



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

MALTA

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1. EXECUTIVE SUMMARY

The National Statistics Office is Malta's national statistical institute responsible for the production and dissemination of official statistics. It was established by the Malta Statistics Authority Act XXIV of 2000, Article 9, which constitutes a strong legal framework. The Malta Statistics Authority Act also established the Malta Statistics Authority. While the National Statistics Office produces most of the statistical output, the functions of the Malta Statistics Authority comprise supervisory, governance and advisory tasks. The National Statistics Office coordinates the statistical activities of other public entities in the country, according to Article 39 of the Malta Statistics Authority Act, stipulating that public authorities are to consult, coordinate with and adhere to the recommendations of the National Statistics Office when planning their statistical activities. This role facilitates the National Statistics Office's strategy to be at the centre of the Maltese Statistical System.

The Maltese Statistical System consists of the National Statistics Office, one Other National Authority developing, producing and disseminating official statistics - the Directorate for Health Information and Research - and the Central Bank of Malta. Additionally, the National Statistics Office has several other partners which provide it with statistical data and hence, constitute relevant actors of the Maltese Public Administration's data ecosystem.

The National Statistics Office and the Malta Statistics Authority have a very good working relationship. The Malta Statistical Authority respects the professional independence and autonomy of the National Statistics Office and seeks to provide support and adequate resources for official statistics that are fit for purpose.

The National Statistics Office has high credibility and is trusted by the Maltese public administration and by the Maltese society at large. Credibility and trust have increased over recent years, which has enhanced compliance with the European Statistics Code of Practice.

The National Statistics Office has a challenging agenda for the future coupled with a good planning approach and a rolling programme for three calendar years, signalling the National Statistics Office's awareness of user demands and expectations.

The National Statistics Office has highly committed staff and managers, and enthusiastic young employees who seek new experiences and skills development in the area of official statistics. Despite its small size, the National Statistics Office deals with a large number of statistical obligations at European level. In this respect, the National Statistics Office has invested considerably in its data collection and production systems to improve the quality of all its statistical products, efficiency and, in particular, timeliness.

The National Statistics Office has given much attention to the area of dissemination and has a good relationship with the media. One aspect of this work is the rebranding project, with the launch of a new website focusing more on conveying information in Maltese over and above English.

Quality management and awareness of its importance are embedded in the National Statistics Office's work. The same can be said for the Directorate for Health Information and Research. The National Statistics Office has developed quality documentation, such as metadata reports based on the General Statistical Business Process Model. The peer review team considers the form of these metadata reports to be a good and innovative practice. Also, the Quality Management Framework of the National Statistics Office, soon to be finalised, constitutes a potentially helpful resource for both the National Statistics Office and the Directorate for Health Information and Research.

The National Statistics Office publishes a release calendar on its website with flags for revisions and has a Revision and Dissemination Policy.

High standards on confidentiality and data protection are in place in the National Statistics Office, based on the first certification in 2019 (the ISO 27001 Standard on Information Security Management Systems).

The National Statistics Office has focused on the standardisation of statistical processes through the IT Transformation Project, which will improve the quality and efficiency of the NSO's activities as well as the organisational culture.

The National Statistics Office strives to be an active participant in the projects of the European Statistical System. It has also benefited from participating in projects supported by Eurostat grant financing and technical assistance exchanges with other European National Statistical Institutes, to benchmark and improve statistical processes and maximise its capacity.

Generally, the peer review team considers that the National Statistics Office demonstrates a high level of compliance with the European Statistics Code of Practice. Nevertheless, the peer review team identified areas where the National Statistics Office and the Other National Authority, the Directorate for Health Information and Research, could further consolidate their activities and strengthen the Maltese statistical system. In summary, two compliance-relevant and fourteen improvement-related recommendations were identified, grouped under four broad headings.

RECOMMENDATIONS

I. Strengthening Governance, Coordination and Adequacy of Resources

The current legal framework, the Malta Statistics Authority Act, is somewhat unclear regarding the actors responsible for the coordination of official statistics. Article 7(1e) concerns the Malta Statistics Authority, while Articles 10f, 10g and 39(2) are devoted to the National Statistics Office. In the meetings with both the Malta Statistics Authority and the National Statistics Office it became clear that it is in fact the Director General of the National Statistics Office who decides on coordination. The draft revision of the Malta Statistics Authority Act, which was presented during the peer review visit, aims to address this issue and is intended to strengthen and improve compliance with the ES CoP by clearly assigning the coordination function to the National Statistics Office only.

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

1. The Malta Statistics Authority, the National Statistics Office and other relevant authorities should revise the Malta Statistics Authority Act assigning the coordination role of official statistics in Malta solely to the National Statistics Office. (Improvement-related: ES CoP, Indicator 1bis.1)

The present Malta Statistics Authority Act, combined with the legal framework of the public administration in Malta, respects Principle 1 of the ES CoP on professional independence. Nevertheless, the Malta Statistics Authority and the National Statistics Office should utilise the current opportunity to revise the Malta Statistics Authority Act to specify the reasons for the possible dismissal of the Director General of the National Statistics Office, thus reinforcing this principle.

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

2. The Malta Statistics Authority, the National Statistics Office and other relevant authorities, while revising the Malta Statistics Authority Act, should clearly specify that the reasons for the dismissal

of the Director General of the National Statistics Office must not compromise professional independence. (Improvement-related: ES CoP, Indicator 1.8)

Ensuring the adequacy of the National Statistics Office's capabilities is essential to support the change towards a more efficient and agile statistical production system. While the National Statistics Office has demonstrated the ability to build up human resources, with an increase in staff of over a quarter in the last five years and in line with the more demanding task portfolio, further efforts are vital to sustain the change management programme in the area of people skills, further talent attraction and staff retention. A systematic approach to addressing these efforts will sustain the development of the National Statistics Office workforce in line with future needs.

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

3. The Malta Statistics Authority and the National Statistics Office should review the adequacy of the human resources in the National Statistics Office and strengthen staff retention measures. (Improvement-related: ES CoP, Indicator 3.1)

At present there is only one Other National Authority developing, producing and disseminating official statistics, the Directorate of Health Information and Research. This means that the Maltese Statistical System is comprised of the National Statistics Office, the Directorate for Health Information and Research and the Central Bank of Malta. However, there are around 30 providers and/or producers of statistical data who have signed Memoranda of Understanding with the National Statistics Office (some of them were signed very recently), making them statistical partners of the National Statistics Office.

The National Statistics Office indicated the possibility of designating some of these partners as Other National Authorities. This may occur if it were considered that such a designation would ultimately strengthen the credibility of official statistics and provided that the adequate institutional and quality management conditions are in place in these organisations. Such a development would provide an opportunity to expand the Maltese Statistical System and also clarify the role of official statistics in Malta. Such a change may require additional efforts, including further support and coordination, to build up confidence in official statistics compared to statistics or data produced by other data providers and analysts.

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

4. The National Statistics Office, within its coordination function, should identify criteria for statistical producers to be considered as Other National Authorities, when appropriate, and where this would help to strengthen the credibility of official statistics in Malta. (Improvement-related: ES CoP, Indicator 1bis.1)

As part of its coordination role, the National Statistics Office should establish a Memorandum of Understanding with the existing Other National Authority similar to the present Memoranda of Understanding with other statistical partners until adequate and mutually agreed rules for the Maltese Statistical System are established. The National Statistics Office should also provide the Other National Authority, the Directorate of Health Information and Research, with appropriate quality guidelines for the development, production and dissemination of European statistics, i.e the Quality Management Framework when it is finalised. Both the Memorandum of Understanding and the guidelines will ensure the quality of the statistics produced and support adherence to the ES CoP.

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

5. The National Statistics Office should, within its coordination role, establish a Memorandum of Understanding with the Directorate for Health Information and Research and provide appropriate quality guidelines for the development, production and dissemination of European statistics. (Improvement-related: ES CoP, Indicators 1bis.2 and 1bis.1)

II. Strengthening Quality Management

Despite the high awareness of quality and the available documentation on quality, a more strategic and overarching quality policy is needed. Such a document should be produced using current internal materials and then made publicly available.

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

6. The National Statistics Office should publicly issue an overarching quality policy and supporting guidelines, laying out the principles and commitments on quality towards stakeholders. (Compliance-relevant: ES CoP, Indicator 4.1)

The Directorate for Health Information and Research submits quality reports to Eurostat accompanying the delivery of health statistics. However, these quality reports are currently not disseminated nationally for the view of the general public in Malta. The accessibility of health statistics could be substantially improved in Maltese society if these quality reports were made available nationally.

