

**REPUBLIKA SRPSKA
GOVERNMENT**

**E
PROPOSAL**

**STRATEGY FOR THE DEVELOPMENT OF
STATISTICS OF REPUBLIKA SRPSKA
2030**

Banja Luka, October 2020

ABBREVIATIONS

GDV	Gross Domestic Value
GDP	Gross Domestic Product
RSIS	Republika Srpska Institute of Statistics
FISBiH	Federal Institute for Statistics of BiH
BHAS	Agency for Statistics of Bosnia and Herzegovina
ESS	European Statistical System
EC	European Community
EU	European union
CAF	Common Assessment Framework
CAPi	Computer-Assisted Personal Interviewing
CATi	Computer-Assisted Telephone Interviewing
CAWI	Computer-Assisted Web Interviewing
EEA	European Economic Area
EFQM	European Foundation for Quality Management Excellence Model
EnC	Energy Community
ESA 2010	European System of Accounts 2010
EUROSTAT	Statistical Office of the European Union
FRIBS	Framework Regulation Integrating Business Statistics
GAMSO	Generic Activity Model for Statistical Organisations
GSBPM	Generic Statistical Business Process Model
GSIM	Generic Statistical Information Model
HICP	Harmonised Index of Consumer Prices
SEE	South-East Europe Indicators
JVS	Job Vacancy Statistics
LCI	Labour Cost Index
NACE	Statistical Classification of Economic Activities in the European Community
NUTS	Nomenclature of Territorial Units for Statistics of the European Union
OECD	Organisation for Economic Co-operation and Development
SEEA	System of Environmental-Economic Accounting
SES	Four-Yearly Structure of Earnings Survey
SDG	Sustainable Development Indicators
TQM	Total Quality Management
UNECE	United Nations Economic Commission for Europe
UNESCO	United Nations Educational, Scientific and Cultural Organization

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I INTRODUCTION

Official statistics of Republika Srpska represent the primary source of data on the economic and social structure of Republika Srpska. The general objectives of the existence and functioning of official statistics are as follows:

1. production of objective statistical data for all users;
2. analysis of statistical data and their use in decision-making processes within the framework of a market economy;
3. creation of a foundation for the use of statistical data in scientific research and professional work;
4. strengthening trust in official statistics and increasing the number of users of statistical data.

The Strategy for the Development of Statistics of Republika Srpska 2030 is a document designed to define long-term objectives as well as general principles, guidelines, and criteria for the operation and development of the statistical system in Republika Srpska. The Strategy also serves as a foundation for determining future statistical surveys and statistical indicators aligned with the requirements and needs of end users.

Additionally, the Strategy provides the basis for the preparation of corresponding planning documents that define statistical surveys with an implementation timeline in line with strategic priorities.

The Strategy for the Development of Statistics of Republika Srpska 2030 is aligned with the Strategic Directions for the Development of Statistics of BiH 2030, a strategic document prepared at the initiative of the management of the three statistical institutions in BiH: the Republika Srpska Institute of Statistics (hereinafter: the Institute), the Federal Institute for Statistics of BiH, and the Agency for Statistics of BiH.

II LEGAL BASIS

Amendment XXXII to Article 68, point 9 of the Constitution of Republika Srpska stipulates that Republika Srpska shall, among other responsibilities, regulate and ensure the collection of statistical and other data of general interest.

The Law on Statistics of Republika Srpska ("Official Gazette of Republika Srpska", No. 85/03) regulates the organisation of statistics in Republika Srpska, its scope of work, powers, responsibilities, as well as other matters relevant to the production of statistics.

By Decision of the Government of Republika Srpska, No. 04/1-012-2-1328/16 of 9 June 2016, on the procedure for planning, monitoring and reporting on the implementation of adopted strategies and plans of the Government of Republika Srpska and republic administrative bodies, point XIV defines the manner in which the strategy and strategic document are to be prepared.

III ANALYSIS OF THE STATE OF OFFICIAL STATISTICS OF REPUBLIKA SRPSKA

Statistics in Republika Srpska are characterised by regional decentralisation and functional centralisation. According to Article 4 of the Law on Statistics of Republika Srpska, the Republika Srpska Institute of Statistics is the competent authority for statistical affairs in Republika Srpska. Paragraph 2 of the same article also specifies other producers of statistics authorised by law, who produce statistics within their respective areas of activity and participate, together with the Institute, in the implementation of the Statistical Programme of Republika Srpska, a multi-annual planning and programming document adopted by the National Assembly of Republika Srpska. In cooperation with other statistical institutions in BiH, the Institute also produces statistical data for the implementation of the Statistical Programme of BiH, a planning document at the level of BiH, adopted by the Council of Ministers. The Institute collects data in the field from reporting units through regional offices located outside the Institute's headquarters, which are regionally distributed across Republika Srpska in Banja Luka, Bijeljina, Doboj, East Sarajevo, Foča, and Trebinje. At the level of BiH, the statistical system comprises three statistical institutions: the Republika Srpska Institute of Statistics, the Federal Institute for Statistics of BiH, which is responsible for statistical activities at the level of the Federation of BiH, and the Agency for Statistics of BiH, which is responsible for statistics at the level of BiH, along with the Central Bank of BiH. These bodies are defined in the Law on Statistics of BiH as "competent authorities" for the organisation, production, and dissemination of statistical data.

The relationships between the Institute and the aforementioned statistical institutions are governed by the Law on Statistics of Republika Srpska, the Law on Statistics of BiH ("Official Gazette of BiH", No. 26/04 and 42/04), and to some extent by the Agreement on the Application of Uniform Methodologies and Uniform Statistical Standards in the Production of Statistical Data for BiH (2005).

The Law on Statistics of Republika Srpska is harmonised with the Law on Statistics of BiH. The Law defines the competences of the Institute for the collection, production, processing, and dissemination of statistics in Republika Srpska, the organisation of statistics in Republika Srpska, the Statistical Programme of Republika Srpska and the Work Plan, principles and technical autonomy, financing of the Institute, publication of results and use of data, as well as confidentiality and protection of personal data.

