



EUROPEAN
STATISTICAL
SYSTEM

PEER REVIEW REPORT

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

The Netherlands

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August 2022

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1. EXECUTIVE SUMMARY

The Central Bureau of Statistics (known internationally as Statistics Netherlands) is a highly trusted and well-respected governmental organisation. Statistics Netherlands, established by the Royal Decree of 9 January 1899, is the designated statistical authority in the Netherlands responsible for the production and coordination of European statistics. While there are some small statistical producers whose output is provided to Eurostat, they are not designated as Other National Authorities. A strong legal framework, rooted in long institutional tradition and fully in line with the principles of the ES CoP, guarantees the professional independence of Statistics Netherlands.

The interviews carried out by the peer review team offered broad confirmation that Statistics Netherlands is well received in the media and in society as a whole. News from Statistics Netherlands makes headlines almost every day, as the organisation places particular emphasis on proactive communication and strives to “translate” statistical messages for different target groups. According to the Eurobarometer survey, the reputation of and trust in Statistics Netherlands are substantially higher than for the general government and this is an asset that should be preserved.

Statistics Netherlands appears to be adequately resourced and staffed. In 2021 there were 1,964 employees at Statistics Netherlands, 1,175 male and 789 female. The total budget for Statistics Netherlands amounts to around 210 million Euro, of which around 160 million Euro is covered by the Ministry of Economic Affairs. The remaining resources originate from additional statistical services requested and funded by ministries or other governmental institutions.

Statistics Netherlands places particular emphasis on its human resource policy. An active recruitment policy, combined with focus on training of employees, defining career paths and improved working conditions make Statistics Netherlands an attractive place to work. The recently created Management Development Board manages appointments, career planning and paths, and identifies potential managers. The Central Bureau of Statistics Academy is an in-house training facility of Statistics Netherlands that provides staff with tailor-made training.

Statistics Netherlands is very active in institutional cooperation (both international and national) and maintains extensive cooperation with the scientific community. This brings in specific knowledge and expertise and an outside perspective that is beneficial to current employees and facilitates the recruitment of new staff. For researchers, teachers and students, it provides better knowledge of official statistics, and opportunities for internships and research fundraising, alongside advanced micro-data access facilities with an abundance of available data.

Statistics Netherlands initiated the creation of the Scheveningen memorandum on big data and official statistics. It could therefore, be considered as one of the pioneers of exploring the potential of new data sources for official statistics. Statistics Netherlands strongly invests in research into new data sources, data integration and new ways of processing and presenting data. Multiple privately held data and innovative methods such as the use of Artificial Intelligence have been successfully integrated into statistical production. Statistics Netherlands is aware that it requires public support to obtain access to new data sources and therefore strives to obtain the “social licence” for its innovative data collection activities. Privacy-preserving techniques, which make it possible to perform analyses without accessing the underlying sensitive data, are also being explored as additional means of ensuring access to privately held data in cases when data holders are not willing to share this data with Statistics Netherlands.

Statistics Netherlands prefers insourcing and uses Scrum and Agile techniques for the development of IT projects. A modular software development approach, combined with the use of open source allows flexibility and leads to IT products that are fit for purpose, cost-efficient and delivered on time. As part

of the implementation of ISO 9001, strong emphasis has been placed on continuous improvement and this approach has seemingly become an essential part of Statistics Netherlands' institutional culture.

Overall, there is a high level of compliance with the European Statistics Code of Practice (ES CoP) throughout the Dutch statistical system. However, the peer review team identified two compliance-relevant and twelve improvement-related recommendations grouped under four headings, listed below with their related explanations.

RECOMMENDATIONS

I. Strengthening the institutional environment

The provisions for the appointment and dismissal of the Director General of Statistics Netherlands, lie mainly under the responsibility of the Advisory Council. Even though the independence of Statistics Netherlands was not perceived as a problem by the peer review team, the provisions related to the appointment and even more for the dismissal of the Director General could be based on more precise conditions, procedures and safeguards to improve the institutional stability in potentially critical moments.

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

1. The Advisory Council should reflect upon the process related to the appointment and dismissal of the Director General of Statistics Netherlands, with the goal of refining the procedures to strengthen institutional stability and make the process more transparent. (Improvement-related: ES CoP, Indicator 1.8).

Statistics Netherlands recognises the potential of using privately held data for statistical purposes and has already performed many activities related to their integration into statistical products. In this context, Statistics Netherlands mentioned the concept of "social licensing", meaning that support at society level will make it easier to convince the suppliers of information, and legislators, to grant Statistics Netherlands access to such data. To obtain this social licence, Statistics Netherlands should start a campaign of user consultations and awareness-raising activities on the benefits of its use.

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

2. Statistics Netherlands should intensify its efforts to gain access to privately held data and start a campaign of user consultations on the benefits of its use and on privacy-related issues in order to obtain the "social licence" for the use of new data sources. (Improvement-related: ES CoP, Indicator 2.4).

Statistics Netherlands has an active human resource management policy based on various instruments. However, it appears that employees' expectations related to the evolution of their professional career within Statistics Netherlands are not fully met. A rapidly increasing outflow of employees reaching retirement age will make the recruitment policy and related training critically important, and the management of employees requires more consideration in order to keep Statistics Netherlands attractive for high-potential employees.

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

3. Statistics Netherlands should continue developing its active human resource management, expand its efforts to inform all staff about their career development possibilities and devise measures to promote internal staff mobility and keep Statistics Netherlands attractive for high-potential employees. (Improvement-related: ES CoP, Indicator 3.1).

The staff of Statistics Netherlands are professional and very well trained. To facilitate staff training, Statistics Netherlands has recently created a tool for staff education, the Central Bureau of Statistics Academy. Even though the overall training system seems to work efficiently, benefits could be achieved through a closer integration of staff education with the on-boarding process. With regard to all staff, training on the general aspects of European statistics and the European Statistical System quality framework would contribute to a more efficient production of European and other statistics.

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

4. Statistics Netherlands should consider integrating the basic courses of the Central Bureau of Statistics Academy into the regular on-boarding process, including comprehensive training on the general aspects of European statistics and the European Statistical System quality framework. (Improvement-related: ES CoP, Indicators 3.1 and 7.1).

II. Embedding quality management

Statistics Netherlands has a comprehensive quality framework based on international standards such as ISO 9001, ISO 27001, etc. A comprehensive and coherent metadata system does not seem to be part of this quality framework, which could explain the lack of coherent metadata that was identified by the peer review team. Some users expressed a lack of complete metadata for the statistics/data they use, but were well helped by staff at Statistics Netherlands.

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

5. Statistics Netherlands should develop a comprehensive metadata system that can provide a coherent overview of all Statistics Netherlands' metadata. (Improvement-related: ES CoP, Indicators 15.1, 15.5, 15.6 and 15.7).

As most European statistics require some form of quality reporting, it would be efficient and helpful if the Single Integrated Metadata Structure could become the basis for quality reporting in Statistics Netherlands. In this way, all quality reporting could be enhanced by using the Single Integrated Metadata Structure in one common metadata system, with the possibility of selecting the relevant fields needed for different reporting obligations. This could lead to a reduced overall documentation burden for statistical producers and coherent reporting to both international and national users.

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

6. Statistics Netherlands should implement the Single Integrated Metadata Structure as the basis for quality reporting to promote efficient and harmonised reporting at national, European and international levels. Quality reporting should be available both in Dutch and English. (Improvement-related: ES CoP, Indicators 15.1, 15.5, 15.6 and 15.7).

Even though Statistics Netherlands has a solid and comprehensive quality framework, and quality awareness seems to be solid throughout the organisation, the peer review team found that since different performance review systems are used in the different production systems, it could be beneficial to have one common system where the statistical processes are described and monitored by staff and their managers and which could be used throughout the organisation. Getting an overview of the statistical processes and tracking the performance of the processes by recording key performance indicators for statistical production could be helpful and prove efficient. A common system could also be beneficial for mobility within Statistics Netherlands.

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

7. Statistics Netherlands should build upon the idea of having a common tool for statistical staff and managers that can provide an overview of the steps in the production processes and measure performance in the production of statistical products. (Improvement-related: ES CoP, Indicators 8.3 and 8.4).

III. Improving accessibility of statistical releases

Pre-release access to statistical releases in the Netherlands is granted up to 24 hours in advance to a wide range of government institutions and media. Since the statistical authorities have to ensure that the production and dissemination of European statistics are objective and transparent, and that all users are treated equitably, the peer review team sees a need to take measures to ensure compliance with the ES CoP by thoroughly reviewing the pre-release access policy. Tightening the rules and arrangements and reducing the duration of privileged pre-release access to statistical results will transparently demonstrate that the dissemination of European statistics is impartial.

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

8. Statistics Netherlands should review its pre-release access policy, which conflicts with the principle of impartiality. If pre-release access is to be retained, Statistics Netherlands should reduce the duration of pre-release access times, review the mode of access and increase the transparency of the criteria behind individual decisions. (Compliance-relevant: ES CoP, Indicator 6.7).

Statistics Netherlands uses multiple daily release time windows for the dissemination of official statistics: 6:30 for stock exchange-sensitive releases, 9:30 for press releases, 12:30 for corporate articles, 15:30 for the Caribbean islands, and releases at midnight so that the latest information can be included in the morning newspapers. To improve the predictability of release times, Statistics Netherlands should review its publication policy and possibly reduce the number of daily release times.

