



Bosnia and Herzegovina
Agency for Statistics of Bosnia and Herzegovina

Federation of Bosnia and Herzegovina
Institute for Statistics

Republika Srpska
Institute for Statistics

STRATEGIC DEVELOPMENT OF STATISTICS OF BOSNIA AND HERZEGOVINA 2030

Sarajevo, 2020

FOREWORD

Strategic development of Statistics of Bosnia and Herzegovina 2030 is determined by three main objectives of official statistics, based on:

- *User needs*
- *Improvement of statistical business processes and*
- *Development of a sustainable institutional environment*

It is evident that the information needs of the entire society, as well as political and economic actors, are continually expanding. Social relationships have changed as a result of globalisation, so the statistical institutions must develop new measuring instruments, as well as clear and trustworthy interpretation of the findings of statistical surveys. The interest in statistics that describe the phenomena in a complex way is developing as a result of not only increasing needs but also the changing ones in terms of their characteristics. The statistical data we produce serve as a basis for discussions, research and analyses, ensuring that decisions made at all levels of Bosnia and Herzegovina society are based on reliable and unbiased data.

To attain those goals, we will pay special attention to addressing customer needs by increasing availability and awareness of the services that Bosnia and Herzegovina Statistics provide.

To ensure the production of statistical indicators necessary for monitoring the implementation of the UN 2030 Agenda for Sustainable Development, we will expand the production of new and more detailed statistical data.

The development of a new legislative framework is best and most appropriate response given the need to implement new measures and instruments for harmonizing the system of official statistics of Bosnia and Herzegovina through harmonization with the European legal framework (reviewed Regulation (EU) 223/2009, Regulation (EU) 2015/759 of the European Parliament and the Council). Changes to the legislation governing statistics should be based on the solutions given in the aforementioned regulations, taking into account the unique characteristics of the Bosnia and Herzegovina's official statistical system.

Throughout the strategic period, we will conduct two censuses: Census of Population, Households and Dwellings (during the 2020 round) and Agriculture Census.

We will improve the quality management. The implementation of the European Statistics Code of Practice will be coordinated and followed, and we will require a complete harmonization of the Bosnia and Herzegovina's official statistics with the principles of the mentioned Code of Practice.

We will focus on protecting the confidential data and enabling a secure exchange of statistical data with EU statistical agencies.

Committed to increasing efficiency, we will strengthen the management of the statistical institution and standardize the processing of statistical data over this strategic period. By improving the efficiency of statistics production and dissemination, we will modernize the process of collecting and producing statistical data, ensure more active and constructive cooperation with the institutions of the public and private sector by increasing the use of new data sources. By doing so, the workload associated with statistical reporting will be reduced, and users will receive statistical data in a faster and more convenient way.

We will continue taking part in technical assistance programmes and collaborating with statistical offices from other countries.

Vesna Ćužić
Director General

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I. STRATEGIC GUIDELINES

Statistics of Bosnia and Herzegovina

Results of Strategic Development of Statistics of Bosnia and Herzegovina 2020

Mission

Vision for 2030

Values

Implementation of the Strategy

STATISTICS OF BOSNIA I HERZEGOVINA

Regional decentralisation, which reflects the administrative-territorial organisation of the country, as well as significant functional centralisation are characteristics of Statistics of Bosnia and Herzegovina.

The statistical institutions that the *Law on Statistics of Bosnia and Herzegovina* defines as “competent authorities” in charge of organising, producing and disseminating statistical data are: The Agency for Statistics of Bosnia and Herzegovina (BHAS) at the state level; the Institute for Statistics of Federation of Bosnia and Herzegovina (FIS), and the Institute for Statistics of Republika Srpska (RSIS) at the level of Entities.

The *Law on Statistics of BiH* (Official Gazette of BiH, 26/04 and 42/04), *Law on Statistics of Federation of Bosnia and Herzegovina* (Official Gazette of FBiH, 63/03 and 9/09); *Law on Statistics of Republika Srpska* (Official Gazette of RS, 85/03) and the *Agreement on Implementation of Harmonized Methodologies and Standards in Producing the Statistical Data of BiH* (2005) all govern competences, responsibilities and mutual relationships between the Agency and the Entity Statistical Institutes.

The Central Bank of Bosnia and Herzegovina (CBBiH) is the official producer of statistics at the Bosnia and Herzegovina level, and its competences include monetary, balance of payments and financial statistics. The *Law on Central Bank of Bosnia and Herzegovina* governs activities of the Central Bank as the producer of the mentioned statistics. The *Memorandum of Understanding* between the Agency and the CBBiH regulates relations between the Agency and the CBBiH.

The Agency and CBBiH are the only official producers of the statistics of BiH at the state level. The statistical institutes of the Entities are responsible for producing their own statistics, and by providing the Agency with the data required to implement the Statistical Programme of BiH, they also take part in the production of the Statistics of BiH.

The *Law on Statistics of Bosnia and Herzegovina* established the Statistical Council of Bosnia and Herzegovina (The Council) as an advisory body. Its responsibility is to provide an opinion on the planning and implementation of the BiH Statistical Programme, as well as the functioning and further development of BiH statistics.

STRATEGIC DEVELOPMENT OF STATISTICS OF BOSNIA AND HERZEGOVINA 2020

Strategic Development of Statistics of Bosnia and Herzegovina 2020 dealt with six strategic priorities:

1. improvement of the efficiency of BiH statistics;
2. strengthening the confidence and recognition of official statistics;
3. promotion of more extensive use of statistical data among users;
4. production of high quality and user-friendly statistics;
5. optimization of the process and the goal within the statistical production process;
6. improvement and development of statistical areas.

Implementation of the strategy, i.e. strategic priorities, was monitored and measured through the achievement of the expected results.

The new strategic document will undoubtedly focus on the strategic priorities’ activities that were not implemented.