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

7. The Other National Authority reviewed (the Directorate for Health Information and Research) should disseminate nationally the quality reports of the official statistics that it produces. (Improvement-related: ES CoP, Indicators 15.1 and 4.3)

The National Statistics Office has recently issued a policy on revisions of Official Statistics, according to the requirements of the ES CoP. However, in practice, there is a need for users to be provided with more complete information on revisions in accordance with European standards and a revision policy, which is key to preparing users for future revisions and providing them with information to handle revisions in their analyses of preliminary statistics.

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

8. The National Statistics Office and the Other National Authority reviewed (the Directorate for Health Information and Research) should compile and make publicly available quality indicators on revisions as well as the results of their revision analyses. (Improvement-related: ES CoP, Indicators 12.3, 8.5 and 6.6)

A culture of quality control and monitoring is embedded in the National Statistics Office, aided by the work of the Methodological and Quality Unit. The Directorate for Health Information and Research and some other statistical partners producing statistics that are disseminated by the National Statistics Office also carry out quality control and monitoring. However, the peer review team is of the opinion that a more systematic quality review approach, based on the current monitoring experience, should be set up, with an established method, specific resources and a regular plan.

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

9. The National Statistics Office should strengthen the quality monitoring initiatives that have already been established by introducing a more systematic quality review approach. (Improvement-related: ES CoP, Indicator 4.4)

III. Modernising Statistical Processes and Methods through Innovation and Efficiency

The modernisation of the production platform is a key priority due to the limited resources of the National Statistics Office and the fast-growing demand for statistical information in Malta. This can be achieved by better harmonisation of statistical processes and automation of production systems.

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

10. The National Statistics Office should complete the statistical process review of the various statistical domains based on the Generic Statistical Business Process Model and develop standard methods and IT applications based on the results to support the automation of statistical production. (Improvement-related: ES CoP, Indicators 8.3 and 10.4)

Since 2018, the National Statistics Office has been working on an ambitious Transformation Project to develop a new IT statistical production platform based on full workflow automation and driven by metadata, from collection to dissemination. The deployment of the platform will ensure efficiency gains and increase quality by removing manual steps from the statistical production process.

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

11. The National Statistics Office should continue to develop and implement the data infrastructure envisaged by the Transformation Project. It should develop a medium-term plan with clear priorities and adequate resources – in terms of both the technical and the statistical domain teams – to ensure that the new platform is fully deployed for regular statistical production in the coming years. (Improvement-related: ES CoP, Indicator 10.2)

Due to resource constraints, the development of experimental statistics has been limited and the National Statistics Office does not systematically publish the results of such projects. Early engagement with the scientific and user community in the development of new statistical products and methods would help gaining insights into the directions for further improvements towards mature products.

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

12. The National Statistics Office should strengthen its investment in innovative statistical methods and new data sources. Furthermore, the National Statistics Office should disseminate the resulting products through adequate communication channels to involve researchers and the wider user community. (Improvement-related: ES CoP, Indicator 7.7)

IV. Promoting the Value of Official Statistics through Better Communication

Communication activities are important to the National Statistics Office. The projects underway for the rebranding of the National Statistics Office's official statistics and a new website will have an impact on communicating its results and products. The National Statistics Office has a very good approach to its release calendar, with a mechanism of "flags" for categories of revisions for each release and date displayed on its website. Even though the National Statistics Office plans internally for the whole year, the publicly available release calendar only refers to the next three months. As communication of all planned releases is essential also with respect to impartiality, the good approach already implemented could be extended to cover a considerably longer term, preferably a whole calendar year ahead.

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

13. The National Statistical Office should make a long-term release calendar available on its website, to better inform users of planned statistical releases. (Improvement-related: ES CoP, Indicators 6.5 and 13.2)

The Directorate for Health Information and Research is responsible for producing health statistics at national level, and thus delivers European Statistics within the scope of the ES CoP. With respect to corporate planning, the peer review team noticed that a work programme and release calendar for health statistics were not publicly available on the website of the Directorate of Health Information and Research.

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

14. The Other National Authority reviewed (the Directorate for Health Information and Research) should compile and publish its work programme and release calendar, both of which should also be linked to or included in the corresponding documents of the National Statistics Office. (Compliance-relevant: ES CoP, Indicators 1.5, 6.5 and 13.2)

The latest User Satisfaction Survey conducted in spring 2022 indicated that improvements could be made to the search function on the National Statistics Office's website and the statistical database. If implemented strategically, such improvements could significantly enhance the usability of these important information channels.

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

15. The National Statistics Office should improve the function to search for specific information on its website and in the statistical database. (Improvement-related: ES CoP, Indicator 15.2)

The National Statistics Office's communication of statistics to users can be improved in several ways. The dissemination products could benefit from being made more user-friendly and adaptable for different types of user needs and thus, encouraging users to be more pro-active with data. Also, the highly technical nature of the National Statistics Office's press releases, coupled with the fact that they are conveyed only in English and not in Maltese, make it difficult for the media to re-disseminate the statistical information to the general public, thus hampering the accessibility of official statistics.

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

16. The National Statistics Office should develop innovative dissemination products for official statistics and should adapt and further develop its communication of statistics to users, to reach a maximum audience and increase statistical literacy in the Maltese society. (Improvement-related: ES CoP, Indicators 15.2 and 15.1)

In the spirit of continuous improvement integral to the European Statistical System (ESS), the NSI will translate the recommendations 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, 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 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 of the ES CoP to be addressed for every member of the ESS, the peer review team placed particular emphasis on the Mandate for Data Collection and Access to Data, the Adequacy of Resources, Commitment to Quality, Impartiality and Objectivity, Sound Methodology, Appropriate Statistical Procedures, Cost effectiveness, Accuracy and Reliability as well as Accessibility and Clarity.

Careful attention was given to the Adequacy of Resources (ES CoP, Principle 3), even though an increase in the number of staff had occurred over the last five years in the NSO. The main motivation was concern over the sustainability of people skills, talent attraction and staff retention in order to fulfil the strategy for the coming years.

The Mandate for Data Collection and Access to Data (ES CoP, Principle 2), as well as Appropriate Statistical Procedures (ES CoP, Principle 8) and Cost effectiveness (ES CoP, Principle 10) were also identified as relevant principles to be analysed. The aim was to look more closely at the strategy for the data ecosystem in the Maltese public administration and provide the opportunity for the NSO to consider possible new data sources for the production of official statistics.

Quality Management and practices, as well as quality documentation in general, were given particular attention (ES CoP, Principle 4). Even though quality awareness and culture are embedded in the NSO and the ONA, the peer review team considered taking a closer look at the compliance issues related to the NSO's quality commitment and policy.

Even though the NSO has a revision policy in place and publicly available, with clear requirements to provide clarity to users in cases where statistics are revised for various reasons, the peer review team found that there was a need for further discussion in relation to Accuracy and Reliability (ES CoP, Principle 12) and Impartiality and Objectivity (ES CoP, Principle 6).

Accessibility and clarity (ES CoP, Principle 15) was another principle to which the peer review team paid special attention. Although significant progress has been made over the past few years, and new activities are underway with respect to dissemination and communication, there is still room for improvement in this area, also taking users' needs and expectations into account.

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

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

3. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM

Legislation

The National Statistics Office (NSO) is Malta's national statistical institute responsible for the production and dissemination of official statistics. It was established by the Malta Statistics Authority Act XXIV of 2000, Article 9 (MSA Act). Article 10 specifies the functions of the NSO as the collection, compilation, extraction and release of official statistics. The First Schedule to the MSA Act lays down the matters and topics for which data can be collected and produced as official statistics.

The first legislation on official statistics in Malta was the Statistics Act of 1955, which set up the Central Office of Statistics. This institution served the country for 45 years until the MSA Act came into force on 1 March 2001, effectively replacing the old Act and organisational structure. The MSA and the NSO work under and report to the Ministry of Finance and Employment.

The MSA Act further established the Malta Statistics Authority. While the National Statistics Office produces most of the statistical output, the functions of the Malta Statistics Authority comprise three tasks: Supervisory – regulating and generally monitoring the production of official statistics, specifically the post-publication monitoring of news releases and publications, and ensuring they are aligned with international requirements and standards; Governance – such as examination and submission of business plans and financial estimates to the line ministry; Advisory – advice on matters related to the chain of processes used in statistical production, such as data sources, methodologies and dissemination.

The Authority is also active in advocacy, supporting the NSO to make official statistics more relevant to users and stakeholders.

