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Sida Decentralised Evaluation

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Review of the Statistical Cooperation project between
the National Institute of Statistics of Albania and Statistics
Sweden, Phase IV, October 2014 – December 2017

Final Report

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**Final Report
June 2017**

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Abbreviations and Acronyms

AC	Agricultural Census
AGFIS	Albanian Government Financial Information System
ALI	Agricultural Labor Input
APOS	Annual Program of Official Statistics
APS	Agricultural Price Statistics
CCI	Construction Cost Index
COICOP	Classification of Individual Consumption According to Purpose
CPI	Consumer Price Index
EAA	Economic Accounts for Agriculture
EPSS	European Program of Social Surveys
ESA95	European Statistics Account
ETS	External Trade Statistics
EXPI	Export Price Index
GDP	Gross Domestic Product
GOPA	German Consulting Agency
HBS	Household Budget Survey
HICP	Harmonized Index of Consumer Prices
IAHS	Incomes of the Agricultural Households Sector
ICO	International Consulting Office
IMPI	Import Price Index
INSTAT	Statistical Institute of Albania
IPA	Instrument for Pre-Accession
LCI	Labor Cost Index
LCS	Labor Cost Survey
LFA	Logical Framework Approach
LFS	Labor Force Survey
LTA	Long-term Adviser
LTC	Long-term Consultant
LU	Local Units
NA	National Accounts
NACE	Classification of Economic Activities in the EU
NGO	Non Government Organization
NSDS	National Strategies for the Development of Statistics
NUTS	Nomenclature of Territorial Units for Statistics
PAF	Performance Assessment Framework
PIM	Project Identification Mission
PES	Post Enumeration Survey

ABBREVIATIONS AND ACRONYMS

POS	Program of Official Statistics
PPI	Producer Price Index
PPP	Purchasing Power Parities
PRSP	Poverty Reduction Strategy Papers
RBM	Result Based Management
RSC	Regional Statistics Committee
SAA	Stabilization and Association Agreement
SAP	Stabilization and Association Process
SBR	Statistical Business Register
SBS	Structural Business Statistics
SCB	Statistics Sweden
SILC	Survey on Income and Living Conditions
SORS	Statistical Office of the Republic of Serbia
SPSS	Statistical Package for the Social Sciences
STAC	Statistics in Action
STM	Stabilization Tracking Mechanism
STS	Short-Term Statistics
UVI	Unit Value Index

Preface

This review was contracted by Sida through the Framework Agreement for Evaluation Services. It was conducted by FCG Swedish Development AB (FCG Sweden).

The review team consisted of the Team Leader Leif Danielsson and the national expert Sabina Ymeri. The draft report was reviewed by Viktoria Hildenwall who was also the Project Manager within the Evaluation Unit at FCG Sweden.

The findings of the report are entirely the responsibility of the team and cannot be taken as expression of official Sida policies or viewpoints.

Acknowledgements

In the course of this review we have had the privilege of interacting with a number of persons both within INSTAT and external stakeholders and partners who have generously given their time and interest. We wish to express our heartfelt thanks to all who contributed to this review. Especially, we would like to thank Ms Vjollca Simoni in the Directorate of European Integration and Projects Coordination at INSTAT and Lila Dafina in the SCB project office for their patience and support.

Executive Summary

This report presents the findings, conclusions and recommendations of the Review of the Statistical Cooperation project between the National Institute of Statistics of Albania and Statistics Sweden, Phase 4, October 2014 - December 2017. The review was conducted during March and May 2017. The regional project is currently in its fourth project-period 2014-2017; the previous project phases covered the period of 2010-2014 and a total budget of 28.3 MSEK after being extended one year. The budget of the current project is 21.3 MSEK.

The partner to Statistics Sweden (SCB) in the project is the National Institute of Statistics of Albania. The review approach was structured around the OECD/DAC criteria by focussing on relevance, effectiveness, sustainability. The review draws on evidence from a review of relevant project documents, interviews and data collected during a field mission between March 30 and April 7, 2017 including key informant interviews, stakeholder consultation, beneficiary interviews and focus groups discussions. The data has been validated through different sources of information received.

The overall objective of the fourth phase is ‘to contribute to the development of a sustainable statistical system in Albania. A sustainable statistical system will facilitate decision-making based on relevant and reliable statistical information that meets domestic demands as well as EU standards.

To deliver towards this objective, in the fourth phase, the programme has included six different project components; Management and Human Resources, Agriculture and environment statistics, Economic and Business Statistics, Social Statistics, Statistical methodology, and Information and Communication Technology, ICT.

The ToR called for the review to compare actual results against planned results at both output and outcome levels. This proved difficult given poor definition of both outputs and outcomes indicators within the programme's results framework and the reality that systematic planning and monitoring and evaluation of intended outputs were weak. Bearing these limitations in mind, the evaluators found that:

- The project design was by and large **relevant**. They aligned with meeting the priorities set out in Sida's strategy for the region and were reported by interviews as relevant to the needs of INSTAT and the Official Five Year Statistical Plan.
- **Effectiveness:** Each of the components had a number of objectives which was examined. Our overall judgement is that the support has been moderately effective, though several sub-components did not show any progress.
- **Efficiency:** The review has assessed the results and compared it to the fulfilment of the expected output and its relative cost. The overall judgement is that the programme has been overall moderately efficient.

- The prospects for **sustainability** of results are good for the majority of the components due to a high degree of relevance with national and EU accession priorities. Overall, sustainability of project results will depend on the ability of INSTAT to retain its staff. The project has focused primarily on individual competence development and there is no clear theory of change how this will improve the institutional capacity.

