

REPUBLIC OF MACEDONIA  
STATE STATISTICAL OFFICE

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# **STRATEGIC PLAN 2011-2013**

**Skopje, December 2010**



Trustworthy official statistics are an indispensable condition for development of the country's democracy and economy. The statistical data are not only numbers, but they also represent information that shapes the important decisions in the process of policy creation that enables the improvement of the economic and social conditions in the country.

The State Statistical Office provides quality and relevant statistical information based on the fundamental principles of official statistics of the United Nations and Eurostat's definition on quality of statistics that, among other things, refer to the professional independence and neutrality of the institution, strict statistical standards, data confidentiality, openness towards the users and care for the respondents. Statistical data that are prepared transparently and openly toward the users and the public represent the basis for creating transparent policies. Official statistical data are a public good and a basis for smooth functioning of democracy.

In an era of ever faster global changes, statistical institutions need to be prepared and to adjust their activities to the new requirements. The objective of the Strategy 2010-2012 is to provide a framework for implementation of the programme goals that will enable the SSO to develop into a more efficient and modern institution, capable of establishing its priorities in accordance with users' needs. At the same time, the strategic planning of the State Statistical Office, acting as chief coordinator of the national statistical system, is based on promotion of cooperation, innovation and efficiency. Moreover, the projects and programmes contained in this Strategy should enable the State Statistical Office to respond adequately to future challenges, and especially the challenge of attracting and retaining the highly qualified staff, strengthening the capacities for EU negotiations and rational utilisation of available financial assets and the pre-accession funds, as well as the challenge of using new technologies for improving the services and products and access to microdata.

The achievement of the goals will contribute toward a clearer perception of the role of the State Statistical Office and toward maintaining the general public's trust in the institution and its products.

Sincerely,  
Blagica Novkovska, MSc  
Director of the State Statistical Office

## **1.1. INTRODUCTION**

The Strategic Plan 2011-2013 of the State Statistical Office is a basic plan for development, containing programmes and projects through which the Office plans to accomplish its priorities and goals in the following three-year period.

The programmes, activities and objectives defined in this Strategic Plan are, on one hand, in function of realising the Government's priorities, and on the other, in function of ensuring continuity in the quality of our work and supporting the Office in the production of higher-quality services in the future.

The Strategic Plan contains the recommendations of the Statistical Office of the European Communities (Eurostat) from the regular annual missions to the State Statistical Office for monitoring the progress in the field of statistics. The first Light Peer Review of the progress in the implementation of the Code of Practice was carried out by the European Commission.

The structure of this plan is based on the regulations and recommendations of the Government of the Republic of Macedonia. Therefore, the Strategic Plan of the State Statistical Office, regarding the structure and contents, deviates to a degree from the strategies of other institutions of the European statistical system.

A number of employees from all levels in the Office were involved in the preparation of this plan, which was approved by the Executive Body of the State Statistical Office. The implementation of the Strategic Plan will be monitored through the preparation of regular periodic reports of the State Statistical Office.

## **1.2. MISSION**

The State Statistical Office produces and disseminates official statistical data on the Macedonian economy and society as a basis for the process of decision-making and democracy, based on information. Published statistical data must be of high quality, impartial, available, simple to use and published in a timely manner.

## **1.3. VISION**

To be recognised as an institution that provides quality, timely and internationally comparable statistical data.

### **1.3.1. VALUES**

The values that the State Statistical Office upholds and adheres to in practice are those of the European Statistics Code of Practice, which consists of fifteen principles referring to the institutional environment, statistical processes and statistical outputs:

- Professional Independence
- Mandate for Data Collection
- Adequacy of Resources
- Quality Commitment
- Statistical Confidentiality
- Impartiality and Objectivity
- Sound Methodology
- Appropriate Statistical Procedures
- Non-Excessive Burden on Respondents
- Cost Effectiveness
- Relevance
- Accuracy and Reliability
- Timeliness and Punctuality
- Coherence and Comparability
- Accessibility and Clarity

## **1.4. TASKS AND DUTIES OF THE STATE STATISTICAL OFFICE**

The Office, within the frame of its functions, performs the following expert activities:

- prepares instruments and standards for statistical surveys;
- prescribes, develops and harmonises methodological bases for statistical surveys;
- performs analysis of statistical data and interprets the results of statistical surveys;
- meets international obligations in the area of statistics;
- identifies the needs for statistical data;
- cooperates with authorised bearers which, within their competences, perform statistical surveys in the area of state statistics;
- presents its opinion on the methodological bases to authorised bearers;
- presents its opinion when introducing new and supplementing the existing data sets that can be used as a source of data for State Statistics;
- gives initiatives and suggestions for supplementing the content of the existing records and registers that, in accordance with the Law and the Statistical Programme, are used for statistical surveys;

- develops methods and techniques for individual data protection and for presenting the results of the statistical surveys;
- implements projects in the area of state statistics, independently and in cooperation with other bearers;
- establishes, keeps and maintains statistical registers and databases;
- performs continuous training of employees;
- popularises statistics.