This Strategy will be revised if it becomes necessary to make any relevant changes of the development priorities while carrying out the actions from this strategic document.

MISSION

Our mission is to produce and disseminate credible, reliable, timely and high-quality official statistics needed for decision-making and informing the public about the issues relevant to Bosnia and Herzegovina.

VISION FOR 2030

At the end of 2030, Bosnia and Herzegovina Statistics will achieve full harmonisation with the international statistical standards and principles, through strengthening professional and infrastructural capacities and adopting and applying the best statistical practices.

The vision consists of four important elements: efficiency, innovation, usefulness and reliability.

- Efficiency – meaning decreasing the administrative load and being able to react quickly to user needs.
- Innovation – meaning a positive change in the products, services, processes and organisational culture of BiH Statistics, which significantly increases the quality of statistics.
- Usefulness to the user – meaning availability, relevance and timeliness of data offered by BiH Statistics.
- Reliability – meaning that the official statistics produced by statistical institutions of BiH reflect actual situation as objectively and consistently as possible, in accordance with the international standards.

VALUES

Our values are based on:

- trust and mutual respect, including both internal relationships and partnerships (with users and respondents),
- professional integrity based on observance of the highest professional standards in statistics and the statistical confidentiality,
- communication and cooperation with statistical data providers, other producers of official statistics and data users in a way that is effective and transparent, enhancing public awareness, understanding and credibility of official statistics.

IMPLEMENTATION OF THE STRATEGY

The management of statistical institutions in Bosnia and Herzegovina initiated drafting a document: *Strategic Development of Statistics of Bosnia and Herzegovina 2030*. The document was prepared with consideration for the opinions of all interested parties, including users of statistical data, owners of administrative sources and producers of statistics.

The Strategic Development of Statistics of BiH 2030 is the most relevant of all planning documents of BiH Statistics. Its guidelines and objectives provide a framework and basis for the development. We have defined our main goals with reference to the starting position in 2020.

The Strategy will be implemented by competent statistical institutions in BiH as well as other producers of official statistics at the State and Entities' levels.

The Strategy will be implemented in accordance with the planned activities.

Annual work plans will provide detailed specific initiatives planned each year to implement the Strategy.

The implementation of defined measures and the achievement of adequate results are only possible if adequate financial resources are available, so that the priorities in the implementation of the planned objectives are also aligned with the financial capacities. Funds for operational tasks are guaranteed by current annual budget. Furthermore, we are committed to seeking additional funds for the development projects and to use donor and other resources to further develop in line with the strategic goals.

Work coordination, guidelines, monitoring and control of the implementation of the activities envisaged by the Strategy is carried out by the Agency for Statistics of BiH in accordance with the provisions of the *Law on Statistics of BiH* and the *Agreement on Implementation of Harmonized Methodologies and Standards in Producing Statistical Data of BiH*.

II. STRATEGIC DEVELOPMENT OF OFFICIAL STATISTICS OF BIH

- 1. Official statistics of BiH is produced in line with users' needs and new challenges**
- 2. Efficient statistical business process**
- 3. Sustainable institutional environment**

1. OFFICIAL STATISTICS OF BOSNIA AND HERZEGOVINA IS PRODUCED IN LINE WITH THE NEEDS OF USERS AND NEW CHALLENGES

The purpose of official statistics is to provide users with unbiased, reliable and timely statistical data and to help society make decisions, both at national and other levels. In this fast-changing environment, new statistical phenomena emerge, and they require statistical evaluation.

Official statistics is not only important in the national, but also in the international framework, as it enables the comparison of certain aspects of social and economic development with other countries.

A special emphasis in the area of official statistics is on the integration of the official statistics system of BiH into the European Statistical System (ESS), which enables comparability of official statistical data of BiH with the data of EU member states.

The basic strategic objective in the area of population and social statistics is to improve data content on population, labour market, education, culture, health, judicial and gender statistics, personal consumption, income distribution inequality, poverty, social cohesion and protection that are necessary for monitoring standards and living conditions, quality of life as well as social and health care.

Macroeconomic statistics' primary strategic objective is to further harmonise the national accounts system with international standards. It will be necessary to continuously update relevant statistics content and harmonise with other statistics in order to produce data for monitoring macroeconomic developments. The ongoing efforts of the CBBH to better harmonise macroeconomic statistics under their responsibility will continue with a focus on complete compliance with the standards and transmission program of the EU and, to a lesser extent, the Eurosystem. While doing so, cooperation with the Agency, Entities' statistical institutions, State and Entity-level ministries of finance as well as other institutions will continue. The work will be done on continuously updating macroeconomic statistics to ensure that they are in line with the EU strategic objectives outlined in the *Strategy Europe 2020*. In order to valorise the achievement of the objectives outlined in the *Stability and Growth Pact*, the data bases required by the holders of economic power as well as by the general public must be continuously developed. Within the macroeconomic statistics, we will continue to harmonise data on economic activities and other related statistics. A full implementation of the transmission programme of the EU, in terms of data coverage and timeliness of releases, will allow the comparison of all the macroeconomic indicators with the EU member states and other countries.

Providing statistical indicators that are essential for the implementation of economic policy measures, monitoring economic development, and comparing the local economy with the economies of other nations is the fundamental strategic objective in the field of business statistics.

The primary strategic objective for structural statistics is to produce high-quality and timely data on structural characteristics of the agricultural output, energy statistics, transport, science, innovation and ICT in accordance with EU standards.

The improvement of environmental and geospatial statistics as well as production and dissemination of the sustainable development goals (SDG) indicators are the primary strategic objectives in the field of multidisciplinary statistics.

Over the strategic period, we will strive to respond to user needs in a flexible manner so that we can provide them with the required statistical data. As data requirements are growing and user needs are

changing quickly, it is planned to maintain a constant dialogue with data users to gain a better understanding of their current and future data needs and requirements for statistical services. In order to improve the availability, accessibility and timeliness of the official statistical data, a partnership with data users will also be developed.

