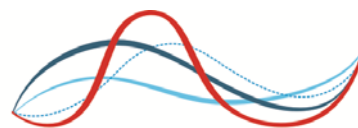




REPUBLIC OF CROATIA



CROATIAN BUREAU OF STATISTICS

STRATEGIC PLAN
OF THE CROATIAN BUREAU OF STATISTICS
FOR THE PERIOD FROM 2014 TO 2016

Zagreb, 10 May 2013

STRATEGIC PLAN OF THE CROATIAN BUREAU OF STATISTICS for the period from 2014 to 2016

The Croatian Bureau of Statistics (hereinafter: CBS) is a state administrative organization, chief producer, disseminator and coordinator of the official statistics system of the Republic of Croatia and the main representative of the official national statistical system in front of European and international statistics authorities.

One of the main strategic goals of the Croatian economy in the forthcoming period refers to increasing international competitiveness, which will enable accomplishment of faster economic growth and development, increased employment and living standard growth. Quality and timely statistical data are imperative for shaping economic and social politics measures related to achieving set goals and monitoring the effects of individual politics measures. The Republic of Croatia shall, besides national development goals; also strive to achieve common strategic EU goals, which represent additional challenge in terms of quality and structural characteristics of statistical data.

The objective of official statistics is continuous development of statistics, as well as production and dissemination of statistical data in accordance to basic principles of official statistics. One of the main goals of the statistical system is effective and timely preparation and dissemination of quality statistical indicators, which reflect economic and social phenomena and processes, as well as provide users with reliable source for analysis of existing situation and decision making.

The Official Statistics Act (Official Gazette no. 103/03, 75/09 and 59/12) governs basic principles of official statistics, organization, position, activities and coordination of official statistics system. The Official Statistics Act is aligned with Regulation no. 223/2009 of the European parliament and the Council on European statistics, which repeals Regulation (EC, EURATOM) no. 1101/2008 of the European parliament and the Council on delivery of data, which are subject to obligation of keeping secrecy to the Statistical office of European communities, the Council Regulation (EC) no. 322/97 on Community statistics and the Council Decision nr. 89/382/EEC, EURATOM on establishment of Committee for European Communities statistical programmes.

The CBS performs official statistics activities on the basis of the Official Statistics Act, the proposal of the Programme of Statistical Activities of the Republic of Croatia 2013 – 2017 and Annual Implementation Plans of statistical activities of the Republic of Croatia.

The CBS has funds in the State budget of the Republic of Croatia for the purpose of performing tasks of official statistics. The Annual Implementation Plan provides an overview of total amount of funds from the State budget of the Republic of Croatia, which are necessary for implementation of statistical surveys.

This Strategic Plan is derived from the proposal of Development Strategy of the Official Statistics of the Republic of Croatia 2013 – 2022 and other CBS' s strategic and program documents.

VISION

The Croatian statistical system provides availability of a broad set of internationally comparable and standardized information on socio-economic trends in Croatia by applying the best international experiences regarding methods of data collection, processing and data dissemination, as well as principles of efficiency, users' orientation and the continuous improvement of human resources.

Vision of the Croatian Bureau of Statistics as the main producer of official statistics is based on the following objectives:

- Efficiency and innovation in performing tasks and application of modern technologies in statistical processes
- Involvement of official statistics in social and economic activities
- User oriented statistical system
- Attractive workplace for experts from various fields of science.

MISSION

The cost-effective collection, processing and timely dissemination of high-quality and internationally comparable statistical indicators of conditions and trends in economic and social processes including the fields of environmental protection, as well as natural resources, whereby giving users the possibility to base their own decisions, conclusions and actions on reliable and easily accessible information.

The Croatian statistical system produces impartial statistical data on social and economic processes through providing the high-quality statistical data necessary for implementation and monitoring of economic policies, associated with development of the Croatian society and economy, as well as European Union policies.