The review briefly examined the effectiveness of the project monitoring and management. The project Document and two annual Progress Reports were checked for the log-frame and the RBM progress against indicators in the results framework. The project monitoring and evaluation framework are somewhat weak in the formulation of indicators, and are difficult to assess in terms of both progress and results. The reporting of the indicators only presents targets and not the actual achievements. This indicates there are room for improvements in using standard project planning, monitoring and evaluation approaches expected in development cooperation projects.

The bi-lateral cooperation project between INSTAT and SCB is soon ending its fourth phase and has been running for the last 15 years, which is a long time. There will be discussions on the new phase, how it should be designed, and how it should be managed. The following recommendations may contribute to the benefit of the future interventions. These interventions should be focused on enhancing sustainability, in line with Sida's result strategies in statistics in the region. Therefore, we recommend:

1. A more precise identification of priorities and areas of interventions where the most pressing needs of INSTAT are assessed and with a focus on SCB ability to provide experts either through its core competence or through its network of partners. This we believe would ensure better delivery as well as availability of statistics.
2. That the project makes more use of local and regional experts which sometimes provide more relevant experience aligned with the needs of INSTAT and the national context.
3. As regards to project management, increased ownership of project management by INSTAT is regarded as highly beneficial for the future. Certain changes in the current set-up of the project should be considered such as a clearer contractual arrangement between INSTAT and SCB (and Sida) specifying deliverables and expected outcomes and clearer oversight over the project's budget and its reallocation across components.
4. A capacity development plan for the INSTAT management and Statistical Council should be designed as part of the Project Plan to be implemented and should include strategic and operational documents designed to govern the management.

5. That the upcoming stage of cooperation has a strong emphasis on management and IT, in terms of developing processes and systems. It would be desirable that the future LTA has a top-management profile and expertise.
6. In designing the scope and the components of the next phase, aim for a reasonable mix between areas from the previous phase that need continued support and inclusion of new areas. The project should avoid spreading the resources too thin both for INSTAT as well as for SCB.
7. A capacity development plan for the staff of the Human Resources sector should be designed and implemented in the next phase. This should also be linked to a support to formulate the objectives and the responsibilities of the Human Resource sector.
8. A training of trainers programme should be implemented where potential trainers are given generic training in being effective trainers with presentation technique and pedagogical insights, e.g. under the auspices of the HR sector. The subject departments/sectors should be given support in development of effective training and presentation materials. The development of methodology capacity within the methodology unit and across other sectors is a priority.
9. A more precise monitoring framework, with detailed list of activities, progress and target indicators and milestones would ensure better project management. There is also a need to link the implemented activities with the planned to measure the progress and elaborate on a theory of change to conceptualize how to achieve the outcomes.
10. The systematic tracking of activities with accurate annual planning and monitoring should be prioritised during implementation. Continuous aggregation of data and a database of statistics will enable trend analysis, comparative analysis and system level impact over time.
11. A more accurate budgeting by activity and type of intervention would ensure a better project effectiveness, efficiency and sustainability. Cost monitoring should be developed to monitor the project continuously at least on the component level to ensure timely decision-making and monitoring of staying on track.

1 Introduction

FCG Sweden has been contracted by the Embassy of Sweden in Tirana to undertake a mid-term review of Sida's support to Statistics Sweden's (SCB) cooperation with the statistics authority in Albania, INSTAT 2014 – 2017.

The review has been carried out during the period late March to end of April 2017. Field work in Albania was undertaken during the period 3 - 7 April 2017. Prior to the field visits, the Team Leader met with the SCB Project Coordinator and with the Sida focal point for SCB in Stockholm. The review team reviewed a range of reports provided by the Embassy and SCB. Based on this, a list of questions and issues to be further explored was prepared.

This report gives an account of the findings and recommendations in response to the Terms of Reference (Annex 1) for the review assignment.

Section two and three of this report presents the method applied and the different phases for implementing the review. In section four the main features of the Swedish SCB project with INSTAT are summarised. Section five and six presents the main observations and conclusions from the review of the project. A discussion of future cooperation between SCB and INSTAT is found in section seven. Finally, our recommendations are contained in section eight.

Throughout the mission, SCB and INSTAT has provided excellent assistance, through the provision of information and documentation as well as through communication with the individuals involved in the project. This assistance was highly appreciated by the team.

2 Rationale and purpose of the review

The current cooperation between INSTAT and the SCB is due to end in December 2017 and there is an expectation that it will continue for another phase of three years. The cooperation is expected to continue with a renewed focus on result areas, reflecting the achievements reached so far and activities of other donors/international programmes.

The purpose of the review is to provide a starting point for INSTAT and SCB for a process of detailed planning for the project period 2018-2020 where the new phase would be based on the new needs and demands in line with the EU requirements as well as lessons learned.

The review will cover the results of the current cooperation phase, 2014 – 2017.

2.1 SPECIFIC OBJECTIVES OF THE REVIEW

The specific objectives of the review are to:

- making an assessment of the strong and weak points of the cooperation and major conditions for success and risk, whereas the Government of Albania and INSTAT is to take a greater responsibility of the program.
- consider the existing capacities of both partners and their limitations
- assess to what extent the overall project objective is going to be fulfilled
- assess to what extent the long-term expected results, as per the project document, are going to be fulfilled
- point towards concrete recommendations for the feasibility and content of the statistical cooperation in the next phase, 2018-2020.

2.2 REVIEW OBJECT AND SCOPE

The review object is the ongoing cooperation project between INSTAT and SCB which started in October 2014 and is expected to end in December 2017. The beneficiary is primarily the National Statistical Institute of Albania (INSTAT) but to a lesser extent also the National Albanian statistical system. The budget for the current project phase is 21.3 MSEK.

The scope of this review is set out through the evaluation questions in the ToR.

