

REPUBLIC OF MACEDONIA
STATE STATISTICAL OFFICE

STRATEGIC PLAN 2010 - 2012

Skopje, October 2009



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

The State Statistical Office provides quality and relevant statistical information based on the fundamental principles of official statistics of the United Nations and Eurostat's definition on quality of statistics that, among other things, refer to the professional independence and neutrality of the

institution, strict statistical standards, data confidentiality, openness towards the users and care for the respondents.

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

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

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

1.1. INTRODUCTION

The Strategic Plan 2010-2012 of the State Statistical Office is a basic plan for development, containing programmes and projects through which the Office plans to accomplish its priorities and goals in the following three-year period.

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

The structure of this plan is based on the regulations and recommendations of the Government of the Republic of Macedonia. In view of the fact that statistics have their own characteristics, 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.

Several employees from all levels in the Office were involved in the preparation of the plan that has been approved by the Executive Body and the Statistical Council. The implementation of the Strategic Plan will be monitored through the preparation of regular annual reports of the State Statistical Office.

1.2. MISSION

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

1.3. VISION

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

1.3.1. VALUES

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

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

1.4. TASKS AND DUTIES OF THE STATE STATISTICAL OFFICE

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

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

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

1.5. SUMMARY OF THE SPECIFICITY OF THE STATE STATISTICAL OFFICE

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

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

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

The State Statistical Office realises its role in cooperation with other subjects-official providers that are also responsible for producing official statistics in the frame of their defined competencies.

In performing its functions, the State Statistical Office pays special attention to statistical data confidentiality. The data gathered from the reporting units represent confidential data, used for statistical purposes only and published as aggregated data.

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

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

1.6. STRUCTURE OF THE STATE STATISTICAL OFFICE

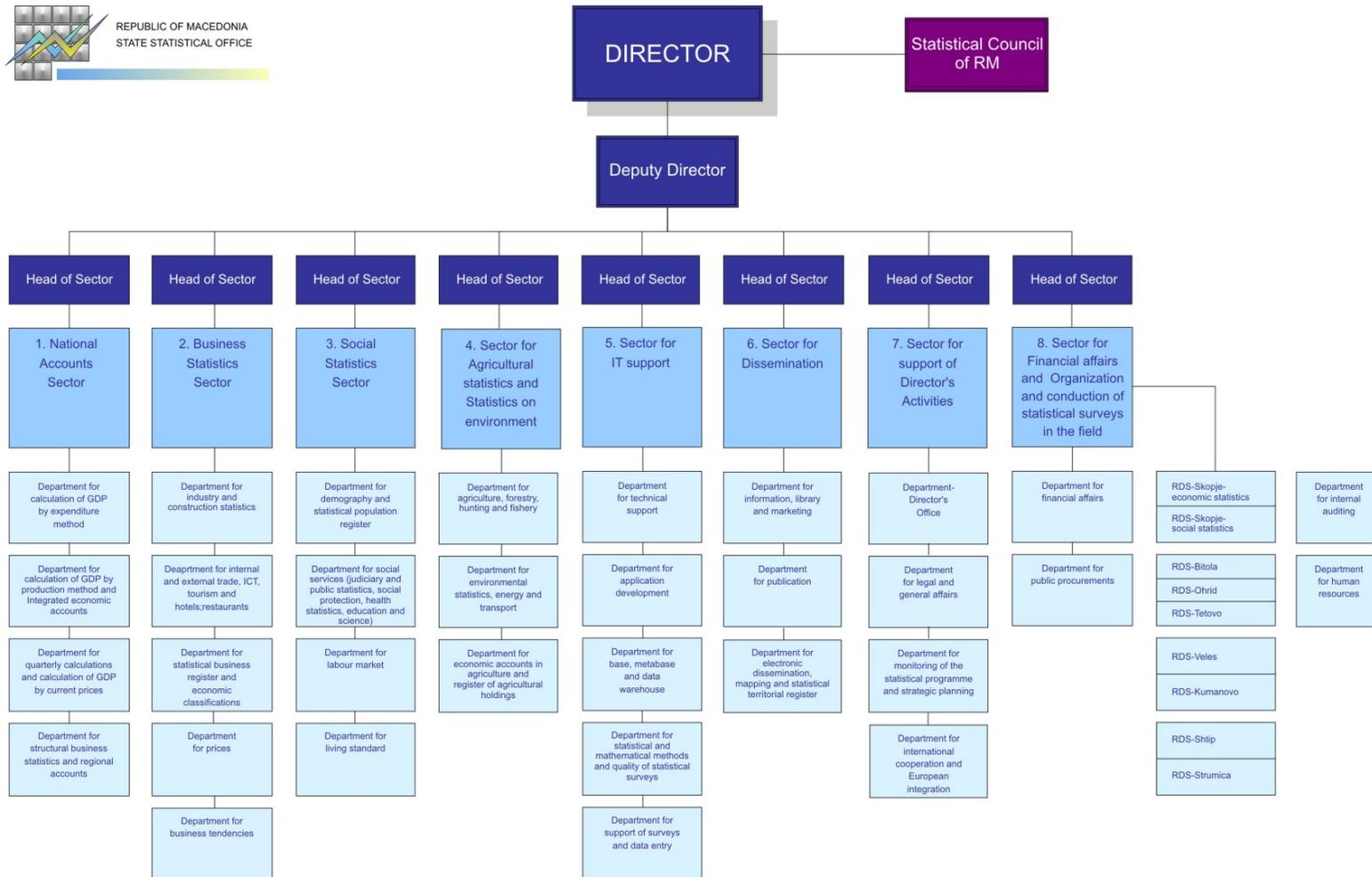
The State Statistical Office adopted a new Rulebook on Internal Organisation of the Office in April 2008 in accordance with its competencies defined by the Law on Organisation and Operation of the State Administration Bodies ("Official Gazette of the Republic of Macedonia" No. 58/00 and 44/02), the Law on State Statistics ("Official

