



STRATEGIC PLAN OF THE CZECH STATISTICAL OFFICE 2022-2026

Count with us and on us!

Introduction of the President of the CZSO

The mission of the Czech Statistical Office (CZSO) is to provide official statistics for a fact-based decision-making. The role of official statistics produced by the CZSO is unparalleled in the societal context. Official statistics are used as a basis for the most important decisions at the highest level. They are also a measure of success of the decisions that have already been made. Therefore, they represent a timely and independent barometer of our advanced democratic society. Official statistics are equally important to support informed decision-making of the business sector, local governments, or scientific and analytical institutions in their research activities.

For official statistics to be useful, they must be reliable. Only a politically and professionally independent statistical service is able to ensure this. Such independence is a prerequisite for the functioning of official statistics worldwide and has had a long tradition in the Czech Republic. In the Czech Republic, the necessary level of professional independence of the State Statistical Service is ensured primarily by legal regulations representing, among other things, the obligation to comply with the European Statistics Code of Practice. As a result, the CZSO enjoys in the long term greater public confidence than other institutions. It is a great success, but also a responsibility.

The continuing global economic integration and universal digitisation bring with them a number of challenges. The CZSO closely monitors these challenges and responds to them, including through this Strategic Plan. It focuses on the development of the quality of official statistics (CZSO products) as well as the main management and support processes behind their production. At the same time, the CZSO actively uses new information sources, proactively implements projects to reduce the administrative burden of respondents, increases the level of centralisation of production processes, and introduces outputs that meet the high demands of users in terms of quality, form, and availability.

Overcoming these challenges requires a time horizon of several years. Such challenges place significant demands on the continuous development of human resources and the provision of necessary technological infrastructure. On the other hand, the financial resources available to cover the ever-increasing demands are understandably limited. Therefore, the Strategic Plan plays an important role in setting priorities and effectively addressing further development plans. Given the fact that the CZSO is the coordinator of the activities of the State Statistical Service of the Czech Republic, an important goal of the Strategic Plan is also the communication of its priority areas towards all other stakeholders.

When compiling the multi-annual plan, the CZSO takes into account the requirements of domestic and foreign users. The State Statistical Service of the Czech Republic is part of the European Statistical System, which, in addition to the obligation to meet the requirements of European legislation, also brings a number of opportunities for effective sharing of Member States' experience and active participation in finding joint solutions to current problems in the spirit of synergy and partnership. Due to their complexity, these activities must be planned for a longer time horizon that is also reflected by this Strategic Plan.

The CZSO can only survive in the information market and meet the needs of national and supranational users if it uses its main advantages, namely its highly professional approach combined with guaranteed independence. I believe that the multi-annual Strategic Plan will help the CZSO find ways to improve and to be prepared for new statistical challenges in the future.

Marek Rojíček, PhD
President of the Czech Statistical Office



STARTING POINTS

In the area of strategic product quality management and product development processes, the CZSO monitors development trends in the political and legal, economic, socio-cultural, and technological environment. The economic development of the Czech Republic is strongly linked mainly to the phenomena of globalisation, digitisation, robotisation, and dematerialisation. Due to the easing of international trade conditions and the development of logistics, the influence of global value chains is growing, as these are not constrained by national borders. Relationships within often very complex ownership structures change the content and importance of international flows of goods and services, affecting the content of economic performance indicators.

The complexity of emerging cross-section phenomena can also have a significant impact on the information value of conventional economic statistics. This creates a demand for both new statistical information and a more detailed elaboration of the existing statistical outputs. At the same time, however, global developments have brought to the fore issues of sustainable development, the concept of which goes beyond the performance of the economy itself and emphasises aspects of social and environmental nature. As a result, there is a growing need for the emergence of new indicators in these areas, both at the national and international levels.

In addition to the above, we are witnessing a data revolution. The field of information technology is developing very dynamically, changing the essence of a number of processes in the economy and society. One of the consequences of digitisation is the rapid emergence and increasing availability of new data sources and the development of ways to present them. However, the easier availability of information also changes the importance of data and the way they are handled.

The European Statistics Code of Practice is a key document that influences both the production process and the content of the Strategic Plan itself. The Code is a cornerstone of the Common Quality Framework for the European Statistical System (ESS). It is a self-regulatory tool based on sixteen principles concerning the institutional environment, statistical processes, and statistical outputs. For each of the principles, a set of indicators of good practice and standards has been developed to provide guidance and benchmarks for reviewing the application of the Code in practice.