IV STRATEGIC GUIDELINES

STRATEGY FOR THE DEVELOPMENT OF STATISTICS OF REPUBLIKA SRPSKA 2020

The general objectives of the Strategy for the Development of Statistics of Republika Srpska 2020, adopted in 2014, were as follows:

1. to strengthen trust in official statistics;
2. to create preconditions for further dynamic development of official statistics in Republika Srpska;

3. to promote the role and importance of official statistics in society and encourage its broader public use;
4. to direct the development of official statistics towards the harmonisation of standards, classifications, methodologies, and statistical practices with international standards;
5. to increase the level of comparability of the statistics of Republika Srpska with the statistics of other countries and international organisations;
6. to create optimal conditions for the reliable determination of the most important statistical indicators.

These objectives were pursued through the implementation of the following strategic priorities:

1. improving efficiency in the production of statistics;
2. strengthening recognition and trust in official statistics;
3. promoting wider use of statistical data among users;
4. producing high-quality and user-friendly statistics;
5. optimising processes and tasks within the statistical production process.

The Strategy was implemented directly by the Republika Srpska Institute of Statistics, authorised producers of official statistics, and competent institutions in Republika Srpska.

The implementation of the Strategy and its strategic priorities was ensured through the identification of surveys and monitoring of their execution via the achievement of expected results, in accordance with annual work plans. During the lifetime of the 2020 Strategy, these plans were executed at an almost complete level: in 2015, 98.71% of planned surveys were conducted; in 2016, 98.77%; in 2017, 99.20%; in 2018, 99.21%; and in 2019, 99.17%. It should be noted that surveys on air and water transport were not conducted in the mentioned years due to the absence of phenomena subject to observation.

MISSION, VISION AND VALUES OF STATISTICS OF REPUBLIKA SRPSKA

Knowledge, experience, and institutional reputation shape the identity of a statistical institution. One of the most important roles of the Strategy is to establish a strong link between the identity of the statistical institution and the services it provides. In order to maintain and strengthen trust in the identity of the statistical institution, beyond the duties established by the legal framework, the Strategy must define the mission, vision, and values of statistics.

The mission identifies the purpose of existence and what the statistical institution offers to society within the scope of its competences and responsibilities defined by law.

The vision outlines the desired future that the statistical institution strives to achieve in the coming period.

Values summarise what is most important in statistical activity — the essence, principles of operation, and institutional rules of conduct that form the foundation of the mission and vision of the statistical institution.

MISSION

The mission of statistics of Republika Srpska is to provide reliable, high-quality, comprehensible, timely, and internationally comparable statistical data to support the needs of decision-makers, researchers, and other domestic and international users. Such data reflect the state and trends in the economic, demographic, and social fields, as well as in the fields of the environment and natural resources.

The collection, processing, analysis, and dissemination of statistical data are carried out in accordance with statistical standards and modern technology, ensuring the protection of statistical confidentiality, optimal use of resources, and a reasonable burden on data providers.

VISION

The vision for statistics in Republika Srpska is to achieve full alignment with international statistical standards, European statistics, and the principles of the European Statistics Code of Practice, through the strengthening of its professional and infrastructural capacities and the adoption and application of best statistical practices, while respecting fundamental values such as professionalism, independence, impartiality, and so forth.

The vision is realised through four key principles: efficiency, innovation, usefulness, and reliability.

1. Efficiency means reducing the administrative burden and being able to respond quickly to users' needs.
2. Innovation means achieving positive change in the creation of new products, services, processes, and statistical organisation in order to improve the quality of statistics.
3. Usefulness means the accessibility, relevance, timeliness, and usability of the information that statistics provide to users.
4. Reliability means that official statistics produced by statistical institutions reflect the true state of affairs, objectively and consistently, in accordance with international standards.

VALUES

Values are key guiding principles in the work of the organisation that have a long-term impact and serve to implement the mission.

The values of statistics of Republika Srpska are: professional independence, objectivity, user orientation, commitment to quality, statistical confidentiality, teamwork, and continuous professional development of employees.

Mutual trust among all participants in this process (data users, data providers, and producers of statistics) is essential and extremely important. The independence of institutions and the profession is a guarantee for maintaining trust in the statistical system. Knowledge, experience, collaboration, respect for privacy, quality, and accessibility to users are values that significantly influence the satisfaction of both users and employees. Professional independence must be strengthened through continuous professional development of employees.

IMPLEMENTATION OF THE STRATEGY

The management of the statistical institutions in BiH initiated the preparation of the document Strategic Directions for the Development of Statistics of BiH 2030. In the drafting of this document, the views of all relevant stakeholders — data users, owners of administrative data sources, and producers of statistics — were taken into account.

Aligned with this document at the BiH level, the Strategy for the Development of Statistics of Republika Srpska 2030 represents the highest level in the hierarchy of planning documents for statistics in Republika Srpska. The primary role of the Strategy is to ensure that the strategic goals set out in the document provide a framework and foundation for the development of statistics. The main objectives have been defined in relation to the baseline situation in 2020.

The Strategy will be implemented directly by the Republika Srpska Institute of Statistics and the competent institutions in Republika Srpska.

The Strategy will be implemented through activities designed to ensure its realisation. Medium-term and annual work plans will include specific surveys planned each year to support the implementation of the Strategy.

Priorities in achieving the planned objectives will be adapted to financial capacities and approved budgetary resources, as well as any available donor and other additional funds for development projects.

Coordination of activities, guidance, monitoring, and control of the implementation of the Strategy's activities will be carried out by the Institute, in accordance with the provisions of the Law on Statistics of Republika Srpska.

V STRATEGIC OBJECTIVES FOR THE DEVELOPMENT OF OFFICIAL STATISTICS OF REPUBLIKA SRPSKA

The Strategy for the Development of Statistics of Republika Srpska 2030 sets out the following strategic objectives for the development of official statistics of Republika Srpska:

1. Official statistics of Republika Srpska produced in accordance with user needs and new challenges;
2. Improvement of the statistical business process;

3. A well-regulated institutional environment.

1. OFFICIAL STATISTICS OF REPUBLIKA SRPSKA PRODUCED IN ACCORDANCE WITH USER NEEDS AND NEW CHALLENGES

The purpose of official statistics is to provide users with objective, reliable, and timely statistical data to be used by competent authorities and individuals in decision-making, both at the level of Republika Srpska and at other user levels. In a rapidly changing environment, it is necessary that statistical surveys are adapted in a timely and effective manner.