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

9. Statistics Netherlands should review its publication policy to improve the predictability of release times and reduce the number of daily release times. (Improvement-related: ES CoP, Indicator 6.5).

Statistics Netherlands maintains a publication calendar of releases on its website. The calendar is drawn up before the beginning of the statistical year, but also updated every Friday for the forthcoming period. The calendar is not interactive and does not provide information about the timings of past releases. The peer review team also noted that in cases of divergence from the dissemination time schedule, the publication calendar does not provide information about the previous release dates and only the new date is available to the public, without additional explanations.

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

10. Statistics Netherlands should redesign its release calendar to provide information on the changes in publication dates and reasons for each deviation. (Compliance-relevant: ES CoP, Indicator 13.4).

Statistics Netherlands' release calendar currently provides incomplete information to English-speaking users. The English publication calendar shows a limited number of releases as it only includes those that are translated from Dutch into English. The release time of the English releases is 15:00, significantly later than the Dutch releases. Since all users should be treated equally, according to Regulation 223/2009 on European statistics, the peer review team suggests that all releases (both Dutch and English) are integrated in a single release calendar.

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

11. Statistics Netherlands should review its release calendar with the aim of creating a single release calendar guaranteeing equal access for all users. (Improvement-related: ES CoP, Indicator 6.5).

IV. Strengthening user orientation

Statistics Netherlands has a strong communication unit and solid relations with users. Their needs are frequently addressed through various formal and informal consultations, direct relations between Statistics Netherlands' directorates or services and users of their sector, and eight user boards under the umbrella of the Advisory Council, in which producers and users of statistics can participate. The Advisory Council ensures that priority needs are met and reflected in Statistics Netherlands' annual work programme, and gives advice on these priorities. Notwithstanding the strong interest of the communities involved, the peer review team supports Statistics Netherlands' agenda to reach out to users that have not yet been reached. This should include steps to engage groups of society beyond the traditional users. Broadening its users' engagement could potentially generate more societal support for Statistics Netherlands' activities.

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

12. Statistics Netherlands should develop a strategy aimed at identifying and reaching new user groups in order to engage broader layers of society. (Improvement-related: ES CoP, Indicator 11.1).

The introduction of the EU General Data Protection Regulation has made national statistical institutes in the European Union face increased awareness on privacy-related issues from respondents and users. Even though this coincided with reduced response rates, the peer review team noted the importance of proactive communication on issues related to statistical confidentiality. As statistical confidentiality is a complex issue, Statistics Netherlands should review its approach towards communicating privacy-related issues.

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

13. Statistics Netherlands should reconsider its approach towards communicating privacy-related issues, by making the confidentiality-related messages easy to understand, with all additional information readily available. (Improvement-related: ES CoP, Indicator 5.4).

Statistics Netherlands has an advanced system for microdata access that includes many datasets and is a valuable asset for researchers. Even though the cost of microdata access is borne by the researcher, costs could be easily provided in a microdata service catalogue and made available on the Statistics Netherlands website. Statistics Netherlands noted that it plans to explore new approaches to simplify the procedures for output checking and automating parts of the process.

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

14. Statistics Netherlands should continue its efforts to improve the system for microdata remote access in order to improve its level of service, while preserving confidentiality and the availability of data. (Improvement-related: ES CoP, Indicators 5.6 and 15.4).

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

2. INTRODUCTION

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

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

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

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

- To review the compliance/alignment of the ESS with the ES CoP, in order to demonstrate to the ESS and to external stakeholders that the ESS is a system based on the principles of the ES CoP;
- To help NSIs, ONAs and Eurostat in their further improvement and development by indicating future-oriented recommendations; at the same time, they should stimulate government authorities to support the implementation of these recommendations.

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

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

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

Although all principles of the ES CoP will be reviewed for all countries through the SAQ, the peer review experts are free to customise the country visit to concentrate on those principles where more clarification/explanation is needed. However, certain principles such as those concerning professional

independence and coordination and cooperation, as well as principles including elements of modernisation, will be assessed during the peer review visit for every member of the ESS.

In addition to the common principles to be addressed for every member of the ESS, the peer review team also placed an emphasis on Commitment to Quality, Impartiality and Objectivity, Relevance, and Coherence and Comparability.

The Commitment to Quality (ES CoP principle 4) was reviewed in detail as it was not entirely evident that statistical output and its quality are adequately documented. The peer review team also highlighted the fact that disseminating statistics objectively and impartially (ES CoP, principle 6) influences trust in statistics. Therefore, impartiality to ensure explicitly equal access to statistical information by tightening the rules and arrangements for privileged pre-release access was a significant subject for discussions during this peer review. Addressing the emerging needs of users and how to identify new users were also discussed (ES CoP, principle 11). Compliance with ES CoP principle 14 (Coherence and Comparability) was a further issue discussed during the visit as the peer review team identified that various improvements to the release calendar should be implemented by Statistics Netherlands.

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

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

3. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM

Legislation

Statistics Netherlands was established by the Royal Decree concerning the Central Bureau of Statistics and the Central Commission for Statistics of 9 January 1899. The current legal basis for Statistics Netherlands and its work is the Statistics Netherlands Act (Wet op het Centraal bureau voor de statistiek) of 20 November 2003, last amended on 2 March 2022. In addition, the Autonomous Administrative Authorities Framework Act (Kaderwet ZBO) is applicable.

The Autonomous Administrative Authorities Framework Act and the Statistics Netherlands Act describe the powers and responsibilities of the Minister of Economic Affairs on the one hand, and the Director General of Statistics Netherlands on the other. As an autonomous administrative authority (in Dutch: ZBO), Statistics Netherlands performs public service tasks but operates independently and not under the direct authority of a Dutch ministry. The Minister of Economic Affairs is politically responsible for relevant legislation, the budget and conditions. Statistics Netherlands is financed from the state budget for the production of mandatory European or national statistics. Statistics Netherlands' status as an autonomous authority, coupled with the provisions of the Statistics Netherlands Act means that its professional independence, and that of its Director General, are ensured both legally and in practice.

Organisation

The Director General, the deputy Director General and the senior directors of Directorates constitute the management of Statistics Netherlands. A full overview of the organisation may be found at [Organisation \(cbs.nl\)](https://www.cbs.nl/en-gb/organisatie).

Statistics Netherlands has an Advisory Council with subcommittees for ICT, audits and programming, see [The Advisory Council \(cbs.nl\)](https://www.cbs.nl/en-gb/adviesraad). As stipulated by the Statistics Netherlands Act, the Advisory Council's main task is to provide the Director General with solicited and unsolicited advice about the performance of his/her tasks and the exercise of his/her powers.

Every five years an evaluation of the effectiveness, efficiency and independency of the functioning of Statistics Netherlands is carried out, as prescribed by the Statistics Netherlands Act. The evaluation report is sent to Parliament.

Appointment procedures for the head of the NSI

Article 12 of the Autonomous Administrative Authorities Framework Act gives the Minister of Economic Affairs the duty to appoint the Director General of Statistics Netherlands. When the position of the Director General becomes vacant, the Advisory Council prepares a list of competencies required for the selection of the Director General. The post and the competencies are published and, in accordance with a procedure that is transparent and exclusively based on professional criteria, the Advisory Council evaluates candidates and makes a final recommendation to the Minister. This procedure is embedded in Article 12 of the Autonomous Administrative Authorities Framework Act and in Section 2a of the Statistics Netherlands Act.

Statistical programmes

The information Statistics Netherlands publishes incorporates a multitude of societal aspects, from macro-economic indicators such as economic growth and consumer prices, to the incomes of

individual people and households. All information is publicly and simultaneously available through the website and open data portal Statline. A full overview of the annual work programme is available in Dutch through the [website](#).

As prescribed by the Statistics Netherlands Act, Statistics Netherlands produces an annual work programme, an annual report and a multi-annual programme. The Minister of Economic Affairs has to approve the annual and multi-annual programmes. Approval of the annual work programme or an amendment thereof will only be withheld if, in the Minister's opinion, such programme or amendment does not comply with the financial and organisational conditions set out in the multi-annual programme. The Minister of Economic Affairs has to approve the annual accounts, which are included in the annual report alongside the external auditor's opinion. The annual plan includes the annual budget and the annual work programme and is published on Statistics Netherlands' website.

A protocol of working agreements is signed between the Ministry of Economic Affairs and Statistics Netherlands, within the framework of the Autonomous Administrative Authorities Act and the Statistics Netherlands Act, and is reviewed every five years. The protocol signed in 2017 lays down the conditions under which the 5-year multi-annual programme is adopted and funded, and the procedure applied to the annual budget, as well as the structure and the audit of the annual accounts. The Director General of Statistics Netherlands and the Ministry meet four times a year for consultations, of which at least one meeting a year is with the Minister. Consultations on Statistics Netherlands' operations, finance and ICT take place three times a year. The protocol also covers the management of EU statistical obligations and states that, in the event of a substantial reduction in commissioned work, the Ministry will be jointly responsible for absorbing the losses.