Gazette of the Republic of Macedonia" No. 54/97 and 21/07) and the Regulation on Internal Organisation of the State Administration Bodies ("Official Gazette of the Republic of Macedonia" No. 93/00 and 14/02).

According to the Rulebook, the Office performs its competencies through eight sectors and 43 departments as follows:

- Sector for National Accounts
 1. Department for calculation of GDP by expenditure method
 2. Department for calculation of GDP by production method and integrated economic accounts
 3. Department for quarterly calculations and calculation of GDP by current prices
 4. Department for structural business statistics and regional accounts
- Sector for Business Statistics
 1. Department for industry and construction statistics
 2. Department for retail and external trade, ICT, tourism and hotels and restaurants
 3. Department for statistical business register and economic classifications
 4. Department for prices
 5. Department for business tendencies
- Sector for Social Statistics
 1. Department for demography and statistical population register
 2. Department for social services (judiciary and public statistics, social protection, health statistics, education and science)
 3. Department for labour market
 4. Department for living standard
- Sector for Agricultural Statistics and Statistics on Environment
 1. Department for agriculture, forestry, hunting and fishery
 2. Department for environmental statistics, energy and transport
 3. Department for economic accounts in agriculture and register of agricultural holdings
- Sector for IT Support
 1. Department for technical support
 2. Department for application development
 3. Department for base, metabase and data warehouse
 4. Department for statistical and mathematical methods and quality of statistical surveys
 5. Department for support of surveys and data entry
- Sector for Dissemination
 1. Department for information, library and marketing
 2. Department for publication
 3. Department for electronic dissemination, mapping and statistical territorial register
- Sector for Support of Director's Activities
 1. Department - Director's Office
 2. Department for legal and general affairs