2.3 EVALUATION QUESTIONS

The evaluation questions as presented in the Terms of Reference are:

General questions:

- What is the degree of local ownership in the planning, implementation and evaluation work?

- What can be done to improve efficiency?
- What is the perspective for the project sustainability?
- How is INSTAT playing its role when it comes to coordinating assistance from the donor community?
- How has the regional statistical project benefited INSTAT?
- What are the most impending issues of managerial and staff mobility for higher success?

Questions related to project objectives:

- To what extent is the overall project objective going to be fulfilled?
- To what extent are the long-term expected results fulfilled

Discussion for the future:

- What are the recommendations regarding the scope of a new phase of cooperation?
- Are the priorities for the new phase as achievable from SCB given its level of human resources and cooperation capacity?
- What factors are key to success for the future phase and what has to be changed in the new cooperation to meet the current challenges?
- How can the national and the regional projects cooperate best together?
- How can INSTAT strengthen the effectiveness of development assistance provided in the field of statistics?

3 Methodology

3.1 THE REVIEW PROCESS

The review methodology is elaborated with the ToR as the basis and point of departure. The review team was composed of two team members; the Team Leader and a local evaluation expert from Albania with experience of international technical assistance in the Western Balkans developing and monitoring of public sector reform.

Roles and responsibilities in the review were divided between the Team Leader and the regional expert. The overall review was structured into three phases; an inception phase, a data collection and field visits, and reporting. This is further elaborated below. It should also be noted that the methodology was discussed with Sida and the Swedish Embassy during the inception phase.

The objectives of the review are two-fold. First, assessments of the results accomplished during the current project phase; secondly, assessments of the options for the scope of the next phase of the cooperation project for the period 2018 – 2020. The review approach was structured around the OECD/DAC standard evaluation criteria by focusing on relevance, effectiveness, efficiency, and sustainability. In our assessments we have used mixed methods that are based on quantitative and qualitative data, such as desk research, key informant interviews, stakeholder consultation, beneficiary interviews and focus groups, when necessary. These different data collection approaches complement each other, particularly for determining progress towards the objectives. Whenever no quantitative information is available on the achievement of a given target or objective, the qualitative assessment provided by stakeholders, beneficiaries and users was used to complement the information available.

The review team has paid attention to verifying the validity and reliability of the information sources used as well as the limitations related to the information sources. The team has validated the information received from different sources and critically assessed the validity and reliability of the information received.

The assignment was carried out from late March to end of April 2017. Given the limited time available, the inception phase was merged with the field mission stage.

To initiate the review, the Team Leader had initial meetings at Sida and SCB Sweden in Stockholm. A range of project documents were obtained and reviewed prior to the field visit to Albania. Requests for copies of documents have been responded to by INSTAT and SCB without any delays. Inception meetings included discussions with the Embassy of Sweden in Albania as well as with the INSTAT Directorate of European Integration and Project Coordination. An Inception Note was submitted to the Embassy of Sweden in Tirana prior to the beginning of the field mission on April 3, 2017.

The field mission took place between April 3rd and April 7th 2017 and included continued desk study, key informant and stakeholder interviews and focus groups. Follow-up meetings were conducted in the week of April 10th with the Coordinator of the Statistical System (former HR Director)¹ who is currently receiving training in Eurostat, and with the Director General. The Review Team conducted interviews with the Director General; the LTA and Project Administrator of SCB project team; key INSTAT staff acting as main counterparts for the different component/subcomponents of the project; interviews and focus groups with participants in study tours and missions. Other stakeholders such as members of the national statistical system, providers and users of statistics and other donors were also interviewed in order to broaden the basis for the review. A complete list of people met is found in Annex 3. A list of questions and issues to be elaborated during the interviews and focus group guides was developed prior to the field mission.

The drafting of the report took place in the period of April 10th to April 25th, 2017. It is structured around the review questions and DAC criteria. The draft report clearly distinguishes and presents findings, conclusions and recommendations separately from each other.

3.2 LIMITATIONS

The main limitation in this assignment is the very tight time schedule for its implementation. In particular, the available time limited the analyses and discussions within the team in the review of the numerous components and sub-components of the project. The support by INSTAT in organizing the meetings and INSTAT and SCB in providing additional documentation has, to some degree, mitigated this limitation.

The assessment of effectiveness relies largely on the stakeholder interviews, progress reports and other project documentation. A more detailed analysis would have required an in-depth analysis of the statistics produced and comparative assessment with the previous years, which was not possible given the time and resources available.

The formulation of project objectives, outcome and output indicators including baseline and target values are quite vague in the project document and progress reports. Hence, it has been difficult for the review team to objectively assess achievement of outputs and outcomes. The same issue persists in the Terms of Reference and reporting on individual assignments (i.e. SCB missions or INSTAT

¹ Skype interview.

study tours), which impairs an analysis of the contribution of these assignments to the achievement of the objectives.

The IT component is heavily dependent upon the performance of the procurement component, which is a separate direct funding to INSTAT, and being monitored by a Sida funded coordinator. The performance of this component is not included in the review; however the impact of the performance of this component in terms of its consequences on the technical assistance of the SCB project was reviewed.

4 Partnership in statistics in Albania

The cooperation with INSTAT, “Partnership in Statistics in Albania”, is the fourth phase in SCB’s long term cooperation with the statistical authority in Albania, which was started in late 2001. The cooperation has focused on some recurring themes since the early start, such as management and business statistics, price statistics, information technology and integrated statistical information system (ISIS); and Survey Methodology. Time Use statistics and Agriculture statistics were first introduced to the cooperation project in the third stage, lasting from January 2010 to September 2014.