Official statistics in Republika Srpska are also important in an international context, as they enable the comparison of indicators of social and economic development of Republika Srpska with those of other countries.

During the period covered by the Strategy, the Republika Srpska Institute of Statistics will seek to harmonise statistical surveys and indicators with user needs and the standards of the European Statistical System, as outlined in the current Compendium of Statistical Requirements. According to the current 2019 Compendium of Statistical Requirements, statistical surveys are grouped into the following domains: population and social statistics, economic statistics, sectoral statistics, environment and multi-domain statistics, as well as methodologies for data collection, processing, dissemination, and analysis.

The main objective in the domain of population and social statistics is to improve the content of data on population, labour market, education, culture, health, judicial and gender statistics, personal consumption, income inequality, poverty, social cohesion, and social protection — all of which are necessary to monitor living standards, quality of life, and social and health protection.

The main objective in the domain of economic statistics is to provide statistical indicators relevant to economic policy-making, monitoring economic development, and comparing the domestic economy with European and other economies, in areas such as macroeconomic statistics, government finance and financial accounts statistics, monetary and financial statistics, business statistics, international trade, and prices.

The main objective in the domain of sectoral statistics is to align with EU standards to produce high-quality and timely data on the structural characteristics of agricultural production, energy statistics, tourism, transport, science, innovation, ICT, and other sectors.

The main objective in the domain of environment and multi-domain statistics is to improve environmental statistics, geospatial statistics, the production and dissemination of sustainable development indicators, and other related statistics.

The main objective in the domain of data collection, processing, dissemination and analysis methodologies is the further development of statistical infrastructures towards greater reliance on modern methods of data collection and processing, as well as on administrative data sources.

During the strategic period, it will be necessary to respond flexibly to user needs for requested statistical data. Given that user needs are changing rapidly and demand for data is increasing, a permanent dialogue with data users will be established to gain better insight into current and future user requirements for data and statistical services. Furthermore, a partnership relationship with users will be developed with the aim of increasing the timeliness, availability, and accessibility of official statistical results.

By providing high-quality, harmonised, and timely official statistical data, the availability of impartial statistical information for society and the economy will be ensured.

Dissemination products and services will be prepared more efficiently, which will be achieved through additional staff training, rational use of resources, and more effective use of information technology.

Adapting official statistical results to different user groups will require the development of varying levels of data accessibility. Accordingly, the broadest access to detailed databases will be enabled through the development of a dynamic website, allowing data to be used at the most detailed level. Additionally, new forms of data publication will be developed, including visualisations and animations, to present official statistical results in a clear and simple manner. Official statistical results will also be distributed via electronic networks, mobile applications, videos, etc.

Continuous user education will be conducted to familiarise them with the work and statistical activities undertaken. In this regard, it is planned to establish a User Committee, which will include representatives from all user groups. There is also a recognised need to provide training for media representatives to ensure that news related to socio-economic conditions and changes is presented objectively and accurately.

In the previous period, official statistics relied exclusively on traditional data sources (reporting-based data collection, direct interviewing, and administrative data sources). However, modern technological trends have increasingly captured many aspects of life in the form of digital data, thus opening new opportunities for the development of official statistics. These new sources can complement traditional data sources with the aim of improving the timeliness, accessibility, and other quality components of official statistics, though they cannot yet fully replace them.

Big Data will be introduced as a data source where necessary. Areas where these data could be used as a source may include the Consumer Price Index, household consumption, and so on. Open questions regarding access, permitted use, and data security will be addressed in close cooperation with Big Data owners, decision-makers, and other relevant institutions. Depending on business needs, the development and implementation of innovative IT solutions will also be pursued. Big Data processing methodologies and quality frameworks will be improved.

In addition to the use of new data sources, particular attention will be paid to further improving the data sources held by government bodies and public enterprises, to support the

production of official statistics. This will reduce the costs of producing official statistical results and lessen the burden on businesses and citizens in providing data through traditional statistical surveys and questionnaires.

Objectives to be achieved:

Objective 1.1 – Improvement of statistics reflecting demographic and social changes;
Objective 1.2 – Improvement of statistics reflecting changes in the economy;
Objective 1.3 – Improvement of statistics in the fields of agriculture, energy, tourism, transport, science, innovation, and information and communication technologies;
Objective 1.4 – Improvement of environmental statistics, geospatial statistics, production and dissemination of sustainable development indicators;
Objective 1.5 – Improvement of communication with users and methods of data collection, processing, dissemination, and analysis.

OBJECTIVE 1.1 – IMPROVEMENT OF STATISTICS REFLECTING DEMOGRAPHIC AND SOCIAL CHANGES	
Activities	Results of Activities
Conducting the population, household, and housing census in the 2020 cycle	<ul style="list-style-type: none"> ✓ Population, household, and housing census conducted in Republika Srpska and BiH ✓ Key data on the resident population, households, and dwellings published
Activities to establish conditions for transitioning from a traditional population, household, and housing census to one based on administrative registers, following the 2020 cycle	<ul style="list-style-type: none"> ✓ Methodological framework defined for the use of administrative registers to be applied in conducting the population census
Improving the quality of data while ensuring complete coverage of statistics on external migration, asylum seekers, residence permits, and illegal migration	<ul style="list-style-type: none"> ✓ Statistics on migration flows of the population of Republika Srpska produced in accordance with EU regulations, with full application of administrative regulations in this field
Conducting labour market survey-based research on a regular basis (in accordance with international recommendations)	<ul style="list-style-type: none"> ✓ All relevant indicators from survey-based research published
Harmonising all labour market statistics with EU requirements (SES, LCI, JVS)	<ul style="list-style-type: none"> ✓ Production and dissemination of all required labour market statistics indicators
Conducting survey-based research on living standards and conditions on a regular basis (in accordance with international recommendations)	<ul style="list-style-type: none"> ✓ All relevant indicators from survey-based research published
Improving the content of data in the field of health statistics (both financial and non-financial)	<ul style="list-style-type: none"> ✓ Data on healthcare expenditure by function of healthcare, sources of financing, service providers, current expenditures, and sources of financing published, in accordance with the International Classification for Health Accounts
Development of statistics monitoring domestic violence	<ul style="list-style-type: none"> ✓ Domestic violence statistics published, covering: cases of violence, perpetrators of violence, violence reported to the police, victims of violence, and support provided to victims
Improvement of the content of education statistics and development of new indicators	<ul style="list-style-type: none"> ✓ Improved content and new indicators of education statistics produced ✓ Education indicators produced in accordance with the UOE questionnaire (joint questionnaire of OECD, UNESCO)