Providing high-quality, harmonised and timely official statistical data will ensure the availability of unbiased statistical data to the public and economy of Bosnia and Herzegovina.

By encouraging an innovative mindset in the workplace and utilizing resources and IT technologies in a more sensible and effective manner, dissemination products and services will be developed more quickly. As a result, less time will be needed to prepare statistical data for dissemination, less money will be used for this phase of the statistical process, and there will be less chance of error.

It will be necessary to provide several levels of data availability in order to provide the official statistics to various user groups. Accordingly, by creating a dynamic website that enables the use of data at the most detailed level, users will have the broadest access to the detailed databases. Official statistical data will be presented using new, easily understandable modes of data publishing, such as visualisation, animation, etc. Official statistical data will be also disseminated using social media, mobile apps, films, etc.

Ongoing user training will be conducted to acquaint users with the work and activities performed. The goal is not only to motivate the public to actively participate in statistical surveys, but also to use the statistical data. In relation to that, a User Committee composed of representatives from all user groups will be set up. The use of statistics will be covered in specialized training for media representatives. This will ensure that any news concerning changes in the socio-economic conditions is based on the most unbiased information source possible.

A specialized website will be set up to train and educate the general public and young users of statistics and get them acquainted with the world of statistics and thus increase statistical literacy in society.

Official statistics used to be entirely based on the traditional data sources (surveys and administrative sources), but modern technological trends have given rise to new opportunities for the development of official statistics by converting many aspects of daily life into digital data.

The aforementioned sources can be complementary to the traditional data sources to enhance timeliness, accessibility, and other aspects of the quality of official statistics, but they still cannot totally replace the more established data sources.

When needed, Big Data will be used as a source of data, and the statistical institutions will determine together what technology to use to facilitate data exchange. The consumer price index, purchasing power parity, household consumption, and other variables could all use these statistics as a data source. In close collaboration with the owners of big data, decision-makers, and other authorities, unresolved issues related to data access, authorized uses, and security will be addressed. Innovative solutions will be created and implemented in accordance with the business requirements. The big data processing methodologies and quality framework will be improved.

In addition to the use of new data sources, special attention will be paid to the continued use of data sources owned by state authorities and public companies in the production of official statistics. This will be done in an effort to reduce the costs associated with producing official statistics and the burden on businesses and citizens who provide data through traditional statistical surveys and researches.

Goals to be accomplished

- Goal 1.1:** Improvement of the statistics showing demographic and social changes
- Goal 1.2:** Improvement of the statistics showing changes in economy
- Goal 1.3:** Improvement of macroeconomic statistics
- Goal 1.4:** Improvement of the statistics in the area of agriculture, energy, transport, science, innovation and information-communication technologies
- Goal 1.5:** Improvement of the environmental and geospatial statistics; production and dissemination of sustainable development indicators
- Goal 1.6:** Development of dissemination and communication with the users
- Goal 1.7:** Increased use of secondary data sources in the statistical production

GOAL 1.1 - IMPROVEMENT OF THE STATISTICS SHOWING DEMOGRAPHIC AND SOCIAL CHANGES	
Activity	Activity result
Implementation of the Census of Population, Households and Dwellings in the 2020 round	<ul style="list-style-type: none"> ✓ Census of Population, Households and Dwellings in BiH conducted ✓ Key data on residence population, households and dwellings published
Activities to meet the requirements for transition from the traditional to the register-based Census of Population, Households and Dwellings after the 2020 round	<ul style="list-style-type: none"> ✓ Initiative made by statistical institutions to establish appropriate registers (needed for the register-based population census) for which other authorities are responsible in line with the legal regulations
Improvement of data quality and achieving full data coverage of external migration statistics as well as asylum seekers, residence permits and illegal migration statistics	<ul style="list-style-type: none"> ✓ Statistics on migration flows of BiH residents produced in accordance with EU Regulation 862/2007 with full application of administrative regulations in this area
Regular implementation of surveys in the area of labour market statistics (according to the international recommendations)	<ul style="list-style-type: none"> ✓ All the relevant indicators from surveys published and the data regularly transmitted to Eurostat in the prescribed format
Harmonization of all labour market statistics with the EU requirements (SES, LCI, JVS)	<ul style="list-style-type: none"> ✓ Production of all required labour market statistics indicators and their transmission to Eurostat
Regular implementation of surveys in the area of living standards and conditions statistics (according to the international recommendations)	<ul style="list-style-type: none"> ✓ All the relevant indicators from surveys published and the data regularly transmitted to Eurostat in the prescribed format
Improvement of the data content in the area of health statistics (financial and nonfinancial)	<ul style="list-style-type: none"> ✓ Publishing data on expenditures in health by purposes, source of funding, service providers, current expenditures, source of funding in accordance with the International Classification of Health Accounts
Development of domestic violence statistics	<ul style="list-style-type: none"> ✓ Domestic violence statistics, covering the cases of violence, perpetrators, violence reported to the police, victims and help provided to the victims of violence published
Improvement of the data content in the area of education statistics and producing the new indicators	<ul style="list-style-type: none"> ✓ Improved content and new education statistics indicators produced ✓ Education indicators according to the UOE questionnaire (a joint OECD and UNESCO questionnaire) produced and delivered

Improvement and expansion of data content in the area of gender statistics	✓ Development of a gender equality index in order to achieve comparability with the data from other countries
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GOAL 1.2 - IMPROVEMENT OF THE STATISTICS SHOWING CHANGES IN ECONOMY