3. Department for monitoring of the Statistical Programme and strategic planning
 4. Department for international cooperation and European integration
- Sector for Financial Affairs and Statistical Surveys field work
 1. Department for financial affairs
 2. Department for public procurements
 3. Regional department for statistics in Skopje - economic statistics
 4. Regional department for statistics in Skopje - social statistics
 5. Regional department for statistics in Bitola
 6. Regional department for statistics in Ohrid
 7. Regional department for statistics in Tetovo
 8. Regional department for statistics in Veles
 9. Regional department for statistics in Kumanovo
 10. Regional department for statistics in Stip
 11. Regional department for statistics in Strumica
 - Department for Internal Auditing
 - Department for Human Resources



1.7. PRIORITIES AND OBJECTIVES OF THE STATE STATISTICAL OFFICE

1. Harmonisation of statistics in accordance with the EU standards

Objectives:

- Implementing the Five-Year Statistical Programme, 2008-2012
- Data transmission to EUROSTAT through the single data entry point, using the tools and forms prescribed by Eurostat
- Establishing and maintaining a centralised metadata warehouse
- Establishing a regular practice for producing and publishing quality reports

Planned deadline for priority realisation: 2012

2. Strengthening the coordination of the National Statistical System

Objectives:

- Strengthening the role of the State Statistical Office as a coordinator of the National Statistical System
- Support for strengthening the capacity of authorised bearers in the National Statistical System through trainings in certain areas of common interest.

Planned deadline for priority realisation: 2012

3. Strengthening the co-operation and communication with users, continuous measuring user needs and satisfaction, and strengthening the confidence in statistics

Objectives:

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

Planned deadline for priority realisation: 2012

4. Strengthening the institutional capacity of the State Statistical Office

Objectives:

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

Planned deadline for priority realisation: 2012

1.8. REVIEW OF ACHIEVED RESULTS OF THE STATE STATISTICAL OFFICE IN 2008

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

- Programme for Statistical Surveys for the period 2008-2012 ("Official Gazette of the Republic of Macedonia" no. 11/08) and
- National Classification of Activities NKD Rev. 2 ("Official Gazette of the Republic of Macedonia" no. 147/08)

2. Methodological improvements in statistical surveys

- New questionnaires were designed and prepared for all Information and Communication Technology (ICT) surveys in accordance with the Eurostat methodology and recommendations for 2008;
- A List of Energy Commodities and Types of Energy was prepared and published;
- Calculations were made of the export and import unit value indices for 2008, and they are being calculated quarterly for the needs of national accounts;
- Activities were initiated for harmonising the Classification of Products by Activities with the European classification 2008;
- New weighting structure, new base (2005) and new sample for the prices of producers of industrial products were prepared by applying the National Nomenclature of Industrial Products 2005;
- When collecting data in the area of tourism, the new categorisation of facilities adopted by the Ministry of Economy is applied;
- Methodological improvements were made for calculating certain categories of the gross domestic product;
- Methodological concepts were made for calculating the gross-domestic product at constant prices by double deflating at quarterly and annual level;
- The process of harmonisation and development of environmental statistics on the basis of the European regulations and standards and in accordance with the national legislation, was initiated;
- As a result of the cooperation with experts within the Twinning project, data were prepared on gross-domestic product by regions for 2004 and 2005, and a publication and a news release were published;
- Data were published by regions for 2006;
- Data were prepared on the supply and use tables for 2005, as well as symmetrical input-output tables for the same year;
- The links between the types of waste and the statistical waste categories were prepared.

3. New surveys introduced

- Improvements were made to short-term statistics – A regular Survey on Issued Building Permits in 2008 was introduced;
- Improvements were made to short-term statistics – A Pilot-survey on Issued Technical Permits on the whole territory of the Republic of Macedonia in 2008 was introduced;