GOALS

1. To provide users with quality, harmonized and timely official statistical data
 - 1.1. Efficient organization of the Croatian official statistics system
 - 1.2. Improvement of dissemination and quality of relations with users

1. To provide users with quality, harmonized and timely official statistical data

Providing quality, harmonized and timely official statistical data shall ensure availability of impartial statistical data for the Croatian society and economy. The harmonization with requirements of the European Union statistical system regarding number of statistical indicators, publishing deadlines and applied methodology, will be continuously conducted.

The official statistics is based on the principles of professional autonomy, impartiality, objectivity, reliability, statistical confidentiality and cost effectiveness.

Achievement of general goal will enhance the Croatian statistical system, which is necessary for providing users with reliable and timely official statistical data in harmonized and efficient way. Consistent application of basic principles of the official statistics system shall increase the quality of statistical data and conformity of the Croatian statistical system with European requirements.

Mentioned general goal is derived from the following documents: the Official Statistics Act (Official Gazette no. 103/03, 75/09 and 59/12), the proposal of Development Strategy of the Official Statistics of the Republic of Croatia 2013 – 2022 and the proposal of Programme of Statistical Activities of the Republic of Croatia 2013 – 2017.

1.1. Efficient organization of the Croatian official statistics system

Development of the official statistics system is complex process, which requires continuous cooperation with users, other official statistics authorities and respondents, along with systematic monitoring and application of international standards. Sustainability and development of the official statistics system of the Republic of Croatia is accomplished through timely and continuous provision and development of human potentials by continuous education, establishment of positive organizational culture and improvement of working organization by achieving development, production and dissemination of official statistics in accordance to users' needs and requirements. Starting with the principle of financial rationality, constraints related to availability of financial sources provided in the State budget of the Republic of Croatia will be respected, in order to introduce new statistical surveys in accordance to possibilities.

On the basis of the Article 7 of the Official Statistics Act (Official Gazette no. 103/03, 75/09 and 59/12) official statistics activities are conducted by the CBS as the chief authority, administrative authority of the City of Zagreb that is responsible for official statistics activities, the Croatian National Bank and other authorized official statistics authorities designated by the Programme.

The CBS is the main producer, disseminator and coordinator of the official statistics system of the Republic of Croatia and the main representative of the national statistical system in front of the European and international official statistics authorities.

The coordination role of the CBS is legally regulated by the Official Statistics Act and is accomplished by making strategic and programme documents of the official statistics in the cooperation with other official statistics authorities, activities of the Statistical Council of the Republic of Croatia, as well as cooperation and exchange of data with holders of administrative data sources in accordance to provisions of Articles 66 and 67 of the Act on the State Administration (Official Gazette nr. 150/11).

In the forthcoming three-year period, the part of the statistical surveys, which are based on the administrative data sources, will be increased.

In order to achieve general goal, it is necessary to increase efficiency of conducting statistical surveys through creation and utilisation of statistical and administrative registers, as well as through improvement of all implementing stages: collecting,

processing and dissemination of official statistics data. It is necessary to base the system of collecting, production and publishing of data on the best practices, which are applied by the most developed EU statistical systems, as well as to introduce technological improvements that will simplify requirements towards respondents and increase flexibility of the statistical system and its adjustment to new requirements, at the same time taking care not to increase the respondents' burden. Introduction of new technologies enables approach of users to broader set of data in a simple and cost effective way, at the same time taking care on development of technologies that secure confidentiality of data.

Achievement method

Existing achievement methods

- 1.2.1. Modernization of collecting official statistics data
- 1.2.2. The increased use of administrative data for statistical purposes
- 1.2.3. Improvement of business process of statistical surveys data production and software development
- 1.2.4. Further development and application of statistical infrastructures
- 1.2.5. Increasing degree of harmonized official statistics with EU statistical standards
- 1.2.6. Introducing monitoring of quality of statistical products and services

Recent achievement methods

- 1.2.7. Expanding knowledge and skills, which contribute to development of human potentials competences in the field of working activities

For sustainability and development of the official statistics system, it is necessary to timely and continuous ensure and develop human potentials in the direction of increasing professional knowledge, skills and competencies in performing working activities and tasks from the CBS field. Furthermore, through further scientific and professional employees training, the necessary structure that is competent not only for operative performance of regular working activities and tasks, but also for the improvement and development of existing and new statistical fields and surveys, will be ensured.

