

PEER REVIEW REPORT

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

ITALY

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1. EXECUTIVE SUMMARY

The Italian National Institute of Statistics (ISTAT) is the main producer of European statistics in Italy, and the National coordinator of official and European statistics according to the relevant legislation. ISTAT benefits from a strong legal mandate that ensures its professionalism and independence, which are unchallenged and widely recognised. It enjoys a high level of trust.

ISTAT has a solid tradition of cooperation with other European countries in the field of statistics, including methodological coordination and joint development projects. It is a very active player within the European Statistical System (ESS).

Over the years, ISTAT has built and maintained very close relations with the academic community, which benefits the educational level of its staff and the development of its statistics methodology, and increases the use of its statistics.

ISTAT has implemented an efficient system of quality management, based on an integrated vision of quality, from a unified application of definitions to detailed quality audits of procedures and products, extending quality control activities to other producers of official statistics as well.

Recently, ISTAT has engaged in the wide use of administrative data in order to enhance its efficiency and organise its statistical production around main registers covering population, businesses and territorial units.

Beyond the evident strengths that ISTAT demonstrates, the Peer Review team identified four broad issues in which compliance with the European statistics Code of Practice (CoP) could be enhanced. These issues are related to re-defining the National Statistical System (*Sistema Statistico Nazionale* – SISTAN) and strengthening its coordination, to improving cost-effectiveness and the human resources policy, and to continuing its efforts to serve the needs of its users.

SISTAN is composed of a wide range of public bodies and even private organisations dealing with statistical information at every geographical level. Whereas it has fostered the use of statistical information in public administration and local authorities over the past few decades, it represents a burdensome heritage that needs to be revised in order to clearly identify official statistics and streamline coordination activities towards the really relevant institutions producing official national and European statistics.

ISTAT has engaged in modernisation projects for several years to enhance its efficiency and cost-effectiveness, in a context of resource limitations and increased demand for statistical information. These efforts should be further pursued, in particular to align the internal organisation with the business model architecture, to better assess the costs and to improve the response rates of businesses while curbing the response burden.

ISTAT's human resources policy should also be improved, in particular to reduce the precariousness of those staff recruited under fixed-term contracts to determine whether the different job positions should be filled under permanent or fixed-term contracts. It would benefit from establishing an internal mobility policy, enabling better use of its human resources and responding to the wishes of personnel to get a broader view of the scope of activities performed at the institution.

Finally, ISTAT should build on its highly developed dissemination activities to further enhance the service it provides to users, for example in improving the accessibility of its website and developing in-depth analysis. Overall, the Peer Review team considers that ISTAT is highly compliant with the CoP. The recommendations provided in this report are intended to further enhance this compliance.

RECOMMENDATIONS

Redefine the National Statistical System and strengthen its coordination:

1. The relevant Italian authorities should take measures to amend national statistical legislation with regard to the clarification of the structure of the National Statistical System, focusing on the main producers of official statistical information at national and European level. (European statistics Code of Practice, indicator 2.1, Coordination.)
2. The Italian National Institute of Statistics should focus its coordination activities within the National Statistical System on the institutions responsible for data collection and statistics production for national and European purposes. (European statistics Code of Practice, Indicator 2.1, Coordination.)
3. The Italian National Institute of Statistics should elaborate a clear definition of the term “official statistics” to serve as a visible quality label certifying compliance with the European and national statistics Codes of Practice. (European statistics Code of Practice, indicators 1.1 and 2.1.)
4. The Italian National Institute of Statistics should enhance the transfer of its know-how and good practices in quality management to the Other National Authorities producing European statistics in order to improve the overall quality of official statistics in Italy. (European statistics Code of Practice, Principle 4, Coordination.)
5. The Italian National Institute of Statistics should enhance the role of the existing website of the National Statistical System to serve as a common dissemination portal for official statistics. (European statistics Code of Practice, Principles 4 and 15, Coordination.)

Improve cost-effectiveness:

6. The Italian National Institute of Statistics should continue its modernisation programme and consider further alignment of its organisational structure with an integrated model of processes and activities of the adopted Business Architecture, that includes the Generic Statistical Business Process Model. (European statistics Code of Practice, Principles 4 and 10.)
7. The relevant Italian authorities should take measures to amend statistical legislation to strengthen the access of the Italian National Statistical Institute to administrative data, releasing confidentiality constraints on sensitive data of individuals that can be suitable for statistical purposes. (European statistics Code of Practice, indicator 2.2.)
8. The Italian National Institute of Statistics should expand its management information systems to make them more useful in planning and monitoring activities for enabling further increase of the cost-effectiveness of the office. (European statistics Code of Practice, Principle 10.)
9. The Italian National Institute of Statistics should continue monitoring the workload and productivity of its regional offices, in order to free potentially available resources for other activities and possibly redefine their role. (European statistics Code of Practice, Principle 10.)
10. The Italian National Institute of Statistics should regularly measure the response burden in various business surveys and inform the general public about the results of the measurements against the set targets. (European statistics Code of Practice, indicator 9.2.)

11. The Italian National Institute of Statistics should put more emphasis on mitigating the non-response of business surveys by improving communication and dialogue particularly with small and medium-size enterprises and promoting wider use of the Business Portal. (European statistics Code of Practice, indicators 8.4 and 8.9.)

Improve the human resources policy

12. The Italian National Institute of Statistics should aim at reducing the precariousness of its staff recruited under fixed-term contracts by defining the relevant criteria to determine whether the different job positions should be filled under permanent or fixed-term contracts. (European statistics Code of Practice, indicator 3.1.)
13. The Italian National Institute of Statistics should improve dialogue in the office by strengthening internal communication and conducting regular staff opinion surveys. (European statistics Code of Practice, indicator 10.1.)
14. The Italian National Institute of Statistics should enhance the transparency of its internal quality reviews by publishing the complete audit reports on the office intranet, thus allowing further use of the recommendations for improvement in other subject matter areas of the organisation. (European statistics Code of Practice, indicators 4.2 and 4.3.)
15. The Italian National Institute of Statistics should establish a policy to promote the internal mobility of its staff, in particular its young staff, independently of their contractual status. (European statistics Code of Practice, Principles 7, 8 and 10.)
16. The Italian National Institute of Statistics should aim at developing the capacities of its staff by extending its training programme, as well as offering more opportunities for skilled staff to participate in scientific activities, conferences and publications. (European statistics Code of Practice, indicator 7.6.)

Continue efforts to serve the needs of users

17. The Italian National Institute of Statistics should further enhance the accessibility of statistical information on its website, in particular for less experienced users, in order to ensure wider use of statistics in society. (European statistics Code of Practice, Principle 15.)
18. The Italian National Institute of Statistics should provide more in-depth analysis in its releases in order to further exploit the potential offered by combining different data sources. (European statistics Code of Practice, Principle 15.)
19. The Italian National Institute of Statistics should establish a revision policy following standard and transparent procedures and publish it on its website, including a revision calendar to inform users of when revisions of statistical results are planned to be published. (European statistics Code of Practice, indicators 6.6 and 8.6.)
20. The Italian National Institute of Statistics and Other National Authorities producing European statistics should further expand their systems to report quality indicators to users on a regular basis. (European statistics Code of Practice, indicator 4.3)
21. The Italian National Institute of Statistics should assure facilities for remote access to microdata for research purposes and increase communication about the possibilities to use microdata. (European statistics Code of Practice, indicator 15.4.)

2. INTRODUCTION

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

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

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

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

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

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

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

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

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

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

The peer review of Italy was conducted by Mr Jean-Michel Durr (chair), Mr József Kárpáti, and Ms Hilikka Vihavainen with a peer review visit to Rome on 8–12 June 2015. The programme of the visit is in Annex A and the list of participants in Annex B.

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

3. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM

Legislation

Legislative Decree No. 322 of 6 September 1989 (hereinafter Decree 322) is the legal cornerstone of Italian official statistics. It lays down the main functions and rules of the National Statistical System (Sistema Statistico Nazionale - SISTAN) and of the National Statistical Institute (Istituto nazionale di statistica - ISTAT), which is the main producer of both national and European statistics in Italy. The decree includes the mission and organisation of SISTAN; the duties and obligations of both bodies, including their obligation to deliver all the data requested for the surveys provided in the National Statistical Programme (NSP); and the legal status, governance and functions of ISTAT. The other national legal decrees which have an impact on the structure of ISTAT and the whole SISTAN are: 1) Presidential Decree (D.P.R) No. 166 of 7 September 2010, which provides rules on the reorganisation of ISTAT aimed at rationalising its organisation and saving costs, and 2) Prime Ministerial Decree of 28 April 2011 on the reorganisation of ISTAT and modifications to the organisational framework.

National Statistical System – SISTAN

SISTAN is a network of public and private statistical bodies. It consists of ISTAT, various central and branch statistical offices of government departments, the statistical offices of the regions and autonomous provinces, the statistical offices of individual municipalities and of associated municipalities, the statistical offices of the chambers of commerce, the statistical offices within prefect's offices, the statistical offices of the provinces, other public statistics information bodies and private bodies. Altogether there are 3,437 bodies participating in the SISTAN network. The municipal statistical offices form the majority of the bodies – altogether 3,045 offices. Out of the 3,437 SISTAN bodies, 19 institutions are Other National Authorities producing European statistics (ONAs). Most of them are ministries.

The overall task of the SISTAN bodies is to promote and carry out collection, compilation, dissemination and archiving of the statistical data according to the mission and competence of the administration they belong to, within the context of the NSP. The current NSP covers the years 2014–2016. They are also obliged to co-operate with other administrations to perform the surveys required by the NSP. The major communication channel between SISTAN bodies is its website (www.sistan.it).