### **1.5. SUMMARY OF THE SPECIFICITY OF THE STATE STATISTICAL OFFICE**

The State Statistical Office is an independent expert organisation whose competences and scope of work are regulated by the Law on Organisation and Operation of the State Administration Bodies ("Official Gazette of the Republic of Macedonia" No. 58/00 and 44/02) and the Law on State Statistics ("Official Gazette of the Republic of Macedonia" No. 54/97 and 21/07).

In accordance with the Law on State Statistics, the State Statistical Office, on a scientific basis, provides information to the state administration bodies, the local self-government, the business entities, the public enterprises, the public services and other users, on the conditions and movements of the national economy, human resources, demography, environment protection and other areas.

The State Statistical Office is responsible for producing official statistics in the Republic of Macedonia and, at the same time, is a coordinator of the statistical system in the Republic of Macedonia.

The State Statistical Office realises its role in cooperation with other entities-official providers that are also responsible for producing official statistics in the frame of their defined competences. In performing its functions, the State Statistical Office pays special attention to statistical data confidentiality. The data gathered from the reporting units represent confidential data, used for statistical purposes only and published as aggregated data.

The State Statistical Office is coordinator of the international cooperation in statistics. In that regard, the Office makes significant efforts towards harmonising the national statistical system with the statistical systems of EU countries, in function of meeting users' needs in the country and abroad by providing comparable statistical data.

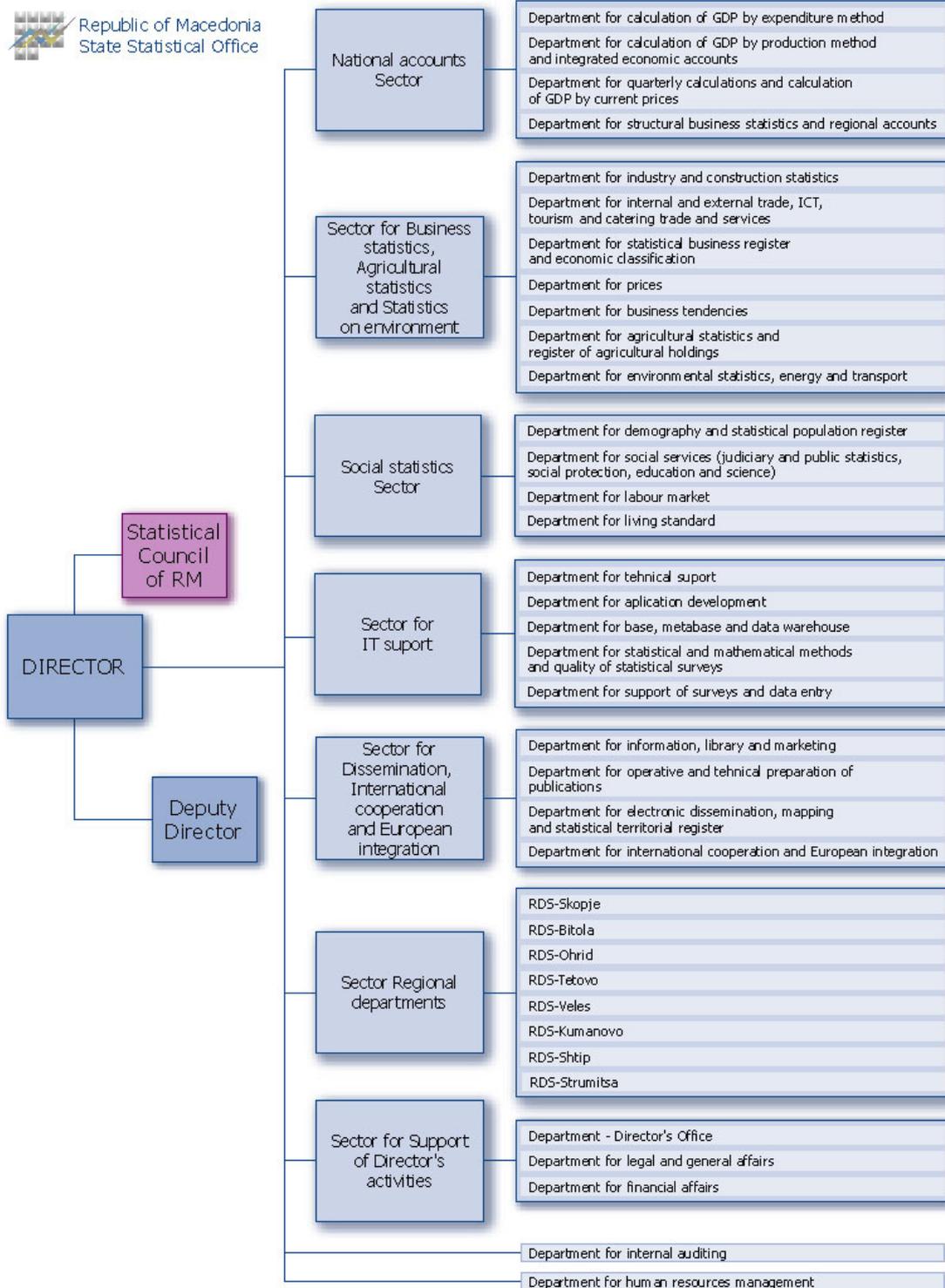
The Statistical Council of the Republic of Macedonia is an important factor that contributes towards affirmation and raising of the level of expertise of the state statistics. The Statistical Council is an advisory and expert body for state statistics. The Council has 13 members appointed by the Parliament of the Republic of Macedonia which are representatives of a wide range of subjects from all areas of the social, economic and political life of our country.