When compiling the Strategic Plan, the CZSO also takes into account the proactive dialogue with its numerous users and sensitively perceives their requirements. In this context, it takes into account all relevant international (European Union, United Nations, Organisation for Economic Co-operation and Development, Visegrad countries) and national strategic and conceptual documents of general and sector-specific nature. It evaluates their significance in terms of content, impact on the internal operation and functioning of the CZSO as well as on the State Statistical Service as a whole.

At the same time, anchoring the Czech Republic within supranational statistical structures requires a planned coordination with the requirements of national statistical and non-statistical legislation and ensuring respect for national interests. In terms of official statistics, these trends are reflected in Eurostat's Multiannual Action Plans¹.

In the area of strategic quality management of support processes, the Strategic Plan is based primarily on the needs of the CZSO, its historical practice and experience, as well as the best practices of leading European and world statistical offices. At the same time, it is fully in line with the Methodological Guideline for Quality Management in Service Offices² approved by the Government of the Czech Republic.

¹ Multiannual Action Plan (MAP) for the period 2021 – 2027.

² Approved by Government Resolution No 214 of 4 April 2018; in the context of the CZSO, it was elaborated in the Analysis of the Current State of the CZSO Improvement Criteria and resulted in the project called the Implementation of the Quality Management System in the CZSO.



MISSION, VISION AND STRATEGIC OBJECTIVES OF THE CZSO

The CZSO's mission

We create official statistics for fact-based decision-making.

The CZSO's vision

The Czech Statistical Office is a modern and professionally independent institution. Our official statistics support the decisions and activities of a wide range of users. They are available to all without discrimination based on the principles of equal access to information. We actively respond to the changing needs of the information environment. We keep on reducing the burden on respondents. We are a trusted and respected partner at home and abroad. We rely on motivated and qualified professionals for whom we create appropriate conditions. People like working for us.

Strategic objectives of the CZSO

1. Improving the relevance and availability of official statistics to users
2. Reducing the administrative burden on respondents
3. Increasing the prestige and respect of the CZSO
4. Modernising the operation of the CZSO
5. Becoming a recommended employer

Our strategic objectives are articulated through principles, strategies, and tools. The success of their implementation is measured by key performance indicators (KPIs).



Strategic objective: Improving the relevance and availability of official statistics to users

Principles

active dialogue with users | appropriate methodological support | modern dissemination tools | effective communication

Strategy

- Increasing the relevance of statistics through an active dialogue with the CZSO services users; actively explaining the reasons and scope of changes in the field of produced statistics;
- Providing appropriate methodological support so that it is clear how indicators are created and what they mean;
- Developing ways to disseminate data using modern technologies so that users have an easy access to data, can efficiently use them, and customise the outputs to be in line with their specific needs;
- Acting proactively so that statistical information reaches all potential users; using effective communication channels and implementing new tools and channels for disseminating statistical information, including taking into account the needs of people with disabilities;
- Increasing statistical literacy and promoting the use of statistics for decision-making.

Tools

In the area of **general methodology and registers**, ensuring the development of a statistical metadata system to ensure the consistency and comparability of statistical data throughout the statistical process, i.e. from the collection to the production up to the dissemination, in order to ensure that data are stored in the data warehouse. An emphasis will also be placed on improving the availability and comprehensibility of metadata. Increasing the quality of statistical registers as the basic infrastructure for the preparation of quality and relevant statistical data and information. Publishing data from statistical registers in the form of open data and via digital services.

In the area of **macroeconomic statistics**, preparing materials for the planned audit of gross national income calculations and for the Excessive Deficit Procedure (EDP) statistics. In this context, carrying out an extraordinary revision of the national accounts in 2024 to ensure full compliance with Eurostat requirements in the area of national income and the measurement of government deficit and debt. Furthermore, updating the calculation of fixed capital consumption, improving the sectoral classification of statistical units, and innovating the procedures for estimating financial assets and liabilities, including improving consistency with the Czech National Bank (CNB) statistics. Creating a database of international trade in goods that will satisfy users' requirements for detailed data, thus enabling the completion of the transformation process of international trade statistics. In the area of international trade in services, in cooperation with the Czech National Bank, ensuring the production of new outputs resulting from the European Business Statistics Regulation (EBS).