SISTAN is governed by the Policy-making and Co-ordinating Committee for Statistical Information (COMSTAT) under the chairmanship of the President of ISTAT. COMSTAT decides on the NSP, upon a proposal by the President of ISTAT. Moreover, it issues guidelines on functional matters and the organisation of statistical activities. It also defines criteria for the exchange of data between the statistical offices of administrations and institutions within SISTAN. COMSTAT is composed of 14 representatives of the SISTAN bodies and institutions and two professors representing the academic community.

The Commission on Quality Assurance of Statistical Information (COGIS), as an advisory body, supervises all SISTAN activity. It is composed of five members representing university professors and senior executives of the general government who do not belong to SISTAN. The Commission expresses its opinion on the NSP and drafts an annual report that is attached to the report on ISTAT activity which the Italian government transmits to Parliament every year. The Commission may make remarks and ask the President of ISTAT for explanations.

Two other structures are involved in the preparation of the NSP. One is the Commission of the Users of the Statistical Information (CUIS) and the other 11 Quality Circles for the 11 statistical

domains included in the NSP. The former represents most users of statistics; the second ones are permanent working groups of the producers of official statistics and other relevant producers of statistics.

The mission and governance of ISTAT

The ISTAT mission is to serve the community by producing and communicating high-quality statistical information, analyses and forecasts in complete independence and in accordance with professional principles and the most up-to-date scientific standards. The task is to assure that there is knowledge of Italy's environmental, economic and social development at various levels of geographical detail and to assist all members of society (citizens, administrators, etc.) in decision-making processes. ISTAT had a staff of 2,286 at the end of 2014. Around 300 worked in the 18 regional offices of ISTAT and the rest at ISTAT headquarters in Rome. Expenditure amounted to €199.1 million in 2014.

According to legislation, ISTAT has several duties in SISTAN. It is responsible for coordinating European statistics in Italy. It directs and coordinates the statistical activities of the bodies included in SISTAN. It provides technical assistance and training to SISTAN bodies. It drafts the NSP and carries out the main surveys. It sets nomenclatures, standards and methodologies which are binding for SISTAN bodies. And it publishes and disseminates data, analyses and studies produced by itself or by other SISTAN bodies that are not able to do it directly.

The Governing Board is the highest managerial body for planning, steering and controlling ISTAT activities. It sets out the Institute's strategic directions. It assesses the state of implementation of that part of the NSP which falls within ISTAT's competence. It also defines the assessment procedures and criteria for appointing executive staff. It adopts the general organisational structure and the overall staff composition of ISTAT. The Governing Board is composed of the President of ISTAT, who chairs it; two members appointed by COMSTAT; and two members appointed by the Prime Minister. The nomination of the new Governing Board is under process.

Dissemination of information

ISTAT's main dissemination channel is the web. Public databases and information systems are organised by topic. Each database is accompanied by meta-information. Survey results are made available through short press releases and publications. Microdata files are released free of charge. In 2014 a machine-to-machine queryable web-service was developed to allow users to access all macrodata stored in I.Stat (Single Exit Point) for supporting open data policy.

Through special publications (*Rivista di statistica ufficiale*, ISTAT Working Papers) ISTAT enhances its research activity, sharing the results of studies in the field of official statistics. ISTAT has been compiling short- and medium-term economic forecasts since 2012. An interactive contents section on the website offers charts and maps for statistical data visualisation, widgets and calculating tools, all e-books published by ISTAT and mobile apps developed to access specific contents.

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

4.1 STRENGTHS OF THE NATIONAL STATISTICAL INSTITUTE IN RELATION TO ITS COMPLIANCE WITH THE CODE OF PRACTICE AND TO ITS COORDINATION ROLE

This section of the report identifies some aspects of the CoP in relation to which ISTAT is regarded by the Peer Review team as showing high standards in relation to compliance with the CoP.

SISTAN is highly decentralised with ISTAT playing an essential role by law and by practice as the main coordinator of official and European statistics. Decree 322 provides ISTAT with a strong legal mandate that is widely recognised. It ensures the professional independence of the institution that is respected throughout government, administration and society. The unquestioned professionalism and independence of the institution were underlined by different stakeholders during the peer review visit. ISTAT's longstanding reputation of almost 90 years as an autonomous institution in Italian public administration is also considered to strengthen objectivity and impartial operation of the organisation (CoP Principles 1 and 6).

The adequacy of human resources plays a key role in statistical activities. ISTAT's highly educated staff can also be considered a strength, as numerous staff members in subject matter areas have PhD doctoral-level education or valued research backgrounds. The general ratio of tertiary education diplomas among staff has significantly emerged during the last five years, showing a continuous commitment by the institution to building capacities and increasing the general educational level of staff (CoP Principle 3 and indicator 7.5).

ISTAT operates several communication channels with the scientific community. According to Article 16.1 of Decree 322, the President of ISTAT must be "chosen from among tenured professors of statistics, economics or similar subject, with international experience". This has contributed to establishing a close connection with the academic community. The highest level of contacts is maintained through representatives of scientific organisations in different ISTAT governance bodies. The user needs of the scientific community are considered via permanent consultation within the CUIS, while their involvement in subject matter development actions is also organised actively through the so-called Quality Circles, which are permanent working groups of producers that - starting from the analysis of statistical data needs - plan the supply of statistics to be included in the NSP. There is an intensive *ad hoc* dialogue with universities and research institutions on specific joint projects, especially microdata-related, mostly based on further bilateral agreements as well. This intensive relation to the scientific community, considering both its needs and its possible input to the development of official statistics, results in mutual advantages and creates a strong basis for theoretical work and up-to-date practical innovations in Italian statistics (CoP indicator 7.7).

ISTAT's leadership also has an especially supportive attitude to participate in almost every European statistics development activity that has emerged in recent years, and ISTAT is often the leader of such statistical development activities and projects (CoP indicators 7.1, 7.4 and 7.7).

The methodology of statistics produced by ISTAT is well developed in several subject matter areas. A so-called Methodological Network is operated within the institute, built on two pillars: the Methodology Committee and nine Centres of Competence that are intended to disseminate the methodological know-how and good practices in areas requiring further development in ISTAT. Quality evaluation and validation of registers and administrative data is at an advanced level. An in-depth study of topics of interest for local level (Smart Cities project), the methodology of

integrated observation of events referred to different statistical populations (agricultural farms and households) or the introduction of the permanent population census can be cited as further examples (CoP Principles 7 and 8).

ISTAT's quality management procedures are also considered strengths. The systematic approach to quality helps the office implementing an integrated vision on quality, starting from the unified application of definitions, ending with detailed quality audits of procedures and products, not just within the ISTAT organisation but extending the quality control processes to SISTAN bodies as well. Moreover, quality documentation is both internally and externally maintained in electronic form, allowing public access to a large part of the existing documentation through the Information System on Metadata and Quality (SIDI-SIQual) on ISTAT's website. Quality management, methodology and auditing procedures have attained specific importance in recent years and their central position in the ISTAT organisational structure is also expected to increase further, according to the current organisational reform plans of the top management (CoP Principle 4).

Furthermore, the wide user and provider consultation framework that channels the demand and supply side of statistical data production enables the treatment of relevant issues at a high level. ISTAT operates two main permanent bodies to channel user needs and data supply plans into the NSP and to further development actions: the already mentioned CUIS and the Quality Circles. These meeting points for users and data providers are supplemented with *ad hoc* user consultations and opinion surveys. ISTAT also attempts to serve user needs in many different ways of presenting information via its website, including interactive tools, smartphone apps and visualisation solutions. All the attention and the services offered to users reflect the commitment to serve needs with relevant and interpretable information (CoP Principles 11 and 15).

As ISTAT has numerous advanced solutions in operation, the Peer Review team was also able to identify three specific practices that can be considered innovative throughout the ESS.

- The Business Portal, incorporating the feedback of statistical information for businesses

The newly introduced ISTAT Business Portal is an integrated tool for data collection among businesses via the Internet. The portal offers procedural simplification, full transparency, organised support and informative return for enterprises involved in business statistics surveys. The internal side (back-office) harmonises statistical processes by integrating common phases and activities, while the external side (front-office) involves a standardised single entry point for web-based data collection from enterprises and – as its innovative element – offers informative statistical return according to a “business-centric” approach. Relevant data for the business are provided: short-term indicators (production, turnover, exports and confidence climate), structural indicators (productivity and profitability) and behaviour profiles. The information is filtered according to the business features (economic sector, dimension and territorial location). In order to allow an immediate display and analysis indicators and graphics summarise relevant information, while an experimental production of micro indicators allows competitive positioning of the business in its foreign reference markets.

- Systematic documentation including quality of administrative archives

ISTAT has introduced a modular quality assessment framework for administrative data sources supported by innovative information technology (IT) tools. The system of Documenting Public Administration Archives (DARCAP) supports ISTAT's evaluation of the content of administrative data sources. The segment DARCAP-DOCUMENTA manages documentation of the content and the quality of administrative data sources which information is obtained by an analysis (investigation) by the NSI and the administrative data source owner jointly. The segment DARCAP-INNOVA collects information about changes in administrative data sources or forms and supports ISTAT's

evaluation of the planned changes in administrative data sources or forms. DARCAP-CONSULTAZIONE provides statisticians with the collected information about the available administrative databases and about the information content of the most important ones, together with a general assessment of their quality. All these segments are available for SISTAN members after registration, and some elements are publicly available for any user on the Internet. ISTAT has also created a standardised Quality Report Card for Administrative Data (QRCA), a very practically interpretable overview on the relevant quality indicators of the given dataset.