### **1.6. STRUCTURE OF THE STATE STATISTICAL OFFICE**

The State Statistical Office adopted a new Rulebook on Internal Organisation of the Office in May 2010 in accordance with its competences defined by the Law on Organisation and Operation of the State Administration Bodies ("Official Gazette of the Republic of Macedonia" No. 58/00 and 44/02), the Law on State Statistics ("Official Gazette of the Republic of Macedonia" No. 54/97 and 21/07) and the Regulation on

Internal Organisation of the State Administration Bodies ("Official Gazette of the Republic of Macedonia" No. 93/00 and 14/02).

According to the Rulebook, the Office performs its competences through seven sectors and 37 departments. The Rulebook has been adopted for the purpose of further harmonisation of the organisational structure of the State Statistical Office with the structure of the Statistical Office of the European Communities (Eurostat).



## **1.7. PRIORITIES AND OBJECTIVES OF THE STATE STATISTICAL OFFICE**

### **1. Harmonisation of statistics in accordance with the EU standards**

Objectives:

- Implementing the Five-Year Statistical Programme, 2008-2012
- Data transmission to EUROSTAT through the single data entry point, using the tools and forms prescribed by Eurostat
- Establishing and maintaining a centralised metadata warehouse
- Establishing a regular practice for producing and publishing quality reports
- Further harmonisation of statistical surveys with EU methodologies
- Preparing the Five-Year Statistical Programme 2013-2017

Planned deadline for priority realisation: 2013

### **2. Strengthening the coordination of the National Statistical System**

Objectives:

- Further strengthening the role of the State Statistical Office as a coordinator of the National Statistical System
- Support for strengthening the capacity of authorised bearers in the National Statistical System through trainings in certain areas of common interest.
- Signing memoranda and protocols of cooperation and more efficient distribution of competences with other authorised bearers in the National Statistical System.

Planned deadline for priority realisation: 2013

### **3. Strengthening the cooperation and communication with users, continuous measurement of user needs and satisfaction, and strengthening the confidence in statistics**

Objectives:

- Easy access to official statistical data by users
- Reducing the time period from data collection to data publishing
- Design of the statistical products according to users' expectations

Planned deadline for priority realisation: 2013

### **4. Strengthening the institutional capacity of the State Statistical Office**

Objectives:

- Sustainability and improvement of the capacities of human and technical resources
- Strengthening of the capacities for working processes management.
- Strengthening the capacities for EU negotiations
- Rational utilisation of available financial assets, including the pre-accession funds.

