



РЕПУБЛИКА МАКЕДОНИЈА
ДРЖАВЕН ЗАВОД ЗА СТАТИСТИКА

REPUBLIC OF MACEDONIA
STATE STATISTICAL OFFICE

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STRATEGIC PLAN

2017 - 2019

Skopje, 2016

1.1. INTRODUCTION

The Strategic Plan 2017-2019 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).

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 Peer Review of the progress in the implementation of the Code of Practice, which was carried out in November 2010.

The Law on State Statistics ("Official Gazette of the Republic of Macedonia" No. 54/97, 21/07, 51/11, 104/13, 42/14, 192/15 and 27/16) regulates the fundamental principles of official statistics, the organisation of state statistics and the coordinating role of the State Statistical Office within the statistical system in 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, 42/14, 192/15 and 27/16).

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

The State Statistical Office adopted a new Rulebook on Internal Organisation of the Office in December 2015 in accordance with its 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).

According to the Rulebook, the Office performs its competences through seven sectors and 39 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 2017-2019, 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: 2019

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 the 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: 2019

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: 2019

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: 2019

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 achieving 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: 2019

1.8. OVERVIEW OF ACHIEVED 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

1.8.1. In the programme Sectoral statistics, the following sub-programmes 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 web site 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 and the Typology of Agricultural Holdings have been published. Farm Structure Survey data have been transmitted to Eurostat.

Quality reports have been prepared for:

- Quality report and Inventory of animal production statistics
 - Quality report and Inventory of crop production statistics
 - Quality report on economic accounts for agriculture and on agricultural price statistics, and updated inventories
 - Quality reports 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 were transmitted to Eurostat through the National Reference Metadata Editor.
 - The National Classification of Products by Activity (KPD) was aligned with the new European Classification CPA 2.1.
 - In 2015, a survey on energy consumption in households was carried out, the data were processed, and the analysis of the results showed that the data need to be revised.
 - A quality report on the annual survey on industrial production was 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.

1.8.2. In the programme Upgrading the statistical infrastructure, the following sub-programmes were defined:

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 and establishment of new data warehouses

- Continuous efforts were made for developing the procedures for updating the Statistical Farm Register from administrative sources (Food and Veterinary Agency) and from statistical surveys.
- 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 were 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 Data Warehouse for agricultural statistics was established. The Data Warehouse contains data from the statistical surveys in agriculture starting from 2013.

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, the cooperation between the Ministry of Agriculture, Forestry and Water Economy and the SSO was improved in terms of exchange of information and familiarisation with the method of data collection and processing.
- The National Nomenclature of Industrial Products – NNIP 2014 has been harmonised with the European nomenclature at the annual level, and data for 2014 have been transmitted to Eurostat.
- The database of enterprise groups was updated and enterprise groups were created for 2013 (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 directories has been standardised.
- Manuals, guides, procedures and templates for the phases and processes of the Business Process Model covered by eStat have been prepared.

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 the 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 manuals, 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.
- No specific activity for implementation of this sub-programme has been initiated.

6. Information security

- Certain parts of the Policy on Information Security are updated in accordance with ISO 27001 and ISO 27002.
- Manuals, procedures and templates have been prepared 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.

1.8.3. 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 defined:

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 1 219 695 pageviews in 2015. The web database was visited 68 163 times in 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.

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

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

- In 2015, in order to reduce respondent burden, the State Statistical Office signed memoranda of cooperation with the holders of administrative registers (Civil Registry Office, Ministry of Agriculture, Forestry and Water Economy and Central Register of the Republic of Macedonia). In 2015, the SSO also signed memoranda of cooperation with the Faculty of Economics in Prilep, the Macedonian Chambers of Commerce and the Economic Chamber of Northwest Macedonia.
- In November 2015, a round table was organised with representatives of companies, data providers and representatives of the three economic chambers: Economic Chamber of Macedonia, Macedonian Chambers of Commerce and Economic Chamber of Northwest Macedonia.
- There were several presentations in the field of statistics for secondary schools and higher education institutions in the country.
- 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.

- In October 2015, a conference was held in Ohrid with the authorised bodies in the national statistical system on the subject “Statistical System of the Republic of Macedonia - achievements and challenges”.

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 ended in November 2015. This programme included 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 final report on the Programme was submitted to Eurostat on time, specifying all the achievements and results within the above areas as well as the participation of SSO representatives in international events funded by this Programme.

