that each ONA should set a standard release time for their official statistical outputs and that such release times should be made public. In order to highlight membership of the Portuguese Statistical System, and to be as user-friendly as possible, the standard release time would ideally be the same for all ONAs and would be aligned with Statistics Portugal practices.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R12. All the Other National Authorities should implement a standardised release time and make it public. (Improvement-related: ES CoP, Indicator 6.5)

5.2.4 Meeting evolving user needs

Statistics Portugal and the ONAs have a clear strategic focus on meeting new and evolving user needs through the use of new data sources and new methodologies. Two of the cornerstones of Statistic Portugal's strategy are:

- The National Data Infrastructure (NDI), a multiannual strategic objective that aims to adopt the most intensive and integrated use of data in the production of statistical information, while ensuring the protection and integrity of the data, from the development of platforms, applications and algorithms, data collection and validation, to the analysis of statistical information. In the context of development of its National Data Infrastructure, Statistics Portugal makes significant use of administrative data to meet current and evolving user needs, while reducing primary data collection and statistical production costs and reducing response burden.

- StatsLab, a dedicated section on Statistics Portugal's website for the publication of new statistical products. StatsLab's outputs use administrative and unconventional data sources and new methodologies and are presented as products under development.

The peer review team recognised the significant progress made on these two strategic initiatives and identified an opportunity to further promote and socialise their objectives and benefits across the Portuguese Statistical System and with users.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R13. Statistics Portugal should develop a multiannual plan to embed the National Data Infrastructure and StatsLab into the Portuguese Statistical System. (Improvement-related: ES CoP, Indicator 11.1)

As part of the ESS Vision 2020 DIGICOM project, developments in the area of statistical literacy, including programmes for second- and third-level students and information sessions for advanced and media users by Statistics Portugal, have greatly contributed to improved users' understanding of official statistics. Recognising the important progress made on outreach initiatives to all types of users, the peer review team encourages Statistics Portugal to continue developing these programmes.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R14. Statistics Portugal and the Other National Authorities should continue to develop targeted and general communication to improve the profile of official statistics, including engagement with users to promote statistical literacy. (Improvement-related: ES CoP, Indicators 11.1, 15.6 and 15.7)

The Statistics Portugal website (www.ine.pt) is the main channel for the dissemination of statistical outputs and related information. The content, structure and functionalities of the website are regularly improved, including developments to improve accessibility and to facilitate the use and reuse of data and metadata. The peer review team also felt that the amount of information available in English could be expanded, as did some users. The peer review team encourages Statistics Portugal to continue developing website navigation while considering how accessibility can be improved for all types of users.

To improve beyond compliance with the ES CoP, the peer review team recommends:

R15. Statistics Portugal should improve the navigation functionalities of the Statistics Portugal website for all user types and should further optimise accessibility to the data of Statistics Portugal and the Other National Authorities via the website. (Improvement-related: ES CoP, Indicator 15.2)

5.3 VIEWS OF THE NSI, AS THE NATIONAL COORDINATOR OF THE NSS AND THE PEER REVIEW, ON THOSE RECOMMENDATIONS WHERE THEY DIVERGE FROM THE PEER REVIEW EXPERTS' ASSESSMENT

Statistics Portugal appreciates the thorough, professional work done by the experts of the peer review team and is grateful for the recommendations, which contribute to the improvement of the activities of Statistics Portugal and the ONAs and encourage us to continue along the path we have undertaken.

Moreover, for some of the recommendations, the related activities and work were already ongoing before this round of peer reviews.

However, Statistics Portugal has diverging views on the following two recommendations:

R2. Statistics Portugal and the Other National Authorities should introduce the systematic use of a logo to strengthen the brand of official statistics through clear identification of official statistics. (Improvement-related: ES CoP, Indicator 1.6)

Statistics Portugal is aware of the importance of having a clear identification of official statistics in a world of ever-increasing data and the importance of the communication of official statistics (as set by Objective 4 of the General Guidelines of Official Statistical Activity 2023-2027 and Statistics Portugal's strategy for the same period).

