

Long term strategy, Bosnia and Herzegovina

Project BA 08-IB-FI-03

MISSION REPORT


on

3.1.6 Development of long term strategy II

Mission carried out by
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Statistics Denmark

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List of Abbreviations

AGA	Adapted Global Assessment
BiH	Bosnia and Herzegovina
BHAS	Agency for Statistics of Bosnia and Herzegovina
CoP	European Statistics Code of Practice
CPI	Consumer Price Index
EHBS	Extended Household Budget Survey
ESA	European System of National Accounts
FIS	Federal Institute of Statistics of the Federation of Bosnia and Herzegovina
ITA	Indirect Taxation Authority
LFS	Labour Force Survey
RSIS	Republika Srpska Institute for Statistics

1. General comments

This mission report was prepared within the state and entity statistical institutions in Bosnia and Herzegovina. It was the *fourth* mission to be devoted to *topic 1* within Component 3 of the project concerning preparation of the long term development strategy for the BiH statistical system.

The purpose of the mission was:

- Agreement on the document Strategy for Development of Statistics of Bosnia and Herzegovina 2020;
- Recommendations for future work regarding harmonization to European standards

The consultants would like to express their thanks to all officials and individuals met for the kind support and valuable information which they received during the stay in Bosnia and Herzegovina, and which highly facilitated the work of the consultants.

The views and observations stated in this report are those of the consultants and do not necessarily correspond to the views of Statistics Denmark.

2. Assessment and results

The following results were outlined in the terms of reference:

1. Finalizing and launching of STRATEGY 2020
2. Concluding discussions about of the results of the Twinning project;
3. Access to administrative data – Meeting with ITA director;

Objectives no. 1 and 2 were achieved.

2.1 Strategy 2020

All three statistical organisations – BHAS, FIS and RSIS – have been working effectively together during the whole project to prepare a common strategy for the development of statistics in the country. The result is a joint document of high quality, which has been agreed among the three parties. The main purpose of this mission was to finally agree on and, if possible, sign the document. The strategy will have as annexes the well developed strategies on dissemination and metadata. The experts had reviewed the strategy documents and found them extremely useful as a frame for the future work. They would ensure that statistics were developed towards common standards and best European practices in accordance with the European CoP.

During the mission the strategy was amended by the three institutes in order to reach a complete agreement, and the amendments were signed. So the strategy is now ready for signing, but it will have to wait because the procedure within the coordination mechanism among the Republika Srpska administration bodies is in progress. All three institutions are committed to the strategy. This is a great success and most promising for the future development of the statistical system.

2.2 Concluding discussions about the results of the twinning project

A resumé of the result of all activities was presented for the management of the 3 statistical offices and the MS experts. All projects had achieved most of the expected outcome. Only one project was finished, and most of the projects were missing one mission. By the closing of the twinning project in December almost all activities are expected to have been performed.

Many of the projects are still in process with activities concerning 'Methodologies developed and documented'. The experts were told that it was the final wrapping up of the documentation which was missing. It is expected that the last missions will be used as a closure of the documentation.

For the following projects there were special remarks:

1.1 Statistical business register

It will not be possible to make a plan for regular annual submission of VAT data from tax authorities since it has not been possible to establish contact with ITA. Also in activity 3.1 Long Term Strategy efforts have been made to meet ITA, but without success. ITA has informed BHAS that they have sent the needed amendment of the tax law to the parliament, which should ensure that the 3 statistical offices get access to micro data. However regular contact between the authorities is recommended, since it will help both organisations to work in the same direction.

1.2 Structural Business Statistics

Excellent results were achieved. SBS survey has been conducted and results published and transferred to Eurostat in the required format in August. Quality reports were not yet completed but would be so in the last mission.

1.3 Construction statistics.

The pilot study was performed by a direct contact to the local authorities for information of building permits. Response rates were excellent. Regular surveys were started and it would be possible to fulfil EU requirements from 2014.

This work was a very big task for the authorities, and the strategy for this area is to work for the establishment of a buildings and dwellings register, based on data already held by the municipalities and supplemented by data from the current population census. The register would need to be updated with data from building permits as part of the content. This can only be established if a unique methodology on building register for the whole country is established and appropriate staff and other resources can be allocated.

1.4 Retail trade statistics

Mandatory results were met and cooperation between BHAS, entities and expert had been excellent. The only major problem was that it had not been possible to obtain data from ITA on VAT, which would be necessary in order to make the production more efficient and increase the quality of results.

1.5 Tourism Statistics

This project is missing more than the finalisation of documentation. There is a need for IT-support for development of application for the IT-system, and a pilot study must be performed before the end of the twinning project in December.

2. Extended Household Budget Survey

Progress was excellent and results included useful training in analysis of EHBS data which was not even included in the project.

3.1 Long term strategy

See chapter 2.1.