The NSO also has an important coordinating role with regard to the statistical activities of other public entities in the country. Article 39 provides that the public authorities are to consult and coordinate with the NSO when planning their statistical activities, and to accept any recommendations that the NSO may make. This role facilitates the NSO's strategy to be at the centre of the Maltese Statistical System.

The Maltese Statistical System consists of the NSO, one Other National Authority developing, producing and disseminating official statistics (the Directorate for Health Information and Research – DHIR) and the Central Bank of Malta. Additionally, the NSO has a number of other partners which provide the office with statistical data.

Organisation

The NSO is divided into five directorates. The first three – Economic Statistics, Business, Sectoral and Regional Statistics, and Social Statistics – are responsible for statistical production and output. The directorate for Data Resources, IT and Methodology is cross-sectional and is entrusted with the IT and Information Security of the whole office. This directorate is also responsible for cross-sectional methodological and data quality issues as well as for all aspects of data management. A fifth directorate – Corporate Services – incorporates communication and dissemination and takes care of the office's human resources, staff training, administration and procurement. The newest addition to the NSO's organigram is the Finance directorate, with the remit of Budget, Financial Management and Control. The Office of the Director General comprises the secretariat, International Affairs and Sustainable Development, and the Legal Office. It has an institutional role as regards the compilation

of institutional documents and handles the office's international and European affairs, sustainable development and legal needs. It has a unifying function in inter-directorate matters and with external organisations, oversees special projects when required and takes care of inter-linkages between the NSO and the Malta Statistics Authority.

Appointment procedure for the head of the NSI

In addition to Article 9 of the MSA Act, which defines the professional qualifications and competencies, responsibilities and duties of the Director General, the procedure of his/her appointment follows a public call for applications, which is advertised locally and internationally. The selection process is conducted in stages by an appropriately high-level and independent selection board appointed by the Malta Statistics Authority. In the most recent public call, a representative from Eurostat was on the interviewing board.

In addition to a high degree of professional competence and reputation, consideration is given to an advanced university degree in Statistics or Economics, or a closely related numeric discipline. Candidates need to demonstrate at least eight years' experience of on-the-job application to one of these disciplines, with a good proportion of these in a senior position. Managerial aptitude, experience, communication, and leadership skills are also closely considered. At the end of the procedure, the Director General is appointed by the Malta Statistics Authority following consultation with the Minister responsible for Statistics, for a three-year period which may be extended for further three-year periods.

As for the dismissal, this is regulated in the following way. The DG is employed as a Director General by an employment contract which lists down the responsibilities as indicated in the MSA Act which responsibilities must be carried out autonomously. The DG can be removed in the eventuality that the contract is not renewed or by not fulfilling his responsibilities as described in the contract. Nevertheless, the contract makes clear that should the DG not have the contract renewed, provided that prior to occupying the role of DG, he was employed by the MSA, he has the option to return to his previous role as Director or that of a substantive grade.

Statistical Programmes

In its early years, the NSO used to publish an annual work programme. With time, it became evident that a multi-annual programme would be more adapted to the business of the office. The first published rolling programme covered 2021-2023 and its sequel was published in May 2022, covering 2022-2024.

The main purpose of the multi-annual programme serves as a guide for the NSO internally and provides continuity from one year to another. Externally, the multi-annual programme gives statistical stakeholders and users a good overview of the office's short- and medium-term goals. An important aspect of the work programme is that it is a living document, and the activities and projects can be prioritised/reprioritised according to arising needs.

Resources

Currently, the NSO workforce comprises some 200 staff members, including interns. A process involving the DG's Office, Corporate Services, the Malta Statistics Authority, and the line ministry underpins recruitment procedures. The Director General establishes the NSO's resource requirements when drawing up the work programme. The Malta Statistics Authority scrutinises the work programme and considers the business case for specific resources made by the Director General. On its approval, the business case is sent for the approval of the line ministry. The recruitment process is then taken

forward by Corporate Services in line with Directive 7 of the Malta Public Service. New recruitment is also subject to approval by the People & Standards Division within the Public Service (<https://publicservice.gov.mt/en/people/Pages/AboutUs/WhatWeDo.aspx>)

The Malta Statistics Authority jointly with the NSO has in recent years scored successes in applying for and obtaining resources from various programmes such as the Structural Reform Support Programme (SRSP) and the European Social Fund Programme (ESF). These resources considerably supported the NSO to access expertise and to devise necessary training programmes for its staff.

Coordination of the national statistical system

With regard to the NSO's coordination role, the MSA Act states that the office shall “monitor and coordinate the carrying out of tasks with statistical implications imposed on other public bodies” (Article 10f); coordinate the production of official statistics systems, including the necessary methodologies, with a view to ensuring timelines and standardisation of information, efficiency and to meeting users’ requirements (Article 10g); as well as to provide appropriate classifications and conformity with international requirements and standards”:

“request any public authority to consult and cooperate with [NSO] for the purpose of assessing the potential of the records of the authority as a source of statistical information and, where appropriate and practicable, developing its recording methods and systems for statistical purposes, and the public authority shall comply with any such request, in so far as resources permit” (Article 39b).

The definition of a National Statistical System (NSS) is “...the ensemble of statistical organisations and units within a country that jointly collect, process and disseminate official statistics on behalf of national government” (OECD). However, the legal obligations on the coordination of statistical activities stemming from the MSA Act go beyond this definition since, irrespective of whether national authorities in Malta work on the collection of data for the production of official statistics, it would still be the NSO's legal responsibility to coordinate all national statistical activities. As such, the legal obligations are not confined solely to those entities that are officially recognised as Other National Authorities developing, producing and disseminating official statistics (ONAs).

Indeed, the NSO, within a context of developing its role as the central focal point of the National Statistical System, is taking forward a process of identifying and cultivating other statistical partners in addition to ONAs. These include:

- JobsPlus (employment/unemployment data);
- Inland Revenue Department (tax data);
- Identity Malta (population and residency data);
- Department for Agriculture (agriculture and rural affairs data);
- Department for Fisheries and Aquaculture (fish landings and aquaculture data);
- Transport Malta (data on land and sea transport);
- Environment and Resources Authority (data on waste exports and disposal at sea, private waste treatment and inert waste treatment facilities);
- Regulator for Energy and Water Services (data on energy and fuels);
- Malta Resources Authority (climate change data);

- Enemalta plc and ARMS (data on electricity supply/demand and billing/prices);
- Malta Police Force (crime data).

The main instruments employed in this process are bilateral discussions and Memoranda of Understanding (MoUs), which specify the type and extent of collaboration between the entities concerned. The MoUs are reviewed regularly and renewed as appropriate. A typical MoU would cover matters such as communication, levels of access, data requested and its intended use, reporting and provisions for safeguarding confidentiality. The NSO gives technical advice, guidance and, when feasible, assistance to its ONA and other statistical partners on good methodological practices.

Moreover, the NSO has a close working relationship with the Central Bank of Malta (CBM) and with the University of Malta, as well as with the Malta College of Arts, Science and Technology (MCAST), which is Malta's main provider of vocational and educational training. The NSO has established a well-developed system of internships - the majority coming from the University of Malta and MCAST. The NSO and CBM regularly cooperate on matters such as data collection, organisation and dissemination of data. A concrete manifestation of the collaboration between the NSO and CBM is the Balance of Payments domain, where compilation of Balance of Payments data is shared between the two organisations.

Also, being the competent authority in Malta responsible for the production and coordination of official statistics, the NSO recognised the need to address the gaps in the production of statistics for the Sustainable Development Indicators by, *inter alia*, strengthening coordination between the NSO and national entities that produce data directly or indirectly related to the Sustainable Development Indicator Framework. Where necessary, the NSO provides these entities with technical assistance to improve their statistical outputs.

Other National Authority participating in this peer review

The Directorate for Health Information and Research (DHIR) is currently the only ONA in Malta. DHIR is a directorate within the Department of Policy in Health, which is established by the Health Act XI of 2013 (CAP. 528) of the Laws of Malta.

The duties of the Chief Medical Officer (CMO) include “to collate, analyse and publish epidemiological data concerning the health status of the nation in order to identify and prioritize healthcare needs” among several other duties concerning health information as per Subsidiary Legislation 528.01, which defines the role of the CMO. These duties are delegated to the Director of the Directorate for Health Information and Research and commit the Director to the implementation of standard methodologies issued by WHO, Eurostat and the OECD. This ONA is responsible for the maintenance of the births, deaths and hospital activity analysis registries, together with the System of Health Accounts statistics and the European Health Interview Survey (EHIS). This makes the DHIR responsible for the collation and submission of non-expenditure and expenditure healthcare statistics, together with the collation of births and deaths data. All these data are provided to the NSO for the final compilation and submission of demographic statistics. Moreover, while the DHIR is ultimately responsible for the conduct and submission of the EHIS, both entities collaborate closely on data collection, validation and the submission of results.