Improvement and expansion of the content of gender statistics	✓ Gender Equality Index developed to ensure comparability with data from other countries
OBJECTIVE 1.2 – IMPROVEMENT OF STATISTICS REFLECTING CHANGES IN THE ECONOMY	
Activities	Results of Activities
Production of short-term monthly service statistics indices	✓ Monthly turnover indices for service activities published according to NACE
Production of more detailed structural business statistics	✓ Detailed data sets of structural business statistics published
Development of a monthly turnover index for enterprises engaged in wholesale and retail trade and repair of motor vehicles and motorcycles at constant prices	✓ Indices at constant prices published
Development of a production index for service activities	✓ Monthly production indices for service activities published according to NACE
Production of producer price indices for services in new service activities	✓ Quarterly producer price indices for services published
Improvement of statistics on foreign affiliates in Republika Srpska	✓ More detailed statistics on foreign affiliates published
Creation of the statistical unit Enterprise Group, profiling and implementation of the EU enterprise definition	✓ Statistical business register supplemented with a statistical unit compliant with the EU-defined enterprise definition. Business statistics are produced based on the statistical unit aligned with the EU enterprise definition. The "Enterprise Group" introduced as a unit of observation in statistical surveys in accordance with the EU definition
Implementation of the Framework Regulation Integrating Business Statistics (FRIBS)	✓ Full implementation of the new FRIBS regulation for short-term business statistics (coverage, statistical unit, periodicity, and publication of detailed data sets of short-term business indicators)
Activities focused on the development of sector accounts	✓ Sectorisation of institutional units prepared and published ✓ Annual sector accounts established
Development of the Harmonised Index of Consumer Prices (HICP) and methodological improvements to the Consumer Price Index in accordance with EU requirements	✓ HICP published in accordance with EU requirements

Development of Regional Accounts	✓ Indicators produced as a result of the establishment of Regional Accounts – GDV– GDP per capita, investment activity, and employment
Implementation of the compilation of government finance statistics in line with ESA 2010 and other methodologies	✓ Data set produced in the field of government finance statistics
OBJECTIVE 1.3 – IMPROVEMENT OF STATISTICS IN THE FIELDS OF AGRICULTURE, ENERGY, TOURISM, TRANSPORT, SCIENCE, INNOVATION, AND INFORMATION AND COMMUNICATION TECHNOLOGIES	
Activities	Results of Activities
Conducting the agricultural census in Republika Srpska and BiH	✓ Results of the agricultural census published
Harmonisation of agricultural statistics with the standards of the European Statistical System	✓ Harmonised data produced on structural surveys, crop production, livestock, fisheries, forestry, and agri-monetary statistics
Improvement of statistics on output and input prices in agriculture	✓ Updated lists of representative products and data collection methods
Further development of energy statistics in accordance with the Regulation (EC) on energy statistics and the requirements of the Energy Community (EnC)	✓ Harmonised statistics produced to meet EU requirements in this field
Further development of transport statistics in line with EUROSTAT requirements	✓ Harmonised statistics produced to meet EU requirements in this field
Improvement of statistics on science, technology, innovation, and information and communication technologies in accordance with the goals of the Digital Agenda for the Western Balkans	✓ Defined data for monitoring the status of various segments of the digital transformation of society
Production of satellite accounts in the field of tourism statistics	✓ Required sets of satellite account tables in the field of tourism statistics published
OBJECTIVE 1.4 – IMPROVEMENT OF ENVIRONMENTAL STATISTICS, GEOSPATIAL STATISTICS, AND THE PRODUCTION AND DISSEMINATION OF SUSTAINABLE DEVELOPMENT INDICATORS	
Activities	Results of Activities
Production of environmental protection indicators	✓ Environmental protection indicators produced, as defined by the European Environment Agency (EEA), EUROSTAT, and UNECE

Production of environmental economic accounts	✓ Data produced on investments and expenditures in environmental protection, environmental taxes and fees related to economic activities, in accordance with the SEEA classification
Production of environmental physical accounts	✓ Environmental physical accounts developed — a statistical framework consisting of a comprehensive set of tables and accounts describing the relationship between the environment and the economy
Development of a classification of territorial units for statistics aligned with the Nomenclature of Territorial Units for Statistics of the European Union (NUTS)	✓ Classification of territorial units for statistics published and a set of regional indicators produced
Mapping data availability for SDG indicators	✓ SDG monitoring matrix available
Production of statistics for Sustainable Development Goals (SDG indicators) for the purposes of global reporting (UN), as well as for EU and UNECE reporting needs	✓ Sustainable Development Goal (SDG) indicators developed
Further work on data collection for SEE 2020 indicators	✓ SEE 2020 indicators provided
OBJECTIVE 1.5 – IMPROVEMENT OF COMMUNICATION WITH USERS AND METHODS OF DATA COLLECTION, PROCESSING, DISSEMINATION AND ANALYSIS	
Activities	Results of Activities
Organising usability testing of the web portal with key user groups	✓ Increased index of public interest in official statistics and the services provided by statistics
Identifying specific statistical surveys with the aim of reducing the overall duration of their implementation and dissemination	✓ Reduced time for implementation and dissemination of annual, quarterly, and monthly statistical data on the web portal
Enriching the website with new content	✓ Availability of statistical data in user-friendly forms and formats tailored to user needs (online databases, interactive charts, infographics, geographic maps, etc.) ✓ New user-friendly interactive web portal established
Increasing the availability, openness, and use of official statistical data	✓ Data sets from various fields compiled and published under an open data licence in accordance with the five-star implementation scheme ✓ Educational tools developed, user interaction enabled, and promotional events organised