- Improvements were made to short-term statistics – Conducting of regular Survey on Incomes from Selling and New Orders in Industry as of January 2008 and preparation of a base for calculation of experimental indices in 2009;
- The industrial forms IND.1 and IND.2 were redesigned (in order to improve the quality of data and forms, for each business entity and local unit the identification data, the product's code and the measurement unit are pre-printed);
- A revision was made of the monthly (for 2008) and the annual (for 2007) statistical surveys with a new energy product – bio-diesel (pure non-fossil and non-mixed);
- Regular surveys were introduced in the area of structural business statistics for large and medium-sized enterprises in industry, construction, trade and catering, which were tested in the previous period;
- The State Statistical Office applied for and was awarded the published tender for a survey in the area of business tendencies – Survey on Customers' Satisfaction. All instruments for conducting were prepared and tested and the survey began to be conducted;
- A Pilot-survey on Industrial Waste was conducted;
- A new energy commodity was introduced in statistical surveys in the group of renewable energy commodities;
- Changes were made to the forms for air transport, as well as to the forms for telecommunication and mobile traffic;
- A rotational sample was created for 2008 in order to include more small companies in the sample of the quarterly Survey on Value Added;
- The Census of Business Entities was conducted;
- The Censuses of Trade and Catering Capacities were conducted.

4. International activity of the State Statistical Office

- Within the CARDS 2003 Regional programme for statistics, the State Statistical Office hosted a regional workshop on external trade;
- A study visit was realised by the Statistical Office of Serbia in order for the State Statistical Office to present its experience in the area of energy statistics;
- A study visit was realised by the Statistical Office of Kosovo regarding the activities related to the purchasing power parity project;
- Participation in the Counselling for the Census of Population, Households and Dwellings organised by the Statistical Office of Serbia, in Vrsac;
- The Statistical Office of the European Communities (Eurostat) realised its regular annual mission which was a basis for receiving a positive assessment in the annual Report of the European Commission about the country;
- A Symposium was held on the topic "Towards European Standards in Statistics- Results of the Twinning Project "Support to the State Statistical Office". The project's results, their influence on the national statistical system, as well as the project's benefit to the users were presented at the Symposium;
- The State Statistical Office hosted a regional workshop on Census of Population and Housing, 2011, organised by UN/ECE;
- Also, in joint organisation with UN/ECE, the State Statistical Office hosted the Human Resources Management Forum.

5. Projects of the State Statistical Office in 2008

- Regional project on environmental statistics - II phase, financed by the Swedish International Cooperation and Development Agency (SIDA) - finalised;
- CARDS 2003 Regional programme for statistics, financed by the European Commission - finalised;
- Project for improving agricultural statistics in cooperation with Statistics Sweden, financially supported by SIDA (II phase) - extended till December, 2008;
- The CARDS 2005 National programme for statistics, Twinning project " Support to the State Statistical Office" was implemented;
- Terms of reference were defined for the IPA 2007 National programme for statistics, Project for supporting the State Statistical Office in implementation of the *Acquis*;
- The State Statistical Office and the European Commission have signed a three-year framework partnership grant agreement for the Consumer survey;
- TEMPUS project with the Faculty of Economics in Skopje;
- Eurostat project on Purchasing Power Parity;
- Phase II of the OECD/EUROSTAT project on exhaustiveness of national accounts was completed;
- The IPA 2007 Regional programme for statistics, which is financed by the European Union, has started (including national accounts, business statistics and external trade).

1.9. REVIEW OF ACHIEVED RESULTS OF THE STATE STATISTICAL OFFICE IN 2009

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

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

2. Methodological improvements in statistical surveys

- Full implementation of EU standards in the Time Use Survey 2009;
- Introduction of electronic means for obtaining data on the movement and residence of foreigners in the Republic of Macedonia, from the database of the Ministry of Internal Affairs;
- Implementation of the method for monitoring persons in the households in the Labour Force Survey (wave approach);
- Published new data on: communal waste for 2008, statistical data on forestry at regional level, statistical data on tourism according to the new categorisation of facilities adopted by the Ministry of Economy, quarterly data on issued technical permits, and data on GDP and investments in fixed assets, by regions, for 2000-2007;
- Experimental calculations of economic accounts for agriculture at constant prices have been prepared;
- Calculations of input-output prices and indices of agricultural products and services have been prepared at quarterly and annual level;