Planned deadline for priority realisation: 2013

## **1.8. REVIEW OF ACHIEVED RESULTS OF THE STATE STATISTICAL OFFICE IN 2009**

### **1. The following was adopted in the area of statistical standards:**

- Classification of Products by Activity, CPA 2008 ("Official Gazette of the Republic of Macedonia" no. 97/09);
- National Nomenclature of Industrial Products, NNIP ("Official Gazette of the Republic of Macedonia" no. 75/09).

### **2. Methodological improvements in statistical surveys**

- Full implementation of EU standards in the Time Use Survey 2009;
- Introduction of electronic means of obtaining data on the movement and residence of foreigners in the Republic of Macedonia, from the database of the Ministry of Internal Affairs;
- Implementation of the method for monitoring persons in the households in the Labour Force Survey (wave approach);
- Published new data on: communal waste for 2008, statistical data on forestry at regional level for 2008, statistical data on tourism according to the new categorisation of facilities adopted by the Ministry of Economy, quarterly data on issued technical permits, and data on GDP and investments in fixed assets, by regions, for 2000-2007;
- Experimental calculations of economic accounts for agriculture at constant prices have been prepared;
- Calculations of input-output prices and indices of agricultural products and services have been prepared at quarterly and annual level;
- Methodological improvements have been made in the structural business statistics (SBS) forms, in accordance with EU Regulation No. 285/08, 250 and 251/09;
- Further harmonisation has been made of the methodology and forms for business tendencies according to the OECD recommendations;
- Data from the 2008 Censuses of Trade and Catering Capacities have been published;
- Methodological improvements have been made in the calculations of certain GDP categories;
- Methodological concepts have been prepared for calculating GDP at constant prices by double deflation at quarterly and annual level;
- Data have been prepared on the supply and use table for 2006;
- All activities related to the purchasing power parity project have been completed in accordance with Eurostat's plan;
- A regional database has been established and is available on the SSO web site;
- A Memorandum of Cooperation was signed between the State Statistical Office, The National Bank of the Republic of Macedonia and the Ministry of Finance;
- A Memorandum of Cooperation was signed with the Ministry of Agriculture, Forestry and Water Economy, for establishing a network for collecting accounting data from agricultural holdings;
- The Methodological Guide for updating the data in the Business Register from administrative sources has been revised (procedures for updating the Business Register, defining the statutory changes in business entities);

- Data in the Business Register have been updated with data from the 2008 Census of Business Entities;
- Business entities in the Business Register have been re-coded from the National Classification of Activities Rev.1 to the National Classification of Activities Rev.2;
- A methodology for maintaining the statistical register of territorial units has been adopted;
- The administrative register of territorial units has been transferred from the State Statistical Office to the Agency for Real Estate Cadastre.

### **3. New surveys introduced**

#### **Pilot surveys have been introduced in the area of business tendencies, concerning investments and financial services;**

- A Pilot Census of Population, Households and Dwellings was conducted in May 2009, in accordance with the "Recommendations for the 2010 round of population and housing censuses in the ECE Region" of the United Nations Economic Commission for Europe and the Statistical Office of the European Communities (UNECE/Eurostat), and an analysis of the Pilot Census was performed;
- A Pilot Survey on Income and Living Conditions (SILC) was conducted;
- A Time Use Survey was conducted in 2009, in accordance with EU standards;
- Improvements have been made to short-term statistics - a regular survey was introduced in the area of construction, concerning issued technical permits on the whole territory of the Republic of Macedonia in 2009;
- A regular survey on industrial waste has been introduced;
- A regular survey on communal waste has been introduced;
- A set of sustainable development indicators has been prepared.

### **4. Dissemination of statistical data**

#### **The following results were achieved in the field of dissemination in 2009:**

- The statistical database available on the Internet has been supplemented with data by areas and by regions;
- The web page has had 851865 hits, while the web database alone has been visited 11000 times;
- A total of 275 issues have been published in the edition "Releases", 33 issues in the edition "Statistical Reviews", as well as 10 other publications;
- There have been 752 written requests for data both from domestic and foreign users;
- The State Statistical Office keeps track only of its coverage in print media, and, according to available data, there were 443 printed articles in 2009, of which around 70% referring to the interpretation of statistical data on industry, population, and incomes, expenditures and prices.

### **5. Horizontal issues**

- A user satisfaction survey has been conducted;
- An employee satisfaction survey has been conducted;
- A second self-assessment has been conducted according to CAF (Common Assessment Framework).