In the area of **business statistics**, completing the implementation of the requirements of the ESS Regulation, in particular by introducing a survey of global value chains. In the field of agricultural statistics, implementing the requirements of current or forthcoming legal acts (Integrated Farm Statistics – IFS, Statistics on Agricultural Input/Output – SAIO). Continuing the implementation of environmental accounting modules and ensuring the coordination of inputs to the indicator frameworks for monitoring sustainable development. Improving the quality of tourism statistics using modern methods and new data sources (including a better understanding of the collaborative economy through the use of data from online platforms). Reflecting the processes of globalisation, for example through microdata linking and the use of the EuroGroups Register (EGR).



In the area of **socio-demographic statistics**, developing demographic forecasting as a key basis for decisions on the national pension system. Ensuring the processing of the results of the 2021 Census and their dissemination through a modern web portal, to which other statistics of the CZSO will be subsequently transferred. It will also include a separate presentation of geographic data through the Geoportal. Ensuring a change in the concept of population statistics production and readiness for the implementation of annual censuses after 2021.

In the field of **dissemination**, publishing outputs for all statistical domains via one common channel and ensuring that a public database based on the data stored in the data warehouse is the main source of data provision in all statistical domains. Ensuring even greater interconnection of the public database with the Internet presentation. Providing user-friendly ways of publishing and visualising outputs. Paying particular attention to publishing outputs in open formats for machine processing and in a comprehensible presentation form. Developing a Safe Centre set up to provide microdata for scientific research as the main channel for disseminating such data. Expanding the number of published statistical information and metadata (including classifications and code lists) in open formats.

In the field of **communication**, developing ways of presenting data to the public through various channels, such as television, radio, web presentations, magazines and social networks, and attractive forms of presentation, including visualisations, infographics, and thematic analyses. Supporting the general increase of statistical literacy and the use of statistics as a basis for decision-making in public administration, the private sector, and personal lives of individuals. Consistently denying misuse or misinterpretation of statistical data, thus preventing the misuse of statistics.



Strategic objective: Reducing the administrative burden on respondents

Principles

acquisition of available data sources | integration with enterprise information systems | advanced statistical methods | digitisation

Strategy

- Using all available and appropriate administrative data sources. Promoting the sharing of data already provided by the Government for statistical purposes. Acting proactively in the creation and changes of administrative data sources so that they can be used for statistical purposes;
- Using conventional statistical reporting only where there are no administrative or other usable data sources;
- Maximising data collection for businesses and households; developing data collection tools by integrating statistical reporting directly with enterprise information systems; producing simple and clear electronic reports;
- Reducing the scope of reporting and the burden on respondents by analysing the topicality of the needs of major users, the use of modern selection methods and clever techniques of calculations and modelling;
- Developing the use of new, alternative data sources in the form of Big Data or corporate data.

Tools

In the area of **general methodology and registers**, ensuring the monitoring of the administrative burden on reporting units, acquisition of new administrative and alternative data sources with the aim to replace conventional surveys, and application of advanced methods of data processing and modelling. Searching for possibilities of using new administrative data sources for the creation and update of statistical registers through available eGovernment tools (interconnected data pool). Focusing on the use of Big Data techniques (web scraping, machine learning) to update statistical registers. Applying a granular approach (i.e. focus on the most important statistical units) when updating selected variables of statistical registers through statistical surveys (e.g. updating data on local units, etc.).

In the area of **macroeconomic statistics**, implementing the transition to a new system of trade data collection and active exchange of microdata with other member countries within the SIMSTAT project (Single Market Statistics), which aims to increase the efficiency of production of trade statistics between the 27 Member States. In the area of price statistics and national accounts, introducing the routine use of retail chain data scanners and gradually expanding the coverage of product segments.

In the area of **business statistics**, ensuring that the administrative burden is reduced (or not increased) through the efficient use of administrative data. Utilising new data sources in the processing of structural business statistics and creating new information as a matter of priority through microdata linking, i.e. without increasing the administrative burden. Maintaining an active dialogue with administrative data owners and complete the streamlining of waste statistics. In the case of energy statistics, ensuring the modernisation of reporting and reducing administrative burdens. In the area of agricultural statistics, ensuring the integration of agricultural statistics into universal tools within the Statistical Information System (SIS) and increasing the use of administrative data sources (especially the LPIS land register and the IZR animal register). In the field of tourism statistics, developing new data acquisition tools, including the use of web scraping methods.