The current project has five major components that focus on statistical production, as well as one component for management. The five main components cover Agriculture and Environment Statistics; Economic Statistics; Social Statistics; Information Communication Technology; and Statistical Methodology. It builds on previous achievements and provides further support in line with strategic development priorities of INSTAT and EU integration. At the same time, INSTAT benefits from a regional programme on statistics in the Western Balkans implemented by SCB. It provides support in closely aligned areas with the bilateral cooperation programme, with an emphasis on strengthening cooperation between the regional statistical offices.

INSTAT has achieved significant progress during recent years in terms of institutional building and quality as well as a range of statistics produced. Despite well recognized progress in governance of INSTAT in recent years, the latest EU Progress Report on Albania (2016)² highlights the need for sustained efforts in ensuring compliance with the core principle of professional independence through, among others, improving recruitment and staffing practices. The overall project objective is to contribute to the development of a sustainable statistical system in Albania. A sustainable statistical system will facilitate decision-making based on relevant and reliable statistical information that meets domestic demands as well as EU standards. The project objective is also in line with the Swedish Government’s Results Strategy i.e. a stronger democratic state, long-term sustainable development, and improved opportunities for achieving EU membership.³

²https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key_documents/2016/20161109_report_albania.pdf

³ Results strategy for Western Balkan 2014-2020

The current project is running since October 2014 until December 2017. A concluding phase of three years has been agreed, subject to this mid-term review that would serve as a starting point for the formulation of the activities throughout 2020. The estimated cost for the current project phase is 21.3 MSEK. According to the budget follow-up per 31 December 2016, approximately 50 per cent of the budget had been utilized which would indicate that a substantial amount will remain by the end of the project. The budget distribution is fairly even between the different components even though a certain budget priority was initially given to social statistics. Comparing to actual disbursements, it is clear that the Economic and Business statistics has been provided extra money, as of end of 2016 more than 60 per cent additional funding have been provided. Lagging behind in the utilization of the resources are the agriculture and the IT components. Most of the reimbursable budget has been spent, whilst the fee budget is not being used in the same pace - especially in the LTA and LTC budget items. There has not been any budget reallocation of this surplus for 2016 nor for 2017 and this makes it difficult to assess the final distribution of the resources.

5 Findings and project performance

5.1 OVERALL FINDINGS ON PROJECT OBJECTIVE

The objective of the project is to contribute to the development of a sustainable statistical system in Albania.⁴ A sustainable statistical system will facilitate decision-making that is based on relevant and reliable statistical information meeting domestic demands as well as EU standards.

The project objective is perhaps a bit presumptuous but the project components have been implemented bearing the project objective in mind. The project components have to some extent a narrow focus for its objectives to be achieved but to some degree it ties into the larger picture of the project objective. INSTAT is part of the larger National Statistical system and the capacity development that takes place inside INSTAT also strengthen other organisations being part of the same system.

Improved statistical information (on business development and the GDP, price statistics, gender statistics, social statistics, and environment statistics) is important for local economic development which contributes to the reduction of poverty, economic development and integration with the EU and development of market economy. Considering the achievements in the subcomponents of the Management and HR, Agriculture, and IT the overall results at the time of the review is below expectation and not entirely satisfactory.

5.2 RELEVANCE

In relation to the national development context and the Official Statistical Programme (OSP) 2012 – 2016, it appears that the cooperation project is relevant. It builds on the previous cooperation and supports continuous alignment of statistical production with EU standards. The main objectives of the OSP 2012 – 2016 included the harmonisation with EU standards; establishment of statistical information systems and introduction of new technologies towards cost effectiveness; as well as the reorganisation of INSTAT towards achieving quality in statistics; and increasing professional competence. These are all areas that the project has directly contributed to. Specifically, the cooperation project has contributed to some innovation areas

⁴ Project Document 2014 - 2017

introduced in the OSP 2012 – 2016, such as conversion to NACE Rev 2 classification systems and SQL based applications; ICT usage in enterprises; or data warehouse.

The project is in line with the Sida strategy of cooperation with Western Balkans, which highlights support to a stronger democratic state, long-term sustainable development, improved opportunities for achieving EU membership, as well as support to environment (particular to the relevant component).⁵

5.3 EFFECTIVENESS

Effectiveness is defined as the extent to which a development intervention has achieved its objectives, taking their relative importance into account. In this context the following is an attempt to answer to what extent the long-term expected results are going to be fulfilled.

Each Component and sub-component of the cooperation has been reviewed and assessed in terms of fulfilment of stated objectives, outcomes and output indicators. The result matrixes and reported targets in the 2016 progress report are collected in Annex 7 for reference.

5.3.1 Management and Human Resources

The main objective of this component is to strengthening the human resource management and the planning framework of INSTAT in line with principle four of the EU Statistics Code.⁶ The specific objective is to introducing the Strategic plan 2017-2021 including a performance assessment framework. The assessment of the component is guided by two outcome indicators and 13 output indicators.

Principle four of the EU statistical code has four main indicators: (a) quality policy is defined and publicized, and organizational structure is in place and defined; (b) Procedures to plan and monitor are in place; (c) product quality is monitored, assessed and reported, and (d) a regular and thorough review of key outputs takes place also by external experts. The light peer review (LPR) report⁷ cites nine different recommendations for improvement actions. Several of these recommendations are in progress. Most of the work of complying with product quality in principle four has taken place in component five; however none of the recommendations of the LPR have been completely fulfilled.

⁵ Results strategy for Western Balkan 2014-2020

⁶ Principle 4: Commitment to Quality; European Statistics Code of Practice, adopted by European Statistical System Committee 28th September 2011.

⁷ Light Peer Review of the Implementation of the European Statistics Code of Practice in the Republic of Albania, September 2014, Hackl, Carlquist, Clode.