Activity	Activity result
Production of short-term monthly indices of services statistics	✓ Monthly turnover indices of services statistics published (sections H-N EVRK Rev. 2)
Production of more detailed structural business statistics	✓ Detailed data sets on structural business statistics published
Producing monthly turnover index of companies engaged in wholesale and retail trade, motor vehicles and motorcycles repair at constant prices	✓ Indices at constant prices published (sections G 45 and G46. EVRK Rev.2)
Preparing production index in service activities	✓ Monthly production index for service activities published (areas H-N EVRK Rev. 2)
Production of services producer price index for new service activities	✓ Quarterly services producer price indices published
Improvement of statistics on foreign subsidiaries and foreign direct investments	<ul style="list-style-type: none"> ✓ More detailed statistics on foreign companies controlled by BH legal persons published ✓ Statistical data on consolidations and acquisitions published
Profiling of company groups and introduction of a statistical unit corresponding to the definition of company set by the EU	✓ Statistical register of business entities supplemented by the statistical unit corresponding to the definition set by the EU – Business statistics produced based on the statistical unit corresponding to this definition of the company
Implementation of the Framework Regulation Integrating Business Statistics – FRIBS	✓ Complete implementation of the new FRIBS regulation for short-term business statistics (coverage, statistical unit, periodicity and publishing of detailed short-term business indicators data sets)

GOAL 1.3 - IMPROVEMENT OF MACROECONOMIC STATISTICS

Activity	Activity result
Activities focused on sector accounts development	✓ Sectorization of institutional units developed and published
Development of the Harmonized Index of Consumer Prices (HICP) and methodological improvement of the consumer price index in accordance with the EU requirements	✓ Harmonized Index of Consumer Prices (HICP) in accordance with the EU requirements published
Development of the regional accounts	✓ Indicators resulting from the establishment of regional accounts produced – GVA, GDP per capita; gross fixed capital formation and employment rate at the regional level
Improvement of the current accounts of the balance of payment compilation in the field of services statistics, primary and secondary income	✓ Compiled balance of payments statistics harmonized with the EU standards and Eurostat requirements

Compilation and dissemination of International Trade in Services Statistics (ITSS) on the annual level in accordance with the valid methodology (BPM, EBOPS, MSITS) and Eurostat requirements (Vademecum – International trade in services and remittances)	✓ Compiled international trade in services statistics harmonized with the EU standards and Eurostat requirements and transmitted to Eurostat in SDMX format
Development of the compilation and dissemination of direct investment flows, balances and income in order to establish a regular reporting of DI balance, flows and income statistics to Eurostat within deadlines and in a form that is in line to the EU regulations and requirements	✓ Compiled direct investments flows and balances statistics harmonized with the EU standards and Eurostat requirements and transmitted to Eurostat in SDMX format
Development of the compilation and dissemination of the International Investment Position statistics (IIP), including the reports on other economical flows, in accordance with the valid methodology (BPM) and Eurostat requirements	✓ Compiled International Investment Position statistics harmonized with the EU standards and Eurostat requirements and transmitted to the Eurostat in SDMX format
Development of the system of data collection through an application for electronic data collection via website	✓ System application for data collection via website installed and in use
Implementation of the government finance statistics compilation in accordance to the ESA 2010 methodology	✓ Regular and timely transmission of data on government finance in accordance with the EDP notification and transmission programme
Development and transmission of financial accounts statistics according to Eurostat requirements	✓ Regular transmission of quarterly and annual financial accounts in accordance with the EU requirements
Implementation of the recommendations from the <i>IMF Monetary and Financial Statistics Manual and Compilation Guide</i> from 2016	✓ Harmonization with the valid standards of statistical reporting of IMF member states and with the ESA 2010
Further development of monetary and the rest of financial sector statistics aiming at complete harmonization with the financial sector statistics defined by European Central Bank	✓ Complete harmonization with the European Central Bank methodologies and with the European standards of statistical reporting
Improvement of IT solutions to adequately implement strategic goals and to fully cover the existing statistics as well as to provide adequate technological assistance in terms of education/training, working groups, missions and similar	✓ More efficient production of statistics, better accuracy and shorter time necessary to compile and disseminate statistics
Improvement of the interest rate statistics until it is fully harmonized with the ECB requirements and the development of the interest rate statistics on government bonds	✓ Complete harmonization with the EU standards in the area of interest rates statistics
Transition from the GDDS (General Data Dissemination Standard) to the SDDS (Special Data Dissemination Standard) and SDD+	✓ Implementation and enforcement of the SDDS standard with a precise announcement of data and all accompanying metadata

GOAL 1.4 - IMPROVEMENT OF THE STATISTICS IN THE AREA OF AGRICULTURE, ENERGY, TRANSPORT, SCIENCE, INNOVATION AND INFORMATION-COMMUNICATION TECHNOLOGIES

Activity	Activity result
Implementation of the Agriculture Census in BiH	✓ Results of the Agriculture Census data published
Harmonization of the agriculture statistics with the standards of the European Statistical System	✓ Harmonized data on structural research, plant production, livestock, fishery, forestry and agromonetary statistics produced
Improvement of statistics on the output and input prices in the agriculture	✓ Updated lists of representative products and data collection methods
Further development of energy statistics in accordance with the amendments of the Regulation on Energy Statistics (EC) No 1099/2002 and EnZ requirements	✓ Harmonized statistics aiming at fulfilling the EU requirements in this area
Further development of transport statistics in line with the Framework Strategy for BiH Transport and Eurostat requirements	✓ Harmonized statistics aiming at fulfilling the EU requirements in this area
Improvement of the science, technology and innovation statistics as well as information-communication technologies in accordance with the Digital Agenda for Western Balkans	✓ Defined data for following the states of different segments of digital transformation of the society
Survey on private and business trips	✓ Survey results published
Production of satellite accounts in the area of tourism statistics	✓ Required table sets of satellite accounts in the area of tourism statistics published