Resources

The total budget for 2022 for Statistics Netherlands amounts to around 210 million Euro, of which around 160 million Euro (the "basic budget") is covered directly by the Ministry of Economic Affairs (EZK). The remaining resources originate from additional statistical services requested and funded primarily by ministries or diverse institutions. The number of employees of Statistics Netherlands was around 1,800 FTE in 2021 and has been mostly stable over the past years. This is the result of a balancing effect between the reduction in the number of employees based on the increased efficiency of the operations of Statistics Netherlands, and retirement and the increase in funds obtained for the provision of additional services.

In the period since 2012, the basic budget from the Ministry of Economic Affairs has been reduced by more than 50 million Euro, impacting the production of statistics other than European statistics. New European statistics requirements (6.8 million Euro for 2019-2023) are fully compensated by the Ministry. To face these budget constraints, Statistics Netherlands has taken efficiency measures and stopped or delayed a part of production of statistics other than European statistics or has found co-financing for these statistics. Because of these budget cuts, the financial results and equity came under pressure also due to rising ICT costs and increasing liabilities for untaken leave hours. At the end of 2018, the negative equity increased to 4 million Euro. Statistics Netherlands' liquidity remains positive and the NSI has a credit facility of 10 million Euro. In 2019, 2020 and 2021, Statistics Netherlands achieved positive results due to revenue generated by more additional statistical services and less operational cost.

The costs of all new European statistics and all increased employee costs were fully compensated by the Ministry of Economic Affairs during the past years. The basic budget for IT was found to be lacking, which poses risks in continuity and security. This problem had been discussed with the Ministry. As a result of this discussion, Statistics Netherlands will receive an additional budget to invest in IT continuity and security.

Coordination of the NSS and other national authorities

According to the Statistics Netherlands Act, Statistics Netherlands is the only statistical authority in the Netherlands responsible for the production of European statistics. There are no other statistical authorities (ONAs). There are some small producers of statistics who deliver the required statistical information to Statistics Netherlands from where it is transmitted to Eurostat. The only exception is the Dutch Central Bank, which produces a part of the European statistics.

Data access

The Statistics Netherlands Act stipulates that Statistics Netherlands may access governmental registrations for its data requirements. Furthermore, enterprises are required by the Statistics Netherlands Act to provide data to Statistics Netherlands for its statistical obligations.

Relations with users / Dissemination of statistical products and services

Statistics Netherlands publishes statistics in various forms: from tables and news releases to videos and statements by spokespersons. A strong emphasis is placed on communication, and statistical messages are tailored to suit user needs and to fit the media experts' publication channel at the Statistics Netherlands News Centre. To improve the usability of statistical releases to the media, most are released at midnight, as this allows them to be included in the morning newspapers. With regard to the content of these statistical releases, Statistics Netherlands applies the following principles:

- Responsible. The statistics are produced using responsible, scientifically based statistical methods. Information on these methods and definitions can be found on the website.
- Accurate and reliable.
- Empirical. Statistics Netherlands publishes on the basis of measurements obtained from its own surveys, data recorded or maintained by other institutions, or from big data. Information on the sources used is publicly available on the website.
- Phenomenon-oriented. Statistics Netherlands strives to give the fullest possible description of all or part of the reality (phenomenon) by presenting statistics in context.
- Relevant. Statistics Netherlands provides statistics that are aligned with user requirements and with social developments. Statistics Netherlands maintains intensive contact with users in order to keep abreast of their requirements.
- Objective. The statistics are drawn up objectively on the basis of purely statistical considerations.

4. PROGRESS/ADVANCEMENT IN THE LAST FIVE YEARS

Maintaining a stable institutional environment

Since the previous peer review, several improvements related to the stabilisation of the institutional environment and the strengthening of quality management and assurance have been introduced. Budget constraints have had no detrimental consequences on the provision of European statistics and were compensated by additional resources and efforts for improving efficiency. Several reforms were carried out in the areas of human resources, quality management and performance measurement.

Institutional governance

The previous peer review noted the need to ensure that appropriate statistical governance structures were in place following the announced Civil Service Reform Agenda. In 2017, the Central Commission for Statistics was dissolved and was replaced by an Advisory Council vested with similar powers as regards the appointment and dismissal of the Director General. Whereas the related processes need to be more precisely defined (see recommendation 1), the Advisory Council's supervision of Statistics Netherlands' activities related to programming, finances and statistics was extended. The Advisory Council gives solicited and unsolicited advice on issues including the interpretation and performance of duties, and it gives its opinion on the multi-annual programme on the basis of preparations made by the Council's Subcommittees, namely the Programme Committee, the Audit Committee and the ICT Committee. The creation of an Audit Committee appears to be a noticeable improvement for fostering sound and reliable management rules.

Securing budgets

The previous peer review recommended that “the budgetary authorities (...) provide Statistics Netherlands with the requisite resources to enable it to implement the agreed statistical programme on a sustainable basis, while continuing to adhere to the highest statistical quality standards”.

Although Statistics Netherlands suffered budget cuts during the period following the previous peer review, it managed to secure the resources needed to produce European statistics and to obtain specific appropriations for the development of its IT system. Budgets from 2014 onwards were substantially reduced, but all new EU obligations were fully compensated by additional budgets granted by the Ministry of Economic Affairs. Statistics Netherlands simultaneously developed the production of statistics requested and funded, on a full-cost basis, by Ministries, which led to a significant increase in income of more than 100% after 2011. Wherever possible, Statistics Netherlands concludes multi-annual agreements to guarantee the continuity of indirectly financed statistics, and the multi-annual programme provides information about statistics financed from the basic budget as well as those financed by other organisations.

As the last evaluation report on the effectiveness and efficiency of Statistics Netherlands stressed that the funding of IT investments was an area of concern, Statistics Netherlands has managed to negotiate additional funds for the modernisation of its IT systems.

Performance management

Statistics Netherlands has set up several measures to strengthen its efficiency and effectiveness. The Statistics Netherlands policy on the performance of duties came into force in July 2020. The management and accountability system is organised on the basis of a “Three lines model” designed in 2020 in conformity with international standards of internal audit. It defines the roles and responsibilities of the three main poles of the organisation, and their relationship: the governing body,

management and internal audit. The latter reports directly to the Director General and to the Audit Committee of the Advisory Council, which plays a key role in the supervision of Statistics Netherlands' activities, by preparing the opinions of the Director General on business operations.

According to a yearly internal "Planning and Control Cycle" starting in June, management contracts on operational plans and budgets for the departments are signed between each senior director and the Director General. Directorates issue quarterly reports, which feed the Director General's quarterly report on the implementation of plans, activities, budget consumption, HR developments, financial forecasts, remaining risks and performance indicators. A new set of 25 performance indicators defined by the 2019-2023 multi-annual programme is published in the appendix of the annual report. They cover diverse topics such as communication, HR and financial management, IT resources, and include scores given by researchers and users. According to the evaluation performed every 5 years (the "KWINK report"), Statistics Netherlands has improved its efficiency by increasingly using register data instead of conducting surveys, which has resulted in decreased costs in Statistics Netherlands's output/cost index. Statistics Netherlands also sponsors a professorship at the University of Amsterdam on the topic of using and combining register data.

Human resources management

Several measures were taken to strengthen and modernise the HR management in order to face upcoming challenges. In 2020, Statistics Netherlands adopted an HR-Strategy aimed at hiring people with the right skills and competencies. The slight decrease in the number of employees (from 1,968 in 2018 to 1,941 in 2020) and the growing outflow of employees reaching retirement age has allowed a moderate rejuvenation. Employees under 39 grew from 410 to 457 during the same period while the number of employees with a higher education level increased from 1,150 to 1,194, i.e., 61.5% of the total staff. A very active and innovative training programme ("CBS Academy") was launched and a staff satisfaction survey is carried out yearly. Statistics Netherlands has developed strong and fruitful relations with universities, with the conclusion of bilateral cooperation agreements with 11 Dutch universities. An active internship policy facilitates the recruitment of young graduates.

Strengthening Quality Management and Assurance

After the previous peer review, Statistics Netherlands implemented a new quality management system as it prepared for and achieved ISO 9001 and ISO 27000 certification. This has resulted in a different perspective on the quality management of Statistics Netherlands. The perspective now focuses less on processes and more on organisation units. The audit criteria have shifted from the ES CoP and QAF to ISO 9001, ISO 27001 and the GDPR with a risk-based selection of norms. 30 internal and more than 80 external audits are performed yearly. Work on continuous improvement (the PDCA – Plan-Do-Check-Act cycle) has been intensified and in the quality audits the focus has shifted from "We check if they are doing the right things = PDCA" to "Can you show me you are doing the right thing = show me your PDCA".

Statistics Netherlands has improved the assistance of experts in the assessment of its key products and processes. It relies on a range of various users and expert groups and has set up many facilities for this purpose. Statistics Netherlands has set up two programmes within its statistical directorates, EBN2.x and KERS. The EBN2.x programme intends to make the business statistics processes more effective and efficient by using office-wide tooling and working methods, and to free up space for innovation. The KERS programme, recently implemented and intended to work until the end of 2025, is a renewal initiative for social, register-based statistics aiming at reusing data, tools and methods in order to free up time in the processing of register data. Based on best practices and supported by an expert team of tool specialists, methodologists, business analysts and representatives from businesses, it aims to develop more flexible and agile processing and more sharing of data, knowledge, ICT and methods.

These initiatives can all be seen as important factors in improving the assurance of the quality of products and processes.