3.2 Metadata

This has been a very difficult project, but a lot of knowledge has been gained and a metadata strategy has been agreed upon by all 3 statistical institutions. It is not the optimal solution, but the best possible. The strategy is almost finished, and ready for signing.

However RSIS is not in a position to sign the strategy because the procedure within the coordination mechanism among the Republika Srpska administration bodies is in progress. In spite of this all 3 institutions want to continue the work according to the strategy and establish new working groups and introduce the plans for the different statistical areas. It shall be underlined that it will be more difficult to proceed the work without a signed strategy.

3.3 Dissemination

Activities concerning dissemination are finished and a dissemination strategy has been developed and agreed. This is ready to be signed, but it will have to wait because the procedure within the coordination mechanism among the Republika Srpska administration bodies is in progress. PC-AXIS will be implemented for dissemination of the Census results.

2.3 Access to administrative data (specially VAT and trade data)

The Strategy contains actions concerning use of administrative sources, but the project has not been able to push this issue forward, since it has not been possible to arrange meeting with the most important body in this field, ITA. The scheduled meeting was cancelled by ITA.

2.4 Implementation of the Strategy

The Strategy is now finished after a great involment from all 3 statistical institutions and a clear commitment. In the years to come it is important for the top management to keep the ownership of the Strategy.

After the signing of the Strategy the real work is to begin. Both users/stakeholders and employees have to be informed and affected.

It is important to inform the users to show the commitment by the statistical institutions and to balance their expectations toward the expected outcome. It is important to treat each usergroup according to their needs and use the appropriate tools.

The experts recommend to establish advisory committees. They can be used to align the activities to the users' needs and to balance the expectations with the planned activities. The advisory boards will also be a good platform to get input to policies for specific areas as quality and dissemination.

The employees are crucial for the success of implementation of the strategy. It is through

them that the Strategy will become real. All management tools have to be used. The Strategy has to be known by all employees and it shall be basis for the annual planning in the years to come. An important part of this is to have a continuous follow up, in order to adjust the plan if needed - and still keep track on the long term goal. It is also important to ensure the right competences in the organisation . Therefore the competences in the organisation may have to be developed. Maybe new employees with the needed competences may be hired. Furthermore it is important to ensure the right communication in and between the organisations and have an transparant organisation with clear lines of command

The experts made a presentation which is enclosed the report in an annex.

3. Conclusions and recommendations

3.1 Strategy 2020

We congratulate the statistical system of BiH with a great step forward in agreeing on the joint strategy for the statistical system of the country! We recommend that:

- the strategy papers are implemented and put to maximum use from day one
- all three strategy documents are widely distributed and used by all parties within the statistical institutes in their daily work, including management, statisticians, methodologists and IT staff.

3.2 Other components

We recommend that

- work towards the establishment of a buildings and dwellings register, based on data already held by the municipalities and supplemented by data from the current population census, should be undertaken; until such a register exist, construction statistics should continue using the present sources
- a pilot study on tourism statistics is performed before the end of the twinning project in December.
- Metadata systems should be built, using standard systems, and the work should involve statisticians and methodologists from all three institutes

3.3. Use of administrative data

Work on getting access to VAT data should be prioritized. Governments must be made aware that this is very important.

3.4 Implementation of the strategy

We recommend

- to establish advisory committees
- to base the annual planning on the strategy and to have a continuous follow up
- to ensure a logical and transparent organization
- to strengthen internal communication
- to develop policies for central specific areas e.g. quality and dissemination

Annex 1. Terms of Reference

<p style="text-align: center;">Long term strategy 04th to 06th of September 2013 Terms of Reference - Activity 3.1.6 EU Twinning Project BA 08-IB-FI-03</p>

Component 3 Institutional Capacity

- 3.1. Long term strategy
 - 3.1.1 Visibility of project and high level workshop on strategic management; initial assessment of current situation in relation to CoP -Final
 - 3.1.2 Resource management and work plans
 - 3.1.3 Development of long term strategy
 - 3.1.4 Development of long term strategy II
 - 3.1.5 European statistical system – training course
 - 3.1.6 Follow-up on the work done in the project including the long-term strategy**

3.1. Benchmark

Development Strategy (up to 10 years) of the Bosnia and Herzegovina official statistics system developed and discussed within the system by 8th project quarter.