GOAL 1.5 - IMPROVEMENT OF THE ENVIRONMENT AND GEOSPATIAL STATISTICS; PRODUCTION AND DISSEMINATION OF SUSTAINABLE DEVELOPMENT INDICATORS

Activity	Activity result
Production of environment protection indicators	✓ Environment protection indicators defined by European Environment Agency EEA, Eurostat, UNECE published and disseminated
Production of the environmental economic accounts	✓ Data produced on investments, environmental protection expenditures, environmental protection taxes and taxes related to economic activities, in accordance with the SEEA classification
Production of physical environmental accounts	✓ Physical environmental accounts developed, statistical framework contains comprehensive series of tables and accounts describing relations between environment and economy
Production of the National Nomenclature of Territorial Units for Statistics (NUTS) aligned with the European Union Nomenclature of Territorial Units for Statistics (NUTS).	✓ National Nomenclature of Territorial Units for Statistics (NUTS) published. Regional indicators for the NUTS 2 level produced (statistics of labour market, agriculture, business, energy, transport, environment, science and technology, tourism, health, education and population)

Mapping of data availability for SDG indicators	✓ SDG control matrix for Bosnia and Herzegovina available
Production of statistics for sustainable development goals indicators (SDG indicators) as well as for the needs of global reporting (UN) and EU and UNECE reporting	✓ Sustainable development goals indicators for BiH produced
Further work on data gathering for SEE 2020 indicators	✓ SEE 2020 indicators for BiH produced

GOAL 1.6 - DEVELOPMENT OF DISSEMINATION AND COMMUNICATION WITH THE USERS

Activity	Activity result
Development of the concept of electronic Statistical Yearbook of Bosnia and Herzegovina	✓ Electronic version of the Statistical Yearbook of BiH produced and published
Organising usability testing of website with the main user groups	✓ Growth of public interest for the official statistics of BiH and other services provided by BiH statistics
Identification of statistical surveys for which the time of implementation and dissemination could be shortened (based on the conducted analyses)	✓ Shorter time of implementation and dissemination of annual, quarterly and monthly statistical data on website
Enriching website with new content	<ul style="list-style-type: none"> ✓ Availability of the statistical data in approachable formats according to user needs (online databases, interactive charts, infographics, geographical maps, etc.) ✓ Set-up of a user-friendly interactive website <i>bhas.gov.ba</i>
Increasing the availability, openness and use of official statistical data	<ul style="list-style-type: none"> ✓ Forming data sets from different areas and publishing them under the open data license in accordance with the 5-star implementation scheme ✓ Development of educational tools, interaction with users and promotional events
Active communication via <i>Facebook</i> and <i>Twitter</i> in accordance with the Online Communication Strategy	<ul style="list-style-type: none"> ✓ Real time information on publications provided to all the interested social media users ✓ Enabling a transparent interactive communication by bringing the statistical information closer to all users of new tools (infographics)
Regular assessment of user needs	✓ User Committee established to observe the needs for official statistical data
Including user needs through a multiannual statistical programme – Using users' opinions in the development of data production	✓ Based on the assessment results, it is necessary to revise working plans and multiannual statistical programmes by including statistics based on new user needs
Users training aiming at better understanding of the statistics	✓ User training conducted at least twice a year
Production of educational materials (animated videos, interactive web booklets, games)	✓ General public educated in statistics, through which we will increase statistical literacy, encourage the data use and the development of innovative solutions
Organization of workshops for media representatives	✓ At least one creative workshop organized each year

GOAL 1.7 - INCREASED USE OF SECONDARY DATA SOURCES IN THE STATISTICAL PRODUCTION

Activity	Activity result
Investigate and use the potential of Big Data during the production of official statistics	<ul style="list-style-type: none"> ✓ Introducing Big Data as a secondary source for production of statistical data ✓ Open questions related to the access, allowed use, information security of Big Data solved in close cooperation with the owners of Big Data and other authorities ✓ Taking into account the business needs, innovative solutions that will responding to the requirements for the use of Big Data will be developed and implemented
Identification of statistical areas where the new sources of Big Data could be used	<ul style="list-style-type: none"> ✓ Big Data used as a source to develop consumer prices index, purchase power parity, vacancies statistics, household expenditures, etc. ✓ Cooperation with Big Data producers (e.g. retail trade, telecommunication companies, social media, etc.) on the use of data in statistics production
Introduce special provisions in the new <i>Law on Statistics</i> on: the right to access administrative data sources; obligation to provide the data without invoking special confidentiality provisions; data provision free of charge; the right to modify the data according to the official definitions and other standards used in official statistics and in international statistical practice	<ul style="list-style-type: none"> ✓ New <i>Law on Statistics</i> adopted, including special provisions regarding the access to the administrative sources/data
Cooperation and partnership with the ministries, institutions and other authorities that maintain data registers and databases for the exchange of information between institutions and the use of administrative sources for statistical purposes	<ul style="list-style-type: none"> ✓ Legal (agreements) and technical conditions for data exchange with the owners of the administrative sources set in place ✓ A transparent and efficient mechanism is established and applied for securing the protection of administrative sources data confidentiality
Integration of data used from primary statistical and secondary administrative sources (registers) with focus on implementation of methods for linking the data	<ul style="list-style-type: none"> ✓ Efficient integration of administrative data sources into the statistical process

2. IMPROVEMENT OF THE STATISTICAL BUSINESS PROCESS

The implementation of strategic goals cannot be separated from the efficient organisation within the institution, a systematic approach to tasks at the level of institution and employees, monitoring the process and the speed of implementation of changes.

By advocating to increase the efficiency of the process over the strategic period, we will apply innovative solutions, adjust the organisational structure, strengthen the management of the institution, standardize the process of statistical information production and improve the efficiency of statistical production and dissemination.