In the area of **socio-demographic statistics**, integrating surveys on wage statistics, including taking over the newly created information system of the Ministry of Labor and Social Affairs. As regards household surveys, innovating data collection technologies using mobile devices and integration with parallel Computer Assisted Web Interviewing (CAWI). Completing the statistical project of the decade, i.e. the 2021 Census, which was based on the maximum use of existing administrative data sources and a preference for online data collection. Ensuring the preparation of limited annual population censuses using administrative data sources.

In the area of **data collection and processing**, developing the use of machine learning. Modernising the environment for respondents in terms of authentication, authorisation, the possibility of connecting to corporate information systems of companies and moving away from statistical reports (questionnaires) in areas where it is possible and effective. Increasing the comfort of respondents by thorough user testing of statistical reports and questionnaires, including enabling their completion on a mobile phone or tablet. Ensuring active collection of feedback from respondents. Implementing user experience (UX) and user interface (UI) testing methods for the production of statistical reports.



Strategic objective: Increasing the prestige and respect of the CZSO

Principles

proactive communication | openness and partnership | coordination of official statistics | strong international position

Strategy

- Actively presenting success stories and developing key competencies in areas where we show good results; in the area of development activities, choosing a rational approach combining innovation and conservatism;
- Strengthening the position of the CZSO as the coordinator of the State Statistical Service of the Czech Republic and establishing relations based on the principles of partnership; proactively building close partnerships within the state administration and other institutions, both at the working as well as top levels; being a respected partner with input data that are used in the creation of a wide range of policies, their evaluation and decision-making at all levels; strengthening active communication and cooperation within the state administration of the Czech Republic in the area of elections and in the administration and transfer of the Business Register;
- Developing reciprocal cooperation with the academia and professional scientific societies, both in the field of statistics promotion and in the area of professional training and human resources (training of future CZSO employees);
- Strengthening the position of the CZSO within the European Statistical System and other international structures; actively participating in European legislative processes in the field of statistics, offering knowledge in our fields of expertise and promoting the national interests of the Czech Republic;
- Being a good partner of Eurostat and other members of the European Statistical System that other countries are interested to cooperate with; offering development assistance in the areas of its key competencies.

Tools

In the area of **general methodology**, strengthening the coordination of statistical activities at the level of the Czech Republic and, to a greater extent, providing methodological support to departmental workplaces of the State Statistical Service. Offering the know-how gained during the development of the Statistical Information System to other bodies of the State Statistical Service. Contributing to the active involvement of other national producers of European Statistics in the Czech Republic (so-called Other National Authorities – ONAs) during the current Peer Review round in compliance with the principles of the European Statistics Code of Practice (CoP). Actively participating in Eurostat projects aimed at the support and development of statistical registers, European profiling, or the implementation of the Directive establishing an Infrastructure for Spatial Information in the European Community (INSPIRE).

Within the framework of **international cooperation**, taking an active approach to the implementation of development aid, especially in relation to the Balkan and post-Soviet countries. Ensure effective transfer of experience gained during the EU Council Presidency in 2022. Actively participating in the drafting of European legislation, and as regards the **macroeconomic statistics**, among others participating in the creation of a new standard of national accounts (European System of Accounts – ESA). In the area of **business statistics**, playing an active role, in particular in the context of the transition to framework legislation in the field of agriculture, energy, or the environment; further collaborating on projects of international and research organisations, including the safe use of microdata. In the area of **socio-demographic statistics**, taking an active part in shaping the regulation on future censuses and promoting their implementation solely on the basis of administrative data sources.

In the area of **communication**, creating a strategy and implementing an industry award with the aim of popularising the theory and application of official statistics.