- Methodological improvements have been made in the structural business statistics (SBS) forms, in accordance with EU Regulation No. 285/08, 250 and 251/09;
- Further harmonisation has been made of the methodology and forms for business tendencies according to the OECD recommendations;
- A Methodological guide for updating the Business Register data has been prepared (procedures for updating the legal unit, the enterprise and the local unit);
- Data in the Business Register have been updated with data from the 2008 Census of Business Entities;
- Business entities in the Business Register have been re-coded from the National Classification of Activities Rev.1 to the National Classification of Activities Rev.2;
- Data from the 2008 Censuses of Trade and Catering capacities have been published;
- Methodological improvements have been made in the calculations of certain GDP categories;
- Methodological concepts have been prepared for calculating GDP at constant prices by double deflation at quarterly and annual level;
- Data have been prepared on the supply and use table for 2006;
- All activities related to the purchasing power parity project have been completed in accordance with Eurostat's plan;
- A National Coordinator has been appointed for data transmission to Eurostat through e-Damis;
- The National Coordinator for data transmission held a training course on the Single Entry Point for data sent to Eurostat and on the available data transmission tools. The participants in the training course were representatives of the institutions that take part in the official Macedonian statistical system;
- The number of datasets transmitted to Eurostat via e-Damis is constantly increasing, and, for the first time, data were sent on communal waste for 2008 and on the economic accounts for agriculture for 2004-2007;
- A regional database has been established and is available on the SSO web site;
- A Memorandum of Cooperation was signed between the State Statistical Office, The National Bank of the Republic of Macedonia and the Ministry of Finance;
- A Memorandum of Cooperation was prepared with the Ministry of Agriculture, Forestry and Water Economy, for establishing a network for collecting accountancy data from agricultural holdings.
- A user satisfaction survey has been conducted;
- A second self-assessment has been conducted according to CAF (Common Assessment Framework).

3. Introduction of new surveys

- Pilot surveys have been introduced in the area of business tendencies, concerning investments and financial services;
- A Pilot Census of population, households and dwellings was conducted in May 2009, in accordance with the "Recommendations for the 2010 round of population and housing censuses in the ECE Region" of the United Nations Economic Commission for Europe and the Statistical Office of the European Communities (UNECE/Eurostat), and an analysis of the Pilot Census was performed;
- A Pilot Survey on Income and Living Conditions (SILC) was conducted;

- Improvements have been made to short-term statistics - a regular survey was introduced in the area of construction, concerning issued technical permits on the whole territory of the Republic of Macedonia in 2009;
- A regular survey on industrial waste has been introduced;
- A set of sustainable development indicators has been prepared.

4. Horizontal issues

- A guide for preparing quality reports has been made;
- Three modules have been implemented from the costs calculation system: keeping records of printing costs, copying costs and records of daily activities).

5. International activity of the State Statistical Office

The assessment of the Republic of Macedonia in the Statistical Management Information System (SMIS+), Eurostat's software tool for monitoring the compliance of candidate and potential candidate countries with the *acquis communautaire* in the field of statistics, was submitted and confirmed on time.

The Statistical Office of the European Communities (Eurostat), in the period April 22-24, realised its regular annual mission in the SSO with the aim of:

- Monitoring the progress made since the last assessment mission (2008) and evaluating the current state of the statistical system of the Republic of Macedonia;
- Discussing the process of data transmission;
- Discussing the IPA 2007 National Programme and procedures that need to be finalised for its implementation to begin;
- Discussing future EU assistance within the frames of the national and multi-beneficiary IPA programmes, as well as other foreign assistance.

The State Statistical Office pays particular attention to external and internal training of employees, for the purpose of developing crucial skills in employees that will enable successful task completion, higher degree of initiative, coping with changes in the workplace and aligning personal needs with the needs of the institution.

Regarding the external training, in the period from January to August 2009, 24 employees took part in 21 meetings of Eurostat working groups, and 197 took part in 56 external training courses. Furthermore, two persons had the opportunity to work as trainees in the statistical offices of two EU member countries.