- A guide for preparing quality reports has been made;
- Three modules have been implemented from the cost calculation system: keeping records of printing costs, copying costs and records of daily activities. Maintaining and improving the modules of the Cost Calculation System in accordance with the established Catalogue of Cost Units.
- The European standard for exchange of reference metadata (ESMS) has been adopted upon recommendation of the European Commission regarding the conceptual metadata, methodological metadata and quality metadata; an IT system has been developed that enables the centralised documentation of statistics according to the ESMS structure and preparation of ESMS reports.
- A Quality Strategy has been prepared, as well as an action plan for the implementation thereof.
- A new catalogue of cost units has been prepared, which, regarding statistical cost units, has been harmonised with the European Statistical Compendium, and as a central element in the Meta-Information System of the SSO, it represents a basis for documenting reference and structural metadata, for preparing the annual and multi-annual programmes of the SSO, the basis of several modules of the cost calculation system (centralised printing and copying, registration of employee daily activities, employee training programmes);
- A National Coordinator has been appointed for data transmission to Eurostat through e-Damis;
- The volume of transmission of statistical data to Eurostat via eDamis (eWA, eWP, eWF) has increased compared to last year. Regular support to other participants in the official statistical system (upon direct request or through occasional trainings). For the first time, data were sent on communal waste for 2008 and on the economic accounts for agriculture for 2004-2007.

## **6. International activity of the State Statistical Office**

- The assessment of the Republic of Macedonia in the Statistical Management Information System (SMIS+), Eurostat's software tool for monitoring the compliance of candidate and potential candidate countries with the *acquis communautaire* in the field of statistics, was submitted and confirmed on time.
- The Statistical Office of the European Communities (Eurostat), in the period April 22-24, realised its regular annual mission in the SSO with the aim of:
  - Monitoring the progress made since the last assessment mission (2009) and evaluating the current state of the statistical system of the Republic of Macedonia;
  - Discussing the process of data transmission;
  - Discussing future EU assistance within the frames of the national and multi-beneficiary IPA programmes, as well as other foreign assistance.
- The State Statistical Office pays particular attention to external and internal training of employees, for the purpose of developing crucial skills in employees that will enable successful task completion, higher degree of initiative, coping

with changes in the workplace and aligning personal needs with the needs of the institution.

- In 2009, regarding the external training, 45 employees took part in 37 meetings of Eurostat working groups, and 228 took part in 46 external training courses. Furthermore, two persons had the opportunity to work as trainees in the statistical offices of two EU member countries.
- In 2009, a total of 500 employees participated in 14 internal training courses that were organised within the Office, in the fields of methodologies, macroeconomics, socio-economic statistics, dissemination, registers and communication.
- A study visit was realised by the Statistical Office of Montenegro in order for the State Statistical Office to present its experience in the area of agricultural statistics, and in particular, the price index of agricultural products and the economic accounts for agriculture.
- The State Statistical Office presented its web services before representatives of the Parliament of the Republic of Macedonia.

## **7. Projects of the State Statistical Office in 2009**

- The IPA 2007 Regional statistical programme (2008-2010) ended in March 2010.
- Within the frames of cooperation with the Swedish International Development Cooperation Agency (SIDA), the Regional Committee on Statistical Cooperation held regular meetings. Upon the initiative of the Regional Committee, regional seminars and workshops were organised in the area of statistics.
- The third phase of the national project for Macedonian-Swedish partnership in statistics, 2009-2011, financed by SIDA, has started.
- The SSO and the European Commission, within the frame of the Framework Partnership Agreement, signed the Specific Grant Agreement covering the period from May 1, 2009, to April 30, 2010, for conducting the consumer opinion survey.

### **1.9. REVIEW OF ACHIEVED AND EXPECTED RESULTS OF THE STATE STATISTICAL OFFICE IN 2010**

#### **1. The following was adopted in the area of statistical standards:**

- Nomenclature of raw materials

#### **2. Methodological improvements in statistical surveys**

- Experimental calculations of the Harmonised Index of Consumer Prices (HICP);
- Implementation of additional ad-hoc modules in the Labour Force Survey and quarterly transmission of data from the Labour Force Survey via eDamis;
- The methodological bases and instruments for conducting the Census of Population, Households and Dwellings 2011 have been defined;