Data access

The MSA Act includes a chapter on the collection of information and access to records (Articles 36 to 38). The NSO is empowered to collect data from public entities and private undertakings. The MSA Act clearly states that “notwithstanding anything contained in any other law enjoying secrecy”, the

Director General can request information from private undertakings or request access to records he/she deems necessary for the production of official statistics. In the case of public entities, the Director General has the power to take extracts of the data and the public entity is obliged (as far as resources permit) to cooperate with the NSO to amend the existing data gathering process to accommodate the NSO's needs, provided resources are available.

Relations with users/dissemination of statistical products and services

Good working relationships are in place with a variety of users. Cooperation on several ventures with the Central Bank of Malta is ongoing. The NSO has paid special attention to forging effective links with the media. Certain statistical domains are building strong contacts with academia, which opens the way for valuable expert assistance notably in statistical topics that are new to the office. With the rebranding project in the pipeline, the NSO has many plans to accelerate its work to remain relevant to its users and stakeholders.

The Communication and Dissemination Unit within the NSO is the main vehicle for the dissemination of products. It coordinates with the units in producing news releases, publications and a variety of visual material such as topical infographics. Currently, the principal instrument is the website which, however, is due for a complete overhaul as part of the rebranding project.

Furthermore, besides completely revamping the internal production processes, the Statistical Production Service Architecture (SPSA) project, better known as the Transformation Project, is expected to bring about an upsurge in dissemination channels, enabling more tools for users to get the maximum out of the disseminated data.

The NSO may grant pre-release access under embargo not more than one working day ahead and only for information purposes. The conditions for pre-access and a list of authorised persons are available on the NSO website. Currently only three senior officials in the Ministry of Finance and Employment are authorised for pre-release access:

https://nso.gov.mt/Home/Communication_and_Dissemination/Documents/Pre-release%20access%20agreement.pdf

4. PROGRESS/ADVANCEMENT IN THE LAST FIVE YEARS

Continuing on the path of a robust and credible institution

The peer review team found evidence of the high reputation of the NSO, expressed by representatives from different societal sectors. The small size of the NSO has been an advantage, as there is potential for close relationships with public institutions and also with non-governmental institutions, especially with the media. In fact, the NSO's actions in recent years have resulted in much stronger relationships with stakeholders at large, especially regarding consultation on technical matters related to statistical functions, common projects regarding dissemination and workshops regarding official statistics. The progress has confirmed the NSO's strategy to reinforce the status of official statistics in the future as well as to move towards a stronger coordination function in accordance with the ES CoP.

In this respect, it is also worth mentioning that the NSO has profited from participating in strategic projects within the ESS. In particular, the NSO made very good use of both ESS and bilateral projects with Member States, for example, Eurostat grant projects and bilateral technical assistance exchanges, to benchmark and improve statistical processes and increase its capacity in recent years.

Improving statistical processes

The GSBPM was adopted by the NSO and incorporated in its documentation and quality culture. The so-called GSBPM Metadata reports, which are considered as producer-oriented, have been created for 33 statistical domains. These reports provide a basis for improving statistical processes and constitute considerable progress and a good example of how the GSBPM standard can be used as a basis for continuous improvements.

The NSO has created a centralised Data Management Unit for social statistics in order to harmonise data collection and further data processing. Also, all survey questionnaires are checked by the Quality and Methodology Unit to maintain standard procedures, correct wording, classifications and general lay-out.

The Transformation Project started in 2018 with the aim of improving internal processes and achieve a more consistent standardisation of statistical production. The implementation of this project has impacted the quality and efficiency of the NSO's statistical production and the organisation's process management. Even though the peer review team has made recommendations with respect to the continuation and finalisation of this project, the team considers its conception and implementation, thus far, to comprise significant progress.

Advances have also been made in Information Security. In 2019, the NSO was certified according to ISO 27001. This generated significant improvements in all matters relating to information security, including awareness campaigns among staff, systematic training and assessment, and the setting-up of a dedicated unit within the NSO.

Revised organisation structure, resource management and enhanced training activities

There have been many recent efforts to strengthen the NSO. One of the key results was the increase in staff over the last five years, from about 170 to more than 210 employees, i.e. by over a quarter, which is a remarkable increase in such a short time. Furthermore, the new staff are mostly university graduates. Nevertheless, the NSO's programme and the innovation initiatives that are needed require further resources, particularly with respect to specific skills.

Training activities at various levels of the organisation have also been a fruitful strategy over the last few years. Significant progress has been made to provide technical and managerial training in areas such as statistical methodologies, quality management and project management to all staff.

A number of organisational changes were also made to support the challenges of more demanding and complex official statistics. For example:

- i. the National Accounts Unit was split to form two units: the National Accounts Methods, Standards and Sector Accounts Unit and the National Accounts Production. The former focuses primarily on improving the quality of this important statistical domain while the latter takes care of the process of national accounts. This allows better specialisation of tasks and division of labour.
- ii. a new unit for Crime Statistics was created under the Social Statistics Directorate, currently mainly working on the coordination of data collection on money laundering, terrorist financing and proliferation financing. Through this work, the NSO aims primarily to support and enhance the methods used by stakeholders to collect data and also to implement the necessary transpositions to be able to produce coherent and sound statistical products based on harmonised classification systems.
- iii. a new unit dedicated to Information Security was created to strengthen IT security management and the implementation of the new IT security framework.
- iv. the split between procurement and financial control is another relevant change at management level.
- v. other examples are the new functions given to the Gozo regional office: besides the need for the island's regional statistics, the regional office is responsible for geospatial as well as energy and transport statistics in Malta.

Improving timeliness of official statistics

In recent years, the NSO has invested considerably in its data collection and production systems, with the introduction of data collection portals and automated data processing to improve the quality of all its statistical products, its efficiency and hence timeliness. In this respect, the NSO has achieved significant improvements by addressing derogations and reservations in the areas of national accounts, Balance of Payments and public finance statistics. The aim is to resolve the derogations still outstanding during 2023 and 2024. This is the result of an internal strategy and plan to respond to the issue, and of the staff's dedication to the tasks.

Improving relevance of official statistics

The NSO has also invested much effort in improving the dissemination function, namely by the functionality of the website and new statistical products in the form of infographics. One aspect of this work is the rebranding project to be implemented this year, which will also make NSO's statistical products more accessible to users and improve NSO's dissemination standards. A new website will be launched and, in response to user needs, the Maltese language has been considered in the rebranding strategy project.

Taking into account the relevance of official statistics, there has been a continuous effort to produce statistics in new statistical domains which are relevant to national users. These include Culture statistics, Crime statistics, Statistics on Skills, and Disability statistics. Significant improvement was also registered in the collection of data on Sustainable Development Goals, in collaboration with NSO's statistical partners.

5. COMPLIANCE WITH THE CODE OF PRACTICE AND FUTURE ORIENTATION

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

Strong institutional framework and credibility

There is a strong legal framework with respect to Professional Independence and Mandate for data collection, by means of the MSA Act in force since 2000, which is very much aligned with the principles of the ES CoP. Even though the current MSA Act is a strength, it is worth mentioning that further steps to reinforce the status of official statistics are being taken, with a new draft of the Act under development that will, among other issues, clarify the functions of the Malta Statistics Authority in relation to the NSO (i.e., the coordination function).

A very relevant document with respect to the ES CoP and Regulation (EC) No 223/2009 of the European Parliament and of the Council as amended, is the Commitment on Confidence dated 2018. This document lays down the principles under which Maltese official statistics are developed and ensures the correct means for the NSO to undertake its mission. The ES CoP is clearly referred to as a prerequisite to pursue this endeavour.

The NSO and the Malta Statistics Authority have a very good working relationship. The Malta Statistical Authority respects the professional independence and the autonomy of the NSO and seeks to provide support and adequate resources for official statistics that are fit for purpose.

The high level of credibility and trust enjoyed by the NSO from society at large is also a clear strength that influences the relations between the ONA and other partners (data providers in particular, with whom the NSO establishes Memoranda of Understanding) and has enhanced compliance with the ES CoP.

There is a good approach to planning, with a rolling programme for 3 calendar years that shows a very demanding and challenging agenda for the future. The peer review team is of the opinion that this signals the NSO's awareness of user demands and expectations that need to be met.

The small size of the NSO, coupled with the small size of the country, makes the NSO's task difficult because in general international requirements are equal and independent of the size of the country. But there are also advantages to being small, as there is potential for close relationships with public institutions and also with non-government institutions, especially with the media.