Strategic objective: Modernising the operation of the CZSO

Principles

development of quality management and innovation | optimisation and digitisation of processes | reduction of vendor lock-in

Strategy

- Continuously reducing our dependence on suppliers, or one supplier (vendor lock-in); primarily using standardised and open-source tools and optimising the number of tailor-made solutions;
- Professionally educating employees in the field of modern statistical methods, data processing methods, and information technologies; optimally expanding our own competences in the field of software solutions development and operation, supporting our own teams of „data scientists“ using their own or standardised software without the need for external suppliers intervention;
- Implementing and comprehensively supporting systematic quality and innovation management; optimising internal processes, their digitisation, and the associated reduction of administrative complexity; developing management reporting and the availability of information needed to support decision-making;
- Implementing and developing shared cooperation tools;
- Implementing a system of strategic and operational planning, including a system of measurable objectives and a process for their evaluation.

Tools

In the area of **general methodology and technological support of statistical processes**, modernising the Statistical Information System (SIS version 5.0) with the aim of translating applications into technologies meeting the requirements of cyber security and implementing the necessary functional improvements identified in practice. During the implementation, respecting the principles of modularity, emphasising security and platform neutrality with an appropriate preference for open-source tools. Focusing on common basic functionalities as a standard solution, with the possibility of parameterization. Optimising the central processing and implementing new applications for creating analyses and output reports. Automating data export processes from the data warehouse to the public database while ensuring the required level of data confidentiality. Ensuring adequate administration, maintenance, and development of the system of statistical registers. Supporting the processes of Smart Administration, eGovernment (including INSPIRE), and active participation in the National Recovery Plan programme. Consistently applying statistical quality management methods, including security of descriptions, documentation, standardisation, and integration. Supporting, to a defined extent, links to the interconnected data pool (PPDF) and the public data fund (VDF). Ensuring the provision of digital services and supporting Big Data usage techniques. Systematically implementing SDMX (Statistical Data and Metadata Exchange).

In the area of **management and support processes**, implementing team collaboration technologies and providing integrated e-mail, calendar, contact, and document sharing solutions. Ensuring optimisation and digitisation of management control processes, implementation of budget measures, public procurement, business trips, electronic archives, records services, and others (jointly covered by the term New Way of Working – NWoW). Ensuring a powerful and secure data centre infrastructure, including centralised architecture and management with guaranteed service parameters (Service-Level Agreement – SLA). Increasing data network throughput. Replacing most desktops with laptops or tablets for field workers.



Strategic objective: Becoming a recommended employer

Principles

attractive working environment | space for self-realisation and personal development | feedback | efficient system of employee motivation

Strategy

- Offering interesting work that provides opportunities for comprehensive professional implementation and professional development of employees; providing feedback on what employees do, why, and how; promoting innovation;
- Supporting self-education and personal development; increasing the competencies of employees in the use of modern information and communication technologies, and sophisticated work with data; clearly defining demands and expectations in relation to employees;
- Introducing modern management methods; setting up a motivating performance-based remuneration system reflecting each employee's contribution and effort;
- Actively presenting the CZSO as a good employer; supporting activities that lead to the popularisation of statistics and promotion of the CZSO's key competencies.

Tools

In the area of **management and support processes**, developing project management and change management processes and supporting the innovation potential of the CZSO employees in the form of internal grants. Strengthening the areas of human resources management, including setting up an adaptation process and regular employee satisfaction surveys. Developing a process model to support the optimisation and digitisation of selected management and support processes. Implementing the concept of partial work from home (home office). Developing a CZSO competency model with the aim of strengthening the competencies of employees, especially in the area of data analysis and new methods of working with data. Strengthening the strategic management of the CZSO, including the implementation of measurable strategic objectives. Ensuring the improvement of internal communication in order to strengthen the CZSO's brand (reputation) as an employer and feedback both from the management to the employees and vice versa.

Follow-up plans

The CZSO's Strategic Plan shall be implemented through the **Annual Implementation Plan**, which is based on and in line with the Strategic Plan. This closes the logical chain of strategic objectives > strategies and resources > measurable objectives. The Annual Implementation Plan includes the following interconnected documents containing the perspectives of innovation, customers, processes, and finances:

- Priority Tasks;
- Work Programme including the Catalogue of Products and the Programme of Statistical Surveys;
- Budget and Medium-term Outlook (both including investment action plans);
- Systematisation of Service and Work Positions.

The Priority Tasks include a plan of activities that the CZSO management considers to be extremely important for the implementation of the CZSO's Strategic Plan in the given year. The Priority Tasks follow up on the partial strategic objectives. Activities under the priority tasks also contain measurable objectives. The progress of the priority tasks fulfilment is monitored and evaluated at the level of the CZSO's top management.