Result indicator (*output*)

THE TABLE OF RESULTS INDICATORS (OUTPUT)

General goal 1. To provide users with quality, harmonized and timely official statistical data

Particular g. 1.1. Efficient organization of the Croatian official statistics system

Achievement methods	Result indicator (<i>output</i>)	Definition	Unit	Starting value	Source	Target value (2014)	Target value (2015)	Target value (2016)
1.1.1. Modernization of collecting official statistics data	1.1.1.1. The net of professional interviewers in county statistics branch offices; the net of telephone interviewers in the CBS head office	Professional interviewers in all CBS county branch offices are appointed, trained and networked for the introduction of CAPI system. Professional interviewers in the CBS head office in Zagreb are appointed, trained and networked for the introduction of CATI system.	number	0	CBS	30	55	70

Achievement methods	Result indicator (output)	Definition	Unit	Starting value	Source	Target value (2014)	Target value (2015)	Target value (2016)
	1.1.1.2. Programs applications for CAPI and CATI systems, as well as electronic and internet questionnaires for each households questionnaire; programs applications for CAWI system and internet questionnaires for statistical surveys of enterprises that are conducted by new technologies	Specific program applications (<i>Case Management System</i> and system for wireless transmission of data) and electronic questionnaires are made for ensuring application of new technologies in conducting households' questionnaires; internet applications and internet questionnaires in the CAWI system are made to ensure application of new technologies in conducting enterprises statistical surveys. The systems CAPI and CATI are mutually integrated by application of compatible program applications and are applied on all households questionnaires.	number	14	CBS	20	30	32
	1.1.1.3. The number of statistical surveys, collected by application of new technological solutions	Increasing number of statistical surveys shortens time of collecting and production of data and decreases respondents' burden, whereby statistics and respondents' resources are saved.	number	14	CBS	30	33	35
1.1.2. The increased use of administrative data for statistical purposes	1.1.2.1. Increased use of administrative data for statistical purposes	Increasing part of statistical surveys that are based on administrative data sources decrease costs of conducting statistical surveys.	%	25	CBS	30	35	40
1.1.3. Improvement of business process of statistical surveys data production and software development	1.1.3.1. Increasing number of statistical surveys made on new platform – net platform – and quickness of conducting the cycle of production process	The process of making software for surveys will be accelerated, it will enable statisticians to conduct statistical surveys automatized, more simple, and quicker. All aspects of statistics will be upgraded and the cycle of activities process of statistical surveys will be faster conducted.	%	15	CBS	30	45	60
1.1.4. Further development and application of statistical infrastructures	1.1.4.1. Increasing number of statistical surveys based on the data from the Statistical business register	Increasing part of statistical surveys based on the data from the Statistical business register will ensure comparable data gained in different statistical surveys, which use Statistical business register units.	%	35	CBS	40	45	50
	1.1.4.2. Increasing functionality and timeliness of the Administrative business register and the Spatial statistical register	Increasing functionality and timeliness of the Administrative business register and the Spatial statistical register will ensure quality basis for conducting statistical activities.	%	80	CBS	93	95	97
1.1.5. Increasing degree of harmonized official statistics with EU statistical standards	1.1.5.1. Increasing number of statistical indicators harmonized with EU	Harmonization and introduction of new indicators in accordance to the Annual Implementing Plan and EU regulations increases degree of harmonization with EU.	%	76	CBS	80	85	90

