



REPUBLIC OF MACEDONIA
STATE STATISTICAL OFFICE

STRATEGIC PLAN

2016-2018

Skopje, October 2015

1.1. INTRODUCTION

The Strategic Plan 2016-2018 of the State Statistical Office is a document containing the objectives, programmes, sub-programmes and activities which the Office plans to accomplish in accordance with the defined priorities in the process of harmonisation with European and international statistical standards and with the adopted quality management framework.

The priorities, objectives, programmes, sub-programmes and activities defined in this Strategic Plan are aimed at:

- Meeting the obligations pertaining to the State Statistical Office from the Programme of Statistical Surveys 2013-2017, which represents a basic programme document for the statistical system of the country;
- Accomplishing the strategic priorities of the Government of the Republic of Macedonia (NATO and EU integration of the Republic of Macedonia), i.e. meeting the obligations of the National Programme for Adoption of the Acquis (NPAA);
- Preparing the State Statistical Office for the next Peer Review that will be conducted by the European Commission in the upcoming period.

The State Statistical Office carries out its function and activities in accordance with the Law on State Statistics and the Five-Year Programme of Statistical Surveys 2013-2017.

The Strategic Plan takes into consideration the recommendations of the Statistical Office of the European Union (Eurostat) from the regular annual missions to the State Statistical Office for monitoring the progress in the field of statistics, and of the European Commission's Light Peer Review of the progress in the implementation of the Code of Practice, which was carried out in November 2010.

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.

The aim of official statistics is continuous development of statistics and production and dissemination of statistical data in accordance with the fundamental principles of official statistics. One of the main tasks of the statistical system is efficient and timely preparation and dissemination of high-quality statistical indicators that reflect economic and social phenomena and processes, and providing data users with a reliable data source for analysis and decision making.

The Law on State Statistics ("Official Gazette of the Republic of Macedonia" No. 54/1997, 21/2007, 51/2011, 104/2013, 42/2014 and 192/15) lays down the fundamental principles of official statistics, the organisation of state statistics and the coordinating role of the State Statistical Office within the statistical system of the Republic of Macedonia.

The authorised bodies in the statistical system of the Republic of Macedonia have been defined in the Programme of Statistical Surveys 2013-2017, and, besides the State Statistical Office, the statistical system includes:

- National Bank of the Republic of Macedonia
- Ministry of Finance
- Ministry of Interior
- Ministry of Justice
- Hydrometeorological Service

- Institute of Public Health
- Pension and Disability Insurance Fund
- Employment Agency of the Republic of Macedonia

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 based on relevant information.

1.3. VISION

Our vision is to be recognised as an institution that provides quality, timely and internationally comparable statistical data.

1.3.1. VALUES

The values of the State Statistical Office are:

- Professional Independence
- Competence and Professionalism
- Impartiality and Objectivity
- Quality Commitment
- User Orientation
- Statistical Confidentiality
- Human Potential Development

1.4. TASKS AND DUTIES OF THE STATE STATISTICAL OFFICE

The Office, within its competences, performs the following expert activities:

- coordinates the activities of state statistics within the national statistical system;
- prepares and prescribes instruments for statistical surveys (methodologies, guidelines, forms, etc.);
- gives opinion to authorised bodies regarding the methodological bases for surveys under their competence;
- gives suggestions and opinions when introducing new and supplementing the existing data sets that can be used as a source of data for state statistics;
- give initiatives and suggestions for improving the contents of existing and new data sets that are used for statistical surveys in accordance with the law and the Programme of Statistical Surveys 2013-2017;
- cooperates with authorised bodies which, within their competences, conduct statistical surveys in the area of state statistics;
- establishes, keeps and maintains statistical data sets;
- prepares national statistical standards;
- determines the needs for statistical data;
- prescribes organisational and technical measures for protection of confidential data;
- collects and processes statistical data;
- performs analysis of statistical data;
- stores and disseminates statistical data;
- meets international obligations in the area of statistics,
- coordinates the transmission of statistical data to international organisations;
- performs services in the area of statistics for the needs of data users, on their request;
- popularises statistics;
- implements projects in the area of state statistics, independently and in cooperation with other authorised bodies;
- supervises the implementation of the provisions of the Law on State Statistics;
- performs other tasks prescribed by the Law on State Statistics and other laws.

1.5. SUMMARY OF THE SPECIFICITY OF THE STATE STATISTICAL OFFICE

The State Statistical Office is an independent professional 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, 44/02, 82/08, 167/10 and 51/11) and the Law on State Statistics ("Official Gazette of the Republic of Macedonia" No. 54/97, 21/07, 51/11, 104/13 and 42/14).

In accordance with the Law on State Statistics, the State Statistical Office, on the basis of scientific methods, provides users (legal and natural persons) with data on the economy, demography, social life, environmental protection and other areas. Official statistical data, as well as the time and content of all forms of dissemination, are protected from any kind of influence, and all users are treated equally.