- Innovative investigations of Big Data possibilities

ISTAT has invested in the analysis of Big Data in several innovative ways. A commission was dedicated to this particular field, where not only universities, but also supporting private companies like IBM or Google's branch in Italy, as well as the National Research Institute Council were involved. ISTAT has already carried out experiments in this field. With the assistance of the University of Pisa, geographical mobile phone data related to users in Tuscany were tracked to learn more about the physical moves of the population. An investigation of the prices of products bought from online shops on the Internet was also tested. ISTAT also examined the usefulness of Google Trends analysis concerning people's habits when looking for jobs on the Internet. These examples of work in this area underline the innovative behaviour of ISTAT in analysing the usefulness of experimental, alternative data sources.

4.2 ISSUES AND RECOMMENDATIONS

This section presents the issues where the Peer Review team considers that the overall level of compliance with the CoP throughout the NSS could be enhanced:

- redefine the National Statistical System and strengthen its coordination;
- improve cost-effectiveness;
- improve the human resource policy;
- continue the efforts to serve the needs of users.

These issues are discussed with specific recommendations in the following sections of the report.

4.2.1 REDEFINE THE NATIONAL STATISTICAL SYSTEM AND STRENGTHEN ITS COORDINATION

SISTAN possesses a highly decentralised structure throughout the national administration. The main actors are ISTAT, the statistical offices of central and local government administrations, and a wide range of other public bodies and even private organisations dealing with statistical information. The SISTAN network remains a valuable asset in Italian official statistics; however, it was created in a time when statistical coordination of different administrative organisations was not based on a separated, independently treated statistical data production function of public bodies, and was not assisted by contemporary data delivery systems and developed technology either. In some ways its professional content has been exhausted, since a majority of SISTAN members cannot be considered statistical data producing authorities. Many members are only users of statistical data; some institutions in public administration only deliver administrative data for statistical purposes as conventional data providers, while some of them really implement statistical data collection activities for European statistics and as such, can be considered ONAs based on their national or supranational duties in statistical data production.

The Peer Review team formed the opinion that the currently very inclusive, very wide and diffuse approach to SISTAN is a burdensome heritage that needs to be revised in order to make a distinction between formerly less separated administrative functions. Further actions need to be taken to improve the coordination of activities: to focus first of all on the really relevant, data-producing SISTAN members. There is also a need to elaborate a more evenly governed statistical system, based on a widely respected framework of constant quality commitment and the homogenous interpretation of the term “official statistics”.

The Peer Review team identified five main improvement actions that could clarify SISTAN’s role and the positions of different actors, and could enhance the resource intensive coordination activity in such a large structure:

- clarify the structure of SISTAN;
- focus coordination of SISTAN on the relevant institutions;
- elaborate a proper definition of “official statistics”;
- enhance transfer of knowledge on quality management to SISTAN;
- develop a common approach towards disseminating official statistics within SISTAN.

4.2.1.1 CLARIFY THE STRUCTURE OF THE NATIONAL STATISTICAL SYSTEM

Decree 322 established the rules governing SISTAN and reorganised both the legal framework of statistics and the organisation of ISTAT. The aim of the decree at the time of its issue, more than 25 years ago, was to strengthen the status of official statistics within public administration and create a statistical network involving all possible actors to enhance the role of statistics at every decision-making level of policymakers. This was achieved by embedding official statistics as a data production duty and at the same time as an information network of administrative data delivery, extending to almost all organisations of Italian public administration ranging from ministries down to the levels of sole municipalities and local governments of settlements. All statistical offices in any administration are *per se* members of SISTAN. Article 15 of Decree 322 assigns to ISTAT the guidance and coordination of SISTAN, including the obligatory application of methodologies and classifications throughout the members as well as to perform training activities for the system.

During the peer review visit, at different meetings, several participants who are involved in SISTAN activities, and also ISTAT itself, confirmed that the positioning and the interpretation of the role of the National Statistical System membership has changed extensively during the last 25 years. Current SISTAN membership relies on principles laid down many years ago, when the statistical function was established at every possible level and point of interest in Italian public administration.

This approach requires general reconsideration and the network’s coordination needs re-definition, based on the differences between the members. There are currently only about 60 units within the 3,437 SISTAN members that are considered producers of official statistics at national and international level and about 19 of them are producing European statistics directly. It is the opinion of the Peer Review team that ISTAT should be enabled to apply a more restrictive legal basis, delineating administrative data providers, users and real producers of statistical data and sorting the different organisations that are currently members of SISTAN.

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

- 1. The relevant Italian authorities should take measures to amend national statistical legislation with regard to the clarification of the structure of the National Statistical System, focusing on the main producers of official statistical information at national and European level. (European statistics Code of Practice, indicator 2.1, Coordination.)**

4.2.1.2 FOCUS THE COORDINATION OF THE NATIONAL STATISTICAL SYSTEM ON RELEVANT INSTITUTIONS

Once the clarification of SISTAN is achieved, ISTAT could further concentrate on the desirable range of actors that really carry out statistical data production activities. Thus their activity needs to be further harmonised, applying the same principles and high values throughout the entire production chain. As one of its main coordination tasks in statistical data collection activities, ISTAT currently drafts the NSP and leads the consultation on its content. It carries out the main surveys as envisaged in the Programme. Moreover it directs, coordinates, promotes and provides technical assistance and training to bodies and offices belonging to SISTAN; sets nomenclatures, standards and methodologies binding for SISTAN bodies; and publishes and disseminates data, analyses and studies produced by itself or by other SISTAN bodies that are not able to do it directly.

The Peer Review team formed the opinion that the coordination of such a wide variety of organisations is on the one hand very resource demanding, requiring currently an organisational unit of more than 60 staff members of ISTAT. However, the other national authorities met confirmed that they perceived the coordination activity as not very strong and too dispersed among too many organisations. On the other hand, a large number of SISTAN members shall not be coordinated since they have no real statistical data production activities.

In order to enhance the cost efficiency of SISTAN's activities, a clarification of the terms and conditions of participation should take place, and at the same time a more concentrated approach to the coordination of the relevant SISTAN members should be applied.

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

- 2. The Italian National Institute of Statistics should focus its coordination activities within the National Statistical System on the institutions responsible for data collection and statistics production for national and European purposes. (European statistics Code of Practice, indicator 2.1, Coordination.)**

4.2.1.3 ELABORATE A PROPER DEFINITION OF “OFFICIAL STATISTICS”

The term “official statistics” is not explained in Decree 322. There is only a reference to the term in Article 1.2 under Title 1 of the legislative decree, stating that “Official statistics information is provided to the Country and to international organisations through the National Statistical System.” This rather narrow statement does not provide a clear definition of the term.

The Peer Review team received evidence that ISTAT and the SISTAN bodies understand those statistics being “official” that are contained in the NSP. However, this three-year programme, reviewed every year is a fluctuating technical frame as bodies collecting data or seizing data collection within the NSP may change. As such, the NSP is a formal document, summarising SISTAN's different data collection activities but cannot reflect the character of “official statistics”. This results in a weak, barely technical sense of the term. ISTAT should apply the term as the expression of a certain level of quality, or as a sign of confirmed, audited application of the CoP or principles of a national-level code of practice. From another point of view, an emphasised, well-

defined official statistics label could also drive users' orientation to differentiate between officially approved statistics and mere data produced by administrative authorities on different levels in Italian public administration.

ISTAT should also make this label more visible to users, to enable them identify statistics elaborated in compliance with the European or national quality standards.

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

- 3. The Italian National Institute of Statistics should elaborate a clear definition of the term “official statistics” to serve as a visible quality label certifying compliance with the European and national statistics Codes of Practice. (European statistics Code of Practice, indicators 1.1 and 2.1.)**

4.2.1.4 ENHANCE TRANSFER OF KNOWLEDGE ON QUALITY MANAGEMENT TO SISTAN

ISTAT's internationally appreciated quality-related activities and advanced solutions are also known in the national statistical environment. In order to coordinate the quality of statistics, ISTAT operates 11 so-called Quality Circles, which are permanent working groups of the 11 subject matter areas contained in the NSP. The main mandate of the Quality Circles is to analyse the demand for statistical information for decisions on information supply on the basis of information provided by the CUIS and other stakeholders. In addition, the Quality Circles analyse the gap between demand for and supply of statistical information, assess options to improve the supply of information, suggest the inclusion of activities in the NSP to be submitted to the COMSTAT for approval, and monitor the performance of the planned activities.

ISTAT also carries out quality audits and self-assessment exercises among SISTAN members in compliance with the Italian Code of official statistics which mirrors the CoP. Approximately 100 different institutions have been audited in recent years, where ISTAT attempted to monitor the quality of processes and products of subject matter activities within the system, and formulated improvement actions together with the institutions involved.

The Peer Review team examined the ways of interaction and the different channels of communication within the SISTAN network on quality issues. It got the impression that the level of quality governance and treatment of specific quality issues are widely taken into account during planning, development and feedback procedures. Audits or self-assessments also deliver a very useful output, but by themselves may not be the only tools for interaction on system-wide developments on quality issues.

The Peer Review team sees an opportunity besides these exercises for more generic and system-wide actions on not just assessing the current status, but also distributing the good practices and knowledge of the management of quality processes in a more intensive way. This valuable knowledge is currently present in a concentrated form at ISTAT and could be transferred more actively by organising further workshops and training sessions. The promotion of statistical literacy among SISTAN members can be improved, especially in quality management areas, with a special importance for those organisations that are, as yet, not so advanced. This wish was also emphasised during sessions with representatives of different SISTAN members.