3.1.6. Activity

Follow-up on the work done in the project including the long-term strategy

Purpose of activity

The expected activities are:

- Finalizing and launching of STRATEGY 2020
- Concluding discussions about the results of the Twinning project;
- Access to administrative data – Meeting with ITA director;

Expected output

- Agreement on the document Strategy for Development of Statistics of Bosnia and Herzegovina 2020;
- Recommendations for future work regarding harmonization to European standards

List of Participants

Experts

Mr. Lars Thygesen, Director, Statistics Denmark (MS Component Leader)

Ms. Kirsten Wismer, Director, Statistics Denmark

Agency for Statistics of BiH

Mr. Zdenko Milinović , Director

Ms. Slavka Popovi , Deputy Director

Ms. Fatić Fadil, Deputy Director

Twinning Project sub-component leaders

Institute for Statistics of Federation of BiH (FIS)

Ms. Hidajeta Bajramovic, Director

Ms. Munira Zahiragić, Director Adviser

Ms. Hidajeta Čolović, Assistant Director -Sector for Social Services Statistics

Institute for Statistics of Republika Srpska (RSIS)

Dr Radmila Čičković, Direktor

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Haris Imamović, Interpreter

Agenda

04 September (Wednesday) – 06 September (Friday)

Institute for Statistics of FB&H – Zelenih beretki 26, Sarajevo

Time	Day	Place	Event	Purpose / Detail of event
11:30-16:00	Wednesday, afternoon	FB&H	Meeting with management of statistical institutions and BC Experts	<p>A brief overview of the workflow on the strategy;</p> <p>Agreement on the document Strategy for Development of Statistics of Bosnia and Herzegovina 2020 - Concluding discussions;</p> <p>BHAS; RSIS; FIS; Project Participants (DK)</p>
9:00-16:00	Thursday, morning	FB&H	Meeting with BC Experts	<p>Concluding discussions about of the results of the Twinning project – all activities.</p> <p>BHAS; RSIS; FIS; Project Participants (DK)</p>
	Thursday, afternoon	FB&H	Mitting with the director ITA	<p>Presentation by Director Lars Thygesen-use of administrative data in the statistical production and the question of confidentiality;</p> <p>Discussion related to providing access to data.</p> <p>BHAS; RSIS; FIS; ITA director; Project Participants (DK)</p>
9:00-13:00	Friday, morning	FB&H	Meeting with BC Project Leader and Experts	<p>Recommendations for future work regarding harmonization to European standards - Possible suggestions;</p> <p>BHAS; RSIS; FIS; Lars Thygesen, Kirsten Wismer (DK)</p>

Annex 2. Programme for the mission

Agenda				
Time	Day	Place	Event	Purpose / Detail of event
13:00 - 15:30	Monday, afternoon	FIS	Meeting with the BC Component Leader and BC Experts	Agreement about priorities that will form the main contents of the strategy, Agreement of the contents of the first draft on the strategy; BHAS; RSIS; FIS; Project Participants (DK)
9:00 - 15:30	Tuesday, morning	FIS	Workshop with BC Experts	Presentation and discussion of joint document of statistical institutions in BiH: Implementation of European Statistics Code of Practice in BiH statistical system Assessment of current situation and future activities; Agreement on the „Quality report of the statistical survey - methodological guidelines for the preparation “; and prototype LFS QR; BHAS; RSIS; FIS
	Tuesday, afternoon	FIS	Workshop with BC Experts	Presentation of findings and discussion on (potential) administrative sources of the statistics institutions in B&H; BHAS; RSIS; FIS
9:00 - 15:30	Wednesday, morning	FIS	Meetings with users	Meeting with users to identify and clarify areas to be included in the strategy with a short presentation CoP i Quality Report of statistical surveys; BHAS; RSIS; FIS; Project Participants (DK)
	Wednesday, afternoon	FIS	Workshop with BC Experts	Short presentation by Director Lars Thygesen - use of administrative data in the statistical production and the question of confidentiality; presentation on Metadata; BHAS; RSIS; FIS Project Participants (DK)
9:00-15:30	Thursday, morning	MFT CBBH	Visit to CBBH and Ministry of Finance and Treasury	Visit - meetings with representatives of CBBH and representatives Ministry of Finance and Treasury; BHAS; RSIS; FIS; Project Participants (DK)

	Thursday, afternoon	FIS	Meeting with the BC Component Leader and BC Experts	Short presentation by Kirsten Wismer on Cooperation with users. Next mission-Which topics? What to do for the next mission? Possible suggestions; BHAS; RSIS; FIS; Lars Thygesen, Kirsten Wismer (DK)
9:00-13:00	Friday, morning	FIS	Meeting with BC Project Leader and Experts	Presentation of results, Agreement on report. Implications for the next activities (missions); Lars Thygesen, Kirsten Wismer (DK)

Annex 3. Persons met

not confirmed, but we expect the presence of the following persons
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Experts

Mr. Lars Thygesen, Director, Statistics Denmark (MS Component Leader)

Ms. Kirsten Wismer, Director, Statistics Denmark

Agency for Statistics of BiH

Mr. Zdenko Milinović, Director Agency for statistics of B&H

Mr. Edin Šabanović, Assistant Director-Sector for Statistical Methodology, Standards, Planning, Quality and Coordination

Mr. Sulejman Hasanović, Head of Department for applications and database management

Mr. Enes Hadžiefendić, Head of Department for Statistical Methodology, Standards, Planning, Quality and Coordination

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