

APPROVED BY
Order No DJ-310 of 23 December 2022
of the Director General of Statistics Lithuania
(Wording of Order No DJ-190 of 12 September 2025 of
the Director General of the State Data Agency (Statistics
Lithuania))

STATE DATA AGENCY ACTIVITY STRATEGY 2023–2027

VALUES:

We create safe environment where:

- we take responsibility
- we share responsibility without prejudice
- we are exceptionally creative
- we engage empathetically in regular dialogue
- we are not afraid to laugh

MISSION – to develop products that help to make the right decisions

VISION – we are No. 1 data science practitioners in Europe

STRATEGIC OBJECTIVE – to give the customers what they need

STRATEGIC DIRECTIONS

I. To expand and improve quality statistics

- More detailed and new statistics
- More relevant and accessible statistics by statistical domain
- Increased quality and compatibility of statistics
- Standardised and automated processes

II. To cultivate and develop analytical perspective

- Competence Centre for Data Analytics, Engineering, and the Application of Artificial Intelligence in the Public Sector has been established
- Increased data culture in the country
- Flexible, transparent and secure management of state data

III. To ensure symbiotic partnership

- Close cooperation with public authorities
- Mutual benefit and data-driven relationships with private data controllers
- Involvement of academic community in state data management tasks
- A trusted and respected partner in the international arena

IV. To create inspiring environment

- Employer of choice
- Supportive environment for self-development
- Innovative work and recreation measures

Direction I. To expand and improve quality statistics

Statistics are the foundation of a democratic society. Relevant, reliable and timely data are essential for understanding the ever-changing world we live in. Statistics are of great importance for evidence-based policy-making in all sectors and societies, regardless of cultural and historical background or level of development. In implementing measures under this direction, we will respond flexibly to user needs for detailed and timely statistical information. We will step up our efforts and continue to target different categories of user groups through the most appropriate channels. We will maintain more diverse communication with different categories of users. To ensure a better understanding of the value of official statistics, we will provide information on the availability of official statistics and facilitate the use of the Official Statistics Portal. We will ensure the credibility of official statistics by implementing a communication strategy targeting different categories of data providers. We will continue to invest in the development and dissemination of experimental statistics products. We will develop more advanced methods and tools for statistics production. We will offer new ways of producing statistics based on a mutually beneficial approach, i.e. on the one hand, we will strive to produce relevant and timely official statistics, while on the other hand, by using existing administrative and business data and by increasing the efficiency of statistics production, we will make efforts to reduce the statistical reporting burden on respondents. We will centralise the preparation of statistical surveys. We will improve the accuracy of statistical information and the compatibility between national accounts and general government finance statistics. We will create, develop and modernise the registers.

	Measure	Result 2027
Task 1.1.	More detailed and new statistics	
1.1.1.	To produce and publish more detailed and new statistics	Official statistics have been expanded by including new and more detailed demographic, social, environmental, business, and macroeconomic statistical indicators. Population projections for Lithuania have been prepared at the national level and by municipalities. More up-to-date and detailed experimental indicators from the wage structure statistical survey have been published. Equality statistics have been prepared in the fields of employment, education, science, sports, and agriculture. Data from pharmacy network electronic transactions, the e-Health system, and the “Sveidra” system are used in statistical surveys on the sales (dispensing) of medicinal products and pharmaceutical goods to the population in pharmacies, as well as in studies of changes in medicinal product prices.
1.1.2.	To increase the dissemination of statistical information on aspects related to globalisation	The impact of globalisation has been assessed.
1.1.3.	To provide more and timely statistics on the impact of digitisation	Statistical information on the impact of digitisation has been produced.
Task 1.2.	More relevant and accessible statistics by statistical domain	
1.2.1.	To improve the availability of statistics through various access channels	The search functionality of the OSP has been improved and the Database of Indicators has been made more user-friendly. The Database of Indicators has been adapted for mobile devices.
1.2.2.	To optimise the presentation of output to the user	Data are disseminated in a visually attractive way.
1.2.3.	To provide statistical information to the user faster	Statistical information is delivered faster: the preparation and publication duration of annual statistical information on the OSP is reduced on average by 5 days per year;