To further enhance compliance with the CoP by distributing the values and experience gained in quality management, **the Peer Reviewers recommend that:**

- 4. The Italian National Institute of Statistics should enhance the transfer of its know-how and good practices in quality management to the Other National Authorities producing European statistics in order to improve the overall quality of official statistics in Italy. (European statistics Code of Practice, Principle 4, Coordination.)**

4.2.1.5 DEVELOPING A COMMON APPROACH TOWARDS DISSEMINATING OFFICIAL STATISTICS WITHIN THE NSS

Among other coordination activities, ISTAT is also responsible for operating SISTAN's designated website (under the address www.sistan.it). ISTAT manages the content and the technical background of the website. Among other topics, it contains very detailed descriptive information on the member organisations and institutions; gives access to high-level governance bodies, processes and documents like the NSP; and helps to improve communication between the different participant bodies, by operating innovative solutions like an internal social networking system for registered representatives.

The function of this website is to link the different actors on the data supply side together and to inform users of the infrastructure of the participating institutions, and to explain their activities. If someone wants a detailed insight into SISTAN from an organisational point of view, the website is very valuable. But from the perspective of users of statistical data, the current functions of the website do not allow them to find data easily, or to focus their attention on specific statistics, since the website does not give direct access to the statistical information itself.

As statistical data are sometimes hard to find for less experienced users on ISTAT's website and while SISTAN members follow an even more heterogeneous dissemination practice, there is a real need for a common dissemination tool. Such a tool could drive the attention of users to statistical information that is currently not necessarily available on ISTAT's website and is hard to find on the SISTAN members' own websites, too. The existing SISTAN website could be a proper frame for this service, instead of disseminating organisational topics only. ISTAT is also considering a change in the content management of the SISTAN website into this direction.

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

- 5. The Italian National Institute of Statistics should enhance the role of the existing website of the National Statistical System to serve as a common dissemination portal for official statistics. (European statistics Code of Practice, Principles 4 and 15, Coordination.)**

4.2.2 FURTHER IMPROVE COST-EFFECTIVENESS

The CoP places emphasis on the standardisation of methods, applications and procedures to ensure quality and efficiency in the statistical production processes. Although standardisation is needed, it is not enough for achieving better cost-effectiveness. ISTAT started the project STAT2015 in 2010 with the aim of renovating the production chain. The project had specific targets to achieve cost savings, to scale-up statistics production and to adopt and spread innovations. It achieved evident results like establishing a frame for the integrated use of administrative data in economic statistics, developing a business portal for the elimination of paper questionnaires when collecting information from business units and setting up a project for continuous population and housing census. It strengthened a more standardised way of working.

In 2015 a new project to continue the modernisation was set up. ISTAT has identified several internal factors which are still constraints for improved efficiency and effectiveness.

They are among others:

- local or vertical know-how which does not promote reuse
- duplication and lack of consistency of IT solutions
- limited interoperability
- limited capacity to exploit technological opportunities
- research and innovation at departmental rather than corporate level
- fragmentation of the basic organisational units.

The Peer Review team considers the importance of tackling the issues defined by ISTAT and wishes to highlight the need to strengthen the following actions for further improvement of cost effectiveness:

- advance the modernisation programme and alignment of the organisation structure according to the business process model;
- remove constraints from the use of administrative data for statistical purposes;
- expand cost calculations to assess the various phases of statistical processes;
- measure the response burden in business surveys regularly;
- mitigate non-response rates in business surveys.

4.2.2.1 ADVANCE THE MODERNISATION PROGRAMME AND ALIGNMENT OF THE ORGANISATION STRUCTURE ACCORDING TO THE BUSINESS PROCESS MODEL

In 2015, the “Programme for modernisation of statistical production” was initiated. It can be seen as a direct continuation of STAT2015. The new programme aims at accelerating the change in production processes and organisational structure so as to respond to the rapid changes in data needs and information technology (IT) tools occurring in the surrounding world. ISTAT wants to have a leaner and more flexible organisation which replaces the current model characterised by production silos. In addition ISTAT is willing to renew its governance mechanisms so that it can implement its strategy more promptly.

The central pillar of the strategy will be the new organisational structure which relies on an integrated model of ISTAT’s processes and activities (Business Architecture) and on the following three pillars: production lines based on statistical registers, centralisation of support services, and strong governance. The project of building four statistical base registers (persons and households, economic units, geographical attributes, and activities obtained by linking employees to economic units) is ongoing. ISTAT aims to reduce the burden on respondents and increase efficiency through the reuse of data, through the use of administrative data and new data sources (Big Data) and through advanced statistical methods of data processing. In order to learn and speed-up the renewal process, ISTAT has been very active and co-operates both nationally and internationally with other organisations. Quality Guidelines (published in 2011 in Italian and in 2012 in English) for statistical processes contain the standard principles to be followed in planning, executing and assessing statistical processes. ISTAT confirmed that the principles are currently well implemented in various parts of the organisation. IT tools for the different phases of the production process (sampling design, data collection, microdata integration, data editing, weighing and estimation,

confidentiality protection) have been developed in-house or obtained via international statistical co-operation. ISTAT has integrated the Statistical Business Process Model with quality information and has documented all relevant statistical processes in the Information System on Metadata and Quality (SIDI/SIQual). The underlying model used in SIDI/SIQual has been mapped to the Generic Statistical Business Process Model (GSBPM).

ISTAT expects to reach better effectiveness through the integration of data and solutions, including organisational solutions, leading to abandoning the stovepipe approach by domains.

This would be the fundamental change in the production model which is based very much on separate surveys and on individual statistical processes. It became evident to the Peer Review team that the standardisation and implementation of the new tools and methods are already underway in many areas. The organisation structure, however, is still relying on the old production model. From an organisational point of view, alignment with the recently adopted Business Architecture model is needed. The Peer Review team got also the impression that ISTAT management is planning an organisational change including the establishment of a particular unit for data collection and the centralisation and consolidation of support services (e.g. research and methodological services will be drawn together). There will be new organisational units with new responsibilities and the number of managers and directors may change. The longer the situation remains unclear, the more it can cause insecurity. The new structure is pending and waiting for the appointment of the new Governing Board. The delays in decision-making can impact the smooth implementation of the overall modernisation programme.

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

- 6. The Italian National Institute of Statistics should continue its modernisation programme and consider further alignment of its organisational structure with an integrated model of processes and activities of the adopted Business Architecture, that includes the Generic Statistical Business Process Model. (European statistics Code of Practice, Principles 4 and 10.)**

4.2.2.2 REMOVE CONSTRAINTS FROM THE USE OF ADMINISTRATIVE DATA FOR STATISTICAL PURPOSES

According to Decree 322, Article 7 “All administrations, institutions and organisations are required to provide all the data requested for the surveys included in the National Statistical Programme.” Furthermore Law 681/1996 (Article 8) specifies that administrative authorities should give access also to individual data.

Presidential Decree No. 166/2010 regulates that ISTAT sets standards and formats for administrative data to facilitate their use for statistical production. For that purpose, in 2011, ISTAT established a Permanent Committee for the Coordination of Administrative Forms with the participation of public administrations producing relevant administrative data of potential use for statistical production. As mentioned earlier, ISTAT has established a massive documentation system on the metadata of administrative archives, the DARCAP system. The Integrated System of Microdata Repository (SIM) has been established as a subsystem of the overall metadata system. Quality Guidelines for use of administrative data have been prepared and will be published in English in the near future. Furthermore, ISTAT has established a central unit for coordination and management of administrative data within the organisation. Its task is to acquire, store, integrate, and evaluate the quality of administrative data and make them and their metadata available to be used for statistical purposes.

In recent years, the use of administrative data has increased rapidly. In 2014 there were 30 administrative data providers of 278 sources. Research activity has focused in assessing the

quality of administrative data and comparing them with survey data. One of ISTAT's strategic targets is to promote the coordinated development of the information systems of public administration and their use for statistical purposes. This would increase the information available by maximising the integration of sources while minimising the statistical burden on respondents. Although the authorities are entitled to give access to their data, there are some limitations. Legal provisions in the field of processing of personal data gathered from third parties impose that a series of requirements are met, like the obligation to provide the appropriate prior information to the individual. If such an obligation is in practice difficult or impossible, the appropriate prior information to the individual is considered as given if the survey is included in the NSP or if alternative measures have been adopted to provide publicity. Such measures (advertisement on institutional websites, newspapers, etc.) are to be adopted in agreement with the Italian Data Protection Authority. For innovative projects not yet included in the NSP or particularly complex as those aimed at the creation of statistical information systems, such constraints can in practice be a concrete obstacle to the full and timely implementation of the pursued objectives. Therefore, being able to overcome the mentioned constraints is crucial for ISTAT to optimise the statistical use of registers.

To further enhance compliance with the CoP and the use of administrative data in statistics production, the **Peer Reviewers recommend that:**

- 7. The relevant Italian authorities should take measures to amend statistical legislation to strengthen the access of the Italian National Statistical Institute to administrative data, by releasing confidentiality constraints on sensitive data of individuals that can be suitable for statistical purposes. (European statistics Code of Practice, indicator 2.2.)**

4.2.2.3 EXPAND COST CALCULATIONS TO ASSESS THE VARIOUS PHASES OF STATISTICAL PROCESSES

The overall management information system is a prerequisite for assessing the cost-effectiveness of the statistical system. This task is closely related to the changes that will be implemented within the modernisation programme. IT costs are currently centrally planned and monitored. ISTAT has an electronic tool to plan and organise the economic and human resources in the portfolio of projects. However, the alignment of IT projects to statistical projects is only partly implemented. This monitoring depends on different departments: IT projects are under the charge of the central organisational unit whereas statistical projects are managed by statistical organisational units which have their own resources. The difficulties are in the allocation of the ongoing costs to the different project line of activities.