An Organisation Committed to Quality

There is high awareness of quality issues and regarding quality management and quality assurance among top management and within the organisation. An internal document called the Quality Management Framework (QMF) has been developed for some years but has not yet been made widely available, neither internally nor externally. The QMF comprises a rich repository of useful guidelines and recommendations for quality management of official statistics following the Generic Statistical Business Process model (GSBPM) and is seen as a tool to integrate quality at process and statistical output levels. The QMF guidelines build, for the most part, on the requirements of the ES CoP. Much effort has been invested in this document, which is comprehensive and draws from reliable sources, which are thoroughly referenced. Once made available externally, the QMF guidelines will be a rich

and helpful resource to the NSO and to the ONA. The guidelines will raise awareness on the importance of continuous improvement and serve as a platform for safeguarding the use of sound methodology and the exchange of good statistical practices.

The NSO has utilised the Single Integrated Metadata Structure (SIMS) as its quality report structure for all statistical domains on its website since 2019, bringing benefits in terms of comparability and interoperability to the NSO and to users. The Methodology and Quality Unit is responsible for vetting these reports. The peer review team sees the standardisation and vetting process as a real strength.

The NSO provides a release calendar on its website, complemented with flags for revisions which follow the revisions policy criteria, i.e., no revision, routine revision, ad-hoc revision or benchmark revision. These flags are simple but very informative for users. The peer review team viewed this as a strength constituting good practice. Another example of good practice is that the NSO has made both its Dissemination and Revisions Policies publicly available.

High Standards on Confidentiality and Data Protection

There is good awareness within the NSO about confidentiality principles and procedures, and their application in practices. The NSO went through a very comprehensive process and was first certified in accordance with the ISO 27001 Standard on Information Security Management Systems in 2019. The process has been implemented through a stepwise approach, widening the scope of the certification with two additional audits in 2020 and 2021.

Highly Committed Staff and Management

With respect to human resources, the NSO has highly committed staff and managers. Like all other NSIs in the EU and despite the small size of the office, the NSO deals with a large number of statistical obligations nationally and within the ESS. The high level of skills and competencies of the staff has made it possible to achieve significant progress in different statistical domains and in cross-cutting infrastructural projects. The peer review team witnessed that the NSO benefits from enthusiastic young staff, who seek new experiences and skills development in the area of official statistics. Another aspect to highlight is the genuine concern at the level of top management with the wellbeing of staff, both professionally and personally.

Developing Modern Statistical Communication and Dissemination Services

The NSO cultivates and maintains excellent relations with users in general, not least with the media. The NSO is trusted for its statistics and maintains a high reputation in Maltese society. Regarding its relationship with the media, a regular news programme is run where the media invites NSO experts to comment on relevant statistical releases. Other users have confirmed the NSO's professionalism and commitment to provide as much information as possible. The infographics that the NSO provides are apparently popular and successfully reach out to citizen-users. The NSO staff is obviously very responsive and open to users' requests for data even though the NSO is looking into possibilities to make this time-consuming process more efficient and automatised.

The NSO has invested much in the area of communication and dissemination and has done so in cooperation with Statistics Ireland, covering areas such as the website, the online database and the modernisation of statistical press releases. The NSO has an ongoing rebranding project including a total renewal of the website which will include more automatic feeds and be more searchable. The plan is to launch the new website by April 2023. The NSO will also be implementing a new Online Statistical Database in the coming months with the aim of making all data across all domains available to users, thus reducing the number of user requests.

Nurturing Innovation and Efficiency

The NSO's senior management is well aware of the need for process standardisation and technological innovation. This is why important strategic investments have been made to prepare the ground for the modernisation of the statistical production platform through the standardised description of key statistical processes. The NSO has sound methodological competencies and a solid methodology team that can lead this process using an appropriate architectural framework. Nonetheless, progress has so far been limited in the implementation of a metadata-driven standard-based harmonised production system for the various statistical productions due to gaps in the number of staff.

The NSO has actively developed a solid partnership with other organisations producing official statistics with a view to supporting its modernisation actions. In particular, the NSO has made very good use of many Eurostat grant projects and has had bilateral technical assistance exchanges with other Member States to benchmark and improve statistical processes and support its capacity.

The relations between the NSO and academia are very solid. Over time good, diversified collaboration has developed between the NSO and the national scientific community and has recently been strengthened. This builds on structured cooperation activities, including senior NSO staff lecturing at official statistics classes at the University of Malta and the NSO attracting young talent through trainee programmes and the recruitment of university graduates. Furthermore, several academics from the University of Malta are involved in joint projects with the NSO teams, particularly in areas related to methodological developments and the experimentation of new statistical frameworks. These include the exploration of web scraping techniques and use of other digital data sources for the production of statistics on prices and labour market statistics, the development of new indicators to monitor progress towards the United Nations Sustainable Development Goals by 2030 and methodological projects to explore the potential for further integration of administrative data sources.

Innovative Practice

The peer review team identified an innovative activity that is noteworthy and that could be benchmarked in other statistical offices.

Complementary documentation to the SIMS, called GSBPM Metadata Reports, have been compiled for 33 main statistical domains in accordance with the General Statistical Business Process Model (GSBPM). Although the GSBPM structure is widely used in other NSIs, the peer review team saw the actual form of the documentation and the creative and holistic way in which it is implemented as an innovative activity. While the domain units are responsible for the reports, the Methodology and Quality Unit assesses their adequacy through a rigorous vetting process. The reports are saved in an internal central repository, which all NSO staff can access, and external users may access them upon request. Staff are encouraged to refer to these reports, which serve as a knowledge management tool. The following are some of the valuable features in this documentation:

- How national and international needs and requirements differ from each other,
- What statistics are required from the study and why, i.e. the main purpose of the statistics and the business case,
- The statistical production workflow (who does what).

5.2 ISSUES AND RECOMMENDATIONS

5.2.1 Strengthening Governance, Coordination and Adequacy of Resources

The Regulation No 223/2009 of the European Parliament and of the Council, as amended, and ES CoP principle 1bis both clearly stipulate that the coordination function for European statistics should be assigned to the NSI of the Member State. In Malta, the current Malta Statistics Authority Act has separate articles on coordination. Article 7(1) gives some duties to the Malta Statistics Authority, while Articles 10f, 10g and 39(2) define the duties of the National Statistics Office.

Thus, the current Malta Statistics Authority Act is somewhat unclear on who is in charge of the coordination of official statistics, while the requirement is to clearly state it in the Act. In the meetings with both the Malta Statistics Authority and the NSO it became clear that it is the Director General of the NSO who decides on coordination. The draft revision of the Malta Statistics Authority Act was presented to the peer review team, and in this draft the coordination function is clearly assigned to the NSO.

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

R1. The Malta Statistics Authority, the National Statistics Office and other relevant authorities should revise the Malta Statistics Authority Act assigning the coordination role of official statistics in Malta solely to the National Statistics Office. (Improvement-related: ES CoP, Indicator 1bis.1)

The current Malta Statistics Authority Act, combined with the legal framework of the public administration in Malta, which includes the NSO, is aligned with the ES CoP in respect of professional independence. Nevertheless, the Malta Statistics Authority and the National Statistics Office could take the current opportunity to revise the Malta Statistics Authority Act to further clarify the reasons for the possible dismissal of the Director General of the NSO and to ensure that professional independence is not compromised. Making this issue more explicit in the Malta Statistics Authority Act will reinforce principle 1 of the ES CoP. A suggestion from the peer review team would be to follow the example of a similar stipulation in the statutory law of the Central Bank of Malta.

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

R2. The Malta Statistics Authority, the National Statistics Office and other relevant authorities, while revising the Malta Statistics Authority Act, should clearly specify that the reasons for the dismissal of the Director General of the National Statistics Office must not compromise professional independence. (Improvement-related: ES CoP, Indicator 1.8)

Ensuring the adequacy of the National Statistics Office's capabilities is essential to support the change towards a more efficient and agile statistical production system. While the National Statistics Office has demonstrated the ability to build up human resources, with an increase in staff of over a quarter in the last five years and in line with the more demanding task portfolio, further efforts are vital to sustain the change management programme in the area of people skills, further talent attraction and staff retention. A systematic approach to addressing these areas will sustain the development of the National Statistics Office workforce in line with future needs.

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

R3. The Malta Statistics Authority and the National Statistics Office should review the adequacy of the human resources in the National Statistics Office and strengthen staff retention measures. (Improvement-related: ES CoP, Indicator 3.1)

At present there is only one ONA, the Directorate of Health Information and Research (DHIR), which means that the National Statistical System of Malta is comprised of the NSO, the DHIR and the Central Bank of Malta.