However, we consider that the use of a logo is something very concrete/conditional from a communications point of view. We would like to point out that we have already had a logo in the past and that we abandoned it. One of the reasons was because we considered that it was not effective to communicate the official statistics brand.

We agree that Statistics Portugal and the Other National Authorities should give visibility to the brand of official statistics supported both within the Portuguese Statistical System and by concerted actions in the system.

R3. Statistics Portugal and the relevant government authorities should develop greater transparency at the commencement of the recruitment procedure governing the appointment of the members of the Board of Statistics Portugal. (Compliance-relevant: ES CoP, Indicator 1.8)

The peer review team itself acknowledges in the report: "The appointment procedure for the President of Statistics Portugal and the other two members of the Board follows the same rules applied across the Portuguese Public Administration for top management positions.

The peer review team even points out the strengths of the process, stating:

"In this regard, considering that Statistics Portugal is a Public Institute of special regime by Decree-Law No. 136/2012 referring specifically to the appointment and dismissal procedures, and in accordance with the Public Manager Statute (Decree Law No. 71/2007), the members of the Board are appointed by a Resolution of the Council of Ministers, following an evaluation by the independent Commission for Recruitment and Selection for Public Administration top management positions (CRESAP). The evaluation by CRESAP is comprehensive and includes curriculum evaluation, an independent professional interview and assessment of the person's suitability for the role.

The Board has a five-year mandate, renewable once. A strength of the process to appoint the head of Statistics Portugal is that the criteria for the appointment of Statistics Portugal's Board members is set out in legislation. Article 9 of the Decree Law No. 136/2012 stipulates that 'the President and the other members of the Board shall be chosen on the basis of professional criteria from among persons of recognised standing, independence, management ability and experience as well as suitable statistical and economic knowledge'. The same Article includes provisions on their independence as well as grounds for their dismissal that include resignation or duly proven serious infringement of the law but exclude matters of professional and scientific independence.

On the transparency of the appointment process, the procedures for the recruitment and appointment of the President of Statistics Portugal and the other members of the Board are published in the respective legal acts (provisions of Article 9 of the Decree Law No. 136/2012, in conjunction with Articles 2(3), 13(2) and 13(3) of the Public Manager Statute, and the provisions of the Framework Law governing Public Institutes). These procedures are available on the website of the Official Journal and on the website of Statistics Portugal. The resolution (No. 8/2018 of the Council of Ministers) appointing the President and the other members of the Board of Statistics Portugal is also publicly available on the website of the Official Journal."

Statistics Portugal considers that, although the appointment of Board members is initiated by the government through the designation of a list of competent professionals as prescribed by law, the entire process and subsequent rules leading up to their appointment are designed to ensure that the selection adheres to objective criteria that is uniform for all top management. Candidates are evaluated based on their qualifications and suitability for the position.

These criteria are objective and transparent, as they are based on national law and ensure compliance with the provisions of the Regulation on European statistic (No 223/2009, as amended), within the context of subsidiarity in which it must be interpreted.

In conclusion, we recognise that we, Statistics Portugal, could provide better information about the current process as set out in the law, but we do not accept this recommendation as being compliance-relevant.

ANNEX A – AGENDA OF THE VISIT

Day 1 – 19 September 2022		
Timing	**Topic**	**Participants**
09:00 – 09:45	**Preparatory meeting with the national PR coordinator and other national participants as needed**	
09:45 – 10:00	**Welcome and introduction**	**Peer Review Team:** All **Statistics Portugal:** − Member of the Board − National PR coordinator − National PR co-coordinator
10:00 – 11:00	**General information session on the national statistical system**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Members of the Board National Coordination Team − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team Experts − Secretary of the Statistical Council (SCSE) − Data Protection Officer (EPD) and Legal Expert − Head of the Legal Affairs Unit (JC) Regional Services of Statistics of the Autonomous Regions − Director of the Regional Statistical Office of Azores (SREA) − Director of the Regional Directorate of Statistics of Madeira (DREM)
11:00 – 11:15	Coffee Break	
11:15 – 12:30	**Professional Independence and Mandate for Data Collection and Access to Data (ES CoP principles 1 and 2)**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Member of the Board