Active communication via social media platforms Facebook and Twitter, in accordance with online communication procedures	<ul style="list-style-type: none"> ✓ Real-time information on releases provided to all interested social media users ✓ Transparent interactive communication established, bringing statistical information closer to all users through new tools (infographics)
Regular assessment of user needs	<ul style="list-style-type: none"> ✓ User Committee formed to assess needs for official statistical outputs
Incorporating user requirements through the multi-annual Statistical Programme – using user feedback to guide data production development	<ul style="list-style-type: none"> ✓ Work plans and multi-annual statistical programmes revised to include statistics based on new user needs
User training to improve understanding of statistics	<ul style="list-style-type: none"> ✓ User training conducted on a regular basis
Development of educational materials (animated videos, interactive web brochures, games)	<ul style="list-style-type: none"> ✓ Public educated in the field of statistics, with the aim of increasing statistical literacy, encouraging data use, and fostering the development of innovative solutions
Organisation of workshops for media representatives	<ul style="list-style-type: none"> ✓ At least one creative workshop organised annually
Exploring and utilising the potential of Big Data in the production of official statistics	<ul style="list-style-type: none"> ✓ Big Data introduced as a secondary source for the production of statistical data ✓ Open questions regarding access, permitted use, and IT security of Big Data resolved in close cooperation with Big Data owners and other authorised institutions ✓ Innovative IT solutions developed and implemented, according to business needs, to meet the requirements for the use and application of Big Data
Identifying statistical domains where new Big Data sources could be used	<ul style="list-style-type: none"> ✓ Big Data used as a data source for the compilation of the Consumer Price Index, Job Vacancy Statistics, household consumption expenditures, etc. ✓ Cooperation established with Big Data producers (e.g. retail, telecommunications companies, media, etc.) for the use of data in statistical production
Introducing specific provisions in the new Law on Official Statistics of Republika Srpska regarding: rights of access to administrative data sources and the obligation to provide data without reference to specific confidentiality clauses; provision of data free of charge; the right to request modification of data in accordance with official definitions and other standards applied in official and international statistical practice	<ul style="list-style-type: none"> ✓ New Law on Official Statistics adopted, including provisions related to access to administrative sources/data

Cooperation and partnership with ministries, institutions, and other executive bodies that maintain data registers and databases to enable 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 administrative data owners established✓ Transparent and effective mechanism established and applied to ensure the confidentiality of data from administrative sources
Integrating data from primary statistical and secondary administrative sources (registers), with a focus on implementing methods for linking these 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 objectives cannot be separated from the efficiency of the organisation within the institution, a systematic approach to tasks at both institutional and staff levels, process monitoring, and the speed of implementing changes.

The Republika Srpska Institute of Statistics will aim to enhance the efficiency of the business process, which during the strategic period will include: innovative solutions, adaptation of the organisational structure, strengthening of management, standardisation of statistical production processes, and improvement of the efficiency of statistical production and dissemination.

Technological progress and user demands have changed significantly, which has inevitably affected the nature of statistical surveys. In addition to maintaining high quality in official statistical results, new challenges are emerging related to changing approaches in the production of official statistics and the creation of multidimensional databases. Accordingly, in the coming period, efforts will focus on: redesigning the information and communication framework, and developing new techniques for collecting, processing, publishing, and documenting official statistical results. The use of new data sources, as well as the continued use of administrative data sources, requires the development of new methods for data collection, processing, and analysis to guarantee quality in line with the principles of the Code of Practice for official statistics. This includes the introduction of new data collection techniques (CATI, CAPI, CAWI, web scraping, web scanning, etc.) through new investments in the IT system for data collection, processing, analysis, and dissemination.

Data collection methods will be adapted to modern IT capabilities, as well as to the needs and characteristics of the target population. Electronic data collection should become the main method of data acquisition from business entities. Questionnaires and other data collection tools should be clear, tested, and published before data collection begins.

The introduction of modern IT solutions at all stages of the statistical process is essential in an era of rapid information advancement and globalisation, in order to increase the speed and quality of data collection and make use of new available data sources. Therefore, it will be necessary to procure the latest licensed software packages for data processing and storage, as well as other equipment needed to modernise the existing statistical process.

Budget constraints present an additional demand for greater cost-effectiveness in data collection and processing, requiring the adoption of optimal data collection methods using modern information and communication solutions wherever possible.

A flexible IT infrastructure and technical standards should be developed to enable simpler and more efficient data collection, processing, publication, and documentation of official statistical results, in line with the Generic Statistical Business Process Model (GSBPM). The establishment of such a defined IT system will improve the timeliness and relevance of official statistics, increase efficiency, and reduce the burden on respondents by integrating data from administrative sources and enabling the exchange of statistical data across statistical domains.

Processes will be supported by transparent and, to the greatest extent possible, automated metadata. Harmonised terminology, classifications, and variable definitions will be used, along

with modern methodological solutions. By applying the latest technologies and developing innovative IT solutions, the information and communication infrastructure and technology will enable a highly functional information system capable of conducting the statistical process.

The development of an integrated IT system in the coming period will also require investments in IT infrastructure, specifically for data collection, processing, and dissemination.

Objectives to be achieved:

Objective 2.1 – Optimisation of the statistical business process;

Objective 2.2 – Use of innovative ICT tools for the collection of primary data;

Objective 2.3 – Development and upgrading of server and communication infrastructure;

Objective 2.4 – More efficient management of the dissemination process.