However, there are around 30 providers and/or producers of statistical data who have signed Memoranda of Understanding with the National Statistics Office (some of them were signed very recently), making them statistical partners of the National Statistics Office.

Furthermore, the NSO indicated the possibility of designating some of the partners as Other National Authorities. This may occur if it were considered that such a designation would ultimately strengthen the credibility of official statistics and provided that the adequate institutional and quality management conditions are in place in these organisations. Such a development would provide an opportunity to expand the Maltese Statistical System and also further clarify the role of official statistics in Malta. Such a change might require additional efforts to build up the importance of, and thereby the confidence in, official statistics compared to statistics or other data produced by other data providers and analysts in Malta's data ecosystem. The importance of maintaining trust in official statistics is the main motivation for such a cautious strategy to expand the number of members of the Maltese National Statistical System.

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

R4. The National Statistics Office, within its coordination function, should identify criteria for statistical producers to be considered as Other National Authorities, when appropriate, and where this would help to strengthen the credibility of official statistics in Malta. (Improvement-related: ES CoP, Indicator 1bis.1)

The NSO has signed Memoranda of Understanding (MoU) with numerous partners that provide data for official statistics. MoUs typically cover matters such as communication, levels of access, data requested and its intended use, reporting and provisions for safeguarding confidentiality. The NSO gives technical advice, guidance and, when feasible, assistance to its ONA and other statistical partners on good methodological practices. The MoUs are reviewed regularly.

However, there is no similar arrangement for an MoU between the NSO and the ONA. In order to strengthen the NSO's coordination role and transparency, the peer review team suggested the preparation of and mutual agreement on such a memorandum. In addition, the NSO should provide the ONA, the Directorate of Health Information and Research, with appropriate quality guidelines for the development, production and dissemination of European Statistics, i.e. the Quality Management Framework when it is finalised. Both the MoU and the quality guidelines will further ensure the quality of the statistics produced.

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

R5. The National Statistics Office should, within its coordination role, establish a Memorandum of Understanding with the Directorate for Health Information and Research and provide adequate quality guidelines for the development, production and dissemination of European Statistics. (Improvement-related: ES CoP, Indicators 1bis.2 and 1bis.1)

5.2.2 Strengthening Quality Management

Quality management and the awareness of its importance regarding statistical processes and products are embedded in the NSO at organisational level. The same can be said about Malta's ONA.

The NSO has developed some quality-related documentation, such as the GSBPM Metadata Reports, with a holistic approach to documenting a process. These reports have already been produced for a significant number of statistical domains and, even though they are considered by the NSO to be producer-oriented, and thus only available internally, the review team felt that they should be made widely available, in order to provide more advanced users, such as the scientific community, with more comprehensive and useful information. Moreover, the very interesting and well-structured template could be shared with other Member States, with a demonstration of the thinking behind it and the benefits of a continuous quality improvement approach at both process and product levels.

Another very good initiative being developed by the NSO is the Quality Management Framework. The peer review team had the opportunity to discuss its structure and contents and is of the opinion that it provides useful quality guidelines to staff on various aspects of official statistics. It is also a relevant document to share within the NSS, particularly with the ONA – the Directorate of Health Information and Research – once it has been completed and systematically implemented. The fact that it has been designed and compiled together with staff from different units and domains, under the coordination of the Methodological and Quality Unit, demonstrates the appropriate involvement of the organisation in such a relevant cross-domain quality framework.

Despite the high awareness of quality and the available documentation on quality, the peer review team suggests that a more strategic and overarching quality policy should be produced and made publicly available, in accordance with principle 4 of the ES CoP. This can build on the quality initiatives already in place and the Quality Management Framework document could fulfil this need once it is publicly available. Such a document would also be relevant at national level, to further reinforce the “quality branding” of official statistics in Malta, and to address issues for other national authorities.

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

R6. The National Statistics Office should publicly issue an overarching quality policy and supporting guidelines, laying out the principles and commitments on quality towards stakeholders. (Compliance-relevant: ES CoP, Indicator 4.1)

The Directorate for Health Information and Research (DHIR) is currently the only ONA in Malta and is responsible for European Statistics within the area of health. Metadata is always duly supplied by the DHIR to statistical authorities abroad. In this respect, the DHIR also provides Eurostat with standard quality reports describing the methodology and quality of the statistics transmitted.

ES CoP principle 15 underlines the importance of making European Statistics available on an impartial basis, along with the supporting metadata and guidance. Users should be informed about the methodology of statistical processes.

While the DHIR submits quality reports to Eurostat, they are not disseminated to the general public in Malta. The peer review team feels that the accessibility of the statistics produced by the DHIR would increase substantially in Maltese society if these quality reports could be made available nationally.

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

R7. The Other National Authority reviewed (the Directorate for Health Information and Research) should disseminate nationally the quality reports of the official statistics that it produces. (Improvement-related: ES CoP, Indicators 15.1 and 4.3)

The NSO has issued a policy on revisions of official statistics to ensure that revisions follow standard, well-established and transparent procedures in accordance with the ES CoP. This revision policy is also made known to users. It advocates the practice of revisions analysis for planned revisions, which should be a regular practice to improve source data, statistical processes and outputs.

The ESS Quality Assurance Framework also recommends regularly calculating quality indicators on revisions according to current standards and making these known to users. The quality indicators comprise information on the size and direction of revisions, thereby giving valuable guidance to prepare users for future revisions and provide them with information to analyse preliminary statistics.

Despite the NSO's policy on revisions of official statistics, the peer review team sees room for improvement regarding the application of quality indicators that are recommended by the ESS Quality Assurance Framework and the European Handbook for quality and metadata reports – 2021 edition, which would facilitate further analysis of revisions. Such a practice would benefit the user community with regard to information on the quality of the source data, primarily for preliminary statistics.

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

R8. The National Statistics Office and the Other National Authority reviewed (the Directorate for Health Information and Research) should compile and make publicly available quality indicators on revisions and the results of their revision analyses. (Improvement-related: ES CoP, Indicators 12.3, 8.5 and 6.6)

A culture of quality control and monitoring is embedded in the NSO, aided by the work of the Methodological and Quality Unit. The Directorate for Health Information and Research and some other statistical partners producing statistics that are disseminated by the NSO also carry out quality controls and monitoring. This is for example the case with JobsPlus, which provides data about declared employment/unemployment, and is also true for other entities with statistical functions in the Maltese public administration. More generally, the NSO has made substantial efforts in the area of quality control and monitoring, considering its relatively scarce resources, particularly in the Methodological and Quality Unit.

However, the peer review team is of the opinion that a more systematic approach to quality control and monitoring, based on the current monitoring experience, should be set up, based on an established method, with resources allocated to it and following a regular plan. Such an approach to quality reviewing could be inspired by similar experiences of other Member States, for example regarding quality audits or other review approaches that the NSO finds appropriate.

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

R9. The National Statistics Office should strengthen the quality monitoring initiatives that have already been established by introducing a more systematic quality review approach. (Improvement-related: ES CoP, Indicator 4.4)

5.2.3 Modernising Statistical Processes and Methods through Innovation and Efficiency

The modernisation of the production platform is a key priority due to the limited resources of the NSO and the fast-growing demands for statistical information in Malta. This can be achieved by better harmonisation of statistical processes and automation of production systems.

Over the last five years the NSO has invested in the modernisation of statistical production, by developing standard-based, harmonised processes across domains based on the GSBPM. This work has so far covered 33 statistical processes and should be the basis for a review of the statistical production architecture with the aim of ensuring better consistency across statistical indicators and harmonisation of statistical methods and processes across domains. Extending the review to the remaining statistical processes could also help generate efficiency gains.

Furthermore, while the NSO has made progress in introducing more automation in the statistical production processes, in particular in the domain of social statistics and for data collection and dissemination functions, efforts to further extend automation and standardisation of data processing to other statistical domains have been curtailed by limitations in resources and conflicting priorities. Going forward, it will be essential to draw on the results of the ongoing process review to identify priority areas where further standardised and automated data processing could be introduced to achieve efficiency gains and allow resources to be redeployed to higher value-added tasks and other priorities.