Under Statistics Netherlands' current organisation chart, issues related to methodology are mainly dealt with by the directorate in charge of Data Services, Research and Innovation (DRI). Its departments deliver methodology and process management consultancy to statistical directorates. Another directorate in charge of facility management (BIM) has a specialised IT department with a dedicated team (Team BIT Solution Services) which focuses primarily on investigating new technology.

Extending national and international cooperation

Statistics Netherlands actively participates in international cooperation and has organised such cooperation within the framework of an International Strategy 2020-2023. At national level, Statistics Netherlands participates in several relevant groups fostering knowledge sharing, for instance in the AI coalition, a network of several hundreds of institutional members from the private sector, the research community and government.

Statistics Netherlands has developed extensive cooperation with 11 Dutch universities, supervised and operated by a dedicated team, the Expertise Centre and Higher Education Institutions (ECHO). The ECHO team consists of a central coordinator and seven scientific coordinators attached to each of the main directorates. It fosters research on statistics, helps to develop knowledge and the practice of statistics among students, and strengthens the links between multidisciplinary academic approaches and statistical practice.

5. COMPLIANCE WITH THE CODE OF PRACTICE AND FUTURE ORIENTATION

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

Modern, professional and trusted statistical authority

Statistics Netherlands relies on a well-defined institutional environment rooted in the principles of the ES CoP. More specifically, the Statistics Netherlands Act and the Autonomous Administrative Authorities Framework Act, alongside a long institutional tradition, guarantee the professional independence of Statistics Netherlands and provide a strong legal mandate. To promote statistics-related legislation, guidance and appropriate governance structures are in place to facilitate approval of the country's legislative procedure. A code of professional ethics is available and made public. Staff of Statistics Netherlands are made aware of their code of professional ethics for official statistics.

The interviews carried out by the peer review team with various stakeholders offered broad confirmation that Statistics Netherlands is well received in the media and in society as a whole. News from Statistics Netherlands makes headlines almost every day, as the organisation places particular emphasis on proactive communication, and “translates” the statistical messages for different target groups. In addition, cooperation partners are proud to put Statistics Netherlands’ name on publications, as it is an excellent brand name. According to the Eurobarometer survey, the reputation of and trust in Statistics Netherlands are substantially higher than for the general government. This is one of the greatest values Statistics Netherlands has, and it is important to preserve it. The situation has many dimensions. Firstly, it is easier to recruit staff in a reputable organisation, secondly individuals and enterprises will respond better to surveys if Statistics Netherlands is a trusted organisation, and being a trusted organisation is the best way to combat fake news.

Statistics Netherlands has set up an effective system of user consultations. Users are consulted formally and informally through direct relations between Statistics Netherlands’ directorates or services and users of their sector, and through eight user boards under the umbrella of the Advisory Council.

Statistics Netherlands places focus on obtaining a “social licence” for its activities related to new data sources. The idea behind this concept is to obtain an informal licence from various stakeholders (including legislators) who may be affected by a particular activity. To obtain such a social licence, however, active engagement with stakeholders and the general public is needed to promote the benefits and to make sure that there is a high level of social support for new activities. Social licences are based on trust and confidence – they are hard to gain and easy to lose. These virtual contracts at the level of society contribute significantly to the trust in Statistics Netherlands.

Resource situation

Statistics Netherlands appears to be adequately resourced and staffed. In 2021, there were 1,964 employees at Statistics Netherlands, 1,175 male and 789 female, which is equal to 1,780 full time equivalents (FTE), and the number of employees has remained mostly stable over the past few years.

All in all, the budget seems appropriate to support the multi-annual statistical programme, provided that the Ministry of Economic Affairs contributes to financing the necessary IT systems. These will need to be developed and updated to pursue replacement projects, integrate new technologies and new sources of data, set up automated processing systems, strengthen security and accompany the general

trend of digitisation across society. The IT resources will certainly continue to be a prominent issue in the coming years.

Human resource policy

Statistics Netherlands is very active in its recruitment efforts. In a labour market that is characterised in general by a shortage of highly qualified staff and IT literate staff in particular, it is key to be able to recruit good people in that area. Statistics Netherlands is actively informing potential employees about the statistical work environment and is announcing openings of posts. With this approach, Statistics Netherlands is changing from passive to active recruitment, trying to reach out to potential employees and inform them about career opportunities. This is a very good way to manage a difficult employment market.

In the context of HR policy, Statistics Netherlands is trying to improve working conditions by increasing flexibility, for example by providing more possibilities to work from home and more flexible working hours. Flexibility is also shown in Statistics Netherlands's recently renovated premises, with different areas for meetings, relaxation, gathering around the coffee machine, etc. Overall, Statistics Netherlands is offering a modern work environment, e.g., all laptops offer the possibility to work remotely and the premises are designed in such a way as to facilitate remote working.

Statistics Netherlands has set up a management development board that manages appointments, career planning and paths, and identifies potential managers. This aspect, together with those mentioned above, makes Statistics Netherlands's HR policy an example of good practice.

The CBS academy is an in-house training facility that provides staff with tailor-made training. It is under the full control Statistics Netherlands, and training is not subject to outsourcing. The CBS Academy has its own premises and a corporate identity.

Internal reporting lines

Another of Statistics Netherlands' strengths is the existence of an internal ethics committee that is consulted in case of ethical questions with regard to health or migration statistics, for example. This committee provides useful advice in cases of doubt and is not directly linked to the management of Statistics Netherlands, and can therefore provide an independent opinion.

Statistics Netherlands has introduced what is known as the “Three Lines Model” as a new governance model to make responsibilities and reporting lines clearer. The model separates management-related reporting into two lines. The first line, which deals with processes, provides products and services to clients and manages the risks. The second line provides expertise, support and monitoring, and identifies challenges on risk-related matters. The roles of Chief Methodology Officer, Chief Information Officer, Chief Quality Officer, etc. are placed in this line. The third line is for internal audit, which provides independent and objective assurance and advice on the achievement of objectives.

Coordination and cooperation

Statistics Netherlands actively participates in international cooperation; this cooperation involves participation in several fora held by international organisations (EU, UN, OECD etc.) and specialised networks. At national level, Statistics Netherlands participates in several relevant groups fostering knowledge sharing, for instance in the AI coalition, a network of several hundreds of institutional members from the private sector, the research community and government.

Statistics Netherlands has developed extensive cooperation with 11 Dutch universities, supervised and operated by a dedicated unit, the Expertise Centre and Higher Education Institutions (ECHO),

consisting of seven decentralised coordinators from each main directorate in addition to a central coordinator. It provides Statistics Netherlands with specific knowledge and expertise and an outside perspective that is beneficial to current employees, and facilitates the recruitment of new staff; for researchers, teachers and students, it provides microdata access facilities, better knowledge of official statistics, and opportunities for internships and research fundraising. PhD students and post-docs as well as students following the European Master in Official Statistics (EMOS) are involved. The 12 professors by special appointment, financed by Statistics Netherlands in 8 universities and guided by advisory boards, develop courses and research in methodological areas (e.g. surveys, privately held data) and statistical themes (e.g. urban and social statistics) and advice on PhD theses. Several concrete initiatives have developed between Statistics Netherlands and universities in that framework: mutual secondment of personnel, expert groups, courses, summer schools and symposia.

New data sources and new ways of working

Statistics Netherlands is one of the pioneers of exploring the potential of new data sources for official statistics. Even though its efforts related to the use of mobile phone data have been halted by privacy-related concerns raised by the Dutch Data Protection Authority, multiple privately held data sources and innovative methods have been successfully integrated into statistical production. These data, however, are not always suitable for statistical production, and their usability is domain specific. Statistics Netherlands has therefore developed a data scouting approach. Data scouts are appointed within the organisation to examine the suitability of potential sources. Information about data sources and potential data sources is collected in a Central Source Register, which makes the life of the data scouts easier and guarantees the re-use of information. In a sense, Statistics Netherlands is already performing the role of a national data steward for information requests that can be fulfilled with official statistics.

In terms of burden on businesses, Statistics Netherlands provides an annual measurement. The total burden on businesses is estimated to cost 22 million Euro annually, 8 million Euro of which is related to Intrastat, and 5.7 million Euro to Structural Business Statistics. Statistics Netherlands is trying to make things easier for respondents and to make it more attractive for enterprises, since there is an issue of perceived burden as well. The burden on respondents imposed by the Central Bank will also be included in future measurements. In order to improve the quality of its products, Statistics Netherlands was one of the first NSIs to introduce a unit that collects information from major enterprises, known as the large case unit (LCU). The idea behind the introduction of the LCU is to concentrate efforts on the most important elements of the economy. At European level there is a network of all existing LCUs, where the exchange of best practices and international comparability is promoted.

Some years ago, Statistics Netherlands reformed its software development processes. Scrum and Agile techniques are currently used for the development of IT projects, and insourcing is the preferred method in software development. Statistics Netherlands believes that this approach, combined with the use of open-source libraries and packages in R and Python allows flexibility and leads to products that are fit for purpose, cost-efficient and delivered on time. As part of the implementation of ISO 9001, more emphasis has been put on continuous improvement (using the PDCA cycle more actively), which has been built into the system.