ISTAT management can monitor human and financial resources through three different information systems: 1) a HR system for calculating employee effective costs; 2) a system for the budgeting, accounting, planning and control system; and 3) a timesheet system used to certify time and costs of financed projects (e.g. projects funded by Eurostat). Each system provides different indicators and reports. The working time of each ISTAT employee is fed into the system automatically at the entrance and exit; deviation from standard working time is validated by the corresponding managers and supervisors.

Although ISTAT has established extensive management information systems, they do not properly allow calculating ex-ante and ex-post costs for major phases of statistical production processes (design, data collection, processing and dissemination) in terms of planned activities and achieved results. The need for this kind of information is important for assessing the impacts of the changes due to the modernisation programme on both central and regional units of ISTAT. Particularly regional offices have a key role in data collection. Their work may diminish as a result of the modernisation programme.

In order to strengthen the compliance with the CoP, the **Peer Reviewers recommend that:**

8. **The Italian National Institute of Statistics should expand its management information systems to make them more useful in planning and monitoring activities for enabling further increase of the cost-effectiveness of the office. (European statistics Code of Practice, Principle 10.)**
9. **The Italian National Institute of Statistics should continue monitoring the workload and productivity of its regional offices, in order to free potentially available resources for other activities and possibly redefine their role. (European statistics Code of Practice, Principle 10.)**

4.2.2.4 MEASURE THE RESPONSE BURDEN IN BUSINESS SURVEYS REGULARLY

The move away from traditional data collection systems (with drawbacks like high costs, response burden, and low response rates) is one of the key challenges of ISTAT's modernisation programme. Many activities to renew data collection are ongoing as explained in Section 4.2.2.1. Moreover, ISTAT uses more traditional ways to influence the response burden on business entities. The following can be mentioned as examples: sample co-ordination of enterprises avoiding the same respondent in the same period on different surveys – although large enterprises are interviewed in every survey; integration of individual surveys; re-engineering of survey structure; and use of mixed collection modes.

The Peer Review team could not assess the situation regarding the response burden of the business sector, since ISTAT does not engage in regular measurement. ISTAT management informed the team that the full implementation of the Business Portal should include the necessary monitoring activity. The migration of the data-collection phase for all surveys into the Business Portal will be accomplished gradually and it may give more opportunity to measure the response burden.

In order to enhance the compliance with the CoP, the **Peer Reviewers recommend that:**

10. **The Italian National Institute of Statistics should regularly measure the response burden in various business surveys and inform the general public about the results of the measurements against the set targets. (European statistics Code of Practice, indicator 9.2.)**

4.2.2.5 MITIGATE NON-RESPONSE RATES IN BUSINESS SURVEYS

Decree 322 compels all respondents (individuals, enterprises, public institutions) to provide all data and information required by ISTAT for all statistical surveys included in the NSP. It is a strong legal backing for ISTAT to force respondents to participate in data provision. Although responding is obligatory, non-response rates are pretty high in many surveys. In household surveys the non-response rates vary a lot depending on the mode of survey: in surveys with computer assisted personal interviewing, the figures are relatively low whereas in surveys using computer assisted telephone interviewing, the non-response rates are high. In the Structural Business Survey non-response rates have been around 50% on average; the Short Term Business Statistics Survey has had around 30% of non-response on average during the last six years. The problem of non-response is particularly severe in the case of small and medium-size enterprises (SMEs). Their participation in business surveys is really low.

It is expected that the modernisation programme will bring relief also to the issue of non-response. Moreover, ISTAT has introduced several measures to decrease non-response, such as carefully

designing all the communication tools (letters, campaigns, etc.), offering a toll-free number for clarification and support to the respondents, developing survey websites to respondents, developing more respondent-friendly questionnaires, regular follow-up to respondents, training interviewers, using mixed mode data collection, using administrative data and integrating sample surveys. More communication and dialogue about the importance of providing information for statistical surveys are needed. ISTAT could consider regular targeted actions (liaison groups, lobbying with representative organisations, media campaigns, etc.) for SMEs.

To further enhance compliance of the CoP, the **Peer Reviewers recommend that:**

- 11. The Italian National Institute of Statistics should put more emphasis on mitigating the non-response of business surveys by improving communication and dialogue particularly with small and medium-size enterprises and promoting wider use of the Business Portal. (European statistics Code of Practice, indicators 8.4 and 8.9.)**

4.2.3 IMPROVE THE HUMAN RESOURCES POLICY AND MANAGEMENT

The Peer Review team formed the opinion that ISTAT staff is highly educated and has relevant academic skills. However, an important part of the staff has been recruited in recent years under fixed-term contracts as per the 2011 Census law, which creates discrepancies with other staff members holding permanent civil servant contracts. In addition, the modernisation programme recently launched is not participative or well enough explained, thus nourishing rumours and concerns, in particular among the non-permanent staff. Internal mobility is very low at ISTAT to the detriment of smooth circulation of competences in the office. Young staff, in particular, feel frustrated at not being able to discover other areas of activity.

This section considers how the management of human resources could be further improved through:

- reducing precariousness of the staff;
- improving internal communication;
- promoting internal mobility;
- developing capacities of the staff.

4.2.3.1 REDUCING PRECARIOUSNESS OF THE STAFF

ISTAT staff is highly educated: on 31 December 2014, ISTAT employed 2,286 staff, among which 64% were graduates. The recruitment of the personnel (permanent and fixed-term contract) is carried out by public competition. Due to the legislative restrictions affecting civil servants' recruitment, 351 people, representing 15% of the staff, were recruited under fixed-term contract. This proportion reaches 19% among the graduates (273 employees with fixed-term contracts). Most of those recruited for Census purposes under fixed-term contracts are currently employed in permanent tasks at the Institute. In comparison, ISTAT employed only four employees under fixed-term contract in 2009. Since 2009, ISTAT staff has increased by 8% with the recruitment of fixed-term contract staff whereas the permanent staff has decreased by 8%, basically by the reduction of undergraduate staff. While this recruitment has allowed ISTAT to increase its human resources and raise the proportion of graduates, it has created a disparity between personnel holding permanent positions and those with non-permanent contracts, whereby the latter are mostly university graduates, while the former represent a more diverse workforce. Differences are also

noted in terms of age, the permanent staff being nearly 50 years old on average while the average age of fixed-term staff is 38.

Young staff with non-permanent contracts met by the Peer Review team expressed their concern about their future. Many of them hold a PhD, are interested and have invested in their job, but do not have any assurance that they will be able to continue their career at ISTAT after the end of their contract in 2017, which is already renewed once.

This situation creates disparity among personnel and consequently tension. ISTAT management is working on the progressive integration of those staff recruited under fixed-term contract into the permanent staff, but it is probable that not all of them will be integrated, due to the legislative restrictions affecting civil servants' recruitment, which will represent, beyond their personal difficulties, a loss of human resources for ISTAT.

The Peer Review team considers this situation as problematic for ISTAT in terms of adequacy of resources, as ISTAT is investing in staff that it may lose and recommends that in the future fixed-term contracts be exclusively used for non-permanent tasks or projects of the Institute.

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

- 12. The Italian National Institute of Statistics should aim at reducing the precariousness of its staff recruited under fixed-term contracts by defining the relevant criteria to determine whether the different job positions should be filled under permanent or fixed-term contracts. (European statistics Code of Practice, indicator 3.1.)**

4.2.3.2 IMPROVING INTERNAL COMMUNICATION

In the context of precariousness, efficient internal communication is key to maintaining a motivating work atmosphere and avoiding rumours and misunderstandings of management policy and decisions. In this regard, ISTAT has developed a number of tools, such as an intranet. However, the Peer Review team noted deficiencies in internal communication. For instance, young staff met during the peer review visit reported that they were not informed about the decisions of the Board of Directors, and that they had not been consulted about or associated with the modernisation process. Improving and strengthening the internal communication would be beneficial for ISTAT and its staff. In this context, staff opinion surveys are also mentioned. They are excellent means of analysing the attitudes and sentiments of personnel with respect to the organisation and working conditions, allowing deeper insights into problems and potentials, thereby resulting in better staff motivation and higher efficiency.

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

- 13. The Italian National Institute of Statistics should improve dialogue in the office by strengthening internal communication and conducting regular staff opinion surveys. (European statistics Code of Practice, indicator 10.1.)**

In addition, the Peer Review team was told that internal quality reviews were not published in full on the office intranet because they contain very detailed information. Only a short summary of the main findings and recommendations is posted. It is the opinion of the Peer Review team that internal quality reviews should be fully shared within the Institute, thus promoting a culture of transparency, especially regarding an organisation that already has a strong culture of quality. This would also foster cross utilisation and the sharing of improvements and innovations in other areas of the office.

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

- 14. The Italian National Institute of Statistics should enhance the transparency of its internal quality reviews by publishing the complete audit reports on the office intranet, thus allowing further use of the recommendations for improvement in other subject matter areas of the organisation. (European statistics Code of Practice, indicators 4.2 and 4.3.)**

4.2.3.3 PROMOTING INTERNAL MOBILITY

With an annual average of 64 internal staff moves over the last five years (50 in Rome offices and 14 in regional offices), ISTAT displays a very low turnover ratio of less than 3%.