The Performance Assessment Framework (PAF) has not yet begun its implementation in INSTAT, though it was planned to be in place in 2015. The framework was presented to the management during a retreat in December 2016 and an implementation plan remains to be elaborated. The review team note that it is going to require a considerable effort for INSTAT to implement the PAF and that this is most likely not going to be in place before the end of this phase.

Out of the 13 output indicators, about half have been accomplished. The statistical programme for 2017-2021 was submitted to the government in December 2016 and approved by the parliament. A training strategy document for INSTAT has been drafted in collaboration with experts from SCB. The training strategy is very generic but includes an outline of some of the important areas; however it does not include a way forward in terms of activity and time plan and an organisational plan. This is most likely due to the fact that the training centre is not in place and the procurement of contractors is still pending.

Quality related indicators such as the product descriptions according to the ESMS and the production process descriptions based on GSBPM⁸ has been moved to component five and the work is underway. Four Quality reports have been published on the web. Five user groups are being established and a larger user group seminar is planned in the beginning of May.⁹

In the HRM area there has been some achievements in the development of job descriptions. The aim is to have job descriptions for all employees and INSTAT has decided to adopt the job description template from the Department of Public Administration (DOPA). To date it has been understood by the evaluators that most of the job descriptions have been elaborated but is not yet in place in all departments due to some reorganizational issues. The implementation of job description was done by INSTAT itself without input from the project.

HRM software is planned to be installed as part of the support to INSTAT and to be integrated with some other administrative systems. An open source system was selected and was installed. However, this system has been rejected as being insufficient by INSTAT and another solution is under discussion. A time entry system and a surveillance system is part of the larger HRM system but these systems are waiting for an assessment and procurement. The training centre is also being delayed by procurement though the architectural aspects of it are completed. The construction of the training centre is estimated to take place during the fall.

⁸ Generic Statistical Business Process Model

⁹ The quality parts are further elaborated under component 5: Statistical Methodology.

Conclusions

- The progress report for 2016 does not elaborate in detail on the achievements of the objectives or the outcome indicators. The review has concluded based on the interviews that the compliance with the EU statistical code is mainly the submission and approval of the five year statistical plan 2017-2021 and the one year plan that was developed during the management retreat in December 2016. In addition, publishing a quality commitment, the establishment of user groups, the creation of a quality sector, certain development in the elaboration of product descriptions according to ESMS and production process descriptions according to GSBPM, though not complete, has also added to this compliance. There are still areas to be covered and improved to fulfil the recommendations from the Light Peer Review of 2015. A quality system according to principle 4 will be partially fulfilled, however several improvement areas from the 2015 LPR needs to be addressed. The performance assessment framework (PAF), which is to be implemented to strengthen to the planning framework of INSTAT, has been delayed due to the frequent changes in top management in recent years. The PAF will most likely not be implemented during this phase.
- The Human Resource Management has been strengthened by the recent establishment of a Human Resource sector and the development of job descriptions have added to the management capacities of INSTAT. However, according to the INSTAT the elaboration of the job descriptions was done outside any support from the project as this was needed to be done early in 2014. Other aspects of strengthening the HRM have not been fulfilled and are not likely to be fulfilled before the end of this phase. This includes the HR software, the training centre, a training strategy, training need assessment, and a training plan
- The delays in the procurements under the direct Sida funding have affected the establishment of the training centre as well as the implementation of the Time Entry System, and the Surveillance system.

5.3.2 Agriculture and environmental statistics

In 2012, the responsibility for the production of Agriculture statistics was handed over to INSTAT from the Ministry of Agriculture Rural Development and Water Administration (MARDWA) by the Government. This resulted in the creation of a new directory at INSTAT¹⁰; initially organized in five sectors but later three main sectors; Land and Crop Production Statistics, Livestock, Fisheries and Environment Statistics, and Economic Account on Agriculture and Environment. However, in

¹⁰ The Agriculture and Environment Statistics Directory.

January 2015 the Government decided to transfer back some parts of the Agriculture statistics to MARDWA such as the data collection and data processing. INSTAT will manage and monitor the methodological part of running the surveys. In April 2016 a cooperation agreement was signed between INSTAT and MARDWA and a working group were established to discuss how to move forward and implement the annual surveys.¹¹

Agriculture statistics was introduced in the programme for the first time during the last year (2014) of the previous phase after a request from Eurostat. The accomplishments during the previous phase were therefore rather limited. It was decided to put more effort in this area with a greater focus on this component during phase IV and start with an institutional analysis and an inception phase. The analysis and the inception phase were to set out the details for the component. A Long Term Consultant (LTC) with expertise in this field was to join from the second half year of the project. The LTC in Agriculture joined INSTAT in the March 2015 but had to leave his post prematurely in the fall of 2015.

General agricultural statistics

An Agriculture Census (CAH) was conducted in October 2012 in collaboration with MARDWA and technical assistance from IPA 2007 and the CAH was followed by a Post Enumeration Survey (PES). The outcome of the census and the PES discovered significant differences from other data sources such as the administrative data from MARDWA. Two short term missions in early 2015 were implemented and the discrepancies were analyzed to find a way forward and to find out how the results could be used for input to the farm register. The general conclusion of the two missions were that further analyzes were required.

The return of certain responsibilities of the agriculture statistics to MARDWA created some uncertainties and with the premature end of mission of the LTC further missions were halted. SCB was not able to replace the LTC and also the availability of other agriculture experts appeared limited despite the cooperation with the Swedish Board of Agriculture¹².

All further support in this area was halted and with the assistance of the EU IPA 2013 project INSTAT did an Agriculture Calibration Survey in December 2016 and with additional technical assistance from EU the Agriculture Census of 2012 will be calibrated and published in October 2017.