Statistical disclosure control and microdata

Statistics Netherlands has been leading international projects on Statistical Disclosure Control for over 25 years. Drawing upon this experience, a detailed manual on statistical confidentiality with guidelines and methods for data protection was drafted. Moreover, Statistics Netherlands developed the ARGUS software for statistical disclosure control that is used by many statistical offices across the world.

A good practice is the provision of microdata for researchers and open data by Statistics Netherlands, both including metadata, and partially in English. Many data sets are available, on social or business statistics, for example. Statistics Netherlands works continuously with academic users, and allows some of its employees to work part-time in the academic field. This guarantees that the data sets offered by Statistics Netherlands are fit for academic use. There are currently 12 in-house professors, who work 1 day per week in research and have a very good understanding of the data. It is also important to note that each project has a case manager.

Innovative practices

After many years of discussion, an online respondents' portal is close to becoming a reality. Respondents can see what they have to deliver to Statistics Netherlands and what has already been delivered. Inbuilt into such portals is a feedback loop to users so, for example, when an enterprise answers a certain question, statistics are displayed, including the answer. Such portals create an incentive to respond and will convert one-way communication into an interactive process.

A very efficient way to produce statistical data is through a data warehouse approach, which is to be rolled out in Statistics Netherlands in the near future. This will result in a new integrated, uniform production system for business (EBN2.x) and social (KERS) statistics. This integration of many areas of business statistics is highly welcomed. In the future EBN2.x will be integrated with the above-mentioned respondent's portal. It will share modules and processes with KERS, the social counterpart of EBN2.x.

Statistics Netherlands is exploring privacy-preserving techniques as additional means of ensuring access to privately held data. Privacy-preserving techniques can be described as a set of techniques that make it possible to perform analyses on sensitive data without accessing the underlying individual data, in cases when respondents or private data holders are not able or not willing to share this data with Statistics Netherlands.

5.2 ISSUES AND RECOMMENDATIONS

5.2.1 Strengthening the institutional environment

The institutional environment for producing official statistics is strong in the Netherlands and no major concerns were raised with the peer review team with respect to implementation of the principles related to the institutional environment. Statistics Netherlands has a strong position both in terms of a solid legal framework and society's trust. Even so, the peer review team has identified areas where the Dutch statistical system could improve beyond the ES CoP with regard to the provisions for the appointment and dismissal of the Director General of Statistics Netherlands, efforts to get access to privately held data, HR management and staff on-boarding.

The peer review team noted that approval of Statistics Netherlands' multi-annual and annual work programmes can be withheld by the Minister of Economic Affairs if these programmes do not meet the financial and organisational conditions as set out in the position determined by the Minister (Section 17). Although this could lead to a restriction of Statistics Netherlands' autonomy in carrying out its mission and potentially jeopardise the trust in Statistics Netherlands as an independent institution, no recommendation has been issued. This is because the budget cuts imposed on Statistics Netherlands in the last decade have not affected the production of European statistics, nor have any of the programmes been withheld, nor do they appear to have affected the trust in Statistics Netherlands as an independent institution, despite adjustments in its statistical activities.

The Statistics Netherlands Act defines a set of legal provisions related to the status, organisation and mission of Statistics Netherlands, defining a well-balanced governance whereby Statistics Netherlands' independence is guaranteed, the procedure for allowing its resources is clearly stated and its activity is planned and reported to the relevant authorities (Minister of Economic Affairs, Council of Ministers and Parliament). Statistics Netherlands possesses legal personality and has the status of an Autonomous Administrative Authority (AAA) under the AAA Framework Act of 2.11.2006 (Section 2). It is clearly presented as "the national authority responsible for the production of European statistics" (Section 4). In the absence of ONAs, Statistics Netherlands is the only statistical authority in the Dutch statistical system. The Director General is consulted on statistical requests formulated by ministers (Section 3). Statistical work carried out for third parties is regulated (Section 5). The Director General draws up a 5-year multi-annual programme (Section 14) and an annual work programme (Section 15), which are submitted to the Minister of Economic Affairs for approval. The Advisory Council advises the Director General on the multi-annual and the annual work programmes.

The provisions for the appointment and dismissal of the Director General of Statistics Netherlands, as stated in the Statistics Netherlands Act (Section 2a), lie mainly under the responsibility of the Advisory Council (described in Section 20). The Council recommends a candidate for the position of Director General to the Minister and is consulted for his/her suspension or dismissal. Even though the independence of Statistics Netherlands was not perceived as a problem by the peer review team, as the Advisory Council holds strong authority and legitimacy for supervising Statistics Netherlands' activities, the provisions related to the appointment and even more for the dismissal of the Director General could be based on more precise conditions, procedures and safeguards to improve the institutional stability in potentially critical moments. Furthermore, the emphasis on statistical qualifications as a selection criterion could also be strengthened.

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

R1. The Advisory Council should reflect upon the process related to the appointment and dismissal of the Director General of Statistics Netherlands, with the goal of refining the procedures to strengthen institutional stability and make the process more transparent. (Improvement-related: ES CoP, Indicator 1.8).

Access to privately held data for statistical purposes is becoming increasingly important. Increased efforts should therefore be made in any direction that facilitates such access. Statistics Netherlands initiated the creation of the Scheveningen memorandum on big data and official statistics and was one of the pioneers of exploring the potential of new data sources for official statistics (such as the use of mobile phone data). Statistics Netherlands should continue in its efforts to get in contact with owners of privately held data. In recent years, platforms such as Uber or AirBnB have substantially increased their market share. The turnover of those platforms as such might be small, but they handle a substantial number of transactions. And, as the platforms have information about the transactions, this could be a promising new source. If, however, there is no legal basis for Statistics Netherlands to get access to those data, incentives have to be created for those companies to cooperate with official statistics.

In this context, Statistics Netherlands mentioned the concept of "social licensing", meaning that support at society level will make it easier to convince the suppliers of information, and legislators, to grant Statistics Netherlands access to such data. To obtain this social licence, however, efforts are needed to make sure that society is convinced of the concept. Statistics Netherlands should therefore start a campaign of user consultations on the benefits of its use. It should also engage in awareness-raising activities, to explain issues such as the mission of official statistics, the mandate of the statistical authority, the reasons for the use of privately held data, data protection legislation and its implementation by the authorities.

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

R2. Statistics Netherlands should intensify its efforts to gain access to privately held data and start a campaign of user consultations on the benefits of its use and on privacy-related issues in order to obtain the "social licence" for the use of new data sources. (Improvement-related: ES CoP, Indicator 2.4).

Although Statistics Netherlands considers it has adequate human resources to achieve its programmes, it will have to face critical issues in the coming years, in both quantitative and qualitative terms. A rapidly increasing outflow of employees reaching retirement age after 2023 will make the recruitment policy and related training critically important, and the management of employees requires more attention paid towards improving their careers in the organisation. Closer relations with universities and numerous internships may facilitate the recruitment of young graduates already familiar with official statistics. Statistics Netherlands has set up an effective organisation to that end, coordinated by its dedicated "Expertise Centre and Higher Education Institutions" team. The rejuvenation process has started, albeit modestly. The number of employees under 39 rose by 11% between 2018 and 2020, reaching 23% of total staff.

Simultaneously, Statistics Netherlands has to adapt to rapid changes in the production of statistics, e.g., the use of new data sources and new technologies, and to provide additional statistical services. Recognising the importance of training for the achievement of its goals, Statistics Netherlands has developed an active and ambitious HR strategy 2020-2025 named "a breath of fresh air". It consists of an innovative training policy with the creation of a "CBS Academy" providing online and classroom training on professional areas (methodology, IT, data science, etc.) alongside customised courses (20% of its budget). However, the annual target of 40 hours of training per employee remains modest compared to its declared ambitions of continuous learning.

The attention paid to professional development in the organisation has led to concrete measures in the management of mobility, such as an employee carousel, or training managers for mobility interviews. However, the annual survey shows that only 43.8% consider they have enough opportunities for moving to another post or department. The same survey reveals that employees' expectations are not fully met, particularly as regards the yearly assessment of individual performance and capacities, and the evolution of their professional career within Statistics Netherlands.

Statistics Netherlands should therefore continue developing its HR management policy to address these issues and to cope with the challenges it will have to face in the coming years.

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

R3. Statistics Netherlands should continue developing its active human resource management, expand its efforts to inform all staff about their career development possibilities and devise measures to promote internal staff mobility and keep Statistics Netherlands attractive for high-potential employees. (Improvement-related: ES CoP, Indicator 3.1).

Highly-skilled and motivated human resources are of high value for the production of official statistics. Statistics Netherlands should have a human resource policy in place to ensure the availability of sufficient and highly-skilled staff, including efforts to keep staff in the organisation. This policy should include procedures to recruit staff with the relevant qualifications, provisions on training, talent management, career development and staff motivation. Procedures should be in place to plan and provide appropriate training to all staff to ensure adequate skills and competencies. In the context of the ESS, the overall methodological framework used for European statistics should follow European standards. Statistics Netherlands has recently created a tool for staff education, the CBS Academy.

Statistics Netherlands should build upon this concept and integrate basic CBS Academy courses into the regular on-boarding process. With regard to all staff, training on the general aspects of European statistics and the ESS quality framework would contribute to a more efficient production of European and other statistics. In addition, participation in international meetings, at EU, UN, OECD or WTO level, for example, could be facilitated for Statistics Netherlands staff.