In the period from June 2008 to August 2009, a total of 883 employees participated in 26 internal training courses that were organised within the Office, in the fields of methodologies, macroeconomics, socio-economics, dissemination and joint projects.

A study visit was realised by the Statistical Office of Montenegro in order for the State Statistical Office to present its experience in the area of agricultural statistics, and in particular, the price index of agricultural products and the economic accounts for agriculture.

6. Projects in which the State Statistical Office takes part

6.1. Ongoing projects

- The implementation of the IPA 2007 Regional statistical programme (2008-2010) started in August 2008 and will last until March 2010. The programme encompasses 7 pilot projects: foreign trade statistics, purchasing power parity, harmonised index of consumer prices, Census of population, households and dwellings 2011, national accounts, census of agriculture and farm structure survey and statistical data transmission.
- Within the frames of cooperation with the Swedish International Development Cooperation Agency (SIDA), a Regional Committee on Statistical Cooperation was created, in charge of organising regional seminars and workshops in the area of statistics.
- The SSO and the European Commission, within the frame of the Framework Partnership Agreement, signed the Specific Grant Agreement covering the period from May 1, 2009, to April 30, 2010, for conducting a consumer opinion survey.

6.2. Planned projects

- National Project for Macedonian - Swedish Partnership in Statistics 2009-2011, financed by SIDA, covering agricultural statistics, statistics on environment, PC Axis tools and metadata.
- IPA 2008 Regional Statistical Programme.
- IPA 2007 National Programme - Project for support to the SSO in the implementation of the *acquis*.
- IPA 2009 National Programme - Project for support to the SSO. The Project will be implemented during the period 2011-2013, at a decentralised level, and, for that purpose, the State Statistical Office has established the necessary structure and has appointed persons to each activity in accordance with the rules of decentralised management of the IPA funds.
- Eurostat Grant for the Labour Force Survey (LFS) - implementation will begin with LFS for 2010 and with an ad-hoc module for reconciliation of work and private life, in tender procedure. The implementation period is 2009-2011.
- European Commission Grant - Satellite accounts for small enterprises with common interest, in tender procedure. The implementation period is 2010.

1.10. PROGRAMMES

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

1. Sectoral Statistics

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

Expected results:

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

Success indicators:

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

2. Census of population, households and dwellings, 2011

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

Expected results:

- Adopting a Law on Census of Population, Households and Dwellings, 2011;
- Preparing an Operational plan for organising and conducting the 2011 Census;
- Preparing census instruments;
- Preparing census cartography;
- Conducting enumerator training;
- Conducting the Census;
- Publishing first and final census results.

Success indicators:

- Census conducted and data published.

3. Upgrading the statistical infrastructure

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

Expected results:

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

Success indicators:

- Established procedures for updating the farm register from administrative sources;
- New statistical unit created - groups of enterprises, and enterprise demography introduced;
- Improved methodological bases and functionality of the population register;
- Functionality of the procedures for updating the statistical territorial register by using the administrative territorial register;
- Classifications and nomenclatures adopted;
- Established a harmonised metadata warehouse;
- Law on State Statistics amended and adopted;
- Employee satisfaction survey conducted;
- Self-assessment conducted according to CAF (Common Assessment Framework);
- Laws and by-laws adopted and harmonised with EU regulations;
- Existence of transparent procedures and rules for access to microdata;
- Software developed/adjusted for implementing the methods for protection against statistical disclosure;
- Analysis performed of costs incurred for 2009;
- Defined objective indicators for measuring the efficiency of resources used in separate surveys.

4. Strengthening the cooperation and communication with users, continuous measuring user needs and satisfaction, and strengthening the confidence in statistics

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

Expected results:

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

Success indicators:

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

5. Enhancing the coordination of the national statistical system

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

Expected results:

- Analysis of laws and by-laws regulating the state statistics in the Republic of Macedonia;
- Strengthening the cooperation with bearers of administrative data sources;
- Strengthening the cooperation with authorised bearers for realisation of the obligations within the national statistical system;

Success indicators:

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