			National Coordination team − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team Experts − Data Protection Officer (EPD) and Legal Expert − Head of the Legal Affairs Unit (JC) − Director of the Methodology and Information Systems Department (DMSI) − Director of the Data Collection and Management Department (DRGD) − Head of the Administrative and Business Data Unit (DRGD/DAE)
12:30 – 13:30	Lunch		
13:30 – 14:30	**Coordination and Cooperation (ES CoP principle 1bis)**		**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination team − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team Experts − Director of the Economic Statistics Department (DEE) − Director of the Demographic and Social Statistics Department (DES) − Head of the Information Infrastructure Unit (DMSI/II) − Expert - Information Infrastructure Unit (DMSI/II) − Head of the Recruitment and Skills Management Unit (DRH/RGC) − Head of the Dissemination Unit (DI)
14:30 – 15:30	**Impartiality and Objectivity and Accessibility and Clarity (ES CoP principles 6 and 15)**		**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Member of the Board

		National Coordination team − National PR coordinator − National PR co-coordinator − PR team, Expert - Planning and Quality Control Unit (PCQ) − PR team, Expert - Information Infrastructure Unit (DMSI/II) Experts − Director of the Demographic and Social Statistics Department (DES) − Director of the Methodology and Information Systems Department (DMSI) − Head of the Information Infrastructure Unit (DMSI/II) − Head of the Methodology Unit (DMSI/ME) − Head of the Dissemination Unit (DI) − Head of the Promotion and User Support Section (DI) − Head of the Administrative and Business Data Unit (DRGD/DAE)
15:30 – 15:45	Coffee Break	
15:45 – 17:00	**Statistical Confidentiality and Data Protection, Methodology, Statistical procedures and secondary data sources (ES CoP principles 5, 7 and 8)**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination team − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team − Expert – Data Collection and Management Department (DRGD), PR Team − Expert – Methodology Unit (DMSI/ME), PR Team Experts − Data Protection Officer (EPD) and Legal Expert − Chief Information Security Officer (RSI) / Head of the Technological Infrastructure and Information Security Unit (DMSI/IT) − Head of the Recruitment and Skills Management Unit (DRH/RGC)

Time	Topic	Participants
		− Coordinator of the Census Office (GC) − Head of the Administrative and Business Data Unit (DRGD/DAE) Scientific community: − Resident Researcher at the NSI, Administrative and Business Data Unit (DRGD/DAE) − Resident Researcher at the NSI, Census Office (GC)
17:00 – 18.00	Peer review expert team discussion	

Day 2 – 20 September 2022

Time	Topic	Participants
09:00 – 10:30	**Quality, Coherence and Comparability (ES CoP principles 4 and 14)**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination team − National PR coordinator − Planning and Quality Control Unit (PCQ), PR team − Expert - Methodology Unit (DMSI/ME), PR Team − Expert - Information Infrastructure Unit (DMSI/II), PR Team Experts − Deputy-Director of the Data Collection and Management Department (DRGD) − Head of the Administrative and Business Data Unit (DRGD/DAE) − Head of the Information Infrastructure Unit (DMSI/II)
10:30 – 10:45	Coffee Break	
10:45 – 12:00	**Relevance, Accuracy and Reliability, Timeliness and Punctuality (ES CoP principles 11, 12 and 13)**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination team