The average age of the permanent staff is nearly 50, meaning that in the next 10 or 15 years, a large part of the staff will retire. It is thus important to be prepared already at this stage for the new generation, also in management positions.

When meeting with the Peer Review team, some junior staff, while showing an interest in their current position, expressed the desire to discover other areas of activity in the office. However, they reported that it was not easy to change position, as they would have to wait for a call for open competition or to find a colleague with whom they could exchange their post. In addition, fixed-term contract staff members explained that they felt that it was not possible for them to move, either due to their contract or because they were afraid that any wish to move could be interpreted by the management as a lack of interest in their current position.

It was explained to the Peer Review team that ISTAT has quite a long-standing “expert” culture, promoting the acquisition of experience and expertise in a specific domain. There is no systematic procedure to organise staff mobility and create a “market” for positions, allowing regular turnover.

As a consequence, young staff members are encouraged by the system to stay in the same unit, instead of gaining experience and knowledge of the institution and its various domains and methodologies. Only personnel in horizontal units, such as those of the Integration, Quality, Research and Production Networks Development Department have a chance to get a broad view of the scope of activities performed by ISTAT. This represents a certain loss of competence, as many innovations or improvements originate from the application of a methodology or a new technique to another area. For example, having experience in the dissemination of statistical information can help the production units to produce statistics and meta-information that better fit the users’ needs. Cross-experience is also a powerful factor in standardising solutions that increase effectiveness and efficiency. This is particularly important for new staff that should have the opportunity to discover other domains during the first years of their career to enable them to choose the area in which they want to become experts.

As already mentioned, staff may be reluctant to give the impression that they are not so happy in their unit, thus hampering their chances of being promoted within this unit. In addition, in the absence of a regular “open market”, it might be difficult for a volunteer to find a position available in another unit of their choice. Moreover, some staff, to their own disadvantage, will settle into a “comfort zone” and not wish to move.

ISTAT has a high standard of quality management, including a detailed and standardised system to document processes. This represents an opportunity to facilitate mobility, as staff joining a new unit can easily access appropriate documentation.

It is the view of the Peer Review team that ISTAT would benefit from establishing an internal mobility policy, which could allow, for example that:

- young staff occupy a post in two or three units in the first ten years of their career.
- for the appointment of heads of unit, priority would be given to candidates demonstrating experience in more than one domain.

To further enhance compliance with the CoP by improving the efficiency of its human resources management, **the Peer Reviewers recommend that:**

15. The Italian National Institute of Statistics should establish a policy to promote the internal mobility of its staff, in particular its young staff, independently of their contractual status. (European statistics Code of Practice, Principles 7, 8 and 10.)

4.2.3.4 DEVELOPING CAPACITIES OF THE STAFF

ISTAT's internal training plan offers learning opportunities in three different areas:

- specific training concerning statistical production and Information and Communication Technologies (ICT) addressed to ISTAT and SISTAN staff: 46 learning activities offered in 2015;
- general training supporting statistical production (for instance law, administrative, or management areas): 27 learning activities offered in 2015;
- compulsory training called for by specific laws (e.g. work health and safety, anticorruption).

Limitations in resources available for training set the target for the current year at 58% of the staff to receive training and 1.9 days on average per staff member, which is quite limited in the opinion of the Peer Review team. ISTAT has to ensure that the skills needed to perform its activities are developed, and aim at having a sustainable statistical capacity within the Institute for the longer term.

In addition, as ISTAT is a public research organisation in Italy, its graduate staff members include researchers and technical officers, as well as administrative officers; the former legitimately intends to participate in scientific activities such as taking part in producing scientific publications. This is even more crucial for researchers holding a fixed-term contract who have to ensure their employability in the labour market.

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

16. The Italian National Institute of Statistics should aim at developing the capacities of its staff by extending its training programme, as well as offering more opportunities for skilled staff to participate in scientific activities, conferences and publications. (European statistics Code of Practice, indicator 7.6.)

4.2.4 CONTINUE THE EFFORTS TO SERVE THE NEEDS OF USERS

ISTAT's dissemination and release policy is highly developed and oriented towards different target groups: citizens, who want statistical information about Italy; researchers, who require microdata, statistical classifications and *ad hoc* analyses; students; survey respondents; and of course the media. The strategy mentions the following key actions:

- profiling users to offer customised services/products through dedicated channels and making the information produced more accessible and usable;

- leveraging multimedia and digitalisation effectively by using a targeted multichannel strategy to offer products and services, especially through new digital dissemination channels;
- monitoring the dissemination process through measurement systems of communication initiatives and actions, and the definition of tools and methods for research and analysis of communication impacts;
- creating international networks and participating in the most advanced communities of the sector.

ISTAT's variety of dissemination services and tools is high. The main channel is its website (www.istat.it). It has extensive content (statistical tables and metadata) and functionalities like an interactive web press office, interactive services and multimedia, dynamic graphs and infographics, e-books and apps, etc. More and more information and tools are available both in Italian and in English. ISTAT is also active on social platforms, particularly in Twitter. Moreover, it is the largest producer of open data in Italy. ISTAT has many measurement systems to further analyse the needs of users.

This section considers how dissemination activities could be further improved with the measures to:

- enhance accessibility of the website;
- develop in-depth analysis;
- establish a revision policy;
- increase dissemination of quality indicators;
- establish remote access to microdata.

4.2.4.1 ENHANCE ACCESSIBILITY OF THE WEBSITE

ISTAT has designed its website to be the main dissemination channel for its statistics and continuously upgrades it. The website provides access to all categories of users and offers a large variety of information, from basic indicators to publications and detailed quality reports, as well as links to other websites such as the SISTAN website. A scrolling banner pictorially illustrates statistical information relating to situations in everyday life such as: "We are 2.8 million to attend primary school." Specific publics are identified (journalists, users, researchers, respondents, students) but under the tab "information" and not in a very relevant manner.

However, while experienced users know how to access the information they need, the large range of products makes the navigation not very user-friendly for less specialised users. The Peer Review team was told by different users that the structure of the website was not clear for new users, and that occasional users experienced difficulty with navigation.

ISTAT has also developed specific applications for small devices, such as smartphones or tablets, and monitors the number of downloads. In addition, ISTAT is quite active on social networks, such as Twitter, where it counts 37,300 followers of the Italian version and 1,049 of the version in English.

While acknowledging and praising the efforts made by ISTAT to provide broader and user-friendly access to its website and its other online platforms, the Peer Review team encourages ISTAT to further enhance accessibility of its website. Cooperation with other European NSIs, who all face the same challenge, would certainly be fruitful.

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

- 17. The Italian National Institute of Statistics should further enhance the accessibility of statistical information on its website, in particular for less experienced users, in order to ensure wider use of statistics in society. (European statistics Code of Practice, Principle 15.)**

4.2.4.2 DEVELOP IN-DEPTH ANALYSIS

ISTAT publishes statistical releases several times a week. Such releases are a key component of dissemination, providing the latest information to the media, specialist users, and the general public. Well-written releases that tell the story behind the figures in an interesting and attractive way to draw attention and inform users effectively are communicated more widely by the media. However, while ISTAT's releases are factual, objective and well laid out, the Peer Review team formed the view that many releases are rather short on text and graphics, and the text contains too many statements like "this rose by x%, while that rose by y%", which for less informed users can be uninteresting and difficult to digest. Statisticians should take the time to find the best way of bringing the numbers to life by telling the story in an interesting and newsworthy way, and reinforcing this with appropriate graphics.

Beyond the release of regular indicators or first results of surveys, there is also room for more in-depth analysis of specific topics or questions of society, combining relevant sources of data. This would enhance the use of the wealth of information produced by ISTAT and SISTAN, and answer more directly and effectively questions that arise in relation to Italian society and the economy. This would allow increased use of ISTAT's capacities, meeting the wishes and expectations of its skilled staff, and also lead to more cooperation opportunities with the scientific community. The way in which ISTAT has recently developed economic forecasts as well as economic simulation activities for Italian institutions is a good example of its capacity to produce more in-depth analysis of its statistical sources.

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

- 18. The Italian National Institute of Statistics should provide more in-depth analysis in its releases in order to further exploit the potential offered by combining different data sources. (European statistics Code of Practice, Principle 15.)**

4.2.4.3 ESTABLISH A REVISION POLICY

Revisions of the national accounts statistics and various other statistics are not conducted and published in a standardised way. A technical note available on the ISTAT website explains revisions, how the different vintages are collected and the indicators computed on revisions. This note refers to the press releases of Quarterly National Accounts. However, it is not conceived as a standard guideline for the Institute.

The Peer Review team was informed that the Methodology Committee, which has the responsibility of steering development in key methodological domains, has set out a special programme aimed at reinforcing current revision policy and procedures according to national and international standards, extending its domain coverage and the amount of information to users.

It is the opinion of the Peer Review team that a proper revision policy has to be defined and published. All revisions should be planned and the users informed with the help of a comprehensive calendar of revisions.

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

- 19. The Italian National Institute of Statistics should establish a revision policy following standard and transparent procedures and publish it on its website, including a revision calendar to inform users of when revisions of statistical results are planned to be published. (European statistics Code of Practice, indicators 6.6 and 8.6.)**

4.2.4.4 INCREASE DISSEMINATION OF QUALITY INDICATORS

The history of ISTAT metadata and quality information systems is pretty long. The first release of metadata management environment was in November 2001. Quality indicators were added to the system in 2002 and regularly calculated since 2005. The current sophisticated system, SIDI-SIQual, which allows both intranet and internet dissemination, was ready in 2006. After that, the English language was added in 2008. Currently it covers all ISTAT surveys (direct, based on administrative surveys) and secondary studies. The system stores and makes accessible to internal users metadata and quality indicators useful for monitoring both process and product quality. The system is equipped with online functionalities for analysing quality indicators for specific purposes, for example to analyse the quality of a process phase, to analyse quality indicators over time and to compare quality indicators for different surveys. Metadata and quality indicators are updated regularly. The update is controlled in the central unit responsible for quality, auditing and harmonisation.