- The manual for revising the documents on territorial units for the Census of Population, Households and Dwellings 2011 has been adopted in cooperation with the Agency for Real Estate Cadastre;
- In order to improve the quality of statistical data in accordance with EU standards, the following were applied: Commission Regulation (EC) No. 1722/2005 on the principles for estimating dwelling services for the purpose of Council Regulation (EC, Euratom) No. 1287/2003 on the harmonisation of gross national income at market prices, as well as Council Regulation (EC) No. 448/98 on calculation and allocation of financial intermediation services indirectly measured (FISIM). Based on the above-mentioned Regulations, calculations have been made of imputed rents and financial services indirectly measured, and financial services have been allocated to sectors and users as an improvement of the national accounts calculations. GDP data for 2003-2007 have been revised in accordance with the above-mentioned Regulations.
- Data have been prepared on the supply and use tables for 2007
- All activities related to the purchasing power parity project have been completed in accordance with Eurostat's plan;
- Annexe 1 to the Memorandum of Cooperation with the National Bank of the Republic of Macedonia and with the Ministry of Finance has been signed, regarding statistics on foreign direct investments.
- A methodological guideline has been prepared for calculating data on enterprise demography (newly-established, terminated enterprises);
- Preparation of reviews containing data on enterprise demography (population of active enterprises, newly-established enterprises and terminated enterprises from 2004 to 2007 for sections C to K of the National Classification of Activities Rev.1)
- The logical control of data in the SBR has been revised and manual correction of data has been enabled;
- The variables related to the group of enterprises have been defined and administrative sources have been identified;
- The Agreement on data exchange with the Central Register of the Republic of Macedonia has been revised and a Draft Cooperation Agreement has been signed;
- The quality of the format and content of the form C.41 have been improved; the sample of business entities and the sample of specified products in the statistical survey C.41 for 2010 have been expanded;
- Industrial producer prices on the domestic market have been converted from PRODCOM/2005 to PRODCOM/2008 for the period 2005-2010, and from PRODCOM/2002 to PRODCOM/2008 for the period 2001-2005;
- Industrial producer price indices on the domestic market have been rebased from NKD1 to NKD2 (total, by main industrial groups, by sections, by divisions) for the period 2001-2010, based on 2005 and based on previous year;
- Data on industrial waste have been published;
- A quality report on industrial waste has been prepared and submitted to Eurostat;
- A form and methodology have been prepared for conducting a Pilot Survey on Pesticide Use;
- The form for freight transport has been revised;
- The methodology for the Road Traffic Census has been prepared;
- The methodology for the Rail Traffic Census has been prepared;
- A new typology of agricultural holdings has been prepared, according to type of agricultural production and economic size;

- Processing of ICT according to Rev.1 and Rev.2;
- A sample has been designed for the Survey on Income and Living Conditions (SILC);
- Samples for pilot projects on Freight Transport, Continuous Expert Training, Pesticide Use;
- Application of Analysis of time series for forecasting previous data on the industrial production index;
- Processing of data from the Time Use Survey.

### **3. Introduction of new surveys**

- A Pilot Survey on the Structure of Earnings was conducted;
- Regular surveys have been introduced in the area of business tendencies, concerning investments and financial services;
- The Survey on Income and Living Conditions (SILC) was conducted;
- A Pilot Survey on Pesticide Use was conducted.

### **4. Dissemination of statistical data**

In the area of dissemination, the following documents were adopted in 2010:

- Dissemination strategy and an action plan for implementation thereof;
- Document for technical and changes in terms of content and design of the web page of the SSO, and an action plan for implementation thereof.

#### **The following results were achieved:**

- the statistical database available on the Internet has been supplemented with data by areas and by regions;
- The web page has had 900000 hits, while the web database alone has been visited 28000 times;
- 255 issues have been published in the edition "Releases";
- 24 issues have been published in the edition "Statistical Reviews";
- 6 other publications have been published;
- there have been 571 requests for data both from domestic and foreign users;
- the SSO was covered in 523 articles in print media.

### **5. Horizontal issues**

- A document has been prepared for analysis of the results from the Employee Satisfaction Survey.
- An analysis was performed of the year-long usage of the system for registration of daily activities.
- 21 statistical surveys have been documented in accordance with the ESMS structure, of which 9 bilingually (Macedonian and English). Mapping between ESMS concepts and the concepts needed for quality reports has been established, for the purpose of using the ESMS system for production of quality reports on statistics as well.
- Maintaining and improving the modules of the Cost Calculation System in accordance with the established Catalogue of Cost Units.