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 performs its role in cooperation with other entities - authorised bodies that are also responsible for producing official statistics in the frame of the Programme of Statistical Surveys 2013-2017 and which in the collection, processing and dissemination of data apply statistical standards, methods and techniques. In performing its functions, the State Statistical Office pays special attention to statistical data confidentiality. The data gathered through statistical surveys or indirectly, from administrative and other sources, represent confidential data, used for statistical purposes only, i.e. for development and production of official statistics, and are published as summary (aggregated) data. Within the system of official statistics, the Office acts as a coordinator in the frames of international statistical cooperation. In performing the international obligations, the Office, in cooperation with other authorised bodies, ensures comparability of data with other European countries, observes and implements international methodologies and standards, and actively participates in the development of official statistics at the international level.

1.6. STRUCTURE OF THE STATE STATISTICAL OFFICE

In accordance with the competences defined by law and the Regulation on Internal Organisation of the State Administration Bodies ("Official Gazette of the Republic of Macedonia" No. 93/00 and 14/02), the State Statistical Office operates according to the Rulebook on Internal Organisation from November 2011.

According to the Rulebook, the Office performs its competences through seven sectors and 36 departments, of which 8 are distributed on the territory of the Republic of Macedonia. The organisational setup of the Office allows optimal management and monitoring of work processes and human resources management. The Office is managed by a Director appointed by the Government of the Republic of Macedonia. Serving in an advisory role is the Statistical Council, composed of 15 members, of which 14 are appointed by the Assembly of the Republic of Macedonia, while the Director of the Office is an ex-officio member.

1.7. PRIORITIES AND OBJECTIVES OF THE STATE STATISTICAL OFFICE

For the period 2016-2018, the State Statistical Office defined the following priorities:

- Harmonisation of statistics in accordance with the standards of European statistics
- Strengthening the coordinating role of the SSO in the national statistical system
- Strengthening the cooperation with providers of data and holders of data sets
- Strengthening the cooperation and communication with users
- Strengthening the institutional capacity of the State Statistical Office

1.7.1. Harmonisation of statistics in accordance with the standards of European statistics

Objectives:

- Ensuring further alignment of official statistics with the Statistical Requirements Compendium
- Data and metadata transmission to Eurostat by using the tools and formats prescribed by Eurostat.
- Full implementation of the European Statistics Code of Practice.

Planned deadline for priority realisation: 2018

1.7.2. Strengthening the coordinating role of the SSO in the national statistical system

Objectives:

- Improvement of the cooperation with other producers of official statistics to increase the available data sets and cooperation in the process of transmitting these data to Eurostat
- Defining criteria for participation of other authorised bodies for statistical surveys in the statistical system of the country.
- Establishment of a system for monitoring the implementation of the Five-Year Programme of Statistical Surveys
- Strengthening the capacity of authorised bodies through training in statistical methodologies and application of the Code of Practice.

Planned deadline for priority realisation: 2018

1.7.3. Strengthening the cooperation with providers of data and holders of data sets

Objectives:

- Inclusion of the State Statistical Office in the process of creating and amending the data sets.
- Greater use of administrative data sources in regular statistical production
- Development of new data collection systems
- Reducing respondent burden
- Signing agreements for cooperation and data exchange with holders of data sets.
- Measuring the satisfaction of data providers

Planned deadline for priority realisation: 2018

1.7.4. Strengthening the cooperation and communication with users

Objectives:

- Simplifying the access to statistical data
- Modernising the manner of disseminating statistical data.
- Increasing the amount of published data and providing data with longer time series.
- Measuring user satisfaction

Planned deadline for priority realisation: 2018

1.7.5. Strengthening the institutional capacity of the State Statistical Office

Objectives:

- Continuous improvement of the system for collecting, processing and producing statistical data
- Development of software applications for supporting the work processes defined in the Statistical Business Process Model
- Development and improvement of statistical registers
- Ensuring continuity in the application of European classifications and standards in the national statistical system
- Modernisation of hardware and ensuring consistency between the equipment of the central Office and the regional departments
- Provision and sustainability of advanced software versions used by the institution in statistical production
- Establishment of electronic archiving system
- Strengthening the capacity of human resources

Planned deadline for priority realisation: 2018

1.8. PROGRAMMES

For achieving the planned priorities and objectives of the Strategic Plan 2016-2018, the following programmes have been defined: Sectoral statistics; Upgrading the statistical infrastructure; Strengthening the cooperation with users; and Strengthening the coordination of the national statistical system. The implementation of all programmes requires the engagement of appropriate human and financial resources, and the schedule for their implementation is defined in the Plan for Implementation of the Statistical Programme, which is part of this document.

1.8.1. Sectoral statistics

The implementation of this programme means fulfilling the basic function of the institution and refers to the execution of the Programme of Statistical Surveys 2013-2017.