		− National PR coordinator − National PR co-coordinator − Expert − Planning and Quality Control Unit (PCQ), PR team − Expert - Methodology Unit (DMSI/ME), PR Team Experts − Head of the Dissemination Unit (DI) − Head of the Promotion and User Support Section (DI) − Head of the Communication and Image Unit (CI) − Head of the Administrative and Business Data Unit (DRGD/DAE)
12:00 – 12:45	Lunch	
12:45 – 13:45	**Non-excessive Burden on Respondents, Adequacy of Resources and Cost Effectiveness (ES CoP principles 3, 9 and 10)**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination team − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team − Expert – Data Collection and Management Department (DRGD), PR Team − Expert - Methodology Unit (DMSI/ME), PR Team − Expert - Information Infrastructure Unit (DMSI/II), PR Team Experts − Director of the Methodology and Information Systems Department (DMSI) − Head of the Information Infrastructure Unit (DMSI/II) − Deputy-Director of the Data Collection and Management Department (DRGD) − Head of the Administrative and Business Data Unit (DRGD/DAE) − Head of the Recruitment and Skills Management Unit (DRH/RGC) − Head of the Human Resources Management Unit (DRH/GP)

		− Expert - Financial and Patrimonial Management Department (DAFP)
13:45 – 14:45	**Progress and plans for the future; innovations**	**Peer Review Team:** All **Statistics Portugal:** <u>Board</u> − President of the Board − Member of the Board <u>National Coordination team</u> − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team − Expert – Data Collection and Management Department (DRGD), PR Team − Expert - Methodology Unit (DMSI/ME), PR Team − Expert - Information Infrastructure Unit (DMSI/II), PR Team <u>Experts</u> − Deputy-Director of the Data Collection and Management Department (DRGD) − Head of the Administrative and Business Data Unit (DRGD/DAE) − Director of the Methodology and Information Systems Department (DMSI) − Head of the Information Infrastructure Unit (DMSI/II) − Chief Information Security Officer (RSI) / Head of the Technological Infrastructure and Information Security Unit (DMSI/IT)
14:45 – 15:45	**Meeting with Statistical Council**	**Peer Review Team:** All <u>Statistical Council:</u> − Chairs of the SC sections − Standing Section of Statistical Coordination − Standing Section of Economic Statistics − Standing Section of Territorial Base Statistics − Ad-Hoc Section for monitoring the 2021 Censuses (and Member of the Standing Section of Social Statistics) **Statistics Portugal:**

		Board
		− President of the Board
		National Coordination team
		− National PR coordinator
		− National PR co-coordinator
		− Expert - External Relations and Cooperation Unit (REC), PR team
		Experts
		− Secretary of the Statistical Council (SCSE)
15:45 – 16:00	Coffee Break	
16:00 – 17:00	**Meeting with junior staff**	**Peer Review Team:**
		All
		Statistics Portugal:
		Junior staff
		− Expert - Administrative and Business Data Unit (DRGD/DAE)
		− Expert - Administrative and Business Data Unit (DRGD/DAE)
		− Expert - External Relations and Cooperation Unit (REC)
		− Expert - Information Infrastructure Unit (DMSI/II)
		− Expert - Census Office (GC)
		− Expert - Labour Market Statistics Unit (DES/TR)
		− Expert - Legal Affairs Unit (JC)
		− Expert - Technological Infrastructure and Information Security Unit (DMSI/IT)
		− Expert - Short-term Indicators Unit (DCN/ICP)
		− Expert - Geoinformation Unit (DMSI/GEO)
		− Expert - External Economy Statistics Unit (DEE/EE)
		− Expert - Recruitment and Skills Management Unit (DRH/RGC)
		− Expert - Dissemination Unit (DI)
		− Expert - Methodology Unit (DMSI/ME)
17:00 – 18.00	Peer review expert team discussion	

	Day 3 – 21 September 2022	
Timing	**Topic**	**Participants**
09:00 – 10:15	**Meeting with ONA – Directorate-General for Justice Police**	**Peer Review Team:**
		All
		ONA - Directorate-General for Justice