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

R4. Statistics Netherlands should consider integrating the basic courses of the Central Bureau of Statistics Academy into the regular on-boarding process, including comprehensive training on the general aspects of European statistics and European Statistical System quality framework. (Improvement-related: ES CoP, Indicator 3.1 and 7.1).

5.2.2 Embedding quality management

Statistics Netherlands focuses strongly on quality management and no concerns were raised with the peer review team on its commitment to quality. In the 2015 peer review, Statistics Netherlands was recommended “to take measures to embed its quality management system more deeply (...) and to also consider adopting the recognised industry standard for quality assurance/certification systems”. In the period following the peer review, Statistics Netherlands has achieved ISO 9001 certification and adjusted its quality management system accordingly.

Statistics Netherlands now has a comprehensive quality framework based on international standards such as ISO 9001, ISO 27001, etc. A comprehensive and coherent metadata system does not yet seem to be part of this quality framework, as the peer review team could identify a lack of coherent metadata. Some users also expressed a lack of complete metadata for the statistics/data they use, but always found staff at Statistics Netherlands helpful in giving the relevant explanations.

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

R5. Statistics Netherlands should develop a comprehensive metadata system that can provide a coherent overview of all Statistics Netherlands’ metadata. (Improvement-related: ES CoP, Indicators 15.1, 15.5, 15.6 and 15.7).

In the previous peer review, Statistics Netherlands was recommended to put greater emphasis on providing a consolidated view of the quality of statistical output in line with European standards. This is something Statistics Netherlands has not completed and is still working on.

Since most European statistics require some form of quality reporting - according to the European standard on quality and metadata reports, and to accompany the transmission of data to Eurostat - it would be efficient and helpful if the Single Integrated Metadata Structure could become the basis for quality reporting in Statistics Netherlands. In this way, all quality reporting could be enhanced by using the Single Integrated Metadata Structure in one common metadata system, with the possibility of selecting the relevant fields - from the Single Integrated Metadata Structure - needed for different reporting obligations. This could lead to a reduced overall documentation burden for statistical producers and coherent reporting to both international and national users.

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

R6. Statistics Netherlands should implement the Single Integrated Metadata Structure as the basis for quality reporting to promote efficient and harmonised reporting at national, European and international levels. Quality reporting should be available both in Dutch and English. (Improvement-related: ES CoP, Indicators 15.1, 15.5, 15.6 and 15.7).

Although Statistics Netherlands has a solid and comprehensive quality framework, and quality awareness seems to be solid throughout the organisation (even though evidence of the ESS quality framework is not equally visible), the peer review team sees possibilities for improvement. There are different (local) systems to give an overview of the performance in the various production systems. “Statistical pictures” is one example that is used in the directorate of socio-economic and spatial statistics in Statistics Netherlands. This system has replaced several systems used throughout the directorate, and management feels more in control and finds this a helpful tool for continuous improvement. The system gives an overview of both output and processes. It also gives an overview of the functioning of the software, innovation and improvements as well as the status of cases in the renewal initiative for social, register-based statistics (KERS). Other systems are in use in other directorates.

The peer review team sees the value in a system that can give an overview of outputs and processes for both staff and management. The review team finds that it could be beneficial to have one common system that could be used throughout the organisation, where the statistical processes are described and which the staff and their managers can follow. This could be helpful and prove efficient, not only to provide an overview of the statistical processes, but also to track the performance of the processes by recording key performance indicators for statistical production. A common system could also be beneficial for mobility within Statistics Netherlands.

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

R7. Statistics Netherlands should build upon the idea of having a common tool for statistical staff and managers that can provide an overview of the steps in the production processes and measure performance in the production of statistical products. (Improvement-related: ES CoP, Indicator 8.3 and 8.4).

5.2.3 Improving accessibility of statistical releases

Statistics Netherlands focuses strongly on reaching out to users and ensuring accessibility to statistical releases for the most relevant users. Generally speaking, the peer review team has no concerns with respect to the implementation of the broad principles of accessibility of statistical releases. However, the peer review team sees some possible issues related to pre-release access and the design of the release calendar. Regarding the publication policy and the release calendars, the peer review team has identified areas where Statistics Netherlands could improve beyond the ES CoP.

Statistics Netherlands provides privileged pre-release access to statistical releases to a wide range of government institutions and media. Pre-release access is not granted for stock market-sensitive information (with the exception of quarterly economic growth, for which pre-release access is granted to selected government institutions). All users enjoying pre-release access are listed on the Statistics Netherlands website along with the statistical releases concerned. However, the number of pre-releases is high and pre-release access is granted up to 24 hours in advance, which is a wide time gap. Even though the privileged users are satisfied, since this enables them to prepare in advance, the peer review team noted that the pre-release access to statistical releases is in conflict with the principle of impartiality, as defined by Regulation 223/2009 on European statistics and in the ES CoP. Since statistical authorities have to ensure that the production and dissemination of European statistics are objective and transparent, and that all users are treated equitably and have equal access to statistical releases at the same time, the peer review team sees a need to take measures to ensure compliance with the ES CoP by thoroughly reviewing Statistics Netherlands' pre-release access policy. If pre-release access is retained, tightening the rules and arrangements and reducing the duration of privileged pre-release access to statistical results will transparently demonstrate that the dissemination of European statistics is impartial.

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

R8. Statistics Netherlands should review its pre-release access policy, which conflicts with the principle of impartiality. If pre-release access is to be retained, Statistics Netherlands should reduce the duration of pre-release access times, review the mode of access and increase the transparency of the criteria behind individual decisions. (Compliance-relevant: ES CoP, Indicator 6.7).

Statistical release dates and times should be pre-announced. A release calendar should be publicly available and easily accessible to make sure that users are informed in advance. This principle ensures that release dates are predictable and transparent. One way to achieve this principle is to limit the number of release times during the day. One release time can easily be remembered by users. Statistics Netherlands currently uses multiple release times: 6:30 for stock exchange-sensitive releases, 9:30 for press releases, 12:30 for corporate articles, 15:30 for the Caribbean, and releases at midnight so that latest information can be included in the morning newspapers. The chosen release dates are always valid in a given moment in time and should be reviewed from time to time in a fast-changing environment, with social media gaining importance and the changing importance of morning newspapers. Therefore, Statistics Netherlands should review its publication policy for release times and possibly reduce the number of daily release times.

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

R9. Statistics Netherlands should review its publication policy to improve the predictability of release times and reduce the number of daily release times. (Improvement-related: ES CoP, Indicator 6.5).

Statistics Netherlands maintains a publication calendar of releases on its website. The calendar is drawn up before the beginning of the statistical year, but also updated every Friday for the forthcoming period. The calendar is not interactive and does not provide information about the timings of past releases. The peer review team also noted that in cases of divergence from the dissemination time schedule, the publication calendar does not provide information about the previous release dates and only the new date is available to the public, without additional explanations. To ensure compliance with the ES CoP, divergence from the dissemination time schedule should be publicised in advance, explained, and a new release date set. Users should also be able to track divergences according to the statistical area and the responsible producer. The peer review team therefore recommends that Statistics Netherlands redesigns its publication calendar and provides information on changes in publication dates, with explanations of the reasons for each deviation from the previous schedule.

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

R10. Statistics Netherlands should redesign its release calendar to provide information on the changes in publication dates and reasons for each deviation. (Compliance-relevant: ES CoP, Indicator 13.4).

Statistics Netherlands' release calendar currently provides incomplete information to English-speaking users. The English publication calendar shows a limited number of releases as it only includes those that are translated from Dutch into English. The release time of the English releases is 15:00, which is significantly later than the Dutch releases. Since all users should be treated equally, according to Regulation 223/2009 on European statistics, the peer review team suggests that all releases (both Dutch and English) are integrated in a single release calendar, which will contain information on all publications regardless of the language.

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

R11. Statistics Netherlands should review its release calendar with the aim of creating a single release calendar guaranteeing equal access for all users. (Improvement-related: ES CoP, Indicator 6.5).

5.2.4 Strengthening user orientation

Statistics Netherlands engages strongly in communicating statistics and no concerns were raised by the peer review team with respect to implementation of the principles related to user orientation. Even so, the peer review has identified areas where Statistics Netherlands could improve beyond the ES CoP. These cover efforts to reach new user groups, communication of privacy-related issues and the microdata access service.

The Statistics Netherlands Act provides that Statistics Netherlands delivers statistical information “which meets the needs of practice, policy and science” (Sections 3 and 15.3). This provision refers to the ES CoP (Principle 11 on Relevance), which states that statistics “serve the needs of European institutions, governments, research institutions, business concerns and the public generally”.

Statistics Netherlands has an active communication unit and solid relations with the media and other central users that could be characterised as “power users”. User needs are frequently addressed through various formal and informal consultations, direct relations between Statistics Netherlands’ directorates or services and users of their sector.

The Advisory Council plays a key role in fostering the relationship with users. Eight user boards, in which both the users and producers of statistics participate, function under the umbrella of the Advisory Council and cover the following domains: a Respondents’ advisory board; a Business and Economic Statistics user board; a Social Statistics user board; one for the statistics of the Living Environment; a Macroeconomic Statistics user board; a Methodology advisory board; a Communication advisory board; and a Microdata user board. They work together with the relevant departments in Statistics Netherlands. The Advisory Council ensures that priority needs are met and reflected in the annual work programme, and gives advice on these priorities. The Director General has annual meetings with the main users to discuss strategic priorities and consult on their needs.