Sub-programmes:

- Improving the volume and quality of produced statistical data in accordance with European and international statistical standards
- Publishing quality reports for statistical surveys.
- Reducing respondent burden

Success indicators:

- Obtained European Commission and Eurostat reports for improvement in the area of statistics
- Prepared document on the alignment of statistical surveys with the Statistical Requirements Compendium
- Prepared Programme of Statistical Surveys 2018-2022
- Number of prepared quality reports for statistical surveys and improved content of reports
- Established system for measuring respondent burden
- Greater number of data sets transmitted to Eurostat

1.8.2. Upgrading the statistical infrastructure

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

Sub-programmes:

- Further development of statistical registers and improvement of data warehouses
- Carrying out a study to determine the necessary software
- Improvement of the information security system
- Standardisation of work processes according to the Business Process Model
- Preparation of statistical nomenclatures and classifications

Success indicators:

- Application of procedures for updating the Statistical Farm Register, the Statistical Business Register, the Statistical Territorial Register and the existing

population records with data from statistical surveys and from administrative data sources

- Established data warehouse for agricultural statistics
- Redesigned data warehouse for national accounts
- Registered statistical variables in the centralised metadata warehouse
- Prepared analyses of the current situation of the phases and processes of the Business Process Model
- Prepared additional guidelines, procedures and templates for improving information security
- Updated Information Security Policy
- Preparation of a Code of Practice for Information Security Management for employees
- Prepared draft amendments to statistical classifications and nomenclatures

1.8.3. Strengthening the coordinating role of the SSO in 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 institution will invest more resources in strengthening its coordinating role and in ensuring consistency of the national statistical system.

Sub-programmes:

- Analysis of the application of legislation and implementation of current cooperation agreements with authorised bodies
- Providing human and financial resources to accomplish the function of the SSO - coordinator of the statistical system
- Preparation of training plans for implementation of the statistical function of authorised bodies

Success indicators:

- Prepared analysis of the implementation of existing cooperation agreements and existing legislation
- Provided resources for performing the coordinating role of the SSO
- Prepared plans, completed training and training report reports

1.8.4. Strengthening the cooperation with users

The ultimate objective of statistical data production is meeting users' needs for official statistical data.

Sub-programmes:

- Modernising the manner of disseminating statistical data.
- Improving "statistical literacy"

Success indicators:

- Disseminated statistical data via web cartography
- Number of organised promotional and educational events

- Amount of used statistical data

1.8.5. Strengthening the cooperation with providers of data and holders of data sets

Sub-programmes:

- Establishment of a system for measuring the quality of administrative data sources
- Continuous improvement of the electronic data collection system and increasing the number of covered surveys
- Defining a policy for communication with data providers

Success indicators:

- Preparing documentation for measuring the quality of administrative data sources and their application via testing
- Conducted an eStat assessment survey among current participants
- Prepared and adopted policy for communication with data providers
- Number of organised meetings with chambers of commerce, companies and holders of data sets

1.9. OVERVIEW OF ACHIEVED RESULTS OF THE STATE STATISTICAL OFFICE IN 2014

The planned programmes and expected results for 2014 were defined in the Strategic Plan 2014-2016. The following programmes were defined:

- Sectoral statistics
- Upgrading the statistical infrastructure
- Strengthening the cooperation and communication with users, continuous measurement of user needs and satisfaction, strengthening the confidence in statistics, and
- Strengthening the coordination of the National Statistical System

1.9.1. In the programme Sectoral statistics, the following results were planned:

1. Reducing respondent burden
2. Providing regional data
3. Preparing quality reports for statistical surveys
4. Improving the volume and quality of statistical data in accordance with EU standards
5. Activities on approved grants for implementation of the IPA 2011 Multi-Beneficiary Programme.
6. Implementing and supporting the activities of the IPA 2009 National Programme.

Realised activities:

1. Reducing respondent burden: In order to reduce respondent burden and for greater use of administrative data sources, activities have been undertaken for pre-filling some statistical forms with available data from the Statistical Business Register. For some of the higher education, labour market and business statistics, electronic data submission has been initiated. The introduction of the electronic data collection system has helped significantly to reduce respondent burden.
2. Providing regional data: The SSO increased the amount of produced regional data from various areas, which have been systematised in the publication "Regions of the Republic of Macedonia 2014", containing the latest economic and socio-demographic data on the regions of the country.
3. Preparing quality reports for statistical surveys: Activities have been intensified for creating quality reports according to SDMX standards (Statistical Data and Metadata eXchange) and prepared according to the ESMS structure. The reports contain description of statistical data, information about their quality, description of the methodology and the process of production of statistical data.
4. Improving the volume and quality of statistical data in accordance with EU standards: The improvement in the quality and volume of statistical data in accordance with EU standards in 2013 was achieved through the following activities:
 - In national accounts, the statistical surveys planned in the Programme of Statistical Surveys have been carried out, and GDP data have been prepared in accordance with the National Classification of Activities Rev.2. Activities for preparing sector accounts and calculation of consumption of fixed capital have been intensified.