In recent years, the technological progress and user requirements have changed significantly, which necessarily reflected on the nature of statistical surveys. Therefore, in addition to high quality of official statistical data, new challenges arise from changing the approach to official statistics production and creating multidimensional databases. Accordingly, during the upcoming period, we will work on re-designing of information-communication framework by developing new techniques for collecting, processing, publishing and documenting official statistics results. The use of new data sources as well as the work on the use of administrative data sources require the development of new methods of data collecting, processing and analysing to guarantee quality in accordance with the *Official Statistics Code of Practice* principles. It implies the introduction of new data collecting techniques (CATI, CAWI, Web scraping, Web scanning, etc.) through the new investments into the IT system for the data collecting, processing, analysing and disseminating.

Methods of data collecting will be adjusted to modern IT possibilities as well as to the needs and characteristics of observed population. The main method to obtain the data from legal entities will be electronic data collecting. Questionnaires and other data collecting instruments will be clear, tested and published before data collecting begins.

Introduction of up-to-date IT solutions is necessary for all the phases of statistical process to increase the speed and quality in data collecting and to use new available data sources in the age of rapid information progress and globalization. Therefore, it is necessary to purchase modern licenced software for data processing and storage, as well as other equipment necessary for modernization of the existing process.

The budget limitations impose an additional requirement for greater cost-effectiveness in data collecting and processing, demanding introduction of optimal methods for data collection and usage of modern information-communication solutions wherever possible.

We will develop a flexible IT structure and technical standards to ensure more simple and more efficient data collecting and processing, publishing and documenting official statistical data in accordance with Generic Statistical Business Process Model (GSBPM). Establishing such a defined IT system will improve timeliness and relevance of official statistics, efficiency and reduce the respondents' burden by integrating the data from administrative data sources and exchanging statistical data between the domain statistics.

Procedures will be supported by metadata that are transparent and automated as much as possible. Harmonized concepts, classifications and variable definitions as well as modern methodological solutions will be used. By using the latest technology and developing innovative IT solutions, information-communication infrastructure and technology will enable highly functional, accomplished information system for the implementation of statistical process.

As a special part of the system, a system for data and metadata transmission to EUROSTAT will be developed, as well as dissemination databases for "open data".

The development of an integrated IT system in the upcoming period will require the investment in IT infrastructure in relation to data collecting, processing and disseminating. Intensive work will be done on switching to cloud solutions as the current ones and in accordance with the legal framework.

Goals to be accomplished:

Goal 2.1: Optimization of statistical business process

Goal 2.2: Use of innovative ICTs and instruments for collecting primary data

Goal 2.3: Development and upgrade of server and communication infrastructure

Goal 2.4: More efficient management of dissemination process

GOAL 2.1 - OPTIMIZATION OF A GENERAL STATISTICAL BUSINESS PROCESS	
Activity	Activity result
Introduction and application of Generic Statistical Business Process Model (GSBPM) that serves to describe and document statistical surveys in a standard and harmonized way	✓ All statistical surveys described and documented by using Generic Statistical Business Process Model (GSBPM)
Establishment of Generic Statistical Business Process Model (GSBPM) that encourages the integration of statistical system by applying the quality model in all the processes of statistical production	✓ Modernized processes of statistical production, integrated standard metadata, harmonized information infrastructure and ensured framework for assessment and improvement of quality process
Ensuring an efficient information support	✓ Use of open source tools and solutions

GOAL 2.2: USE OF INNOVATIVE ICT INSTRUMENTS FOR PRIMARY DATA COLLECTION	
Activity	Activity result
Development of internet applications for data entry and for more extensive use of electronic forms	✓ Statistics modernized in accordance with international standards that ensure a uniform statistical procedure; data compatibility issues solved. At least 15% of respondents send statistical data electronically.
Development of information system using the approved standards for statistical data delivery and dissemination, e.g. SDMX	✓ Developed SDMX structure to send data via e-Damis website
Application of innovative data collection methods via surveys (CATI, CAPI, CAWI) as well as use of tablets and mobile devices for data collecting (development and implementation of mobile devices apps)	✓ Increased number of statistical surveys that use new technological solutions for data collecting

GOAL 2.3 - DEVELOPMENT AND UPGRADE OF SERVER AND COMMUNICATION INFRASTRUCTURE

Activity	Activity result
Procurement of servers, data storage systems, communication equipment for fast and reliable networks supply	✓ Improved information infrastructure management: configuration management, incidents and problems management, IT operation management
Introduction of innovative personal devices (equipment) to work places	✓ Integrated hardware structure of personal computers by gradual replacement or upgrading of worn equipment, supporting the latest software of the operating system is ensured
Development of an integrated IT solution for statistical data entry, validation and processing of households survey with the use of mobile equipment for statistical data recording and improved reporting from the households based on web solutions, via Internet	✓ Increased number of statistical surveys using integrated IT solution for entry, validation and processing of data

GOAL 2.4: MORE EFFICIENT MANAGEMENT OF DISSEMINATION PROCESS

Activity	Activity result
Modernization of metadata management	<ul style="list-style-type: none"> ✓ A model for production of metadata description developed ✓ A repository of metadata for production, description, storage, dissemination and archiving of metadata created ✓ Metadata exchange between statistical institutions aimed at more efficient work and knowledge promotion
Revision and optimisation of the process of preparing responses to the statistical information inquiries	✓ Reduced average time to provide responses to the inquiries for statistical data
Setting up an integral and centralized online dissemination database (Data Warehouse) based on SDMX concept and standards available 24/7 to our external users	✓ Users access to the statistical data in table form as well as possibility to generate the tables on their own (with predefined variables) and to export them into one of the standardized electronic forms for further processing and analysis enabled.

3. DEVELOPMENT OF A SUSTAINABLE INSTITUTIONAL ENVIRONMENT

Institutional framework and environment significantly affect the efficiency and reliability of the statistical institution that develops, produces and disseminates reliable statistics.