¹¹ Progress Reports 2015 and 2016.

¹² The cooperation agreement with the Swedish Board of Agriculture for consultants was mentioned as the mitigation of the risk of unavailability of SCB experts in the project plan 2014-2017.

The component has three outcome indicators and seven output indicators. A new output indicator was added for 2017 in the area of Aquaculture and a mission is planned for mid-May to identify potential data sources and sampling frames and also to draft a questionnaire and survey design.

Conclusions

- Due to the discrepancies in the 2012 Agricultural Census and the unavailability of SCB experts and LTC, the support to the General Agricultural statistics component was halted and later cancelled for the duration of this project phase. None of the original indicators for this component will be fulfilled and consequently neither the component nor the specific objectives will be accomplished.
- The timely assistance of the EU IPA 2013 national project has assisted INSTAT and MARDWA in calibration of the Agriculture Census and the data is now going to be published.
- The cooperation agreement between INSTAT and MARDWA and the formation of the working group opens up the possibility of support to INSTAT during the next phase. Consultation with the EU IPA project for coordination, a realistic assessment by SCB of its ability to provide assistance, and the availability of regional experts should be a prerequisite for any further Sida assistance.

Statistical Farm Register

Due to the discrepancies between the agriculture census and the administrative data the formation of a Statistical Farm Registry was not possible. The unavailability of a LTC in agriculture and other agriculture experts further limited the achievements of this component. Thus the Steering Committee decided in October 2016 to halt any further support to the updating of the Farm Registry.

The component has two outcome indicators and four output indicators, none of which will be fulfilled. No missions for this component were carried out.

Conclusions

- Due to the discrepancies in the 2012 Agricultural Census and the unavailability of SCB experts and LTC the support to the General Agricultural statistics component were cancelled for the duration of this project phase.
- None of the original indicators for this component will be fulfilled and consequently neither the component nor the specific objectives will be accomplished.
- A realistic assessment by SCB of its ability to provide assistance and the availability of regional experts should be a prerequisite for any further Sida assistance.

Environment and forestry

The main objective for environment statistics in this project is to establish new statistics on Environmental Accounts (EA) and Communal and Private Forestry and Pastures statistics in line with EU standards.

In June 2015 a study visit on environment statistics was done to Statistics Sweden with four participants from INSTAT and one from the National Environmental Agency.

One mission in environment statistics was conducted in 2015 on industrial waste. The mission assessed data collection methods for solid waste statistics and gave advice to INSTAT on the production process. Several recommendations were given in the mission report.

In 2016 two missions were implemented, one in January on environmental accounts and one on water statistics and emissions. The objectives were to expand on economy-wide material flow accounts, improvement and support on the urban waste statistics and identification of new water use indicators.

In February 2017, two missions were implemented in Air and Water emissions and Waste statistics. The mission reports of these interventions have not been filed and the outcome is not known to the review team. Another mission is planned in 2017 on forestry and pasture statistics. Five missions in this component have been implemented with another one later in 2017.

Progress has been made in improving the quality and quantity of the data. The work with material flow accounts has been started and is planned to be continued during the next phase of the programme. Urban waste statistics survey has been conducted and output has been produced. The fulfilment of the indicators is not clear as the progress is not reported on.

Two outcome indicators and five output indicators are defined for this component. One outcome indicator for environment and one for forestry,

Conclusions

- The environmental indicators is expected to be fulfilled for the material flow accounts as well as increasing indicators for environment statistics, urban waste and water use assessed.
- The forestry indicators are expected to be partially fulfilled with the upcoming mission in September 2017
- The component as whole is expected to be partially fulfilled mainly in regards to the environmental objectives. The training of staff has not been confirmed.

Agriculture Price Statistics (APS) and Economic Agriculture Accounts (EAA)

In February 2015, two missions of SCB experts took place, one in agricultural price statistics and one in economic agricultural accounts.

The mission on APS focused on reviewing the present price collection method and how it could be compared with previous making a longer time series. A major problem is that previous price collection made by Ministry of Rural Development and Water Administration (MARDWA) has a lack of documentation on how it was done.

The present price collection method on output prices is regarded as adequate by INSTAT and should be a good base for further calculation on price indices in agricultural sector. However some suggestions on how to deal with imputation of values and also how to calculate absolute quarterly and annual prices has been proposed. The expert met with three of the staff in the directorate.

The mission on EAA focused on making an overview of the current status of EAA in Albania and exploring the extent to which the compilations are in line with the EU methodology. The mission also covered discussions on available data and procedures to update Agricultural Labour Input (ALI) data as well as discussions on how to create a systematic and transparent system for the compilations.

In both cases it was difficult to proceed without having the Agriculture Census being published and a recent Annual Agriculture survey. The support to this component was terminated prematurely due to lack of Swedish experts.

Improvement has been achieved with a special focus on price statistics. The long-term expert worked with INSTAT during his stay but would have impacted both quantity and quality on both price statistics and economic accounts with a prolonged stay. He also trained staff for conducting surveys for data collection in output prices.

Any further mission for 2017 is not planned. The component has four outcome indicators and seven output indicators.

Conclusions

- None of the outcome or output indicators are expected to be fulfilled. Some will be partly fulfilled as a result of the missions in 2015 and the contribution by the LTC during his stay.
- The unavailability of a LTC Swedish expert terminated support to this component. It is not known by the review team if a regional expert was sourced by SCB or if it was not available.

5.3.3 Economic statistics

Consumer Price Index

SCB and INSTAT have cooperated in the area of Consumer Price Statistics since the early stages of the project, which has led to continuous improvements in the quality of CPI. Interventions in this stage were intended to finalise support through final adjustments.