- Most of the recommendations regarding ESA 1995 have been put into effect, and changes have been made to the treatment of research and development and military equipment in accordance with ESA 2010.
- The 2000-2012 data series in national accounts has been revised in accordance with ESA 2010 and published.
- Regional accounts data for 2012 have been prepared in accordance with ESA 2010.
- The statistical surveys in the field of business, agricultural and environmental statistics, planned in the Programme of Statistical Surveys, have been carried out.
- Improvements have been made to short-term statistics regarding the adjustment and the timetable for data transmission to Eurostat via the National Reference Metadata Editor. A series of short-term statistics on industry from 2000, rebased to 2010, was transmitted to Eurostat in December 2014. Construction statistics have been seasonally and working-day adjusted and transmitted to Eurostat. In 2014, changes were made in short-term statistics on trade in terms of alignment and timely transmission of data in accordance with the Regulation on short-term statistics.
- In September 2014, the survey on environmental protection expenditure was carried out for the first time, as a regular statistical survey. Activities for introduction of the module for environmentally related taxes (Regulation (EU) No. 691/2011) began by calculation of preliminary data on environmentally related taxes, by sections of activity of the National Classification of Activities. Environmentally related taxes for 2010, 2011 and 2012 were calculated based on administrative data and delivered to Eurostat.
- After conducting the Farm Structure Survey and processing the data, transcoded data were delivered to Eurostat for the first time (in the Eurofarm database). Preliminary data were released in a publication in 2014. A farm typology was prepared from this survey and data were published in April 2015 along with definitive data on the structure of agricultural holdings.
- For further development of economic accounts for agriculture and improvement of the quality of calculations, an IPA 2012 MBP project for agromonetary statistics is underway, which will enable integration of data in an agricultural statistics data warehouse. The ultimate goal of the project is automation of the data calculation and analysis processes and improvement of the quality not only of agromonetary statistics, but of all agricultural statistics.
- The data collection periodicity for slaughtered livestock and poultry in slaughterhouses has been changed from quarterly to monthly, in line with Eurostat requirements. A questionnaire for the pilot survey on milk and dairy products has been prepared in accordance with EU regulations.
- Data on external trade by mode of transport were published for the first time in the External Trade publication in June 2014.
- Annual harmonisation with the European Classification of industrial products is carried out regularly, as well as transmission of data to Eurostat by using the same Classification.
- For the first time the SSO began publishing on a regular basis energy data on coals, oil and petroleum products, prices of electricity and natural gas for households and industry in monthly news releases, thus achieving full compliance with Annexe C of Regulation (EC) No 1099/2008 on energy statistics and Directive 2008/92/EC.
- In social statistics, the statistical surveys planned in the Programme of Statistical Surveys have been carried out.
- In 2014, data from the Labour Cost Survey were transmitted for the first time to Eurostat, along with a quality report.

- Laeken indicators of poverty for 2011 have been published. Revised data for the cross-sectional and longitudinal databases for SILC 2010, 2011 and 2012 have been delivered to Eurostat.
- Revised Laeken indicators of poverty for Macedonia for 2010 and 2011 have been published on Eurostat's website.
- In 2014, collection of questionnaires began via the eStat system. The first survey that was introduced was in the field of labour market – the job vacancy survey, followed by the survey on primary and secondary schools at the beginning of the school year (UOP), and the annual survey on employees and wages (TRUD-1).
- As part of the short-term statistics, the SSO transmitted to Eurostat a series of data on gross wages in the sectors Industry, Construction and Trade.
- A Memorandum of Cooperation was signed with the Civil Registry Office, specifying that the local civil registry offices, which have established electronic data entry, should deliver copies of the electronic entry of the statistical forms on births, deaths and marriages to the regional statistical departments, until the moment when the SSO and the Civil Registry Office have created the technical conditions for data exchange via a web tool.
- The School-to-Work Transition Survey was carried out for the second time in cooperation with the International Labour Organisation, and an analytical report was prepared.
- An innovation survey was carried out, providing data on innovations introduced by business entities. Data have been processed and delivered to Eurostat.

The activities in the defined programmes were performed with the support of the projects in which the State Statistical Office participated in 2014:

5. Activities on approved grants for implementation of the IPA 2011 Multi-Beneficiary Programme:

- The IPA 2011 Multi-Beneficiary Statistical Cooperation Programme ended in August 2014. The main objectives of this project were:
 - To take further the process of progressively integrating the State Statistical Office into the European Statistical System by strengthening the State Statistical Office and its coordinating role in the statistical system of the country;
 - To continue to support sustainable capacity building of the Office in order to better meet user needs by providing data that are accurate, reliable, timely and compiled in full compliance with the EU acquis;
 - To intensify efforts to improve the quality of statistical information and to reinforce confidence in methods and professionalism, thus providing policy makers and the international community with unquestioned statistical data.
- The IPA 2012 Multi-Beneficiary Statistical Cooperation Programme started in April 2014, covering 15 pilot projects. The project is planned to last 23 months, from 1 January 2014 to 30 November 2015.

6. Implementation and support of the activities of the IPA 2009 National Programme:

- This programme ended in August 2014. The purpose of the project was to improve the capacity of the State Statistical Office for better compliance with the EU acquis in statistics, with focus on national accounts, economic statistics and social statistics.