		Policy (DGPJ): − Director of the Justice Statistics and IT Department − Head of the Justice Statistics Division **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination team − National PR coordinator − VEIGA, National PR co-coordinator − Expert − Planning and Quality Control Unit (PCQ), PR team Experts − Director of the Demographic and Social Statistics Department (DES) − Expert - Demographic and Social Statistics Department (DES)
10:15 – 10:30	Coffee Break	
10:30 – 12:00	**Meeting with ONA – Directorate-General for Education and Science Statistics**	**Peer Review Team:** All **ONA – Directorate-General for Education and Science Statistics (DGEEC):** − Director General − Deputy- Director General − Director of the Service for Science, Technology and Information Society Statistics − Director of the Service for Education Statistics − Head of the Higher Education Statistics Division − Head of the Elementary and Secondary Division − Team leader for Research and Development Monitoring **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination team − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team

		Experts − Director of the Demographic and Social Statistics Department (DES) − Expert - Demographic and Social Statistics Department (DES)
12:00 – 13:15	**Meeting with ONA – Office for Strategy and Planning**	**Peer Review Team:** All **ONA – Office for Strategy and Planning (GEP):** − Director General − Head of the Multidisciplinary Team for Administrative Sources-based Statistical Production − Head of the Multidisciplinary Team for Survey and Estimates-based Statistical Production **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination team − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team Experts − Director of the Demographic and Social Statistics Department (DES) − Expert - Demographic and Social Statistics Department (DES)
13:15 – 14:15	Lunch	
14:15 – 15:30	**Meeting with ONA – Directorate-General for Energy and Geology**	**Peer Review Team:** All **ONA – Directorate-General for Energy and Geology (DGEG):** − Director of the Department of Energy Planning and Statistics − Expert - Department of Energy Planning and Statistics − Expert - Department of Energy Planning and Statistics **Statistics Portugal:** Board

Timing	Topic	Participants
		− President of the Board − Member of the Board National Coordination team − National PR coordinator − National PR co-coordinator − Planning and Quality Control Unit (PCQ), PR team Experts − Director of the Economic Statistics Department (DEE) − Expert – Sectoral and Business Statistics Unit (DEE/SE)
15:30 – 15:45	Coffee Break	
15:45 – 17:00	**Meeting with ONA – Directorate-General for Natural Resources, Safety and Maritime Services**	**Peer Review Team:** All **ONA – Directorate-General for Natural Resources, Safety and Maritime Services (DGRM):** − Head of Statistics Division − Expert **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination team − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team Experts − Director of the Economic Statistics Department (DEE) − Expert – Sectoral and Business Statistics Unit (DEE/SE)
17:00 – 18:00	Peer review expert team discussion	

Day 4 – 22 September 2022		
Timing	**Topic**	**Participants**
09:00 – 09:30	**General closing session with all ONAs producing European statistics that are taking part in the peer review visit**	**Peer review team:** All **Statistics Portugal:**

		Board − President of the Board − Member of the Board National Coordination team − National PR coordinator − National PR co-coordinator Experts − Director of the Economic Statistics Department (DEE) − Director of the Demographic and Social Statistics Department (DES) **ONAs:** − DGEEC - Director General − DGEEC –Deputy- Director General − DGEG - Director of the Department of Energy Planning and Statistics − DGEG - Expert − DGEG - Expert − DGPJ –Director of the Justice Statistics and IT Department − DGPJ - Head of the Justice Statistics Division − DGRM - Head of Statistics Division − DGRM - Expert − GEP - Director General − GEP - Head of the Multidisciplinary Team for Administrative Sources-based Statistical Production − GEP - Head of the Multidisciplinary Team for Survey and Estimates-based Statistical Production − GEP - Director of the Department of Technical Support and Documentation
09:30 – 10:30	**Meeting with main data providers**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination Team − National PR coordinator − National PR co-coordinator − Expert - External Relations and Cooperation Unit (REC), PR team Experts