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

R10. The National Statistics Office should complete the statistical process review of the various statistical domains based on the Generic Statistical Business Process Model and develop standard methods and IT applications based on the results to support the automation of statistical production. (Improvement-related: ES CoP, Indicators 8.3 and 10.4)

Since 2018, the NSO has been working on an ambitious Transformation Project to develop a new IT statistical production platform based on full workflow automation and driven by metadata, from collection to dissemination stages. A proof of concept to apply the new system to short-term business and transport statistics has been successfully finalised and will soon be reviewed internally. The next steps will be to finalise the IT platform to ensure its full deployment and start the migration of current statistical processes to the new platform. This will require a systematic approach for the roll-out of the new platform based on clear strategic priorities and guided by business needs. It will also be important to secure adequate resources with a view to ensuring its sustainable implementation and operation. The deployment of the platform will generate efficiency gains and increase quality by removing manual steps from the statistical production process.

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

R11. The National Statistics Office should continue to develop and implement the data infrastructure envisaged by the Transformation Project. It should develop a medium-term plan with clear priorities and adequate resources – in terms of both the technical and the statistical domain teams – to ensure that the new platform is fully deployed for regular statistical production in the coming years. (Improvement-related: ES CoP, Indicator 10.2)

Due to resource constraints, the development of experimental statistics has focused on the exploration of Internet data sources collected through web scraping, as part of the ESS Web Intelligence Hub

project, in the domain of property price and job vacancy statistics. Several projects have also been carried out to improve the timeliness of statistical indicators and new statistical information products (for example, to monitor the United Nations Sustainable Development Goals). Notwithstanding these important advancements, there has been limited public debate around innovation projects and the NSO does not systematically publish the results of such projects. Early engagement with the scientific and user community in the development of new statistical products and methods would help gain significant insights into directions for further improvements in experimental statistics towards mature products. Building stronger partnerships to support innovation in official statistics is also critical for the implementation of the ambitious and forward-looking change management agenda, which requires capabilities over the medium term for the successful implementation of the NSO's priorities.

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

R12. The National Statistics Office should strengthen its investment in innovative statistical methods and new data sources. Furthermore, the National Statistics Office should disseminate the resulting products through adequate communication channels to involve researchers and the wider user community. (Improvement-related: ES CoP, Indicator 7.7)

5.2.4 Promoting the Value of Official Statistics through Better Communication

Communication activities are important to the NSO. The projects underway for the rebranding of the NSO's official statistics and a new website will have an impact on facilitating the results and products that it produces. Relations with users – from the media to researchers – are generally very good. The NSO's awareness of areas needing improvement were discussed and it is clear that there is a strong focus on satisfying user needs and expectations.

The NSO has a very good approach to the release calendar on its website. This calendar contains “flags” for categories of revisions for each release and date. Even though the plan is scheduled internally for the whole year, the NSO only makes the calendar available for the coming three months. Indeed, this was one of the issues observed during the peer review visit, namely that a long-term release calendar would provide better information and be beneficial for users. As communication of all planned releases is essential also with respect to impartiality, the current approach could be extended to cover a longer term.

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

R13. The National Statistics Office should make a long-term, release calendar available on its website, to better inform users of planned statistical releases. (Improvement-related: ES CoP, Indicators 6.5 and 13.2)

The Directorate for Health Information and Research is responsible for producing health statistics at national level, and thus provides European statistics within the scope of the ES CoP. With respect to corporate planning, the peer review team noticed that no work plan or release calendar for health statistics were made publicly available on the Directorate's website. To better comply with the ES CoP, the Directorate for Health Information and Research should follow similar approaches as the National Statistics Office. The work programme and release calendar for health statistics should be made publicly available on the website, including pre-announced dates. This is an important aspect with respect to impartiality and transparency. It would also be advantageous if this could be synchronised and coordinated between the Directorate for Health Information and Research and the National Statistics Office.

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

R14. The Other National Authority reviewed (the Directorate for Health Information and Research) should compile and publish its work programme and release calendar, both of which should also be linked to or included in the corresponding documents of the National Statistics Office. (Compliance-relevant: ES CoP, Indicators 1.5, 6.5 and 13.2)

The National Statistics Office's latest User Satisfaction Survey was conducted in early 2022 with the aim of collecting information about key users' satisfaction with the statistical output. News releases and tailor-made statistical outputs were assessed for their quality, timeliness and ability to meet user needs. The results were published in July 2022.

As declared in its mission statement, the National Statistics Office undertakes to "Produce high-quality statistics and analysis for better decision making in Malta." Information gathered in this survey helped the National Statistics Office to gain better insight into its users' needs and perceptions of the National Statistics Office's products and services. Such a survey is pivotal to ensure the implementation of strategies to better meet user needs. By means of this survey, the National Statistics Office could identify its communication and dissemination strengths and work towards retaining them. More importantly, the results also clarified weaknesses in the National Statistics Office's processes and shed light on how these deficiencies or limitations could be addressed in the future. The results from this survey were also valuable for the National Statistics Office's rebranding strategy, a project to be finalised in 2023.

The National Statistics Office website is the main channel used to disseminate official statistics and to communicate with users of statistics. It is therefore of utmost importance that users are able to readily find the information they are seeking. The peer review team noted the relatively low marks given by users in the 2022 User Satisfaction Survey regarding their ability to find what they were searching for on the National Statistics Office website. If implemented strategically, a more advanced search function could significantly enhance the usability of the NSO's website and database.

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

R15. The National Statistics Office should improve the function to search for specific information on its website and in the statistical database. (Improvement-related: ES CoP, Indicator 15.2)

The peer review team noted concerns regarding limitations for non-professional users of statistics to access and interpret the official statistics provided by the NSO fully and correctly. One reason for this is the technical nature of some of the NSO's news releases, which makes it difficult for a lay person to perceive the main message. Another factor is that at present news releases are only provided in English, one of the official languages in Malta, and not in Maltese which, besides being the national language of Malta, is also recognised as an official language. This restricts the accessibility of official statistics by certain users, for example, the Maltese-language media. Providing statistical products in both official languages will improve the accessibility of official statistics.

In addition, the peer review team noted that dissemination products could be made more user-friendly and adaptable for different types of users. They could also be better designed to encourage users to be more pro-active with data.

ES CoP Principle 15 advocates a clear and understandable presentation of European statistics in a suitable and convenient manner. Furthermore, the ESS Quality Assurance Framework recommends facilitating re-dissemination by the media, which is particularly relevant in the context of Malta, given the current technical nature of the press releases and the language issue. These factors comprise clear obstacles for the media to re-disseminate statistical information to the general public and should be addressed.

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

R16. The National Statistics Office should develop innovative dissemination products for official statistics and should adapt and further develop its communication of statistics to users, to reach a maximum audience and increase statistical literacy in the Maltese society. (Improvement-related: ES CoP, Indicators 15.2 and 15.1)

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

None

ANNEX A – AGENDA OF THE VISIT

Timing	Topic	Participants
Day 1 - 10 October 2022		
09.00-09:45	Preparatory Meeting	<p>The peer review expert team: All</p> <p>The NSI: Head of Unit, Methodology and Quality (National Coordinator) Director, Data Resources, IT and Methodology Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>
09:45-10.00	Welcome and introduction of the programme	<p>The peer review expert team: All</p> <p>The NSI: Director General Director, Business, Sectoral and Regional Statistics Director, Data Resources, IT and Methodology Director, Economic Statistics Director, Finance Director, Social Statistics Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>
10.00-11.00	General description of the National Statistical System	<p>The peer review expert team: All</p> <p>The NSI: Director General Director, Business, Sectoral and Regional Statistics Director, Data Resources, IT and Methodology Director, Economic Statistics Director, Finance Director, Social Statistics</p>

		Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality
11.00-11.15	Coffee break	
11.15-12.15	Coordination and Cooperation (ES CoP Principles 1bis)	<p>The peer review expert team: All</p> <p>The NSI: Director General Director, Business, Sectoral and Regional Statistics Director, Data Resources, IT and Methodology Director, Economic Statistics Director, Finance Director, Social Statistics Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>
12:15-13:15	Lunch	
13:15-15.15	Professional Independence (ES CoP P 1, 2, 5 and 6)	<p>The peer review expert team: All</p> <p>The NSI: Director General Director, Corporate Services Head of Unit, Methodology and Quality (National Coordinator) Director, Data Resources, IT and Methodology Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>
15:15-15.30	Coffee break	
15:30-16:45	Programming, planning and resources (ES CoP P 1, 3, 9 and 10)	<p>The peer review expert team: All</p> <p>The NSI: Director General Director, Corporate Services Director, Finance</p>

		<p>Director, Data Resources, IT and Methodology Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>
16:45-17:15	Medium-/long-term strategy	<p>The peer review expert team: All</p> <p>The NSI: Director General Director, Business, Sectoral and Regional Statistics Director, Data Resources, IT and Methodology Director, Economic Statistics Director, Finance Director, Social Statistics Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>
17:15-18:00	Peer review expert team discussion	