1.9.2. In the programme Upgrading the statistical infrastructure, the following results were planned:

1. Further development of statistical registers
2. Implementation of the policy for revision of statistical data, classifications and nomenclatures
3. Sustainable capacity building of the SSO
4. Implementation of statistical disclosure protection methods
5. Implementation of a Strategy for Development of a Metainformation System
6. Improvement of the IT infrastructure in order to increase information security
7. Implementation of the Quality Policy of the SSO
8. Certification of the SSO for compliance with the ISO-9001 quality standard

Realised activities:

1. Further development of statistical registers

- Continuous efforts are made for developing the procedures for updating the Statistical Farm Register from administrative sources (Food and Veterinary Agency) and from the Farm Structure Survey.
- The scope and quality of the Statistical Business Register have been improved by conducting a statistical survey on local units (data have been processed and data on local units are updated). A database with groups of enterprises has been created and enterprise groups have been defined for 2012.
- Continuous efforts are made for developing the procedures for updating the Statistical Population Register.
- Analysis has been made of the methodological bases for maintaining the Statistical Territorial Register. Amendments have been adopted for the Nomenclature of Territorial Units for Statistics - NUTS in accordance with the changes in the territorial organisation of the local self-government of the Republic of Macedonia.
- The Statistical Farm Register was updated with statistical data from the Farm Structure Survey, which was carried out in June 2013. Continuous efforts are made for developing the procedures for updating the Statistical Farm Register from administrative sources (Food and Veterinary Agency and Ministry of Agriculture, Forestry and Water Economy).

2. Implementation of the policy for revision of statistical data, classifications and nomenclatures

- The International Standard Classification of Education - ISCED 2011 was implemented. Also, there is an ongoing process of amending the National Classification of Occupations (NKZ 2008) at the national 6-digit level.
- Regarding the application of statistical classifications in agriculture, a workshop was organised for the exchange of information and familiarisation with the method of data collection and processing between the Ministry of Agriculture, Forestry and Water Economy and the SSO.
- The National Nomenclature of Industrial Products – NNIP has been harmonised with the European nomenclature at the annual level. The Government of the Republic of Macedonia adopted the changes in the National Nomenclature of Industrial Products – NNIP 2014.

- The database of enterprise groups was updated and enterprise groups were created for 2012 (September-December 2014). The database of enterprise groups was updated with data from the Central Securities Depository as a new administrative data source, which improved the scope and quality of the data.
3. Sustainable capacity building of the SSO
 - An Employee Training Programme was adopted for 2014, and external and internal trainings were organised for SSO employees.
 - As part of the external trainings in 2014, 39 employees took part in 39 meetings of Eurostat working groups, and 406 persons took part in 97 training courses organised by external experts. In 2014, 3 traineeships were approved by Eurostat. Furthermore, three applications have been submitted for traineeships due to start from January 2015. In 2014, a total of 42 in-house trainings were organised in the institution, of which 8 were specialised training courses attended by 104 employees, and 34 generic courses attended by 435 employees.
 - In March 2014, the Assembly of the Republic of Macedonia passed new amendments to the Law on State Statistics. The amendments are aimed at introducing the principles of transparency and competence in the procedure for appointment of Director and Deputy Director of the State Statistical Office.
 4. Implementation of statistical disclosure protection methods
 - The implementation of the statistical disclosure protection methods began with the use of self-developed software applications, which helps achieve optimal balance between the protection of data and their analytical potential. The cooperation with the scientific research community was intensified by granting access to microdata available at the SSO.
 5. Implementation of the Strategy for Development of a Metainformation System
 - The Office works continuously on standardisation and integration of statistical processes, and in 2014 with the available IT system for electronic data collection the SSO standardised and integrated multiple activities of different phases of the statistical business process model, which represents the beginning of the accomplishment of the first priority of the Strategy for Development of a Metainformation System.
 6. Improvement of the IT infrastructure in order to increase information security
 - For improving the IT infrastructure in order to increase information security, the purchased equipment was installed and configured, and the SSO started the process of transferring structured and unstructured data and metadata from local workstations to shared network resources. Basic procedures have been prepared for backup-related daily activities.
 7. Implementation of the Quality Policy of the SSO
 - This activity included working on preparation for the upcoming Light Peer Review, primarily on analysis of the self-assessment questionnaire and development of a template for monitoring the applied methods and tools recommended by Eurostat.
 8. Certification of the SSO for compliance with the ISO-9001 quality standard
 - Regarding the ISO-9001 certification, a quality coordinator was nominated who began with training in basic knowledge of the quality management system ISO 9001:2008.