OBJECTIVE 2.1. – OPTIMISATION OF THE STATISTICAL BUSINESS PROCESS	
Activities	Results of Activities
Introduction and application of GSBPM to describe and document statistical surveys in a standardised and harmonised manner	✓ All statistical surveys described and documented using GSBPM
Establishment of GSBPM to promote the integration of the statistical system through the application of the quality model in all statistical production processes	✓ Modernised statistical production processes, integrated standardised metadata, harmonised IT infrastructure, and a framework established for the assessment and improvement of process quality
Ensuring effective IT support	✓ Use of open-source tools and solutions
OBJECTIVE 2.2. – USE OF INNOVATIVE ICT TOOLS FOR THE COLLECTION OF PRIMARY DATA	
Activities	Results of Activities
Development of online applications for data entry and broader use of electronic forms	✓ Statistics modernised in accordance with international standards ensuring a harmonised statistical process; data compatibility issues resolved. At least 15% of respondents submit statistical data electronically.
Application of innovative data collection methods in surveys (CATI, CAPI, CAWI), as well as the use of tablets and mobile devices for data collection (development and implementation of applications for mobile devices)	✓ Increased number of statistical surveys conducted using new technological solutions.
OBJECTIVE 2.3. – DEVELOPMENT AND UPGRADING OF SERVER AND COMMUNICATION INFRASTRUCTURE	
Activities	Results of Activities
Procurement of a server system for data storage and communication equipment to provide fast and reliable networks	✓ Improved management of IT infrastructure: configuration management, incident and problem management, IT operations management
Introduction of innovative personal devices (equipment) in the workplace	✓ Integrated hardware structure of personal computers ensured through gradual replacement or upgrading of outdated equipment, supporting the latest operating system software

Development of an integrated IT solution for the entry, validation, and processing of statistical data for household surveys, using portable equipment for recording statistical data and enhanced household reporting based on a web-based solution via the internet	✓ Increased number of statistical surveys using the integrated IT solution for data entry, validation, and processing
OBJECTIVE 2.4. – MORE EFFICIENT MANAGEMENT OF THE DISSEMINATION PROCESS	
Activities	Results of Activities
Modernisation of metadata management	<ul style="list-style-type: none"> ✓ Model for metadata description developed ✓ Metadata collection created for the production, description, storage, dissemination, and archiving of metadata ✓ Metadata exchange established between statistical institutions to improve efficiency and enhance knowledge
Revision and optimisation of the process for preparing responses to statistical data requests	✓ Average response time to statistical data requests reduced
Establishment of an integrated and centralised online dissemination database (Data Warehouse), based on the SDMX concept and standards, which would be available to external users 24 hours a day	✓ Users provided with access to statistical data in tabular format, with the ability to independently generate tables (with predefined variables) and export them in standard electronic formats for further processing and analysis

3. WELL-REGULATED INSTITUTIONAL ENVIRONMENT

The institutional framework and environment significantly influence the efficiency and credibility of a statistical institution that develops, produces, and disseminates reliable statistics.

To establish an efficient and rational system of official statistics capable of meeting user needs, it is essential to provide an appropriate legal framework. Amending the legislation is an imperative, given the need to introduce new measures and instruments for a simpler regulatory framework for the organisation and functioning of the official statistical system, through alignment with the European legal framework, while respecting the existing constitutional structure and the organisation of the statistical system in Republika Srpska and BiH.

In fostering trust in the statistics of Republika Srpska, it is important to improve the availability of, and awareness about, the services provided by the Republika Srpska Institute of Statistics, and to strengthen inter-institutional cooperation at both the national and international levels. Employees should actively participate in improving statistical activities, exchanging best practices, engaging in productive discussions, and pursuing personal and professional development.

In striving to enhance the social responsibility of the statistical institution, the Institute will create a supportive environment for employees. The Institute will focus its activities on developing new knowledge and methods, exchanging good practices, participating in as many international activities as possible to gain experience in international cooperation, strengthening capacities for teamwork and project work, understanding the challenges of multiculturalism, broadening perspectives beyond the local context, and acquiring new knowledge.

The goal of statistics in Republika Srpska is to promote the development of official statistics in line with the harmonisation of methodologies and standards with international standards. Continuous alignment will be pursued with the requirements of the EU statistical system regarding the number of statistical indicators and the methodologies applied.

Official statistics and the implementation of operational objectives will be based on the principles of the European Statistics Code of Practice, which will be incorporated into the new Law on Official Statistics of Republika Srpska. These 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; minimisation of the reporting burden; cost-effectiveness; relevance; accuracy and reliability; timeliness and punctuality; coherence and comparability; and accessibility and clarity of data.

Statistical activity is based on knowledge, and thus human resources are key to achieving the objectives outlined in this strategy. Statisticians must be efficient, creative, flexible, solution-oriented, collegial, and contribute to the work and development of official statistics.

Regarding human resources, particular attention will be devoted to providing the knowledge and skills required to work in a modern statistical institution, with an emphasis on appropriate work organisation and leadership. For these reasons, the Generic Activity Model for Statistical Organisations (GAMSO) will be used. This model describes and defines the activities that take place in a typical organisation producing official statistics. GAMSO complements and extends the

GSBPM by adding additional activities needed to support statistical production. The model will primarily serve as a foundation for institutional resource planning, as a basis for measuring the costs of producing official statistics in a way that is comparable across statistical organisations, as a tool to help assess institutional readiness for implementing various aspects of modernisation, and as support for the risk management system.

Objectives to be achieved:

Objective 3.1 – Harmonisation of official statistics with the EU legal framework;

Objective 3.2 – Alignment of official statistics with quality management standards;

Objective 3.3 – Alignment of official statistics with standards in the field of data confidentiality protection;

Objective 3.4 – Strengthening institutional resources;

Objective 3.5 – Strengthening inter-institutional relations.