In addition, 6 output indicators measure the progress of work in the area. According to the project document, all work in consumer price statistics should be completed by the end of 2017. In general, work in the area of consumer price statistics has

progressed according to plan. Two missions from SCB in 2015 and 2016 have provided support for the CPI/HICP index calculations and HICP coverage; finalisation of the SQL application for the calculation of CPI and HICP; calculation of CPI with new weights based on the latest Household Budget Survey (HBS, 2014), checking of quality for CPI and HICP and design of reporting formats for the regional offices.

Conclusions

- Work in this component has been finalised, with all of the six outputs achieved. INSTAT staff is now capable of producing consumer price statistics independently, in line with the improved methodology. However, concerns remain with regard to the availability of sufficient staff resources to carry out price statistics related processes, in particular for continuous quality checking as well as continuous improvements to methodology in accordance with Eurostat guidance.
- The CPI basket and weights were revised for the first time in seven years in early 2016 to take account of the changes in the structure of consumption and the HICP was published for the first time in February 2017. While INSTAT have developed SQL application with SCB support to move away from Excel based data processing; they are piloting a tablet based data scanning system that would reduce the time and cost of production.
- Minor support in the future may be required in terms of data collection, across several areas of economic statistics, including CPI.

Construction Price Index

The results were foreseen to be fully achieved within 2016, across all four outputs. Work in this subcomponent has progressed steadily for the traditional CCI (including only dwellings), but has encountered some delays for the total CCI which is expected to be fully accomplished within 2017. INSTAT has revised the basket for the CCI, finalised the calculation of weight and the structure of the index. The revised CCI will be published in 2017.

Work in the area of the Civil Engineering Works (CWE) Index has encountered some difficulties, in terms of price collection methodology. This is a risk that had been foreseen already in the project document. A SCB mission in June 2015 was followed by an INSTAT study tour to Sweden in early 2017 to work on the civil engineering index calculation. Work is underway for the SQL based application for CCI. The identification of data sources for collection of information remains difficult and INSTAT is taking some steps towards coordinating with market operators and the Albanian Road Authority (ARA) in early 2017, in order to adjust the methodology.

Conclusion

- Work has progressed well for the traditional CCI (including only dwellings) but incorporation of CWE in the CCI has not been possible due to methodological

issues. It will likely need further support in the next phase of the project. All outputs in this subcomponent will have been partially achieved by the end of the project period. Although the risk related to sources of information and quality of data provided was known to both SCB and INSTAT prior to the beginning of the project, it does not appear that sufficient measures were taken in time to establish cooperation with ARA and suppliers.

Import Price Index

Three output indicators guide the implementation of activities in the area of import price statistics, in relation with the response rate report for IMPI, SQL based calculation and its publication.

The component has been finalised within 2016. An SCB mission in April 2015 was instrumental in providing support to INSTAT on resolving several methodological issues as well as implementation of SQL calculations. IMPI was first published in 2016 and is now published on a quarterly basis by INSTAT.

Conclusion

- Work in import price statistics has progressed in line with the plan and outcomes have been achieved fully. INSTAT is fully capable of continuing work independently.

Service Price Index

Progress for the implementation of the SPPI appears to be slow and the outputs and outcome for the subcomponent in the project documents are vague, hence making it difficult to assess to which extent the results have been achieved.

The first mission from SCB on SPPI was carried out in June 2015, when an initial understanding of the industries to be covered in the SPPI was achieved and some of the data sources were identified, together with an action plan for further steps, which included the need for SCB to assess the quality of available data (SBS, STS) and INSTAT to make contact and coordinate with National Accounts and producers. The second mission in October 2016 also concentrated on the identification of data sources and mapping of data, including the reduction of coverage to 10 various service industries instead of the 13 that had been suggested in the earlier mission. A new mission in the area has been planned for October 2017.

Work on the identification of data sources is ongoing. INSTAT has started with prices in the transport and telecommunication industries, based on administrative sources; as well as having carried out a pilot survey based on SBS in another industry.

Conclusion

- The prospects for the implementation of SPPI within 2017 are not positive. Further support should continue in the future. However, SCB support to the component appears to have been limited, partially due to the need for extensive preparatory work by INSTAT for the identification of data sources and assessment of their quality; knowledge of the specific industries and conducting

dedicated surveys. The shortage of staff in the price statistics directorate may be an important deterrent to progress.

Structural Business Statistics

Work in this component has progressed well, on the basis of strong competence within INSTAT staff in the area. The application of the NACE Rev 2 was completed also for previous years, leading to the publication of the first time series based on the new classification in 2015. A SCB mission in March 2015 supported INSTAT with the conversion methodology; as well as with initial work on quality reporting for SBS.

All five outputs in structural business statistics have been finalised or will be completed within 2017. During 2017 INSTAT aims to finalising the methodology and publishing regional SBS, towards which a recent study visit of INSTAT staff to SCB in October 2016 has also contributed. A new study tour to SCB and a SCB mission to INSTAT have been planned in late 2017 to work on data collection for SBS.

Conclusions

- Progress in structural business statistics has continued in accordance with plan. SCB has contributed directly to the achievement of one of the four accomplished outputs (conversion to Nace Rev. 2).
- Progress in the other outputs appears to have been accomplished substantially by INSTAT independently (i.e. design of construction questionnaire and four upcoming questionnaires during 2017; improved timeliness of data to NA). Cooperation with SCB has however contributed to increased knowledge for INSTAT staff. With the publication of regional SBS in late 2017, the component objectives will have been completed.
- Minor further support in the area may be needed for the further adjustment of methodology for regional statistics and using more administrative data.