1.9.3. In the programme Strengthening the cooperation and communication with users, continuous measurement of user needs and satisfaction, and strengthening the confidence in statistics, the following results were planned:

1. Further improvement of the website of the Office
2. Process of further redesign of statistical publications
3. Establishing forms of regular communication with users

Realised activities:

1. Further improvement of the website of the Office: During 2014, the website was improved continuously. The following activities were undertaken:
 - Updating the database with new data and including time series by areas.
 - The tables of the Statistical Yearbook and the Statistical Reviews have been made available to users in Excel format.
 - For improving the visualisation of statistical data and information, in several major areas on the website there are tools for displaying animated graphs of the main data in these areas.
 - Regular use of Twitter for posting information about the statistical products and activities of the Office.
 - According to the latest Google Analytics data, the website had 1 359 500 pageviews in the period January - December 2014. The web database was visited 89 472 times in 2014 (January - December 2014).
2. Process of further redesign of statistical publications: New publications have been introduced, including new indicators and data that allow comparability with European Union countries.
3. Establishing forms of regular communication with users: In 2014, regarding the forms of regular communication with users, the following activities were carried out:
 - Lectures were organised for students from various faculties and universities.
 - Texts prepared by SSO experts are published in the Newsletter of the Economic Chamber of Macedonia.

1.9.4. In the programme Strengthening the coordination of the National Statistical System, the following results were planned:

1. Strengthening the cooperation with providers of data and holders of administrative data sources
2. Strengthening the cooperation with authorised bodies for meeting the obligations within the National Statistical System

Realised activities:

1. Strengthening the cooperation with providers of data and holders of administrative data sources

In order to strengthen the cooperation with providers of data and holders of administrative data sets, several work meetings were held with the holders of administrative data sets to define the necessary standards for using administrative data for statistical purposes.

Agreements for electronic data exchange were signed with the Ministry of Interior, the Public Revenue Office, the Employment Service Agency, the Pension and Disability Insurance Fund and the Health Insurance Fund of Macedonia, as well as an Annexe to the Memorandum of cooperation and data exchange with the Public Revenue Office.

The cooperation with data providers was further strengthened by active participation in workshops organised at the Office in various statistical areas (agricultural statistics, labour market statistics, etc.).

2. Strengthening the cooperation with authorised bodies for meeting the obligations within the National Statistical System – Further strengthening of the cooperation with other authorised bodies for meeting the obligations within the National Statistical System:

- A sectorisation group was created with representatives of the State Statistical Office, the Ministry of Finance and the National Bank of the Republic of Macedonia to work on implementation of the ESA methodology.
- The SSO held a training on the use of the National Reference Metadata Editor, which was attended by representatives of the authorised bodies in the national statistical system: Ministry of Foreign Affairs, Ministry of Finance, Employment Service Agency, National Bank, Ministry of Environment and Physical Planning, Institute of Public Health, Ministry of Education and Science, Ministry of Economy and Ministry of Labour and Social Policy.
- The group for EDP notification tables between the SSO and the IMF continued working.
- The SSO updated the action plan with deadlines for implementation of ESA 2010 together with the National Bank and the Ministry of Finance, which was submitted to Eurostat.
- In 2014, employees of the State Statistical Office actively participated in the process of monitoring and updating the National Programme for Adoption of the Acquis (NPAA).
- Amendments have been adopted by the Government of the Republic of Macedonia for the Nomenclature of Territorial Units for Statistics - NUTS in accordance with the changes in the territorial organisation of the local self-government.

1.10. OVERVIEW OF ACHIEVED AND EXPECTED RESULTS OF THE STATE STATISTICAL OFFICE IN 2015

The planned programmes and expected results for 2015 were defined in the Strategic Plan 2015-2017. The following programmes were defined:

- Sectoral statistics
- Upgrading the statistical infrastructure
- Strengthening the cooperation and communication with users, continuous measurement of user needs and satisfaction, and strengthening the confidence in statistics
- Strengthening the coordination of the National Statistical System

1.10.1. In the programme Sectoral statistics, the following results were planned:

1. Reducing respondent burden, increased utilisation of administrative data sources

2. Publishing quality reports for statistical surveys
3. Improving the volume and quality of statistical data in accordance with EU standards

Realised activities:

1. Reducing respondent burden, increased utilisation of administrative data sources: With regard to reducing respondent burden, the activities for developing an IT system for electronic data collection over the Internet under the Service Contract ended at the beginning of 2015. The new system, which became operational at the beginning of September, is expected to significantly facilitate the method of reporting by respondents. Intensive communication started with the business sector in order to improve cooperation and to present the electronic data collection system.

2. Publishing quality reports for statistical surveys: The quality reports prepared according to the ESMS structure have been published on the website of the SSO.

3. The improvement of the volume and quality of statistical data in accordance with EU standards in 2015 was achieved through the following results:

- The statistical surveys planned in the Programme of Statistical Surveys 2013-2017 have been conducted, and activities have been carried out for preparation of sector accounts and for calculation of consumption of fixed capital.
- Further improvements have been made in the calculations for compiling the supply and use tables.
- Implementation of ESA 2010 continued in the regular calculations by sector.
- The group created from representatives of the SSO, the Ministry of Finance and the National Bank worked on compiling the Excessive Deficit Procedure tables.
- Eurostat visited the SSO in June 2015 with regard to the activities for compiling EDP tables.
- The group for EDP notification tables has been formally established.
- The sectorisation group worked regularly on the criteria for sectorisation of business entities by institutional sectors and examined the possibilities for sectorisation of new entities.
- Data from the Farm Structure Survey have been published.