In SIDI-SIQual, 253 surveys (including direct surveys and surveys based on administrative data sources) and 133 secondary studies (or statistical compilations e.g. National Accounts processes) have been documented. About two-thirds of them are active. The coverage of some quality indicators is very good: timeliness (100%), frame errors (92%), non-response errors (92%) and comparability (76%), whereas for instance the coverage of the coherence indicator calculated between preliminary and final data is just 19%. The system offers functionalities for internal survey managers, designers and management to make comparisons between surveys and analysis over time. Standard quality reports to Eurostat are based on the information available in SIDI-SIQual, although till now they have been produced with the Metadata Handler. The situation will change in October 2015, when quality reports in line with the ESS Standard for Quality Reports Structure (ESQRS) and the Euro-SDMX Metadata Structure (ESMS) will be extracted automatically by re-using information already available in SIDI-SIQual.

The system also allows the presentation of information to the general public. Summary information about metadata and quality indicators are presented for all statistical products in a section of ISTAT's website called "Quality at a glance". Currently there are only two quality indicators: timeliness and response participation figures. The Peer Review team got the impression that the quality information is somehow partly hidden in the system as it is mostly used only internally in the organisation. More quality indicators could be disseminated, as they already exist. They would help users to better assess the reliability of information and better understand ISTAT's strategy, for example in implementing its data collection activities. As for the ONAs, they hardly have any quality information on their websites.

To strengthen compliance with the CoP, the **Peer Reviewers recommend that:**

- 20. The Italian National Institute of Statistics and Other National Authorities producing European statistics should further expand their systems to report quality indicators to users on a regular basis. (European statistics Code of Practice, indicator 4.3)**

4.2.4.5 ESTABLISH REMOTE ACCESS TO MICRODATA

ISTAT gives access to its microdata for research purposes. The access is granted through an administrative procedure and is subject to specific conditions. All files are released free of charge and in compliance with the principle of statistical secrecy and protection of personal data. Microdata files are divided into four categories:

- public use files, downloadable directly from the ISTAT website;
- standard files, issued upon request with a valid reason for research purposes;
- scientific use files, issued to subjects belonging to universities or research bodies upon the presentation of a research project;
- files for SISTAN, accessible only by the statistical offices of the National Statistical System.

As part of the release of microdata, ISTAT offers a research data centre: Laboratory for Elementary Data Analysis (ADELE Laboratory), a secure site accessible by researchers and academics enabling them to conduct their own statistical analyses on microdata from the Institute's surveys in compliance with the legislation concerning confidentiality of personal data. Moreover further special datasets³ are available for access at the Laboratory. Access to the Laboratory is free of charge. At territorial level, all ISTAT regional offices manage a Research Data Centre access point.

Following the new EU regulation on access to microdata (No. 557/2013), ISTAT aims to provide the scientific community with remote data access, in accordance with best practices at European and international level. To achieve this objective, ISTAT is working on a proposal for reviewing the current legal framework.

The researchers met by the Peer Review team were quite satisfied with the services ISTAT is currently offering. They were frequent users who did not find it difficult to access the data through administrative procedures. Remote microdata access is however expected and would be beneficial for the whole research community. The researchers pointed out that for those who do not know where and how to access, the required procedures are not visible. More promotional action is needed.

To strengthen compliance with the CoP, the **Peer Reviewers recommend that:**

- 21. The Italian National Institute of Statistics should assure facilities for remote access to microdata for research purposes and increase communication about the possibilities to use microdata. (European statistics Code of Practice, indicator 15.4.)**

³ <http://www.istat.it/it/archivio/microdati-integrati>

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

ISTAT has no diverging views from the Peer reviewers' findings.

ANNEX A: PROGRAMME OF THE VISIT

PEER REVIEW VISIT TO ITALY

8–12 June 2015

AGENDA

Time	Programme	Organisation	Participants
Day 1 – Monday 8 June 2015			
09.00–11.30	PR team discussion to finalise the preparation of the visit	PR team	
11.30–11.45	Coffee break		
11.45–12.30	Preparatory meeting with coordinator team and, possibly, other national participants in the visit to discuss practical aspects of the visit	ISTAT	Marina Gandolfo, Cristina Dell'Aquila, Elisabetta Parente
12.30–13.30	Lunch		
13.30–15.00	Welcome and introduction of programme, organisational matters General information session with a description on how the national statistical system is organised (bodies, distribution of responsibilities, relations between authorities), Presentation of ISTAT's new modernisation programme	ISTAT	Giorgio Alleva, Tommaso Antonucci, Roberto Monducci, Cristina Freguja, Raffaele Malizia, Piero Demetrio Falorsi, Vittoria Buratta, Marina Gandolfo, Cristina Dell'Aquila, Elisabetta Parente
15.00–15.30	Coffee break – PR team meeting		
15.30–17.00	Statistical law and related legislation (CoP Principles 1, 2, 5 and 6)	ISTAT	Giorgio Alleva, Tommaso Antonucci, Vittoria Buratta, Roberto Monducci, Patrizia Cacioli, Marina Gandolfo, Cristina Dell'Aquila, Elisabetta Parente
Time	Programme	Organisation	Participants
Day 2 – Tuesday 9th June 2015			
09.00–09.30	PR team meeting		
09.30 – 11.00	Coordination role of the NSI	ISTAT	Giorgio Alleva, Tommaso Antonucci, Raffaele Malizia, Marina Gandolfo, Cristina Dell'Aquila, Elisabetta Parente
11.00–11.30	Coffee break – PR team meeting		
11.30–12.00	Cooperation/level of integration of the ESS	ISTAT	Giorgio Alleva, Marina Gandolfo, Tommaso Antonucci, Piero Demetrio Falorsi, Vittoria Buratta, Marina Signore, Cristina Dell'Aquila, Elisabetta Parente
12.00–13.00	Lunch		
13.00–14.30	Programming, planning and resources, including training (CoP Principles 3, 9 and 10)	ISTAT	Tommaso Antonucci, Nadia Palmeri, Andrea Malafronte, Paolo Weber, Giuseppe Cerasoli, Natale Renato Fazio, Pasquale Papa, Raffaele Malizia, Vittoria Buratta, Antonio Ottaiano, Alessandra Lucchese, Angela Leonetti, Marina Gandolfo, Cristina Dell'Aquila, Elisabetta Parente

Time	Programme	Organisation	Participants
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14.30–15.00 Coffee break – PR team meeting

Day 2 – Tuesday 9th June 2015 (cont.)

15.00–16.00 Meeting with main users – ministries and other public/private institutions (including Central Bank as a user) ISTAT Mara Meacci (Ministry of Economy and Finance), Daniela Collesi (Ministry of Economy and Finance), Paolo Soprano (Ministry for the Environment and the Protection of Land and Sea), Paolo Testa (Cittalia–Research Foundation of the National Association of the Italian Municipalities), Roberto Sabbatini (Bank of Italy), Marina Gandolfo

16.00–17.00 Meeting with main users – media ISTAT Davide Colombo (Il Sole 24 ore), Rosaria Amato (Repubblica), Corrado Chiominto (Ansa), Marina Gandolfo

Time	Programme	Organisation	Participants
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Day 3 – Wednesday 10th June 2015

09.00–10.30 Quality (organisational structure, tools, monitoring...) (CoP Principles 4 and 11 to 15) ISTAT Giorgio Alleva Tommaso Antonucci, Vincenzo Lo Moro, Vittoria Buratta, Marina Signore, Giovanna Brancato, Patrizia Cacioli, Giulia Mottura, Anna Tononi, Fabio Crescenzi, Orietta Luzi, Piero Demetrio Falorsi, Stefano Falorsi, Alessandro Pallara, Cristina Freguja, Saverio Gazzelloni, Giulio Barcaroli, Antonio Ottaiano, Raffaele Malizia, Gian Paolo Oneto, Marina Gandolfo, Cristina Dell'Aquila

10.30–10.45 Coffee break

10.45–11.30 Implementation of quality management: concrete example and discussion ISTAT Giorgio Alleva, Tommaso Antonucci, Vittoria Buratta, Marina Signore, Giovanna Brancato, Piero Demetrio Falorsi, Marina Gandolfo, Cristina Dell'Aquila

11.30–12.00 PR team meeting

12.00–13.00 Methodology, data collection, data processing and administrative data (CoP Principles 2, 7 and 8) ISTAT Giorgio Alleva, Tommaso Antonucci, Roberto Monducci, Gian Paolo Oneto, Raffaele Malizia, Giovanna D'Angiolini, Manlio Calzaroni, Giuseppe Garofalo, Giulio Barcaroli, Piero Demetrio Falorsi, Nadia Mignolli, Stefano Falorsi, Alessandro Pallara, Vittoria Buratta, Marina Signore, Giovanna Brancato, Cristina Freguja, Saverio Gazzelloni, Fabio Crescenzi, Fabio Bacchini, Orietta Luzi, Antonio Ottaiano, Pasquale Papa, Marina Gandolfo, Cristina Dell'Aquila