	Measure	Result 2027
		the preparation and publication duration of quarterly statistical information on the OSP is reduced on average by 1 day per year.
Task 1.3.	Increased quality and compatibility of statistics	
1.3.1.	To expand the use of new methods in statistical data processing	Advanced new methods are applied for processing, validation, editing, data confidentiality and data integration, including for data from private entities. Data from electronic transactions are used in the preparation of consumer price statistics. By applying artificial intelligence, modern technologies, mathematical methods, and innovative solutions, as well as increasing the interoperability of administrative data, the statistical reporting burden has been reduced by 15 per cent.
1.3.2.	To expand the use of administrative data in the production of statistical information	A detailed analysis of the data from administrative sources has been carried out for each statistical survey and the potential for their use has been assessed. Reduced statistical reporting burden and improved quality of estimates.
1.3.3.	To improve the accuracy and compatibility of statistical information	Revisions of the reconciliation of national accounts with general government finance statistics have been implemented.
1.3.4.	Expand data exchanges between EU countries.	Data from other countries' international trade in goods are used, reducing the burden for 1,500 respondents.
Task 1.4.	Standardised and automated processes	
1.4.1.	To centralise, optimise, and automate statistical information production processes.	The process of preparing statistical surveys is carried out on the State Data Management Platform and in the Information Data Repository (IDR), with automated dissemination to the OSP. The population survey system and the process for constructing populations and selecting samples for household statistical surveys have been modernised. The subsystem of the State Data Governance Information System for collecting primary statistical data on consumer goods and services and for compiling consumer price indices has been modernised. A centralised data editing tool has been developed.
1.4.2.	To standardise/automate the query collection and distribution process	Centralised query management process.
1.4.3.	To create, develop and modernise statistical registers	Statistical registers have been expanded by incorporating new data sources, and data interoperability has been enhanced. Data from the statistical registers administered by the State Data Agency are used for the operational needs of the public sector and other interested stakeholders.
1.4.4.	Optimise the functioning of the Perpetual Inventory Method (PIM) model.	Smooth operation of the Perpetual Inventory Method (PIM) model has been ensured, with convenient adjustment of settings/parameters. The user interface has been updated.

	Measure	Result 2027
1.4.5.	Review and optimise all stages of form preparation, including their implementation procedures, deadlines, and responsibilities.	All stages of form preparation, including their implementation procedures, deadlines, and responsibilities have been reviewed and optimised.

Direction II. To cultivate and develop an analytical perspective

We will focus on knowledge, not just numbers – the measures under this strategic direction will aim to provide users with not only data, but also equally important knowledge. We will provide new data solutions and services, strengthen communication with various user groups, and foster the user of statistical information. Given the need for statisticians to ensure that they process more and more data themselves, we will take a data manager's initiative, becoming an analysis competence centre to help address and solve the analytical challenges of public authorities. For the progress of the State, we will help institutions and bodies to open their data. By organising the data opening, we will aim to improve the quality of these data and enhance the platforms for making the data available to the public, non-governmental, scientific and business communities. This means that institutions will not have to individually develop analytical tools in the systems they manage. We will proactively develop data marketing strategy. We will continue to invest in the development of secure data infrastructure and services, following data protection and confidentiality requirements. We will optimise the main business processes by improving the performance of internal IT systems.

	Measure	Result 2027
Task 2.1.	Analytical Competence Centre established	
2.1.1.	To centralise analytical functions.	New data engineering and processing technologies, processes, and methods are applied in statistical surveys and other tasks, with the use of artificial intelligence.
Task 2.2.	Increased data culture in the country	
2.2.1.	To develop new data products for the public sector and society, and provide centralised IT services that enable innovation.	A state-owned land consolidation simulator has been developed, enabling automated planning and analysis of state land plots. A public search, interpretation, and linkage engine for legal acts has been created, allowing users to quickly find legal acts registered in the legal acts register and to analyse and understand their content and interconnections. Datasets have been prepared and opened for developing Lithuanian artificial intelligence tools. The portal for collecting business and population data has been adapted for use across the entire public sector. A public data portal has been developed, covering official statistics and open data, automated data services, and data products. At least 15 new permits to reuse health data, collected and prepared for safe use, are issued each year.
Task 2.3.	Flexible, transparent and secure management of state data	
2.3.1.	To standardise interaction between IT infrastructure components and operational processes	A centralised IT resource and data management model in place.