Quality reports have been prepared for:

- Quality report and Inventory of animal production statistics
- Quality report on crop production
- Quality report on municipal waste and waste by sections of economic activity
- Quality report on the monthly trade survey
- Quality report on construction statistics
- Quality report on construction cost indices for new residential buildings

For short-term statistics (industry, prices, construction and trade), data and metadata transmission to Eurostat began through the National Reference Metadata Editor.

- The National Classification of Products by Activity (KPD) was aligned with the new European Classification CPA 2.1.
- The publication "Typology of Agricultural Holdings" was issued and data were delivered to Eurostat.

- Energy statistics will be improved with statistical data on energy consumption in households obtained by conducting a survey in the first half of 2015.
- A quality report on the annual survey on industrial production is prepared in 2015.
- Data from the survey on income and living conditions were transmitted to Eurostat for the first time.
- Activities were carried out for improving health and culture statistics.
- Besides the surveys defined in the Programme of Statistical Surveys, in 2015 the Office implemented a methodology and instruments for registration of units in the enumeration areas of the Labour Force Survey, as a result of the activities for reorganisation of the sample. The results are used for improving the sampling frame and provide a basis for the organisation, preparation and implementation of sample-based surveys.
- Amendments were made to the National Classification of Occupations NKZ-08 (ISCO-08) at the 6-digit level. The amendments were published in Official Gazette of the Republic of Macedonia No. 178/2015.

1.10.2. In the programme Upgrading the statistical infrastructure, the following sub-programmes were planned:

1. Further development of statistical registers and establishment of new data warehouses
2. Implementation of the policy for revision of statistical data, classifications and nomenclatures
3. Rational use of resources
4. Preparation for the next Peer Review
5. Acquiring ISO 9001 certificate
6. Information security

Realised activities:

1. Further development of statistical registers

- Continuous efforts are made for developing the procedures for updating the Statistical Farm Register from administrative sources (Food and Veterinary Agency) and from the Farm Structure Survey.
- The scope and quality of the Statistical Business Register have been improved by conducting a statistical survey on local units (data have been processed and data on local units are updated). A database with groups of enterprises has been created and enterprise groups have been defined for 2012.
- Continuous efforts are made for developing the procedures for updating the records and establishing a Statistical Population Register.
- Procedures have been developed for analysis of spatial data from the Agency for Real Estate Cadastre for improving the sample for statistical surveys.
- A model data warehouse for agricultural statistics has been created, input data and input processes have been defined as well as mapping of data and metadata. The data warehouse has been filled with data from the statistical surveys in agriculture – for 2013 and 2014 for annual and monthly surveys, and for 2013 only for multi-annual surveys.

2. Implementation of the policy for revision of statistical data, classifications and nomenclatures

- The International Standard Classification of Education - ISCED 2011 was implemented. Also, there is an ongoing process of amending the National Classification of Occupations (NKZ 2008) at the national 6-digit level.
- Regarding the application of statistical classifications in agriculture, a workshop was organised for the exchange of information and familiarisation with the method of data collection and processing between the Ministry of Agriculture, Forestry and Water Economy and the SSO.
- The National Nomenclature of Industrial Products – NNIP has been harmonised with the European nomenclature at the annual level. The Government of the Republic of Macedonia adopted the changes in the National Nomenclature of Industrial Products – NNIP 2014.
- The database of enterprise groups was updated and enterprise groups were created for 2012 (September-December 2014). The database of enterprise groups was updated with data from the Central Securities Depository as a new administrative data source, which improved the scope and quality of the data.

3. Rational use of resources

- Metadata have been registered in the centralised warehouse of structural metadata for surveys covered by eStat.
- The process of preparation of address books has been standardised.
- Preparation of manuals, guidelines, procedures and templates for the phases and processes of the Business Process Model covered by eStat.

4. Preparation for the next Peer Review

- A working group was established and trained to respond to the self-assessment questionnaire, which should be submitted to Eurostat in 2016, and to prepare governing documents found to be missing.
- The group completed the matrix for evaluation of the current state of compliance with the European Statistics Code of Practice, and drafted the preliminary version of responses to the self-assessment questionnaire.
- Additional guidelines, procedures and templates were prepared in accordance with the matrix findings.

5. Acquiring ISO 9001 certificate

- Some of the procedures prepared for the Peer Review are also relevant for the purposes of obtaining ISO certificate.

6. Information security

- An update is underway of certain parts of the policy for information security in accordance with ISO 27001 and ISO 27002.
- Preparation of manuals, procedures and templates for improvement of information security in accordance with ISO 27001 and ISO 27002.
- Organisation / reorganisation was made of data on shared network resources for individual organisational structures of the SSO.