OBJECTIVE 3.1. – HARMONISATION OF OFFICIAL STATISTICS WITH EU LEGAL FRAMEWORK	
Activities	Results of Activities
Drafting a new text of the Law on Official Statistics of Republika Srpska	<ul style="list-style-type: none"> ✓ Law on Official Statistics of Republika Srpska adopted and published in the “Official Gazette of Republika Srpska” ✓ The Law applies to all official statistics, taking into account the organisation of the statistical system ✓ The Law includes a set of European legislative requirements related to strengthening the independence and quality of official statistics ✓ The new Law establishes a more flexible framework for data collection, enabling the collection of data on new topics of relevance to society
Implementation of the European Statistics Code of Practice	✓ Continuous growth of implemented activities in accordance with the evaluation standards defined by the principles of the European Statistics Code of Practice, as proposed in assessment mission reports
Harmonisation of statistical survey methodologies with the relevant EU methodological framework and quality concept (as defined by EU regulations for individual domain statistics)	✓ Continuous growth of statistical data based on the relevant EU methodological framework and quality concept
OBJECTIVE 3.2. – ALIGNMENT OF OFFICIAL STATISTICS WITH QUALITY MANAGEMENT STANDARDS	
Activities	Results of Activities
Application of a quality management model in line with the principles of Total Quality Management (TQM), and implementation of the Common Assessment Framework (CAF) tool, designed for self-assessment of quality, inspired by the EFQM excellence model	<ul style="list-style-type: none"> ✓ Elements of TQM implemented, as defined in the Quality Policy of Official Statistics, representing the common quality framework of the European Statistical System ✓ Regular monitoring of the implementation of the established Improvement Plan and planning of the next CAF self-assessment
Conducting internal quality audits of statistical processes and products – according to GSBPM	✓ Quality audit (according to GSBPM) conducted for a selected number of statistical surveys
Preparation of standardised quality reports for statistical surveys	✓ Quality reports prepared and published for all statistical surveys
Conducting user satisfaction surveys on a three-year cycle	✓ Suggestions and proposals from users implemented based on the conducted user satisfaction survey

Conducting employee satisfaction surveys on a three-year cycle	✓ Suggestions and proposals from employees implemented based on the conducted employee satisfaction survey
Conducting quality training sessions	✓ Quality training sessions conducted
OBJECTIVE 3.3. – ALIGNMENT OF OFFICIAL STATISTICS WITH STANDARDS IN THE FIELD OF DATA CONFIDENTIALITY PROTECTION	
Activities	Results of Activities
Coordination of activities related to statistical confidentiality and access to microdata	<ul style="list-style-type: none"> ✓ Commission for Statistical Confidentiality and Data Protection established ✓ Uniform procedure introduced for handling cases of access to microdata for research purposes
Application of modern methodological solutions for data protection	✓ Use of software packages to assist in assessing potential identification risks (τ-Argus, μ-Argus, SAS-Tool, R package sdcTable)
Development of an integrated, service-oriented system for data access	✓ Fully developed integrated service-oriented data access system for research purposes: in a "secure room", via encrypted CD-ROM, and through remote online access
Improvement of IT security policy, protection of equipment and data	<ul style="list-style-type: none"> ✓ Use of modern IT security solutions ✓ IT security procedures and guidelines developed ✓ Disaster recovery plan and procedure prepared
OBJECTIVE 3.4. – STRENGTHENING INSTITUTIONAL RESOURCES	
Activities	Results of Activities
Use of GAMSO, which describes and defines the activities carried out in an organisation producing official statistics, as well as GSIM	✓ Activities of the statistical institution are managed in accordance with GAMSO
Establishment and implementation of a risk management procedure	✓ Methodological basis prepared for the development of a Risk Register for the organisation as a whole and for its organisational units
OBJECTIVE 3.5. – STRENGTHENING INTER-INSTITUTIONAL RELATIONS	
Activities	Results of Activities
Developing relations with higher education institutions and the scientific-research community	✓ Cooperation agreements signed with higher education institutions and the scientific-research community
Participation in international assistance programmes for the development of official statistics	✓ Continuous development of official statistics ensured

Preparation of joint guidelines for statistical production and agreements on cooperation with other authorised producers of statistics	✓ Use of common guidelines in statistical production by authorised producers of statistics in Republika Srpska
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VI PERFORMANCE MEASURES

STRATEGIC OBJECTIVES	PERFORMANCE MEASURES
1. OFFICIAL STATISTICS OF REPUBLIKA SRPSKA PRODUCED IN ACCORDANCE WITH USER NEEDS AND NEW CHALLENGES	Performance measures for final results
	Published results of statistical surveys – releases (number)
	Statistical content shared on social media
	Production of high-quality and user-friendly statistics
	Compliance of statistical data with user needs (%)
	Publication Calendar published
	User satisfaction survey
	Performance measures for output (direct) results
	Increase in the number of registered users of statistical data compared to the previous year (%)
	Increase in the availability of statistical data via the Institute's website (%)
	Content published via social media (number)
	User satisfaction index
	Compliance rate of the publication of official statistical survey results with the Publication Calendar (%)
	Time taken to respond to user requests
2. IMPROVEMENT OF THE STATISTICAL BUSINESS PROCESS	Performance measures for final results
	Statistical surveys using administrative data sources (number)
	Statistical surveys conducted using new technological solutions (number)
	Implementation of planned statistical surveys in accordance with the Statistical Requirements Compendium (number)
	Quality reporting and compliance with international standards (number)
	Increase in available databases used for research purposes (number)

	Optimisation of internal organisational structure and human resources management
	Employee satisfaction survey
	Process optimisation and achievement of effective IT support
	Finalisation of the metadata management system
	Performance measures for output (direct) results
	Rate of use of administrative registers, records, and databases in statistical production (%)
	Rate of documented software modules in relation to the total number of software modules (%)
	Increase in quality reporting relative to the total number of statistical surveys (%)
	Increase in adequate human resources for the functioning and further development of the statistical system of Republika Srpska compared to the previous year (%)
	Increase in the number of existing staff trained in statistics, management, information and communication technologies, and foreign languages (%)
	Surveys and/or indicators for which standardised metadata are available (number)
	Statistical activities carried out in the field of demography and social statistics (number)
	Statistical activities carried out in the field of economic statistics (number)
	Statistical activities carried out in the field of sectoral statistics (number)
	Statistical activities carried out in the field of environmental and multi-domain statistics (number)
	Statistical activities carried out in the field of data collection methodologies, processing, dissemination, and analysis (number)
	Reduction of survey costs through the implementation of electronic reporting and optimisation of statistical surveys (%)
3. ORGANISED INSTITUTIONAL ENVIRONMENT	Performance measures for final results
	Domestic and international forums, fairs, and other events with the participation of the Institute or organised by the Institute for the promotion of official statistics (number)
	Participation in international activities within the context of international cooperation (number of projects, employees, and studies)
	Preparation of documents relevant to statistical activities
	Strengthening cooperation with the other two statistical institutions in BiH
	Performance measures for output (direct) results

	Preparation and drafting of the Statistical Programme, Annual Work Plan, and Annual Activity Report
	Implementation of activities planned in the Statistical Programme and Work Plan (%)
	Press conferences (number)
	Meetings at the management level of statistical institutions (number)

VII SOURCES OF FUNDING

The institutional status of the Institute is defined in Article 47 of the Law on the Republic Administration ("Official Gazette of Republika Srpska", No. 115/18), which stipulates that the Institute is a republic administrative organisation within the Ministry of Finance of Republika Srpska.