Achievement methods	Result indicator (output)	Definition	Unit	Starting value	Source	Target value (2014)	Target value (2015)	Target value (2016)
1.1.6. Introduction and monitoring the quality of statistical products and services	1.1.6.1. Increasing number of statistical products, which quality has been measured	Developing quality management system will ensure greater quality of statistical products in systematic way.	number	25	CBS	27	29	30
1.1.7. Expanding knowledge and skills, which contribute to development of human potentials competences in the field of working activities	1.1.7.1. Number of employees sent to postgraduate studies	Gaining deepened knowledge and skills that are necessary for more quality and effective problem solving in the CBS field will be ensured by increasing number of employees sent to postgraduate studies in the economic and other scientific fields	number	12	CBS	14	15	16

Effect indicator (outcome)

TABLE OF EFFECT INDICATORS (OUTCOME)

General goal 1. To provide users with quality, harmonized and timely official statistical data

Particular g. 1.1. Efficient organization of the Croatian official statistics system

Achievement methods	Effect indicator (outcome)	Definition	Unit	Starting value	Source	Target value (2014)	Target value (2015)	Target value (2016)
1.1. Efficient organization of the Croatian official statistics system	1.1.0. Satisfaction of all participants in the survey conduct will be increased by decreasing burden of respondents and statistics	Gaining statistical products on faster, more efficient and harmonized way along with decreasing resources	%	25	CBS and administrative data possessors	30	35	40

1.2. Improvement of dissemination and quality of relations with users

One of the CBS obligations is efficient and timely preparation and dissemination of quality statistical indicators, which provide users with reliable source for decisions making and harmonizing their stands on the basis of actual facts. Up till now, the accent has been put on the harmonization of official statistics production with EU standards, which is greatly accomplished, and thereby created postulates for focusing on improvement of dissemination and quality of relations with users.

As users' needs are the most important for the further development of the system, the working activities have to be aimed at fulfilling those needs that is being accomplished by common agreement of users and official statistics authorities, as well as building the relations with users.

Improvement of dissemination and quality of relations with users comprise broad spectre of possibilities that are applied in EU member states. It is necessary to create good basis with the possibility of systematic upgrading, as to approach the excellent EU practice in foreseeable future. Achievement methods of particular goal for mentioned period comprise development of the monitoring system of official statistics use through conducting surveys and monitoring of gained results. In that way, data

on users' characteristics, intensity/frequency of use of individual statistics, quality of services provided to users and their satisfaction with those services will be ensured. The quality relations with users will be built through their education, wherewith their number will be increased, while organizing regular press conferences will increase the CBS presence in media. Prerequisites for capital projects in the future, like implementing the System for managing relations with users (CRM) for the purpose of maintaining quality relations with them, will be created by fulfilling mentioned achievement methods.

Achievement method

Existing achievement methods

- 1.2.1. Making and introduction of interactive overview of statistical surveys results on the CBS web pages
- 1.2.2. Development of relations with users
- 1.2.3. Reorganization of the content on the CBS web pages

Results indicator (*output*)

TABLE OF RESULTS INDICATORS (OUTPUT)

General goal 1. To provide users with quality, harmonized and timely official statistical data

Particular g. 1.2. Improvement of dissemination and quality of relations with users

Achievement methods	Result indicator (<i>output</i>)	Definition	Unit	Starting value	Source	Target value (2014)	Target value (2015)	Target value (2016)
1.2.1. Making and introduction of interactive overview of statistical surveys results on the CBS web pages	1.2.1.1. Increasing number of surveys, for which parameters can be set as desirable	To provide users with tools that enable them to designate themselves the quantity and configuration of statistical data presentation	number	10	CBS	12	15	20
1.2.2. Development of relations with users	1.2.2.1. Increasing number of held educations and press conferences	To make basis for further development of relations with users by education on applied methodologies and correct interpretation of data	number	4	CBS	5	5	6
	1.2.2.2. Increased number of held Open days	To increase the awareness on importance of including users in the production of official statistics by holding Open days	number	4	CBS	5	5	6
	1.2.2.3. Increased number of press clippings	To inform public with CBS domain and results of work by increasing number of press clippings	number	3300	CBS	3400	3500	3600
1.2.3. Reorganization of the content on the CBS web pages	1.2.3.1. The percentage of increased users satisfaction with CBS web pages at the end of the reorganization	To increase percentage of satisfied users by reorganization of web pages	%	70	CBS	75	80	85