		− Director of the Methodology and Information Systems Department (DMSI) − Deputy-Director of the Data Collection and Management Department (DRGD) − Head of the Administrative and Business Data Unit (DRGD/DAE) − Head of the Living Conditions Statistics Unit (DES/CV) **Main data providers:** − GALP, Group - Responsible for Planning and Corporate Control − Pestana Hotels – Expert − Pestana Hotels – Expert − AT - Tax Authority/Ministry of Finance: − Director General − Director General for Information Systems − Head of Unit − Coordinator − DGS (Directorate-General for Health) – Expert − DGS (Directorate-General for Health) – Expert − IRN (Institute of Registries and Notary) – Expert
10:30 – 10:45	Coffee Break	
10:45 – 11:45	**Meeting with providers of new data sources**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Member of the Board National Coordination Team − National PR coordinator − Expert - External Relations and Cooperation Unit (REC), PR team − Experts − Director of the Data Collection and Management Department (DRGD) − Head of the Administrative and Business Data Unit (DRGD/DAE) **Providers of new data sources:** − AT - Tax Authority/Ministry of Finance: − Deputy-Director General for Information Systems − Coordinator − Head of Unit

		− Turismo de Portugal – National Tourism Authority, Knowledge Management Department − DNS.PT − ANACOM – National Authority for Communications, Deputy Director General
11:45 – 12:45	**Meeting with main users – Media**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Members of the Board National Coordination Team − National PR coordinator − Head of the Promotion and User Support Section (DI), PR team Experts − Head of the Dissemination Unit (DI) − Head of the Communication and Image Unit (CI) **Media:** − EXPRESSO , journalist, weekly newspaper − PÚBLICO - journalist, daily newspaper − Freelance journalist − OBSERVADOR - journalist, online newspaper − Former journalist − REUTERS - journalist, international news agency − Jornal NEGÓCIOS, journalist, daily newspaper
12:45 – 13:45	Lunch	
13:45 – 14:45	**Meeting with main users – Ministries and other public/private institutions (including Central Bank as a user)**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Members of the Board National Coordination Team − National PR coordinator Experts − Head of the Dissemination Unit (DI) − Head of the Promotion and User Support

		Section (DI) **Ministries and other public/private institutions:** − Portugal Global - Portuguese Trade and Investment Agency (AICEP) – Responsible for Statistics − Office for Economic Policy and International Affairs /Ministry of Finance (GPEARI) –Director General of Office for Economic Policy and International Affairs − Lisbon City Hall (CML) - Head of the Georeferenced Information Systems Division − Banco de Portugal – Director of the Economic Studies Department − National Authority for Communications (ANACOM) – Statistical Expert − Fundação José Neves (Brighter Future) – Expert − UNL - NOVA University Lisbon – Professor − Studies and Projects Society (AGRO.GES) – Professor − Studies and Projects Society (AGRO.GES) – Expert
14:45 – 15:45	**Meeting with main users – Business associations and federations and trade unions, as well as representatives of committee of users**	**Peer Review Team:** All **Statistics Portugal:** <u>Board</u> − President of the Board − Members of the Board − <u>National Coordination Team</u> − National PR coordinator <u>Experts</u> − Head of the Dissemination Unit (DI) − Head of the Promotion and User Support Section (DI) **Main users:** − APB - Portuguese Bank Association − PORDATA – Director
15:45 – 16:00	Coffee Break	
16:00 – 17:00	**Meeting with main users – Scientific community**	**Peer Review Team:** All **Statistics Portugal:** <u>Board</u>

		− President of the Board
		− Members of the Board
		National Coordination Team
		− National PR coordinator
		Experts
		− Head of the Dissemination Unit (DI)
		− Head of the Promotion and User Support Section (DI)
		Scientific Community:
		− School of Business and Economics of the NOVA University Lisbon (UNL) (NOVA SBE) - Professor
		− CATÓLICA- University LISBON – Professor
		− Lisbon School of Economic and Management (ISEG) – Professor
		− Banco de Portugal – Professor, Studies Office
		− University of Coimbra - Centre of Studies in Geography and Spatial Planning (CEGOT) – Professor
		− Centre for Management Studies of Instituto Superior Técnico (CEG-IST) - Professor
17:00 – 18:00	Peer review expert team discussion	