- The volume of transmission of statistical data to Eurostat via eDamis (eWA, eWP, eWF) has increased compared to last year. Regular support to other participants in the official statistical system (upon direct request or through occasional trainings). For the first time, data were sent on communal waste for 2008, on the PRODCOM survey, and data from the Labour Force Survey.
- A decision has been made on the use of the metadata system of Statistics Sweden (MetaPlus), which has been installed for trial purposes in the IT environment of the SSO.
- Preparation and adoption of a business process model of the SSO in accordance with the generic business process model suggested by UNECE, for the purpose of establishing a common understanding framework and documenting the processes in all areas of statistical production.
- Activities derived from the quality strategy: trainings held for 30 employees of the SSO regarding the preparation of quality reports, Analysis of sampling frames, establishing the links between ESMS and the quality report (adapting quality reports to ESMS).

## **6. International activity of the State Statistical Office**

- The assessment of the Republic of Macedonia in the Statistical Management Information System (SMIS+), Eurostat's software tool for monitoring the compliance of candidate and potential candidate countries with the acquis communautaire in the field of statistics, was submitted and confirmed on time.
- The Statistical Office of the European Communities (Eurostat), in the period April 22-24, realised its regular annual mission in the SSO with the aim of:
  - Monitoring the progress made since the last assessment mission (2009) and evaluating the current state of the statistical system of the Republic of Macedonia;
  - Discussing the process of data transmission;
  - Discussing future EU assistance within the frames of the national and multi-beneficiary IPA programmes, as well as other foreign assistance.
- The first Light Peer Review of the progress in the implementation of the Code of Practice was carried out by the European Commission;
- A Technical Coordinating Group was created by Eurostat for conducting the Census of Population around 2010, for the countries of Southeast Europe;
- A workshop was organised by the ICON institute, for monitoring the progress in the preparation of the Census of Population around 2010 (census cartography and processing of the census material);
- The First Regional Conference on Agricultural Statistics was held in Skopje, organised by the SSO;
- A mission was held by the European Commission for assessing the progress in the preparations for the upcoming Census of Population, Households and Dwellings, 2011;
- A study visit was realised by the Statistical Office of Montenegro in order for the State Statistical Office to present its experience in the area of Post-Enumeration Survey from the 2002 Census;
- Eurostat made a bilateral study visit to the SSO. The goal of the mission was to present Eurostat's vision for standardised exchange of data and metadata with the European Statistical System and, at the same time, to get acquainted with the steps that the SSO is making toward that vision.

- Within the frames of the project with the ICON Institute - "Assisting Montenegro in approximating EU standards in statistics", the SSO began providing short-term expert assistance in the field of capacity building and national accounts.
- The State Statistical Office pays particular attention to external and internal training of employees, for the purpose of developing crucial skills in employees that will enable successful task completion, higher degree of initiative, coping with changes in the workplace and aligning personal needs with the needs of the institution.
- Regarding the external training, in the period from January to November 2010, 66 employees took part in 44 meetings of Eurostat working groups, and 423 took part in 112 external training courses. Furthermore, one person had the opportunity to work as trainee in Eurostat.
- In the period from January 2010 to November 2010, a total of 207 employees participated in 12 internal training courses that were organised within the Office, in the fields of methodologies, quality, projects, strategic planning and legal bases of state statistics.

## **7. Projects in which the State Statistical Office takes part**

### **7.1. Ongoing projects**

- IPA 2007 National Programme - Support to the SSO in the implementation of the *acquis*
- IPA 2008 - Multi-beneficiary programme for statistical cooperation
- Macedonian-Swedish Partnership in Statistics
- European Commission grant for conducting the Consumer Opinion Survey
- Eurostat grant for conducting the Labour Force Survey 2010, ad-hoc module on reconciliation of work and private life
- European Commission grant for Satellite Accounts for Cooperatives and Mutuals.

### **7.2. Planned projects**

- IPA 2009 National Programme - Support to the SSO
- IPA 2009 - Multi-beneficiary programme for statistical cooperation
- European Commission grant for conducting the Consumer Opinion Survey
- Eurostat grant for conducting the Labour Force Survey 2010, ad-hoc module on employment of disabled persons

## **1.10. PROGRAMMES**

The realisation of the planned priorities and goals of the Strategic plan is based on the following defined programmes: Sectoral statistics, Census of Population, Households and Dwellings 2011, Upgrading the statistical infrastructure, Improving the cooperation with users and Strengthening the coordination of the national statistical system. The realisation of all programmes requires the engagement of appropriate human and financial resources, and the timetable for their realisation is defined in the Plan for implementation of the Statistical programme, which is part of this document.