Achievement methods	Result indicator (output)	Definition	Unit	Starting value	Source	Target value (2014)	Target value (2015)	Target value (2016)
	1.2.3.2. Decreasing number of enquiries designated to the Department for communication with users	To enable introducing more data and to make easier their detection and navigating that will result with decreased number of enquires to the Department for communication with users by reorganization of the web pages	number	7500	CBS	7000	6500	6000

Effect indicator (outcome)

TABLE OF EFFECT INDICATORS (OUTCOME)

General goal 1. To provide users with quality, harmonized and timely official statistical data

Particular g. 1.2. Improvement of dissemination and quality of relations with users

Achievement methods	Effect indicator (outcome)	Definition	Unit	Starting value	Source	Target value (2014)	Target value (2015)	Target value (2016)
1.2. Improvement of dissemination and quality of relations with users	1.2.0. Increased index of users satisfaction	To monitor the tendency of index of increased users satisfaction by conducted survey/measuring the CBS users satisfaction	%	15	CBS	20	25	30

A short overview

General goal	Particular goal	Effect indicators (outcome)	Achievement method of particular goal	Results indicators (output)
1. To provide users with quality, harmonized and timely official statistical data	1.1. Efficient organization of the Croatian official statistics system	Increased coordination, integration and efficiency of the statistical system of the Republic of Croatia	1.1.1. Modernization of collecting official statistics data	1.1.1.1. The net of professional interviewers in county statistics branch offices ; the net of telephone interviewers in the CBS head office
				1.1.1.2. Programs applications for CAPI and CATI systems, as well as electronic and internet questionnaires for each households questionnaire; program applications for CAWI system and internet questionnaires for statistical surveys of enterprises that are conducted by new technologies
				1.1.1.3. The number of statistical surveys, collected by application of new technological solutions
			1.1.2. The increased use of administrative data for statistical purposes	1.1.2.1. Increased use of administrative data for statistical purposes

			1.1.3. Improvement of business process of statistical surveys data production and software development	1.1.3.1. Increasing number of statistical surveys made on new platform – net platform – and quickness of conducting the cycle of production process
			1.1.4. Further development and application of statistical infrastructures	1.1.4.1. Increasing number of statistical surveys based on the data from the Statistical business register
				1.1.4.2. Increasing functionality and timeliness of the Administrative business register and the Spatial statistical register
			1.1.5. Increasing degree of harmonized official statistics with EU statistical standards	1.1.5.1. Increasing number of statistical indicators harmonized with EU
			1.1.6. Introduction and monitoring the quality of statistical products and services	1.1.6.1. Increasing number of statistical products, which quality has been measured
			1.1.7. Expanding knowledge and skills, which contribute to development of human potentials competences in the field of working activities	1.1.7.1. Number of employees sent to postgraduate studies
	1.2. Improvement of dissemination and quality of relations with users	Increasing index of users satisfaction	1.2.1. Making and introduction of interactive overview of statistical surveys results on the CBS web pages	1.2.1.1. Increasing number of surveys, for which parameters can be set as desirable
			1.2.2. Development of relations with users	1.2.2.1. Increasing number of held educations and press conferences
				1.2.2.2. Increased number of held Open days
				1.2.2.3. Increased number of press clippings
			1.2.3. Reorganization of the content on the CBS web pages	1.2.3.1. The percentage of increased users satisfaction with CBS web pages at the end of the reorganization
				1.2.3.2. Decreasing number of enquiries designated to the Department for communication with users