	Measure	Result 2027
2.3.2.	To increase transparency and security in data management.	New transparency, accountability, and oversight methods have been applied in the processing of personal data. Up-to-date information on state data processing and data security assurance is regularly made public.

Direction III. To ensure symbiotic partnership

This strategic direction aims to strengthen partnerships in order to improve existing statistical sources. We will identify strategic partners and appropriate ways of their engagement. The coordination role in the production of official statistics will be strengthened through an assessment of the feasibility and benefits of centralisation of the official statistics system during the strategic period, leading to proposals for the improvement of relevant legislation. The scientific community is one of the most important statistics user groups. We are interested in promoting the use of our data for scientific research. New developments in the field of statistics would benefit research and analysis. We will strengthen our relations not only with the scientific community but also with the private sector – we will cooperate in developing new products and optimising data infrastructure. We will ensure adequate statistical confidentiality and data protection measures in cooperation with private data providers. We will actively participate in the development of global statistics and in the EU legislative process by expanding data exchange at the international level.

	Measure	Result 2027
Task 3.1.	Close cooperation with public authorities	
3.1.1.	To develop a network of data science practitioners in the public sector	Analytical sandboxes with prepared datasets have been created for other institutions to address their operational analytical tasks. A data analysis environment for municipalities, Savivaldos <i>DataLab</i> (Municipal <i>DataLab</i>), has been expanded: datasets required for evacuation planning, as well as detailed demographic, education, and social services data, have been prepared and provided. Practical data analysis workshops are regularly organised for municipal administration employees and other individuals involved in local government decision-making. Practical workshops on data analytics, engineering, and IT solutions are organised for employees of other institutions. Data analytics seminars covering various State Data Governance Platform tools are organised.
3.1.2.	To inventory the collected data and, based on them, create a public metadata catalogue of state data	A public metadata catalogue of state data has been created.
3.1.3.	To integrate information resources into the data lake	New public sector datasets are being opened centrally through the State Data Governance Information System. The development of the Next Generation Lithuania Plan project “Integration of State Information Resources into the State Data Lake” has been ensured by increasing the maturity and interoperability of metadata and data. A system for assessing the maturity and quality of state data has been created.
3.1.4.	To standardise the application of key classifications at national level	The use and updating of the uniform code of the main activity (EVRK) have been ensured. A tool for the centralised management of state classifiers, taxonomies, controlled vocabularies, and category sets has been developed. A new edition of the “Rules for the Management and Use of International and National Classifications in State and Departmental Registers and State Information Systems,” approved by Resolution No. 247 of 3 March 2005 of the Government of the Republic of

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		Lithuania “On the Approval of the Rules for the Management and Use of International and National Classifications in State Registers and Information Systems”, has been prepared.
3.1.5.	To strengthen mutual feedback in cooperation between public authorities	Improved quality of data from administrative sources. Once a year, a report on the quality of administrative data is prepared and made publicly available.
3.1.6.	To strengthen the coordination of the organisation of official statistics	The Official Statistics Programme (Part I) meets the State’s needs and obligations towards the European Statistical System. Other institutions managing official statistics use standard IT tools for the production of official statistics. More favourable conditions have been created for other institutions managing official statistics to use the standard data processing tools of the State Data Agency, to monitor compliance with the standards and guidelines of the national statistical system on metadata reporting, dissemination and practices. Procedures for the assessment of the resources of the statistical system have been developed. The statistical reporting burden on respondents is systematically assessed.
3.1.7.	To standardize the cost-benefit assessment for the initiated new surveys/works.	Cost-benefit assessment for the initiated new surveys/works is carried out using a standardized form/questionnaire. Cost-benefit analysis has been introduced for the assessment of ongoing official statistics surveys.
Task 3.2.	Mutual benefit and data-driven relationships with private data controllers	
3.2.1.	To create culture of mutual cooperation	Effective cooperation model in place. Data managed by private managers received.
3.2.2.	To increase the interest of business respondents in providing quality data	Maintaining an ongoing informal dialogue.
3.2.3.	To increase the involvement of the population in the production of official statistics	Motivational measures for participation in population surveys have been developed and applied. Effective and proactive communication.
Task 3.3.	Involving the academic community in official statistics and public data management tasks	
3.3.1.	To increase human potential to work with data	Study module(s) developed with the academic community. The receipt of the EMOS label has been initiated. Mentoring programmes have been implemented, including thesis guidance, consultations and the possibility of a professional practice.
3.3.2.	To ensure strong and mutually effective cooperation with the academic community, especially in terms of the use of	Regular informal dialogue with the academic community on the quality of administrative and other data sources used for statistics.