1.10.3 In the programme Strengthening the cooperation and communication with users, continuous measurement of user needs and satisfaction, and strengthening the confidence in statistics, the following sub-programmes were planned:

1. Further development of user-oriented tools on the website of the SSO.
2. Process of further redesign of statistical publications
3. Maintaining regular communication with users

Realised activities:

1. Further development of user-oriented tools on the website of the SSO

- The website is continuously improved and the following activities have been carried out so far:
 - Updating the web database with new data and including time series by areas.
 - Redesign of the website home page;
 - Publication of multi-domain publications: Statistical Yearbook, Regions of the Republic of Macedonia, Macedonia in Figures, Women and Men in the Republic of Macedonia, Sustainable Development.
 - A new tool, Web Cartography, developed by the State Statistical Office, was posted on the website for showing statistical data at the municipal and territorial level via dynamic map displays.
 - Metadata posted on the website and created according to SDMX standards are continuously updated from the statistical surveys conducted by the SSO.
 - Regular use of Twitter for posting information about the statistical products and activities of the Office;
 - According to Google Analytics data, the website had 872 524 pageviews in the period January – August 2015. The web database was visited 55 225 times in 2015 (January – August 2015).

2. Process of further redesign of statistical publications

- The statistical publications are continuously redesigned for the purpose of harmonisation with European standards. The Office publishes editions with statistical data in a timely manner, in accordance with the Advance Release Calendar, and pays particular attention to the introduction of new indicators and data for comparison with European countries in new publications.

3. Maintaining regular communication with users

- In 2015, regarding the forms of regular communication with users, the following activities were carried out:
 - Cooperation continued with higher education institutions and secondary schools;
 - Texts prepared by SSO experts were published in the Newsletter of the Economic Chamber of Macedonia;
 - Memorandum of Cooperation was signed with the Faculty of Economics - Prilep of the University "St. Kliment Ohridski" – Bitola;
 - Memorandum of Cooperation was signed with the Faculty of Economics – Stip of the University "Goce Delcev";
 - A user satisfaction survey was conducted at the beginning of 2015;
 - Celebratory events were held to honour the 70th anniversary of the State Statistical Office and the World Statistics Day.

1.10.4. In the programme Strengthening the coordination of the National Statistical System, the following sub-programmes were planned:

1. Strengthening the cooperation with providers of data and holders of administrative data sets
2. Strengthening the cooperation with authorised bodies for meeting the obligations within the National Statistical System

Realised activities:

1. Strengthening the cooperation with providers of data and holders of administrative data sets

- Memorandum of Cooperation was signed with the Civil Registry Office and the Ministry of Agriculture, Forestry and Water Economy;
- Memorandum of Cooperation was signed with the Central Register;
- Memorandum of Cooperation was signed with the Macedonian Chambers of Commerce;
- Memorandum of Cooperation was signed with the Economic Chamber of Northwest Macedonia;
- Annexe was signed to the agreement with the National Bank of the Republic of Macedonia;
- Honorary plaques for longstanding and successful cooperation were awarded to the most important holders of data sets as part of the celebration of the 70th anniversary of the SSO.

2. Strengthening the cooperation with authorised bodies for meeting the obligations within the National Statistical System

- The State Statistical Office actively participates and provides support in the execution of other institutions' projects.
- The State Statistical Office takes part in specialised meetings organised by other institutions of the national statistical system for the purpose of mutual education in certain areas of the statistical system.

The activities in the defined programmes were performed with the support of the projects in which the State Statistical Office participated in 2015:

Multi-beneficiary programmes:

The IPA 2012 Multi-Beneficiary Statistical Cooperation Programme continued in 2015. This programme includes 15 pilot projects:

1. National accounts methodology
2. Agri-monetary statistics
3. Annual crop statistics
4. Animal production statistics
5. Structure of earnings
6. Education statistics – implementation of ISCED 2011
7. Research and development statistics
8. Environmental statistics
9. Short-term business statistics
10. International trade in goods statistics
11. Purchasing power parity
12. Harmonised index of consumer prices
13. Ad hoc project 1 - Time use survey

14. Ad hoc project 2 - Structural business statistics on services
 15. Ad hoc project 3 - Improvement of the existing IT system for metadata-driven creation of questionnaires and on-line data collection
- The State Statistical Office signed an agreement with Eurostat for the IPA 2014 Multi-Beneficiary Statistical Cooperation Programme, which comprises the following 13 pilot projects:
 1. National accounts methodology
 2. ESA 2010 Transmission programme; Quarterly national accounts
 3. Government finance statistics
 4. Price statistics – PPP
 5. Business statistics - profiling
 6. International trade in goods statistics
 7. Adult education survey
 8. ICT usage in households, by individuals and in enterprises
 9. Short-term statistics
 10. Price statistics – HICP
 11. Annual crop statistics
 12. Animal production statistics
 13. Ad hoc – Farm structure survey

The programme is planned to start in October 2015 and last to November 2017.

Other international cooperation

The State Statistical Office continues using SIDA funds (Swedish International Development Cooperation Agency) as part of for the SIDA regional cooperation, and the funds will be used for capacity building of human resources in statistical production and for further alignment of statistics with European and international statistical standards.

PLAN FOR IMPLEMENTATION OF THE PROGRAMMES

(the execution of the activities defined in the plans for implementation of the programmes depends on budget support, i.e. on the funds approved in the annual budgets of the State Statistical Office for the period 2016-2018)