- The implementation of the IPA 2014 Multi-Beneficiary Statistical Cooperation Programme started on 1 October 2015, covering 13 pilot projects:
 1. National accounts methodology
 2. European System of Accounts – 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. Use of information and communication technologies in households, enterprises and by individuals
 9. Short-term statistics
 10. Price statistics – harmonised index of consumer prices
 11. Crop production statistics
 12. Animal production statistics

13. Ad hoc – Farm structure survey

The Programme will last until 31 August 2017.

1.9. OVERVIEW OF ACHIEVED RESULTS OF THE STATE STATISTICAL OFFICE IN 2016

The planned programmes and expected results for 2016 were defined in the Strategic Plan 2016-2018. The following programmes were defined:

- Sectoral statistics
- Upgrading the statistical infrastructure
- Strengthening the coordination of the National Statistical System
- Strengthening the cooperation with users
- Strengthening the cooperation with providers of data and holders of data sets

1.9.1. In the programme Sectoral statistics, the following sub-programmes were defined:

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

Within the defined sub-programmes, the following activities were carried out:

- As part of structural business statistics, data were collected on business services. During 2016, data in the area of energy statistics will be revised based on data from the Survey on Energy Consumption in Households. Data from the E-Road Traffic Census will be published by the end of 2016 and delivered to UNECE. In the area of agricultural statistics, a regular annual survey on milk was introduced, and a pilot monthly survey on milk is in progress. The Farm Structure Survey is underway, and preliminary results are expected to be published at the beginning of 2017. A pilot survey on orchards and vineyards is planned to be carried out at the end of 2016.
- In business tendencies statistics, in 2016, the eStat (online questionnaire) system included for the first time the Business Tendencies in Retail Trade (DTT) and Business Tendencies in Construction (DTG) surveys. In 2016, for the first time, the semiannual survey on dwelling prices – Grad.41 was conducted via a web questionnaire, and in transport statistics a web questionnaire was introduced for the annual survey on local roads and bridges. The monthly survey on slaughtered livestock and the annual surveys on damages in private and state forests were also introduced in the eStat system in 2016. Electronic data collection was also established for the survey on waste by sectors of economic activity.

In the area of vital statistics, from January 2016, in accordance with EU Regulation No. 1260/2013, the SSO started collecting data by country of birth of parents of newborns, of deceased persons, of mothers of deceased infants, and of spouses.

With the publication of the final version (2016) of the UN/Eurostat Recommendations for the 2020/2021 Round of Population and Housing Censuses, a working group was established to examine the possibilities of applying the recommended core and non-core topics and selecting the appropriate methodological approach for conducting the next Census of Population, Households and Dwellings;

New questionnaires were prepared (higher education sector, non-profit sector and business sector) for the survey on research and development activity (NIRO) for 2015, in line with the FRASCATI manual;

In the field of social services and child protection statistics, changes were made in the statistical forms for the surveys for 2015 in accordance with the amendments to the Law on Child Protection and the Law on Social Protection.

The SSO signed Annex No. 2 to the Memorandum of data exchange with the Public Revenue Office, according to which data on employees and business entities are submitted on a daily basis for the purposes of the survey on average gross and net wages. There is continuous communication with the Public Revenue Office in order to resolve any additional issues arising from the cooperation.

A database from the Public Revenue Office and the Employment Agency of the Republic of Macedonia was used in the processing of data from the Structure of Earnings Survey, and served for comparison with data collected in the field;

The activities for registration and checking of primary and secondary sampling units in selected enumeration areas for the surveys in the field of social statistics are carried out continuously, on a quarterly basis. The resulting data are incorporated in the sample design;

A draft questionnaire was prepared for re-interview of households in the Labour Force Survey. Re-interviewing of household members was carried out in 66 enumeration areas. The purpose of this activity is to check the quality of obtained materials, and to check the performance of interviewers.

A survey on the type of education of adults aged 25 to 64 years was carried out for the first time. Data processing activities are in progress;

Commission Regulation (EU) No. 119/2013, as regards establishing harmonised indices of consumer prices at constant tax rates, was also implemented.