	Measure	Result 2027
	new data sources, data analysis and the promotion of statistical literacy	
3.3.3.	To promote cutting-edge research and innovation in official statistics	The use of our data for research is supported. New developments in the field of statistics benefit research and analysis.
Task 3.4.	A trusted and respected partner in the international arena	
3.4.1.	To actively participate in the activities of the European Statistical System and international organizations as well as in the EU legislative process	The timely preparation, discussion and presentation of Lithuania's position on the EU statistical issues under consideration, participation in the drafting of legislation and the timely implementation of international measures are ensured. Presidency of the Council of the European Union and representation of the institution.
3.4.2.	To strengthen active communication and cooperation at the international level	The objectives of the ESS and international projects have been implemented. Achievements and good practices have been presented at international forums on statistics. Experience shared with other countries and international cooperation development ensured.

Direction IV. To create inspiring environment

A good working atmosphere leads to good performance, trust – to responsibility, support – to innovation and loyalty. By implementing the measures under this strategic direction, we will strive to become an employer of choice, able not only to attract but also to retain the highest calibre of professionals. We will focus the competence development process primarily on self-development and we will encourage maximum use of internal resources for colleagues' development. One of the cornerstones of effective performance is the ability of employees to take responsibility. We will create the proper environment where employees take the initiative to improve the process and take responsibility for their work.

	Measure	Result 2027
Task 4.1.	Employer of choice	
4.1.1.	To create flexible opportunities/conditions to exploit the potential of data and available tools	Talents attracted and retained. Top performer status in different areas according to indicators of the survey carried out by the Ministry of the Interior. Employee satisfaction index of not less than 65 per cent.
Task 4.2.	Supportive environment for self-development	
4.2.1.	To promote self-development as an element of personal growth	Motivation system linked to self-learning and self-development results.
4.2.2.	To develop professional competences of employees	Individualised training process. Internal training resources are used to the maximum – helping other colleagues to 'grow'.
4.2.3.	To establish competence centres	Staff competences improved, developed and strengthened.
4.2.4.	To organise regular feedback sessions	Improved microclimate (targeted team surveys).
4.2.5.	To encourage initiative and responsibility	The autonomy assessment criteria linked to the motivation system.
Task 4.3.	Innovative work and recreation measures and process	
4.3.1.	To implement internal communication innovations	Internal communication focuses on the development of organisational culture. A mixed working model is supported. Option of teleworking is maintained – at least 75 per cent. Attractive modern information and communication technologies are used.
4.3.2.	To develop the application of non-financial motivation measures, to individualize them/to motivate based on needs	Non-financial motivation measures are applied.
4.3.3.	To create spaces for cooperation and recreation	Modernized infrastructure required to perform the functions. Ergonomic tables and chairs guarantee comfort. Recreation space/kitchen.
4.3.4.	To become a climate-neutral institution	Reduction of waste, active sorting, rational reduction of electricity and water consumption. Green area in the yard for recreation. No paper letters/documents.

Implementation of the Strategy – the strategic efforts to implement the identified tasks will be specified in the Annual Activity Plans. The Strategy will be reviewed and updated every year in the light of changes in the environment, the achievements and developments of the organisation, Strategy implementation

progress and changing priorities, while maintaining the strategic goal and direction. Every year, all employees and management are given the opportunity to assess the implementation of the Strategy and to provide comments and suggestions for its improvement.