Different users and stakeholders met during the peer review visit showed their appreciation of Statistics Netherlands’ outputs and procedures that are set up to make statistical products available. Researchers and teachers are satisfied (even though they note that access to data for students needs to be improved) and the media can easily contact the relevant contact persons when they need further explanations on data.

The attention paid by Statistics Netherlands to meeting user needs can be seen in the various ways it communicates its information, beyond traditional figures and reports: visualisations, fact sheets, open data, interactive tools and dashboards make statistics more user-friendly and able to reach larger groups of the population.

In 2021, Statistics Netherlands launched 'Leren met het CBS', Learning with Statistics Netherlands, which offers material for primary and secondary school pupils and students to learn what data and statistics mean in society. The first teaching materials for primary school children in grades 7 and 8 are now available. Statistics Netherlands believes it is important that as many children as possible get to work with this material in order to increase their statistical literacy.

Notwithstanding the strong interest of the communities involved, primarily universities, media and economic partners, statistical literacy education programmes and the active development of a communication policy, the peer review team supports Statistics Netherlands’ agenda to reach out to

users that have not yet been reached. This should include steps to engage groups of society beyond the traditional users, and to anticipate emerging need and priorities. Broadening its user engagement could potentially generate more societal support for Statistics Netherlands' activities.

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

R12. Statistics Netherlands should develop a strategy aimed at identifying and reaching new user groups in order to engage broader layers of society. (Improvement-related: ES CoP, Indicator 11.1).

Because of the introduction of the General Data Protection Regulation (GDPR), national statistical institutes in the EU face increased awareness on privacy-related issues from respondents and users. While statistical authorities have substantial experience in producing statistical results while respecting the privacy of respondents at the same time, the general public's increased awareness on the privacy of data has produced new challenges and has coincided with reduced response rates to statistical surveys. Even though Statistics Netherlands has extensive experience in statistical disclosure control and is aware of the importance of proactive communication, the peer review team noted that proactive communication on issues related to confidentiality could be intensified. Statistical confidentiality is a complex issue, and Statistics Netherlands should review its approach towards communicating privacy-related issues.

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

R13. Statistics Netherlands should reconsider its approach towards communicating privacy-related issues, by making the confidentiality-related messages easy to understand, with all additional information readily available. (Improvement-related: ES CoP, Indicator 5.4).

Statistics Netherlands has an advanced remote microdata access system. The system includes many datasets and is a valuable asset for researchers. Microdata access is granted to universities, scientific organisations and planning agencies that have a clearly dedicated research department under strict conditions. Statistics Netherlands performs about 2,000 output checks per year, with 29 employees performing the checks. Even though the cost of microdata access is borne by the researcher, costs could be easily provided in a microdata service catalogue, including descriptions of available information and costs estimates for the provided services, and which could be made available at Statistics Netherlands website. Users are generally satisfied with the system, and noted that the output checking time had been reduced in recent years. Statistics Netherlands noted that it plans to explore new approaches to simplify the procedures for output checking and automating parts of the process. The peer review team supports these modernisation efforts, particularly as the goal is to improve the system while preserving the confidentiality and availability of data.

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

R14. Statistics Netherlands should continue its efforts to improve the system for microdata remote access in order to improve its level of service, while preserving confidentiality and the availability of data. (Improvement-related: ES CoP, Indicators 5.6 and 15.4).

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

Statistics Netherlands would like to thank the peer review team for their thorough, objective and professional work and for the constructive discussions during the peer review visit. Statistics Netherlands acknowledges that the areas identified for further improvements are relevant.

Statistics Netherlands has no diverging views from the Peer Reviewers' findings.

ANNEX A – AGENDA OF THE VISIT

Timing	Topic	Participants
Day 1 – 4 July 2022		
09:00 - 09:45	Preparatory meeting with the national coordination desk	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Director department of corporate strategy and management advice (Director CSB) Head of International Relations /National Coordinator Policy Advisor (CSB)</p>
09:45-10:00	Welcome and introduction of the programme, adopting the agenda and organisational matters	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Director CSB Head of International Relations /National Coordinator Policy Advisor (CSB)</p>
10:00-11:00	Presentation of the National Statistical System	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Director General Director CSB Senior Legal Advisor (CSB) Head of International Relations /National Coordinator Policy Advisor (CSB)</p>
11:00-11:15	Coffee break	
11:15-12:45	Professional independence and the Law on Official Statistics and related legislation	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Senior Legal Advisor (CSB) Data Protection Officer Director Department Environmental, Energy and Spatial statistics (SER) Director CSB Head of International Relations /National Coordinator Policy Advisor (CSB)</p>
12:45-13:45	Lunch	

13:45-15:00	Progress and plans for the future	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Director CSB Director Department Research and Development, Chief Methodology Officer Senior Director Corporate services, IT and Methodology Deputy Director CSB Head of International Relations /National Coordinator Policy Advisor (CSB)</p>
15:00 - 16:00	Coordination and cooperation (ES CoP principle 1bis)	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Policy Advisor CSB, relations with universities (ECHO) Senior Policy Advisor SER Policy Advisor (CSB) Methodologist DRI, Innovation manager Senior Policy Advisor SER Director CSB Head of International Relations /National Coordinator</p>
16:00-16:15	Coffee break	
16:15-17:15	Meeting with Ministry of Economic Affairs & Climate	<p>The peer review expert team: All</p> <p>Ministry of Economic affairs and Climate Policy: Head of Department Owner Advice Deputy Head of Department General Economic Policy Coordinating Advisor Financial and Economic Affairs</p> <p>Statistics Netherlands: Director CSB Director Department Business administration and Control Head of International Relations /National Coordinator Policy Advisor (CSB)</p>
17:15-18:00	Peer review expert team discussion	

Timing	Topic	Participants
Day 2 – 5 July 2022		
09:00-10:30	9.00-10.00 Programming, planning and resources 10.00-10.30 Regulatory burden	The peer review expert team: All Statistics Netherlands: Senior Director Corporate services, IT and Methodology Director Department Business administration and Control Head of Human Resources Deputy Senior Director Directorate Economic and business statistics and National accounts Senior Policy Advisor (EBN) Director CSB Head of International Relations /National Coordinator, Policy Advisor (CSB)
10:30-10:45	Coffee break	
10:45-11:30	Presentation of the “Planning & Control Cycles”	The peer review expert team: All Statistics Netherlands: Director Department Business administration and Control Head Internal Audit Service Senior Policy Advisor, Internal Audit Service Director CSB Head of International Relations /National Coordinator Policy Advisor (CSB)
11:30-12:15	Presentation of the CBS Academy	The peer review expert team: All Statistics Netherlands: Director CBS Academy Senior methodologist Director CSB Head of International Relations /National Coordinator Policy Advisor (CSB)
12:15-13:15	Lunch	
13:15-14:45	Quality (organisational structure, tools, monitoring)	The peer review expert team: All

		<p>Statistics Netherlands: Head Internal Audit Service Senior Policy Advisor, Internal Audit Service Director Department Research and Development, Chief Methodology Officer Director Department Demographic and socioeconomic Statistics Director National Accounts Director CSB Head of International Relations /National Coordinator</p>
14:45-15:45	Methodology, data collection, data processing and administrative data	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Director Department Research and Development, Chief Methodology Officer Head Team Methodology Senior methodologist Director CSB Head of International Relations /National Coordinator</p>
15:45-16:00	Coffee break	
16:00-16:20	Presentation of new initiatives and technological developments in the field of Privacy-Preserving Technologies	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Director Department Research and Development, Chief Methodology Officer Director department of corporate strategy and management advice Head of International Relations /National Coordinator</p>
16:20-16:40	Presentation on Data Scouting, Central Source Register	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Statistical Researcher (DRI) Director Department Research and Development, Chief Methodology Officer Director CSB Head of International Relations /National Coordinator</p>

16:40-17:00	Presentation of EBN 2.x	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Deputy Senior Director Directorate Economic and business statistics and National accounts Director CSB Head of International Relations /National Coordinator</p>
17:00-18:00	Peer review expert team discussion	
Timing	Topic	Participants
Day 3 – 6 July 2022		
09:00-10:30	Dissemination and confidentiality	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Senior Policy Advisor SER Senior Methodologist (DRI) Deputy Director CSB Director Department Research and Development, Chief Methodology Officer Director Department Policy statistics and Data services Head of Planning and Policy staff (CNN), Director CSB Head of International Relations /National Coordinator</p>
10:30-10:50	Presentation of the system of social statistical datasets	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Statistical Researcher (SER) Director Department Demographic and socioeconomic Statistics Director CSB Head of International Relations /National Coordinator,</p>
10:50-11:10	Presentation of Userlab	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Methodologist (DRI) Director CSB Head of International Relations /National Coordinator</p>