Timing	Topic	Participants
Day 2 - 11 October 2022		
09:00-10:30	Quality Management System (organisational structure, tools, monitoring) (ES CoP principles 4 and 11 to 15)	<p>The peer review expert team: All</p> <p>The NSI: Director, Data Resources, IT and Methodology Director, Corporate Services Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>
10:30-10.45	Coffee break	
10.45-12:00	Malta Statistics Authority Board	<p>The peer review expert team: All</p> <p>The MSA: MSA chairperson MSA Deputy Chairperson</p> <p>The NSI: MSA Board Secretary Director General</p>
12:00-13:00	Lunch	
13:00-14:45	Methodology, data collection, data processing and administrative data (ES CoP principles 2, 7 and 8)	<p>The peer review expert team: All</p> <p>The NSI: Head of Unit, Methodology and Quality (National Coordinator) Director, Data Resources, IT and Methodology Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>

14:45-15.45	Progress and plans for the future (innovations)	<p>The peer review expert team: All</p> <p>The NSI: Director General Director, Business, Sectoral and Regional Statistics Director, Data Resources, IT and Methodology Director, Economic Statistics Director, Finance Director, Social Statistics Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>
15:45-16:00	Coffee break	
16:00-17:00	Peer review expert team discussion	
Timing	Topic	Participants
Day 3 - 12 October 2022		
09.00-10:00	Meeting with junior staff	<p>The peer review expert team: All</p> <p>The NSI: Administration Officer, Human Resources and Staff Development System Administrator, Information Technology Statistician, Education and Community Safety Statistics Unit Statistician, Regional, Geospatial, Energy and Transport Statistics Statistician, Price Statistics Statistician, Structural Business Statistics Senior Communications Officer, Dissemination and Communications Senior Statistician, Living Conditions, Tourism and Culture</p>

		Senior Statistician, Methodology and Quality Senior statistician, National Accounts
10:00-10:15	Coffee break	
10.15-12.15	Meeting with ONAs <ul style="list-style-type: none"> • Directorate for Health Information and Research (DHIR). 	The peer review expert team: All Directorate for Health Information and Research (ONA): Director Consultant in Public Health Medicine, Manager - National Obstetric Information System, Malta Congenital Anomalies Register The NSI: Head of Unit, Methodology and Quality (National Coordinator) Director, Data Resources, IT and Methodology Statistician, Methodology and Quality
12.15-13.15	Lunch	
13.15-14.15	Meeting with providers of new data sources	The peer review expert team: All The NSI: Director General Director, Business, Sectoral and Regional Statistics Director, Data Resources, IT and Methodology Director, Economic Statistics Director, Finance Director, Social Statistics
14.15-15.30	Dissemination and Confidentiality (ES CoP principles 5, 6 and 15)	The peer review expert team: All The NSI: Director Data Resources, IT and Methodology Director Corporate Services Head Communication and Dissemination Unit

		Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality
15.30-15.45	Coffee break	
15:45 -16:45	Peer review expert team discussion	
Timing	Topic	Participants
Day 4 - 13 October 2022		
09.00-10.00	Meeting with main administrative data providers (1st session)	<p>The peer review expert team: All</p> <p>Office of the Commissioner for Revenue: Legal Officer DG (Operations) DG (Legal & International)</p> <p>Department for Social Security: Director General</p> <p>JobsPlus: CEO</p> <p>Malta Business Registry: CEO Senior official</p> <p>Business First: Chief Officer Senior Executive EU Affairs</p>
10.00-10.15	Coffee break	

10.15-11.15	Meeting with main administrative data providers (2nd session)	<p>The peer review expert team: All</p> <p>Transport Malta: Chief Officer</p> <p>Environment & Resources Authority: Deputy Director Team Manager Office of Ambient Quality and Waste Team Manager Information Resources</p>
11.15-12.15	Meeting with main public-sector users, (including Central Bank as a user)	<p>The peer review expert team: All</p> <p>Central Bank of Malta: Head Statistics Department</p> <p>Malta Council for Economic and Social Development (MCESD): Chairperson</p> <p>Economic Policy Department (within Ministry for Finance & Employment): Chief Economics Officer</p> <p>National Audit Office: Auditor General Deputy Auditor General</p> <p>National Commission for the Promotion of Equality: Commissioner Senior official</p>
12.15-13.15	Lunch	
13.15-14.15	Meeting with main users, non-government (including business organisations and trade unions)	<p>The peer review expert team: All</p> <p>Malta Chamber: President</p> <p>Gozo Business Chamber: CEO Corporate Consultant</p>

14.15-15.15	Meeting with main users – Scientific community	<p>The peer review expert team: All</p> <p>University of Malta: Professor in Sociology Professor in Sociology Resident Academic Lecturer, Department of Economics Senior Lecturer Economics Professor in Environmental Management and Earth Systems Professor in Spatio-temporal environmental criminology; Sociology Professor in Statistics & Operations Research</p>
15.15-16.15	Meeting with main users – Media	<p>The peer review expert team: All</p> <p>Media: Journalist Times of Malta Head of News Public Broadcasting Services (PBS) Radio journalist, Public Broadcasting Services</p>
16.15-16.30	Coffee Break	
16.30-17.30	Peer review expert team discussion	
Timing	Topic	Participants
Day 5 – 14 October 2022		
09.00-10.30	Peer review expert team discussion	
10.30-10.45	Coffee break	

10.45-12.45	Clarifications, remaining or additional issues and focus areas	<p>The peer review expert team: All</p> <p>The NSI: Director General Director, Business, Sectoral and Regional Statistics Director, Data Resources, IT and Methodology Director, Economic Statistics Director, Finance Director, Social Statistics Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality</p>
12.45-14.15	Lunch	
14.15-16.15	Meeting with the senior management of the NSI and the ONA: conclusions and recommendations	<p>The peer review expert team: All</p> <p>The NSI: Director General Director, Business, Sectoral and Regional Statistics Director, Data Resources, IT and Methodology Director, Economic Statistics Director, Finance Director, Social Statistics Head of Unit, Methodology and Quality (National Coordinator) Head of Unit, Office of the Director General Statistician, Methodology and Quality</p> <p>Department of Health Information and Research: Director</p>

ANNEX B – LIST OF PARTICIPANTS

The NSI:

Senior Management

Director General
Director, Corporate Services
Director, Business, Sectoral and Regional Statistics
Director, Data Resources, IT and Methodology
Director, Economic Statistics
Director, Finance
Director, Social Statistics

National Coordination team

Head of Unit, Methodology and Quality (National Coordinator)
Director, Data Resources, IT and Methodology
Head of Unit, Office of the Director General
Statistician, Methodology and Quality

Junior Staff:

Administration Officer, Human Resources and Staff Development
System Administrator, Information Technology
Statistician, Education and Community Safety Statistics Unit
Statistician, Price Statistics
Statistician, Regional, Geospatial, Energy and Transport Statistics
Statistician, Structural Business Statistics
Senior Communications Officer, Dissemination and Communications
Senior Statistician, Living Conditions, Tourism and Culture
Senior Statistician, Methodology and Quality
Senior statistician, National Accounts

The MSA:

MSA chairperson
MSA Deputy Chairperson
MSA Board Secretary

Directorate for Health Information and Research (ONA):

Director
Consultant in Public Health Medicine, Manager - National Obstetric Information System, Malta
Congenital Anomalies Register

Office of the Commissioner for Revenue:

Legal Officer
DG (Operations)
DG (Legal & International)

Department for Social Security:

Director General

JobsPlus:

CEO

Malta Business Registry:

CEO

Senior official

Business First:

Chief Officer

Senior Executive EU Affairs

Transport Malta:

Chief Officer

Environment & Resources Authority:

Deputy Director

Team Manager Office of Ambient Quality and Waste

Team Manager Information Resources

Central Bank of Malta:

Head Statistics Department

Malta Council for Economic and Social Development (MCESD):

Chairperson

Economic Policy Department (within Ministry for Finance & Employment):

Chief Economics Officer

National Audit Office:

Auditor General

Deputy Auditor General

National Commission for the Promotion of Equality:

Commissioner

Senior official

Malta Chamber:

President

Gozo Business Chamber:

CEO

Corporate Consultant

University of Malta:

Professor in Sociology

Resident Academic Lecturer, Department of Economics

Senior Lecturer Economics

Professor in Environmental Management and Earth Systems

Professor in Spatio-temporal environmental criminology; Sociology

Professor in Statistics & Operations Research

Media:

Journalist Times of Malta

Head of News Public Broadcasting Services (PBS)

Radio journalist, Public Broadcasting Services