In order to establish an efficient and rational official statistics system able to respond to user needs, it is necessary to ensure an adequate legal framework. Changing legislation is an imperative considering the need to introduce new measures and instruments for simplified normative solution of organising and functioning of official statistical system of BiH through harmonization with the European legal framework, respecting the existing constitutional structure and statistical system organization.

Development of confidence in BiH Statistics and official statistics in general will improve availability and awareness of the services we offer and it will also strengthen the inter-agency cooperation at the national and international levels. We will try to have our employees actively participate in the improvement of statistical activities, best practices exchange, productive discussions as well as to develop personally and professionally.

Trying to increase social accountability, we will create an attractive and friendly environment for the employees of the statistical institution. Cooperation in the international environment will make the official statistics of BiH a partner in the development of the statistics at the European and global levels. We will direct our activities to the development of the new knowledge and methods, as well as exchange of good practices. We will try to join as many international activities as possible since this is an opportunity to gain experience in international cooperation, strengthening the teamwork and project work capacities, facing new multiculturalism challenges, expanding the views beyond local environment and acquiring in-depth and new knowledge.

The goal of BiH Statistics is to encourage the development of official statistics towards harmonizing methodologies and standards with the international standards. Compliance with the requirements of European statistical system in terms of the number of statistical indicators and methodologies in use will be continuously implemented.

The official statistics of BiH and the implementation of operational goals will be based on the *European Statistics Code of Practice* principles that will be fully incorporated into the new *Law on Official Statistics of BiH*, and those principles are: professional independence, coordination and cooperation, mandate for data collection, adequacy of resources, commitment to quality, 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, as well as accessibility and clarity.

Statistical activity is based on knowledge; it implies that the staff is essential to accomplish the goals mentioned in this strategy. Statistical staff will continue to be efficient, creative, flexible, focused on finding solutions. They will be working professionally, contributing to the work and the development of official statistics.

As to human resources, we will pay special attention to provide knowledge and skills required for work in a modern statistical institution and appropriate organization of work and leadership. That is why we will use a *Generic Activity Model for Statistical Organizations* (GAMSO) that describes and defines activities that take place in a typical organization which produces official statistics. This model expands and complements *Generic Statistical Business Process Model* (GSBPM) by adding additional activities needed to support the statistical production. The Model will be primarily used as a base for

planning the institution resources and a base for measuring costs for official statistics production making it comparable to other statistical organizations, as well as a tool for assessing the readiness of an institution to implement different aspects of modernization and as a support to risk management system.

Goals to be accomplished:

Goal 3.1: Harmonization of official statistics of BiH with the EU legislation

Goal 3.2: Compliance of official statistics of BiH with the standards in the area of quality management

Goal 3.3: Compliance of official statistics of BiH with the standards in the area of confidential data protection

Goal 3.4: Strengthening of institutional resources

Goal 3.5: Strengthening of inter-agency relations

GOAL 3.1 - HARMONIZATION OF OFFICIAL STATISTICS OF BIH WITH THE EU LEGAL FRAMEWORK	
Activity	Activity result
Drafting new <i>Law on Official Statistics of Bosnia and Herzegovina</i>	<ul style="list-style-type: none"> ✓ <i>Law on Official Statistics</i> adopted and published in the Official Gazette of BiH ✓ The Law refers to all official statistics, taking into account the current Constitutional structure and organization of statistical system ✓ Set of European legislative requirements related to the increase of independence, quality and coordination of official statistics included in the Law ✓ The new Law lays out a more flexible framework for data collection, the one that enables the possibility of collecting data on new topics that are significant to the society
Implementation of <i>European Statistics Code of Practice</i>	<ul style="list-style-type: none"> ✓ A continuous growth of implemented activities in accordance with the evaluation standards defined by the principles of <i>European Statistics Code of Practice</i> and suggested in the regular Peer Review reports
Harmonization of statistical survey methodologies with the relevant methodological framework and EU quality concept (defined by EU regulations for specific domain statistics)	<ul style="list-style-type: none"> ✓ Increased availability of official statistical data in Eurostat and UN statistical databases (for global reporting needs)

GOAL 3.2 - HARMONIZATION OF OFFICIAL STATISTICS OF BIH WITH THE STANDARDS IN THE AREA OF QUALITY MANAGEMENT	
Activity	Activity result
Application of the quality management model in accordance with the principles of <i>Total Quality Management</i> (TQM) and implementation of Common Assessment Framework (CAF) tool for quality self-assessment, which is inspired by excellence model EFQM or ISO 2001 standard	<ul style="list-style-type: none"> ✓ Implementation of Total Quality Management (TQM) elements defined by BiH official statistics Quality Policy, which represent a mutual framework of ESS quality ✓ Self-assessment by using CAF completed ✓ Achieved improvements in the Agency, based on the Action plan
Conducting the Internal Audit of Statistical Process and Product Quality - according to GSBPM	<ul style="list-style-type: none"> ✓ Audit of Quality (according to GSBPM) for a certain number of statistical surveys conducted

Development of standardized quality reports for statistical surveys	✓ Quality reports for all statistical surveys prepared and published
Conducting customer satisfaction surveys in two-year dynamics	✓ Implemented users' suggestions and proposals, based on conducted surveys
Conducting employee satisfaction surveys in two-year dynamics	✓ Implemented employees' suggestions and proposals, based on conducted surveys
Conducting training on quality	✓ Training conducted at least once a year
GOAL 3.3 - HARMONIZATION OF OFFICIAL STATISTICS OF BIH WITH THE STANDARDS IN THE AREA OF CONFIDENTIAL DATA PROTECTION	
Activity	Activity result
Coordinating activities related to statistical confidentiality and microdata access	✓ Committee for statistical confidentiality and data protection at the level of official statistics of BiH established ✓ A unified practise regarding the access to microdata for research purposes introduced
Application of up-to-date methodological solutions for data protection	✓ Use of software packages to help assessing potential identification risks (τ -Argus, μ -Argus, SAS-Tool, R-package, sdcTable)
Development of an integrated, service-oriented data access system	✓ Integrated, service-oriented data access for research purposes fully developed: in a <i>protected room</i> ; on an <i>encoded CD-ROM</i> and <i>online remote access</i>
Improvement of IT security policy, protection of equipment and data owned by the Agency and Entities' institutes	✓ Use of modern IT security solutions ✓ IT security procedures and manuals developed ✓ Disaster recovery plan and procedure developed