HICP (Harmonised Index of Consumer Prices) inventory was prepared for the first time. The experimental calculations of HICP-CT, the experimental lists of administered prices and the HICP inventory were submitted to Eurostat;

The standards from the Guidelines on Harmonised European Time Use Surveys (HETUS) were implemented in the Time Use Survey. Also, the national methodology for this survey was improved, the questionnaires were upgraded, and the International Standard Classification of Education ISCED 2011 was implemented in the survey. The SSO issued the publication "Time Use Survey 2014-2015";

Laeken indicators of poverty for 2013 and 2014 were published in 2015. The cross-sectional and longitudinal databases for SILC 2013 and 2014 were delivered to Eurostat;

Electronic data collection via the eStat system was extended to an additional 11 statistical surveys.

The Census of school premises and buildings of primary, lower secondary and upper secondary schools in the Republic of Macedonia was conducted electronically for the first time;

For the first time, quality reports were prepared and delivered to Eurostat for the following surveys: research and development activity and GBAORD;

- Several training courses were held for employees of the regional departments and interviewers for the regular and ad hoc statistical surveys.

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

- 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

Within the defined sub-programmes, the following activities were carried out:

- Regarding the Statistical Business Register, regular updating procedures are applied, and enterprise groups were created for 2014 (submitted to Eurostat in June 2016). Within the IPA 2014 programme, profiling of enterprise groups is underway, which should be completed by February 2017. The activities for developing the procedures for updating the Statistical Farm Register from administrative and statistical sources continued in 2016.
- In the data warehouse for agricultural statistics, the calculations of economic accounts for agriculture became automated.
- The National Nomenclature of Industrial Products – NNIP has been harmonised with the European nomenclature at the annual level. By the end of 2016, the Government of the Republic of Macedonia should adopt the changes in the National Nomenclature of Industrial Products – NNIP 2015.
- The existing Classification of Institutional Sectors from 2010 was revised. The SSO published on its website the Classification of Institutional Sectors 2016, resulting from the implementation of the European System of Accounts (ESA 2010) and which will provide a comprehensive overview of financial services as a result of the development trends in one of the fastest growing segments in most national economies.
- A set of draft guidelines was compiled for information security in the SSO.
- Procedures were developed for standardisation of work activities in the SSO in accordance with the Business Process Model.

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

- 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

Within the defined sub-programmes, the following activities were carried out:

- A procedure was initiated for analysis of the Law on State Statistics and the signed cooperation agreements with authorised bodies.
- A procedure is underway for determining the necessary human and financial resources of the SSO and authorised bodies for the preparation of a comprehensive plan.
- A process is underway for assessing the training needs of authorised bodies, which will be followed by a procedure for development of a Training Plan.

1.9.4. 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"

Within the defined sub-programmes, the following activities were carried out:

- Updating the web database with data from publications in the Statistical Reviews edition and including time series by areas.
- A new version of PX Web was set up on the website, allowing users easier access to the MakStat database;
- Infographics on selected topics are published more frequently;
- 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 the latest Google Analytics data, the website had 620 340 pageviews in the period January – June 2016. The web database was visited 30 519 times in 2016 (January – June 2016).
- Several publications from the Statistical Reviews edition have been discontinued, and the data may be found in the MakStat database.
- Cooperation continued with higher education institutions and secondary schools.

1.9.5. 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 included surveys
- Defining a policy for communication with data providers

Realised activities:

The activities planned in the programmes are carried out in accordance within the established timeframes.

The activities in the defined programmes were performed with the support of the projects in which the State Statistical Office participated in 2016:

National programmes

- Within the IPA 2012 National Programme, a twinning partner was selected for the project and a work plan was adopted.

Multi-beneficiary programmes:

- The implementation of the IPA 2014 Multi-Beneficiary Statistical Cooperation Programme, which started on 1 October 2015, continued in 2016.
- The application for the IPA 2015 Multi-Beneficiary Statistical Cooperation Programme was submitted to Eurostat in August 2016, and the signing of the Grant Agreement with Eurostat is expected by the end of the year.

1.10. PROGRAMMES

For achieving the planned priorities and objectives of the Strategic Plan 2017-2019, the following programmes have been defined:

1. SECTORAL STATISTICS

2. UPGRADING THE STATISTICAL INFRASTRUCTURE

3. STRENGTHENING THE COORDINATING ROLE OF THE SSO IN THE NATIONAL STATISTICAL SYSTEM

4. STRENGTHENING THE COOPERATION WITH USERS

5. STRENGTHENING THE COOPERATION WITH PROVIDERS OF DATA AND HOLDERS OF DATA SETS

The implementation of all programmes requires the engagement of appropriate human and financial resources, and the timeframe for their implementation is defined in the Plan for Implementation of the Statistical Programme, which is part of this document.