The Work Programme reflects the European Statistical Programme and the relevant annual work programmes and output deadlines of surveys with the reporting duty and other outputs produced from administrative data sources and voluntary surveys. It includes the Catalogue of Products and the Programme of Statistical Surveys; *The Catalogue of Products* contains a list of all CZSO's outputs. In addition to publications, there are all time series, revisions, analyses, and data sets. *The Catalogue of Products* includes a List and a Calendar of News Releases, which provide the most up-to-date data on the Czech economy and society. Due to the sensitivity of these data and their impact on the (financial) markets, they are released on fixed and well in advance announced dates, and they have a special regime of protection from disclosure. *The Programme of Statistical Surveys* contains a list of all statistical surveys with a reporting duty in a given year, including the characteristics of individual surveys.

The Budget and Medium-term Outlook (both including investment action plans) are the basic planning and management documents in the area of financial resources necessary to ensure the day-to-day operations and development of the CZSO. The budget is created through an iterative conciliation procedure with the Ministry of Finance.

The Systematisation of Service and Work Positions determines the number of service posts and work positions, together with their salary grade classifications, and the amount of salary appropriations for the given year.

The Annual Implementation Plan is followed by a lower-level sub-plans, which ensure the course of the main, management, and support processes at all levels of the CZSO's management. The CZSO's heads and, if applicable, process owners always at the level at which the tasks in question can be effectively addressed, are responsible for the development and implementation of the objectives set out in the relevant plan. Below is an overview of the system of the Annual Implementation Plan and the lower-level sub-plans arranged according to the structure of the CZSO processes.

Structure of CZSO planning acts according to processes

Management processes

- 11 Legislation
 - Annual internal regulations review plan
 - Legislative and non-legislative work plan
- 12 Financial management
 - Budget and medium-term outlook
- 13 GDPR
- 14 Internal audit and control
 - Audit plan
- 15 Management and planning
 - Methodological audits plan
 - Peer review improvement plan
 - Annual critical risk assessment procedure
 - Meetings plan
 - Quality plan
- 16 Strategic management
 - Priority tasks
- 27 International cooperation
 - Planning of foreign visits to the CZSO
 - Planning of CZSO employees' foreign business trips

Main process domains

- 17 Requirement assessment
 - European statistical programme and related annual work programmes
 - Schedule of regular field surveys and field surveys with longer periodicity

- 18 Task preparation
 - Cognitive laboratory activity plan for field research
- 19 Processing preparation
- 20 Data collection and processing
- 21 Generation and input analysis
 - Revision policy
- 22 Dissemination of statistical information and data
 - Catalogue of Products
- 23 Methodological environment

Further cross-sectional plans within the main process domain:

- Programme of Statistical Surveys (17-23)
- Plan for the preparation of content, legislative and technical side of statistical surveys with reporting duties (17-23)
- Plans for the processing of individual statistical tasks with reporting duty (within the so- called technical projects) (18-23)
- Plan for the capacities related to the processing of tasks with reporting duty (17, 20)
- Field surveys capacity plan (capacity model) (17, 20)
- Long-term outlook for field surveys (17-19)



Supporting process domains

01 Safety

- Fire prevention and occupational health and safety training planning
- Planning of statutory equipment revisions, security alarms and fire prevention
- Cyber security and personal data privacy training planning
- Penetration test planning according to law or security policy

02 Economy and accounting

03 IT

- Information concept

04 Communication and public relations

- Communication planning

05 Legal services

- Public procurement planning

06 HR

- Systematisation of service and work positions
- Vacation planning
- Education planning
- Recruitment planning
- Payroll planning
- Evaluation process planning

07 Procurement of goods and services

08 Project management

- European project planning during and after sustainability
- Planning of all types of election processing
- Planning of grants and technical assistance

09 Document management

- Shredding planning

10 Facility management

- Revision planning according to the law

Review of the Strategic Plan

The review (update) of the CZSO's Strategic Plan takes place together with substantial changes in the starting points and conditions affecting the content of the implementation plan at least once a year as part of the preparation of the CZSO's Priority Tasks for the following year. This procedure concludes with the so-called PDCA Cycle, which consists of gradual planning, plans implementation, continuous results verification (or modification of the plan and the actual implementation), and results implementation.

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