GOAL 3.4 - STRENGTHENING OF INSTITUTIONAL RESOURCES

Activity	Activity result
Use of <i>Generic Activity Model for Statistical Organizations</i> (GAMSO) that describes and defines activities taking place in the organization which produces official statistics, as well as the <i>Generic Statistical Information Model</i> (GSIM)	✓ Activities of the statistical institution managed in accordance with the <i>Generic Activity Model for Statistical Organizations</i> (GAMSO)
Establishment and implementation of the risk management procedures	✓ A continuous development of the Risk Register for the organization as a whole and for organizational units
As needed, there will be reorganization of the organizational structure of statistical institutions in line with the new challenges	✓ Organizational structure ensures more efficient organizational activities
Strengthening the knowledge and skills needed to work in a modern statistical institution, and appropriate organization of work and leadership	✓ Knowledge and skills that match the needs of statistical institution obtained

GOAL 3.5 - STRENGTHENING OF INTER-AGENCY RELATIONS

Activity	Activity result
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Developing the relations with higher education institutions and scientific community	✓ Memorandums of understanding with higher education institutions and scientific community signed
Participation in the international aid programmes for the development of official statistics of BiH	✓ Continuous development of official statistics of BiH
Strengthening the cooperation with the statistical offices of neighbouring countries	✓ Agreements on cooperation with the statistical offices of neighbouring countries signed
Development of joint guidelines for statistical production in cooperation with the other producers of official statistics	✓ Use of joint guidelines in statistical production by the official producers of statistics in Bosnia and Herzegovina

III. RESULT INDICATORS /OUTPUT OF THE STRATEGIC GOALS

RESULT INDICATORS
Results of statistical surveys – reports published (number)
Average time spent on meeting users demands (days)
Statistical surveys conducted applying new technological solutions (number)
Seasonally adjusted surveys (number)
Employees participating in training (number)
Participation in the international cooperation activities (number of projects, persons and surveys)
Events in which the Agency participates or those organized by the Agency in order to promote official statistics (number)
Statistical content shared on social media (number)
Statistical surveys using new data sources (number)
Statistical surveys using administrative data sources (number)
Increased number of statistical surveys used to measure quality (number)
Increased number of available databases used for research purposes (number)
OUTPUT INDICATORS
Rate of available BiH official statistical data in EUROSTAT databases of (%)
Completed statistical activities in the area of social statistics (%)
Completed statistical activities in the area of economic statistics (%)
Completed statistical activities in the area of business statistics (%)
Completed statistical activities in the area of agriculture, forestry and environment protection statistics (%)
Compatibility rate of the publishing of the statistical surveys official results with the calendar of publishing (%)
Users' satisfaction index
Employees' satisfaction index
Rate of documented software modules in regard to total number of software modules (%)
Rate of use of administrative registers, records and databases in statistical production (%)
Rate of finalization of the metadata management system (%)
Annual increase in access to the website (%)
Implementation rate of the official Statistical Programme of Bosnia and Herzegovina (%)

IV. RISKS OF IMPLEMENTING STRATEGIC GOALS

No	RISK DESCRIPTION	PROBABILITY ¹⁾ (l, m, h)	INFLUENCE ²⁾ (l, m, h)	ACTIVITY (Response to the risk)
1	Considering the need to introduce new measures and instruments of official statistics harmonization through the harmonization with the European legal framework, the existing legal framework prevents an efficient development, production and dissemination of statistics	m	h	Implementation of the new legal framework (<i>Law on Statistics</i>)
2	Lack and insufficient training of human resources can lead to the impossibility of timely harmonization of BiH Statistics with the requirements of European statistics, which may result in failure to fulfill planned tasks	h	h	Adequate planning of necessary human resources when preparing budget, also taking into account staff training to gain necessary knowledge and skills.
3	Lack of financial resources for certain surveys can lead to non-implementation or delay in their implementation, implying that we can fail to meet our obligations to the statistical data users.	h	h	Communication with the decision-makers (budget consultations)
	Unavailability of administrative data sources, as well as changes in the structure and content of administrative data without previous announcement in a timely manner can cause problems in the implementation of planned goals	h	h	Reducing risk by signing appropriate protocols on cooperation with administrative data sources
4	Increasing number of new requests for production of European statistics disrupts the order of priorities in relation to the harmonization of official statistics, so it will not be possible to complete the process within the planned deadline, with the current number of staff and their existing knowledge	m	h	Informing the decision makers; collaboration with the higher-education institutions; participation in the international activities that will contribute to the development of knowledge and skills of employees
5	Inadequacy of information-communication infrastructure and technologies, and relying on the outdated technology cause stagnation, complicate the work and lead to failure to complete the planned tasks	h	h	Clear jurisdiction, preventive maintenance, provision of spare equipment; IT infrastructure renewal planning, etc.
6	Disclosure of confidential statistics may lead to a loss of trust by statistical providers, which may result in increased number of non-responses	m	h	Implementation and adjustment of security and data protection policies; education of employees
7	Failure to meet the requirements and needs of users can lead to a loss of confidence in official statistics	m	m	Monitoring the needs of the existing users; identifying potential new users and their needs

1) **Probability** - **l** (low); **m** (medium); **h** (high)

2) **Influence** - **l** (low); **m** (medium); **h** (high)