The Institute is a budget beneficiary, fully funded from the budget of the Republic. It does not have its own bank account, and its general ledger is entirely integrated within the general ledger of the Republic's Treasury. The preparation and drafting of the budget request of the Republika Srpska Institute of Statistics is based on the instruction of the Ministry of Finance on the preparation and elements of the Budget Framework Document (BFD), as regulated by the Law on the Budget System of Republika Srpska ("Official Gazette of Republika Srpska", No. 121/12, 52/14, 103/15, and 15/16).

As a budget beneficiary, the Institute is permitted to incur obligations and use funds solely for the purposes and up to the amounts of available funds specified in the budget.

Funds for the implementation of the Strategy for the Development of Statistics of Republika Srpska 2030 will be planned through the annual budgets of Republika Srpska, in accordance with the available funds in the budget of Republika Srpska for each year of the Strategy's duration.

VIII MECHANISMS FOR MONITORING, COORDINATION AND IMPLEMENTATION

The strategic objectives defined in this Strategy have been elaborated into operational objectives and activities. The implementation of operational objectives and activities, through their interconnection and impact, should ensure the achievement of the defined strategic objectives and contribute to the realisation of the Strategy's vision.

Monitoring of the Strategy's implementation will be carried out by collecting and processing data for the purpose of comparing the achieved results with the planned strategic and operational objectives. The basis for comparing planned and achieved objectives will be the multi-annual Statistical Programme of Republika Srpska, as well as the Institute's medium-term and annual work plans.

To monitor the implementation of the strategic and operational objectives set out in this Strategy and in the related programme and planning documents, the Institute will prepare annual reports on its activities and submit them for adoption to the Government of Republika Srpska.

IX ALIGNMENT WITH THE REQUIREMENTS OF THE EUROPEAN INTEGRATION PROCESS

In drafting the Strategy, the Institute took into account sources of the *EU acquis* relevant to the subject area.

The subject matter of the Strategy, in terms of the primary sources of EU law, is in principle regulated by the Treaty on the Functioning of the European Union, Part Seven – General and Final Provisions, Article 338(2).

In preparing the Strategy, the Institute also considered secondary sources of EU law related to the subject of the Strategy, by statistical areas, such as numerous relevant regulations of the European Commission, the European Parliament, and the Council.

In addition to the above, the Institute also consulted other sources of EU law in its work, including: Statistical Requirements Compendium – Edition 2019, European Statistics Code of Practice, Europe 2030 Strategy, and European System of Accounts (ESA 2010).

With regard to other international sources of law, the drafters also took into account the Government Finance Statistics Manual 2014 (GFSM 2014) and the United Nations Fundamental Principles of Official Statistics.

The adoption of the Strategy for the Development of Statistics of Republika Srpska 2030 will also contribute to fulfilling obligations under Article 88 of the Stabilisation and Association Agreement between the European Communities and their Member States, on the one side, and Bosnia and Herzegovina, on the other, regarding cooperation between the contracting parties in the field of statistics.

X COOPERATION WITH OTHER BODIES

According to the Law on Statistics of Republika Srpska, in carrying out activities within their scope of work, in addition to the Institute, which is the competent authority for statistical activities in Republika Srpska, the following are authorised producers of statistics: the Ministry of Finance, Ministry of the Interior, Ministry of Justice, Ministry of Labour and Veterans' and Disability Protection, Health Insurance Fund, Public Health Institute, Banking Agency, Pension and Disability Insurance Fund, and the Republic Hydrometeorological Institute. In view of the above, the Strategy was prepared in consultation with authorised producers of statistics.

Additionally, the Strategy is aligned with the Strategic Directions for the Development of Statistics of BiH 2030, a strategic document prepared at the initiative of the management of all three statistical institutions in BiH. The document was developed by the Agency for Statistics of BiH, with participation from the Institute.

XI RISKS IN THE IMPLEMENTATION OF STRATEGIC OBJECTIVES

No.	DESCRIPTION OF RISK	PROBABILITY¹⁾ (l, m, h)	IMPACT²⁾ (l, m, h)	ACTIVITY (Response to risk)
1	Due to the need to introduce new measures and instruments to align the official statistics system with the European legal framework, the existing legislative framework hinders the efficient development, production, and dissemination of official statistics	Medium	High	Adoption of a new legislative framework (Law on Official Statistics)
2	Lack of financial resources for certain survey-based research may lead to non-implementation or delays in activities	High	High	Communication with decision-makers (budget consultations)
3	Insufficient number of staff and lack of expertise may limit timely implementation of new requirements for the production of official statistics	High	High	Informing decision-makers about insufficient staffing levels, participation in workshops and international training sessions to contribute to the enhancement of employees' knowledge and skills
4	Inadequate ICT infrastructure and reliance on outdated technology cause delays, hinder operations, and prevent completion of planned tasks	Medium	High	Clear responsibilities, preventive maintenance, provision of backup equipment, planning for the renewal of IT infrastructure, etc.
5	Publication of confidential data may lead to loss of trust among data providers, resulting in lower response rates	Low	High	Implementation and adjustment of data security and protection policies, employee training
6	Failure to meet user needs and requests may lead to loss of trust in official statistics	Medium	Moderate	Monitoring the needs of existing users, identifying potential new users and their needs

7	Inability to apply certain professional knowledge in the statistical system of Republika Srpska, acquired through training and seminars	Medium	Moderate	Investing additional efforts in finding ways to apply specific professional knowledge acquired through training and seminars, as well as practices and recommendations of European statistics
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¹⁾ **Probability:** l - low, m - medium, h - high

²⁾ **Impact:** l - low, m - moderate, v - high