Table 1 Association of the Strategic plan and the State budget

General goal	Particular goal	The program in the state budget	Effect indicators (outcome)	Achievement method of particular goal	Activities/projects in the state budget	Results indicators (output)
1. To provide users with quality, harmonized and timely official statistical data	1.1. Efficient organization of the Croatian official statistics system	2405 Statistical services	Increased coordination, integration and efficiency of the statistical system of the Republic of Croatia	1.1.1. Modernization of collecting official statistics data	A658107 Statistics on labour market and Labour Force Survey A658109 budget survey A658117 Survey on household income A658105 Information society T658130 IPA I 2009 – Development of IT support and technical assistance in business statistics	1.1.1.1 The net of professional interviewers in county statistics branch offices ; the net of telephone interviewers in the CBS head office
						1.1.1.2. Programs applications for CAPI and CATI systems, as well as electronic and internet questionnaires for each households questionnaire; program applications for CAWI system and internet questionnaires for statistical surveys of enterprises that are conducted by new technologies
						1.1.1.3. The number of statistical surveys, collected by application of new technological solutions
				1.1.2. The increased use of administrative data for statistical purposes	A658121 Production of data from financial and statistical reports A 658038 Administration and management	1.1.2.1. Increased use of administrative data for statistical purposes
				1.1.3. Improvement of business process of statistical surveys data production and software development	K658035 The CBS information system	1.1.3.1. Increasing number of statistical surveys made on new platform – net platform – and quickness of conducting the cycle of production process
						1.1.4. Further development and application of statistical infrastructures

General goal	Particular goal	The program in the state budget	Impact indicators (<i>outcome</i>)	Achievement method of particular goal	Activities/projects in the state budget	Results indicators (output)
				1.1.5. Increasing degree of harmonized official statistics with EU statistical standards	T658118 IPA I 2009 – Technical assistance in business statistics T658131 IPA I 2009 FPP-RAC – Technical assistance in business statistics and quality documenting T658132 IPA I 2011 – Technical assistance T658137 IPA I 2011 – Multi-users statistics program T658140 Labour Force Survey 2013, Ad hoc module T658142 Participation in statistical programmes of the European commission A658127 Business statistics A658126 Economic statistics A658075 Population statistics – Census 2011 A658041 Survey on number of live stock A658057 Agro-monetary statistics A658063 Crop production estimate A658068 Statistics on distributive trade, catering and tourism A658069 Statistics on construction and housing A658138 Survey on safety of population	1.1.5.1. Increasing number of statistical indicators harmonized with EU

General goal	Particular goal	The program in the state budget	Impact indicators (outcome)	Achievement method of particular goal	Activities/projects in the state budget	Results indicators (output)
				1.1.6. Introduction and monitoring the quality of statistical products and services	T658131 IPA I 2009 FPP-RAC – Technical assistance in business statistics and quality documenting	1.1.6.1. Increasing number of statistical products, which quality has been measured
				1.1.7. Expanding knowledge and skills, which contribute to development of human potentials competences in the field of working activities	A658038 Administration and management	1.1.7.1. Number of employees sent to postgraduate studies
	1.2. Improvement of dissemination and quality of relations with users	2405 Statistical services	Increasing index of users satisfaction	1.2.1. Making and introduction of interactive overview of statistical surveys results on the CBS web pages	K658035 The CBS information system	1.2.1.1. Increasing number of surveys, for which parameters can be set as desirable
1.2.2. Development of relations with users				A658106 Publicity and information	1.2.2.1. Increasing number of held educations and press conferences	
					1.2.2.2. Increased number of held Open days	
					1.2.2.3. Increased number of press clippings	
1.2.3. Reorganization of the content on the CBS web pages				A658106 Publicity and information K658035 The CBS information system	1.2.3.1. The percentage of increased users satisfaction with CBS web pages at the end of the reorganization	
					1.2.3.2. Decreasing number of enquiries designated to the Department for communication with users	

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