### **1. Sectoral Statistics**

The realisation of this programme means fulfilling the basic function of the SSO and refers to the implementation of the Programme for Statistical Surveys.

Expected results:

- Reducing reporting units' burden;
- Providing regional data;
- Providing rural development indicators;
- Providing agro-environmental indicators;
- Introducing statistical surveys' quality reports;
- Improving the quality and quantity of statistical data in accordance with EU standards;
- Increased utilisation of administrative data sources.

Success indicators:

- Increased number of surveys that use administrative data sources or data in electronic form;
- Redesigned questionnaires;
- Electronic questionnaires introduced;
- Reduced printing and distribution costs;
- Implementing an action plan for reducing reporting units' burden;
- Increased number of sample surveys;
- Regional data (series of data provided);
- Rural development indicators obtained from available statistical data;
- Agro-environmental indicators obtained from available statistical data;
- Statistical surveys' quality reports prepared;
- EU regulations implemented;
- New statistical data published;
- Increased amount of data transmitted to Eurostat through the Single Entry Point by using the standards and formats prescribed by Eurostat.

## **2. Census of Population, Households and Dwellings, 2011**

The Census of population, households and dwellings is the largest and most expensive statistical activity that is conducted every 10 years. The aim of the Census is obtaining comprehensive and internationally comparable statistical data on the population and housing in the Republic of Macedonia. This census is planned to be conducted in a traditional manner through interviews by trained enumerators

Expected results:

- Conducting training of Census participants;
- Conducting the Census;
- Publishing first and final census results.

Success indicators:

- Census conducted and data published.

## **3. Upgrading the statistical infrastructure**

In order for the SSO to fulfil its basic function, it is necessary to invest continuously in strengthening of the institutional capacity. For that purpose, plans have been made to enhance the human resources as well as the technical capacity of the institution.

Expected results:

- Development of the farm register;
- Maintaining and development of the business register and the population register;
- Establishing a statistical territorial register;
- Revision of classifications;
- Established policy on revision of statistical data;
- Standardisation and integration of statistical processes;
- Amending and supplementing the Law on State Statistics;
- Sustainability of the Office's capacities;
- Established policy on access to microdata;
- Applying methods for protection against statistical disclosure.

Success indicators:

- Implementation of established procedures for updating the farm register from administrative sources;
- New statistical unit created - groups of enterprises, and production of data on enterprise demography;
- Introduction of an identification number for each individual statistical unit;
- Improved methodological bases and functionality of the population register;
- Functionality of the procedures for updating the statistical territorial register by using the administrative territorial register;
- Classifications and nomenclatures adopted;

- Existence of transparent procedures and rules for revision of statistical data;
- Harmonised metadata warehouse established;
- Law Amending and Supplementing the Law on State Statistics adopted;
- Employee satisfaction survey conducted;
- Self-assessment conducted according to CAF (Common Assessment Framework);
- Laws and by-laws adopted and harmonised with EU regulations;
- Existence of transparent procedures and rules for access to microdata;
- Software developed/adjusted for implementing the methods for protection against statistical disclosure;
- Analysis performed of costs incurred for 2009;
- Defined objective indicators for measuring the efficiency of resources used in separate surveys.

#### **4. Strengthening the cooperation and communication with users, continuous measurement of user needs and satisfaction, and strengthening the confidence in statistics**

The final objective of the statistical data production is meeting the users' needs for official statistical data, thus supporting the democratic processes of the country.

Expected results:

- Redesign of the Office's web site;
- Redesign of statistical publications;
- Defined forms of regular communication with users.
- Establishment of a user registry.

Success indicators:

- Large amount of statistical data available on the web site;
- Redesigned publications;
- The number of users of the products and services of the State Statistical Office is increasing constantly.

#### **5. Enhancing the coordination of the national statistical system**

The State Statistical Office has a legal obligation to coordinate the national statistical system. In the period covered with this Strategic Plan, the SSO will invest more resources in strengthening its coordinating role and ensuring consistency of the Macedonian statistical system.

Expected results:

- Strengthening the cooperation with bearers of administrative data sources (by signing new and revising the existing agreements)
- Strengthening the cooperation with authorised bearers for realisation of the obligations within the national statistical system

Success indicators:

- Number of realised working meetings and increased amount of data used from administrative sources;
- Number of realised trainings in certain areas of common interest.