Day 5 – 23 September 2022

Timing	Topic	Participants
09:00 – 11:00	**Peer review expert team discussion**	**Peer Review Team:** All
11:00 – 12:30	**Meeting with INE senior management; conclusions and recommendations**	**Peer Review Team:** All **Statistics Portugal:** Board − President of the Board − Members of the Board National Coordination team − PR coordinator − National PR co-coordinator Senior management − Director of the Economic Statistics Department (DEE) − Director of the Methodology and Information Systems Department (DMSI)

		− Director of the Data Collection and Management Department (DRGD)
		− Director of the National Accounts Department (DCN)
		− Director of the Demographic and Social Statistics Department (DES)
		− Coordinator of the Office for the Coordination of Territorial Statistics (GET)
		− Head of the Recruitment and Skills Management Unit (DRH/RGC)
		− Head of the Human Resources Management Unit (DRH/GP)
		− Data Protection Officer (EPD) and Legal Expert
		− Head of the Legal Affairs Unit (JC)
		− Head of the Dissemination Unit (DI)
		− Head of the Communication and Image Unit (CI)
		− Secretary of the Statistical Council (SCSE)

ANNEX B – LIST OF PARTICIPANTS

Statistics Portugal
<u>Board</u>
President of the Board
Members of the Board

National Peer Review coordinator and Head of Unit, Planning and Quality Control Unit (PCQ)
Expert, Planning and Quality Control Unit (PCQ), PR team
National Peer Review co-coordinator and Head of Unit, External Relations and Cooperation Unit (REC)
Expert, External Relations and Cooperation Unit (REC), PR team
Data Protection Officer (EPD) and Legal Expert
Secretary of the Statistical Council (SCSE), PR team
Director of the Methodology and Information Systems Department (DMSI)
Head of the Methodology Unit (DMSI/ME)
Expert, Methodology Unit (DMSI/ME), PR team
Head of the Information Infrastructure Unit (DMSI/II)
Expert, Information Infrastructure Unit (DMSI/II), PR team
Chief Information Security Officer (RSI) and Head of the Technological Infrastructure and Information Security Unit (DMSI/IT)
Director of the Data Collection and Management Department (DRGD)
Deputy-Director of the Data Collection and Management Department (DRGD)
Head of the Administrative and Business Data Unit (DRGD/DAE), PR team
Director of the Economic Statistics Department (DEE)
Expert, Sectoral and Business Statistics Unit (DEE/SE), ONAs' focal point, PR team
Director of the Demographic and Social Statistics Department (DES)
Expert, Demographic and Social Statistics Department (DES), ONAs' focal point, PR team
Coordinator of the Census Office (GC)
Head of the Dissemination Unit (DI)
Head of the Promotion and User Support Section (DI), PR team
Head of the Communication and Image Unit (CI)
Expert, Financial and Patrimonial Management Department (DAFP)
Head of the Recruitment and Skills Management Unit (DRH/RGC)
Head of the Human Resources Management Unit (DRH/GP)
Head of the Recruitment and Skills Management Unit (DRH/RGC)
Head of the Legal Affairs Unit (JC)

<u>Junior staff</u>
Experts, Administrative and Business Data Unit (DRGD/DAE)
Expert, External Relations and Cooperation Unit (REC)
Expert, Information Infrastructure Unit (DMSI/II)
Expert, Census Office (GC)
Expert, Labour Market Statistics Unit (DES/TR)
Expert, Legal Affairs Unit (JC)
Expert, Technological Infrastructure and Information Security Unit
Expert, Short-term Indicators Unit (DCN/ICP)
Expert, Geoinformation Unit (DMSI/GEO)
Expert, External Economy Statistics Unit (DEE/EE)
Expert, Recruitment and Skills Management Unit (DRH/RGC)
Expert, Dissemination Unit (DI)
Expert, Methodology Unit (DMSI/ME)