13.00–14.00 Lunch

14.00–15.30 Methodology, data collection, data processing and administrative data (CoP Principles 2, 7 and 8) ISTAT Giorgio Alleva, Tommaso Antonucci, Roberto Monducci, Gian Paolo Oneto, Raffaele Malizia, Cristina Freguja, Saverio Gazzelloni, Manlio Calzaroni, Giuseppe Garofalo, Giulio Barcaroli, Giovanna D'Angiolini, Piero Demetrio Falorsi, Nadia Mignolli, Stefano Falorsi, Alessandro Pallara, Vittoria Buratta, Marina Signore, Giovanna Brancato, Fabio Crescenzi, Fabio Bacchini, Orietta Luzi, Pasquale Papa, Marina Gandolfo, Cristina Dell'Aquila

15.30–16.00 Coffee break – PR team meeting

Time	Programme	Organisation	Participants
Day 3 – Wednesday 10th June 2015 (cont.)			
16.00–17.00	Meeting with the Ministry of Health, with the National Institute for Insurance against Accidents at Work (INAIL), the National Institute of Social Prevention (INPS)	ISTAT, Ministry of Health, INAIL, INPS	Cristina Tamburini (Ministry of Health), Anita Di Rosa (Ministry of Health), Liana Veronico (INAIL), Paolo Perone (INAIL), Cinzia Ferrara (INPS), Saverio Bombelli (INPS), Monica Sabbatini (INPS), Marina Gandolfo
Time	Programme	Organisation	Participants
Day 4 – Thursday 11th June 2015			
09.30–10.30	Meeting with main data providers/respondents	ISTAT	Marco Bulfon (National Council for Consumers and Users CNCU), Paolo Starace (Italian Revenue Agency), Massimo Rodà (Confindustria – association representing manufacturing and services companies), Marina Gandolfo
10.30–11.00	Coffee break – PR team meeting		
11.00–12.00	Meeting with main users – scientific community	ISTAT	Monica Pratesi (University of Pisa), Dino Pedreschi (University of Pisa), Andrea Maresca (MET – private research centre of economic policy), Marina Gandolfo
12.00–13.00	Dissemination, including confidentiality and user consultation (CoP Principles 5, 6, 11 and 15)	ISTAT	Tommaso Antonucci, Patrizia Cacioli, Giulia Mottura, Anna Tononi, Vittoria Buratta, Marina Signore, Aurea Micali, Cristina Freguja, Raffaele Malizia, Roberto Monducci, Marina Gandolfo, Cristina Dell'Aquila, Elisabetta Parente
13.00–14.00	Lunch		
14.00–15.30	Meeting with junior staff	ISTAT	Sara Cannavacciuolo, Giovanna Cogliati Dezza, Roberto Foti, Gerarda Grippo, Alessio Guandalini, Chiara Landi, Roberta Pazzini, Andrea Pellicci, Cristina Pezzati, Francesca Rinesi, Eleonora Rocchi, Alberto Sabbi, Elisabetta Segre, Anna Villa
15.30–16.00	Coffee break		
16.00–17.00	PR team meeting		
Time	Programme	Organisation	Participants
Day 5 – Friday 12th June 2015			
09.00–11.15	PR team discussion		
11.15–11.30	Coffee break		
11.30–12.30	Clarifications, remaining or additional issues and focus areas	ISTAT	PR team + National coordinator
12.30–13.30	Lunch		
13.30–15.00	Meeting with senior management: conclusions and recommendations	ISTAT	Giorgio Alleva, Tommaso Antonucci, Roberto Monducci, Vittoria Buratta, Cristina Freguja, Marina Gandolfo
15.00–17.00	Preparation of the report: task sharing	PR team	PR team

ANNEX B: LIST OF PARTICIPANTS

	Peer Review team
1	Jean-Michel Durr, Chair
2	Hilkka Vihavainen, reviewer
3	József Kárpáti, reviewer
	Eurostat observer
4	Pierre Bischoff, Adviser – Coordinator for internal relations
	NSI management and senior staff
5	Mr Giorgio Alleva, President
6	Mr Tommaso Antonucci, Director General and Acting Director of the Integration, Quality, Research and Production Networks Development Department
7	Mr Roberto Monducci, Director of the National Accounts and Economic Statistics Department and Acting Director of the Censuses, Administrative and Statistical Registers Department
8	Ms Cristina Freguja, Director of the <i>Socio-economic Statistics Directorate</i>
9	Mr Saverio Gazzelloni, Director of the <i>Socio-demographic and Environmental Statistics Directorate</i>
10	Ms Vittoria Buratta, Director of the Development of Information Systems and Corporate Products, Information Management and Quality Assessment Directorate
11	Ms Patrizia Cacioli, Director of the Dissemination and Communication of Statistical Information Directorate
12	Mr Manlio Calzaroni, Director of the Censuses and Statistical Registers Directorate
13	Mr Raffaele Malizia, Director of the Development and Coordination of Territorial Network and National Statistical System Directorate
14	Mr Gian Paolo Oneto, Director of the National Accounts Directorate
15	Mr Paolo Weber, Director of the Human Resources Directorate
16	Mr Fabio Bacchini, Chief of the Econometric Studies and Economic Forecasting Division
17	Mr Giulio Barcaroli, Chief of the Methods, Tools and Methodological Support for Production Processes Division
18	Mr Giuseppe Cerasoli, Chief of the Planning and Management Control Division
19	Mr Fabio Crescenzi, Chief of the Methods, Tools and Methodological Support for Production Processes Division

20	Ms Aurea Micali, Chief of the Data Management and Development of Integrated Products and Services Division
21	Ms Giulia Mottura, Chief of the User Service Development and Management Division
22	Ms Marina Signore, Chief of the Metadata Systems Development, Statistical Quality and European R&D Projects Coordination Division
23	Ms Nadia Palmeri, Chief of the <i>Accounting Division</i>
24	Mr Andrea Malafronte, <i>Accounting Division</i>
25	Ms Giovanna Brancato, Development of Information Systems and Corporate Products, Information Management and Quality Assessment Directorate
26	Ms Giovanna D'Angiolini, Development and Coordination of Territorial Network and National Statistical System Directorate
27	Mr Piero Demetrio Falorsi, Presidency Team on modernization, Committee on Methodology
28	Mr Stefano Falorsi, Integration, Quality, Research and Production Networks Development Department
29	Mr Natale Renato Fazio, Information and Communication Technology Directorate
30	Mr Giuseppe Garofalo, Censuses, Administrative and Statistical Registers Department
31	Mr Vincenzo Lo Moro, Integration, Quality, Research and Production Networks Development Department
32	Ms Orietta Luzi, National Accounts and Economic Statistics Department
33	Ms Nadia Mignolli, Integration, Quality, Research and Production Networks Development Department
34	Mr Antonio Ottaiano, former Advanced School for statistics and socio-economic analyses
35	Mr Alessandro Pallara, Integration, Quality, Research and Production Networks Development Department
36	Mr Pasquale Papa, National Accounts and Economic Statistics Department
37	Ms Anna Taroni, Dissemination and Communication of Statistical Information Directorate
38	Ms Angela Leonetti, <i>Directorate General</i>
39	Ms Alessandra Lucchese, <i>Directorate General</i>
	National Coordinator Team
40	Ms Marina Gandolfo, National Coordinator Coordinator of the President's Secretariat for International Relations
41	Ms Cristina Dell'Aquila, President's Secretariat for International Relations
42	Ms Elisabetta Parente, President's Secretariat for International Relations

	ONAs
43	Ms Liana Veronico, INAIL (National Institute for Insurance against Accidents at Work)
44	Mr Paolo Perone, INAIL (National Institute for Insurance against Accidents at Work)
45	Ms Cinzia Ferrara, INPS (Italian Social Security and Welfare Institute)
46	Mr Saverio Bombelli INPS (Italian Social Security and Welfare Institute)
47	Ms Monica Sabbatini INPS (Italian Social Security and Welfare Institute)
48	Ms Cristina Tamburini, Ministry of Health
49	Ms Anita Di Rosa, Ministry of Health
	Representative of main users - Ministries and other public/private institutions, Central Bank
50	Ms Mara Meacci, MEF (Ministry of Economy and Finance)
51	Ms Daniela Collesi, MEF (Ministry of Economy and Finance)
52	Mr Paolo Soprano, Ministry for the Environment and the Protection of Land and Sea
53	Mr Paolo Testa, Cittalia (Research Foundation of the National Association of the Italian Municipalities)
54	Mr Roberto Sabbatini, Bank of Italy
	Representative of main users – media
55	Mr Davide Colombo, Sole 24 Ore
56	Ms Rosaria Amato, La Repubblica
57	Mr Corrado Chiominto, ANSA
	Representatives of main users – the scientific community
58	Ms Monica Pratesi, University of Pisa
59	Mr Dino Pedreschi, University of Pisa
60	Mr Andrea Maresca, MET – (private research centre of economic policy)
	Representatives of main data providers/respondents
61	Mr Marco Bulfon, Consiglio nazionale dei consumatori e degli utenti (Cncu) (National Council for Consumers and Users)
62	Mr Paolo Starace (Italian Revenue Agency)
63	Mr Massimo Rodà, Confindustria (main association of manufacturing and service companies)
	Junior staff
64	Ms Sara Cannavacciolo,

65	Ms Giovanna Cogliati Dezza
66	Mr Roberto Forti
67	Ms Gerarda Grippo
68	Mr Alessio Guandalini
69	Ms Chiara Iandi
70	Ms Roberta Pazzini
71	Mr Andrea Pellicci
72	Ms Cristina Pezzati
73	Ms Francesca Rinesi
74	Ms Eleonora Rocchi
75	Mr Alberto Sabbi
76	Ms Elisabetta Segre
77	Ms Anna Villa