11:10-11:40	Presentation of the Communication strategy and media centre	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Head of Planning and Policy staff (CNN) Head of Editorial and visual content (Communication and News) Head of Corporate communications, (Communication and News) Head of Public and media dissemination (Communication and News) Head of International Relations /National Coordinator</p>
11:40-12:00	Presentation of the output database (Statline)	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Head of Planning and Policy staff (Communication and News) Head of Information Dialogue (Communication and News) Head of Public and media dissemination Director CSB Head of International Relations /National Coordinator</p>
12:00-13:00	Lunch	
13:00-14:00	Meeting with junior staff	<p>The peer review expert team: All</p> <p>Statistics Netherlands: Member of Statistics Netherlands Young Statisticians Statistician team Business Statistics EBD, chair Young Statisticians Advisory Board Policy advisor CSB Policy advisor CSB, International relations Statistician Team Data Collection DVZ Statistician Team Labour, income and quality of life statistics Statistician team Business Statistics EBD</p>
14:00-15:15	Meeting with other producers: WEcR (Wageningen Economic Research) Dutch Customs and ministries	<p>The peer review expert team: All</p>

		<p>Wageningen Economic Research (WEcR): Senior Researcher</p> <p>Police: Deputy Director of the Directorate Strategy and Innovation</p> <p>Immigration and Naturalisation Service (IND) : Senior Advisor</p> <p>Land-registry: Head Data, Processes and Information Management</p> <p>Statistics Netherlands: Head of team Agriculture and Nature Deputy Senior Director Directorate SER Head of International Relations /National Coordinator Policy Advisor (CSB)</p>
15:15-15:30	Coffee Break	
15:30-16:45	Meeting with main users – Media	<p>The peer review expert team: All</p> <p>Media: ANP Algemeen Dagblad RTV Noord NU.NL</p> <p>Statistics Netherlands: Head of Planning and Policy staff (Communication and News) Head of Editorial and visual content (Communication and News) Head of Public and media dissemination (Communication and News) Head of International Relations /National Coordinator</p>
16:45-17:45	Peer review expert team discussion	
Timing	Topic	Participants
Day 4 - 7 July 2022		
09:00-10:15	Meeting with main administrative data providers	The peer review expert team: All

		<p>Chamber of Commerce: Director of Governmental Stakeholder Management</p> <p>UWV: Director, division of Data Services</p> <p>Statistics Netherlands: Deputy Senior Director Directorate Economic and business statistics and National accounts Deputy Senior Director Directorate SER Director CSB Policy Advisor (CSB)</p>
10:15-10:30	Coffee break	
10:30-11:45	Meeting with providers of new data sources	<p>The peer review expert team: All</p> <p>Dataprovider co-founder: Data provider Data strategist</p> <p>Translink (Public Transport chip card data): Business unit manager Information Services</p> <p>Bencom (Bellen.com): Site manager</p> <p>Statistics Netherlands: Methodologist DRI Innovation manager Head Team Traffic and transport statistics Director CSB Head of International Relations /National Coordinator</p>
11:45-12:30	Meeting with the advisory council	<p>The peer review expert team: All</p> <p>Advisory Council: Chair advisory council Member advisory council and chair audit committee Executive board member Member of supervisory committees</p>

		<p>Statistics Netherlands: Director General Senior Policy Advisor CSB Secretary of CBS Advisory Council Director CSB</p>
12:30-13:15	Lunch	
13:15-14:45	<p>Meeting with main users – Ministries and other public/private institutions (including Central Bank as a user)</p>	<p>The peer review expert team: All</p> <p>Ministry of Economic Affairs and Climate Policy (EZK): Chief Analyst</p> <p>Netherlands Bureau for Economic Policy Analysis (CPB): Head of the ICT, Software development and Information Management department</p> <p>The Netherlands Institute for Social Research (SCP): Head of Methodology Department</p> <p>Dutch Central Bank (DNB): Senior economist, department of Economic Policy and Research</p> <p>Statistics Netherlands: Director National Accounts Head of International Relations /National Coordinator Policy Advisor (CSB)</p>
14:45-16:00	<p>Meeting with main users – Scientific community</p>	<p>The peer review expert team: All</p> <p>Utrecht University, EMOS University of Amsterdam - Amsterdam University of Applied Sciences</p> <p>2 CBS affiliate professors: Erasmus University Rotterdam University of Amsterdam</p> <p>Statistics Netherlands: Policy Advisor CSB, relations with universities (ECHO) Head of International Relations /National Coordinator Policy Advisor (CSB)</p>

16:00-16:30	Peer review expert team discussion	
Timing	Topic	Participants
Day 5 – 8 July 2022		
09.00-11.00	Clarifications, remaining or additional issues and focus areas	The peer review expert team: All Statistics Netherlands: Director CSB Head of International Relations /National Coordinator Policy Advisor (CSB) Director Department Research and Development Chief Methodology Officer
11:00-11:15	Coffee break	
11:15-13:00	Meeting with the senior management of Statistics Netherlands: conclusions and recommendations	The peer review expert team: All Statistics Netherlands: Director General Senior Director Corporate services, IT and Methodology Deputy Senior Director Directorate Economic and business statistics and National accounts Director CSB Head of International Relations /National Coordinator Policy Advisor (CSB)
13:00- 14.00	Lunch	

ANNEX B – LIST OF PARTICIPANTS

Board of Directors of Statistics Netherlands

- Director-General
- Director department of corporate strategy and management advice (CSB)
- Senior Director, Corporate services, IT and methodology (BIM)

CBS Advisory Council

- Chair advisory council
- Member advisory council and chair audit committee; executive board member, member of supervisory committees

National Coordinator Team (members CBS International Coordination Team)

- Head of International Relations/National Coordinator, department of Corporate Strategy and Management Advice (CSB)
- Senior Methodologist DRI
- Senior Policy Advisor SER
- Head of Corporate communications CCN
- Senior Advisor Audit team

Other participants from Statistics Netherlands

- Deputy Senior Director Directorate Economic and business statistics and National accounts (EBN)
- Deputy Senior Director Directorate Socioeconomic and Spatial statistics (SER)
- Director Department Environmental, Energy and Spatial statistics (SER)
- Director Department Demographic and socioeconomic Statistics (SER)
- Director Department National Accounts (EBN)
- Director Department Research and Development, Chief Methodology Officer, Managing Director CBDS (DRI)
- Director Department Policy statistics and Data services (DRI)
- Director Department Business administration and Control (BIM)
- Director CBS Academy
- Head Team Traffic and transport statistics
- Head Internal Audit Service
- Head of Human Resources (BIM)
- Head Team Methodology (DRI)
- Head of Editorial and visual content (CCN)
- Head of Public and media dissemination (CCN)
- Head of Information Dialogue (CCN)
- Head of Planning and Policy staff (CNN)
- Head of team Agriculture and Nature (SER)

- Senior Policy Advisor, department of corporate strategy and management advice (CSB)
- Senior Policy Advisor, department of corporate strategy and management advice (CSB), secretary of CBS Advisory Council
- Senior Policy Advisor (CSB), team legal advice
- Policy Advisor CSB
- Policy Advisor CSB, relations with universities (ECHO)
- Senior Policy Advisor, Internal Audit Service, Data protection officer
- Senior Policy Advisor, Internal Audit Service
- Methodologist, Innovation manager (DRI)
- Senior Policy Advisor (SER)
- Statistical Researcher (SER)
- Statistical Researcher (DRI)
- Methodologist (DRI)
- Senior Methodologist (DRI)
- Senior Policy Advisor (EBN)

Junior staff

- Statistician team Business Statistics EBD, chair Young Statisticians Advisory Board
- Policy advisor CSB
- Policy advisor CSB, International relations
- Statistician Team Data Collection DVZ
- Statistician Team Labour, income and quality of life statistics
- Statistician team Business Statistics EBD

The Media

- ANP, datajournalist
- Algemeen Dagblad, data journalist
- RTV Noord, data journalist
- nu.nl, journalist

Scientific Community

- Professor of Statistics for the Behavioural and Social sciences, Utrecht University; Professor of Social Statistics, University of Southampton, EMOS-Utrecht
- Lector Responsible IT and Scientific Director of the Centre of Expertise Applied Artificial Intelligence, Amsterdam University of Applied Sciences
- Professor of Data Analysis and Economic Statistics and Co-director of the Center for Nonlinear Dynamics in Economics and Finance, University of Amsterdam
- Endowed professor Erasmus University Rotterdam Department of Public Administration and Sociology (Urban statistics)
- Endowed professor University of Amsterdam Social and Behavioural Sciences

Other External Participants

- Ministry of Economic Affairs and Climate Policy, Head of Department of Owner Advice
- Ministry of Economic Affairs and Climate Policy, Deputy Head of Department of General Economic Policy
- Ministry of Economic Affairs and Climate Policy, Coordinating Advisor Financial and Economic Affairs
- Wageningen Economic Research (WEcR), Senior Researcher
- Police, Deputy Director of the Directorate of Strategy and Innovation
- Immigration and Naturalisation Service (IND), Senior Advisor
- Land-registry, Head of Data, Processes and Information Management
- Chamber of Commerce, Director of Governmental Stakeholder Management
- UWV, director, division of Data Services
- Data Provider, Co-Founder
- Data provider, Data strategist
- Translink, Business unit manager Information Services
- Ben.com, site manager
- Ministry of Economic Affairs and Climate Policy (EZK), Chief Analyst
- Netherlands Bureau for Economic Policy Analysis (CPB), Head of the ICT, Software Development and Information Management Department
- The Netherlands Institute for Social Research (SCP), Head of Methodology Department
- Dutch Central Bank (DNB), senior economist, department of Economic Policy and Research