Regional Services of Statistics of the Autonomous Regions:
Director of the Regional Statistical Office of Azores (SREA)
Director of the Regional Directorate of Statistics of Madeira (DREM)

ONA - Directorate-General for Justice Policy (DGPJ):
Director of the Justice Statistics and IT Department
Head of the Justice Statistics Division

ONA – Directorate-General for Education and Science Statistics (DGEEC):
Director General
Deputy- Director General
Director of the Service for Science, Technology and Information Society Statistics
Director of the Service for Education Statistics
Head of the Higher Education Statistics Division
Head of the Elementary and Secondary Division
Team leader for Research and Development Monitoring

ONA – Office for Strategy and Planning (GEP):
Director General
Head of the Multidisciplinary Team for Administrative Sources-based Statistical Production
Head of the Multidisciplinary Team for Survey and Estimates-based Statistical Production

ONA – Directorate-General for Energy and Geology (DGEG):
Director of the Department of Energy Planning and Statistics
Experts, Department of Energy Planning and Statistics

ONA – Directorate-General for Natural Resources, Safety and Maritime Services (DGRM):
Head of Statistics Division
Expert, Statistics Division

Statistical Council:
Chair of Standing Section of Statistical Coordination
Chair of Standing Section of Economic Statistics
Chair of Standing Section of Territorial Base Statistics
Chair of Ad-Hoc Section for monitoring the 2021 Censuses (and Member of the Standing Section of Social Statistics)

Main data providers and Providers of new data sources:
Responsible for Planning and Corporate Control on GALP
Experts, Group Pestana Hotels
Director General of AT - Tax Authority/Ministry of Finance
Deputy-Director for Information Systems of AT - Tax Authority/Ministry of Finance
Head of Unit, AT - Tax Authority/Ministry of Finance
Coordinator, AT - Tax Authority/Ministry of Finance
Experts, Directorate-General for Health
Expert, IRN Institute of Registries and Notary
Head, of Knowledge Management Department, Turismo de Portugal – National Tourism Authority
Deputy Director General on ANACOM – National Authority for Communications
Legal expert, DNS.PT

Media:
Journalist weekly newspaper EXPRESSO
Journalist, daily newspaper PÚBLICO
Freelance journalist
Journalist, online newspaper OBSERVADOR
Former journalist
Journalist, international news agency REUTERS
Journalist, daily newspaper Jornal NEGÓCIOS

Ministries and other public/private institutions:
Responsible for Statistics on AICEP Portugal Global - Portuguese Trade and Investment Agency
Director General of Office for Economic Policy and International Affairs
Head of the Georeferenced Information Systems Division - Lisbon City Hall
Director of the Economic Studies Department - Portugal Central Bank
Statistical Expert, ANACOM – National Authority for Communications
Expert, Fundação José Neves (Brighter Future)
Professor, NOVA University Lisbon
Professor and Expert on AGRO.GES – Studies and Projects

Main users and Scientific Community:
Expert, APB - Portuguese Bank Association
Director of PORDATA
Resident Researcher at the NSI, Administrative and Business Data Unit (DRGD/DAE)
Resident Researcher at the NSI, Census Office (GC)
Professor, NOVA SBE - School of Business and Economics of the NOVA University Lisbon (UNL)
Professor, CATÓLICA- University LISBON
Professor, ISEG - Lisbon School of Economics & Management
Professor and Expert., Portugal Central Bank, Studies Office
Professor, CEGOT University of Coimbra - Centre of Studies in Geography and Spatial Planning
Professor, CEG-IST - Centre for Management Studies of Instituto Superior Técnico