Short Term Statistics

Outputs in the STS subcomponent have been met at aggregate level, but more work needs to be carried out for the seasonal adjustment of data, which will likely continue to need support in the next period. The subcomponent output on Production Volume Index was dropped as INSTAT does not intend to carry out a new survey. Two SCB mission in December 2015 and June 2016 have provided support to INSTAT on Production Volume Index, seasonal adjustments of STS and increased coverage of STS. With the publication of the seasonally adjusted time series in June 2017 (at aggregate level), four of the five outputs will have been achieved. At outcome level, no sustainable progress appears to have been achieved for the Production Volume Index and increased usage of administrative data.

Conclusion

- Progress in STS is steady and statistical production shows continuous improvement. INSTAT competence in the area has increased and SCB support has been beneficial in this regard. Further support will likely be needed in the next stage with regard to continued improvement of seasonal adjustment for detailed indexes; as well as for the data collection method to reduce cost and response burden, including usage of administrative data.

Other Business Indicators

Four SCB missions to INSTAT were carried out for this component in 2016, of which two focusing on tourism. Progress has been made with the assessment of available data sources. INSTAT is currently preparing to sign agreements for data exchange with the Ministry of Economic Development, Trade and Tourism as well as with the Ministry of Transport and Industry, on the basis of which it will establish statistical registers, respectively on Accommodation Units and Vehicles. A pilot tourism survey will be carried out in early 2017. Data on Transport and Tourism are expected to be collected in 2017 and published early in 2018. A new output on ICT usage on enterprises was added to the component in 2015. Two missions concentrated on ICT usage in enterprises, in October 2015 and February 2016, which helped INSTAT with the design of the survey and calculation of the results. In 2016 it was decided that the project will contribute to the areas of R&D and innovation.

Conclusion

- Progress in the area of transport and tourism statistics is dependent on the availability of data from other national institutions. INSTAT has received preparatory support from SCB in identifying data sources and setting up the accommodation unit and vehicle registries respectively. The project has provided support for production of new indicators through ICT survey. Future support in the area may not be indispensable in tourism, transport and ICT. It may however be needed for R&D and CIS indicators, which have been newly added to the programme.

5.3.4 Social statistics

Demographic Health Survey

The Demographic Health Survey (DHS) was initially planned to be conducted with the support offered by Sida. But during the planning phase, it became clear that more support in financial and expertise were needed. Therefore, other donors have offered to assist (Swiss Health for All Project (HAP) and UNFPA). In addition, the Ministry of Health (MH) and the Institute of Public Health (IPH) will collaborate with

INSTAT to implement the survey and to produce the analytical report and eventually the in-depth analyses. A MoU has been signed in January 2017 between all the interested parties (INSTAT, MH, IPH, UNFPA and HAP). The document that includes all the steps will be finalised through a mission in February with the support from an international expert. Results from DHS is planned to be published in 2018.¹³

Conclusion

- No achievements in the Demographic Health Survey component will be accomplished for this phase of the co-operation. The component is dropped from the project.

Gender

The publication of the booklet “Women and men” in Albania was published with some input from the project. The booklet has been published annually since 2013. INSTAT is capable of producing the booklet from now on. No missions by SCB are being reported for 2014 – 2016.¹⁴ Possible support is being discussed for the indicator on Gender Pay Gap; however, so far no further mission is being planned for 2017.

Conclusions

- Fulfilment of most of the four indicators and objectives of this component appears to have been achieved by INSTAT without any input by the project.
- The indicator for a regional comparative study on gender has been done with support from other projects.

Crime Statistics

The support to the development of crime statistics started in 2016 during which there has been two missions to INSTAT with experts from the Swedish National Council for Crime Prevention (BRÅ) and another mission in April of 2017.

INSTAT was assisted in signing MoU’s with the Directorate of Prisons and the General Directorate of the Police. In the beginning the data collections was mainly on aggregated data but later disaggregated data is being pursued, but there is a challenge with the metadata. SCB is expected to provide support on how to collect data and harmonize with the classifications with EUROSTAT.

¹³ Progress Report 2016

¹⁴ Implementation of two training workshops is stated in the Progress Report for 2014-2015; however there is no evidence for it to have taken place during this phase. Possibly implemented by the end of previous phase which ended in September 2014.

The component has partly achieved its objectives and the continuation of this component is unclear and help with the classifications may also come from the IPA 2013 project. The experts from BRÅ have been providing support which have increased the knowledge in INSTAT. The recent mission was focused on user analysis and set up survey module on crime indicators and discuss content of a report on crime statistics. There is still a challenge to do the EU classifications which may be provided by EU-IPA. The missions have mainly provided support to four of the staff of the Social Statistics directory. Setting up a crime statistics report and release to public users is pending and is expected for 2018.

Conclusion

- Future support to this component is unsure. INSTAT feel they may be able to continue on their own or perhaps with support from IPA. Completion of this component may leave it partially fulfilled with work left to do in the classification area and preparation of a crime statistics report.

Culture Statistics

One mission in February 2016 was implemented and another mission in the fall of 2017 is planned. In the upcoming mission it is planned to focus on continued support in defining data sources, setting up collaborative work with Ministry of Culture, and defining culture indicators and how they are calculated. A MoU with the Ministry of Culture needs to be signed. The progress during the first mission was not as satisfactory as expected.

So far data sources have been identified and some administrative data sources and survey data may be used. The expert worked mainly with two of the staff of the Social Statistics Directory. There are one outcome indicator and two output indicators. One of the output indicators to create knowledge on needs on cultural statistics appears to have been fulfilled and after the next mission the rest may be partly fulfilled.

For the future there is a need for cooperation with a NSI with cultural indicators, perhaps ISTAT.

Conclusion

- INSTAT staff has increased their knowledge on needs on cultural statistics. There is a need to more precisely define how to produce the statistics and assistance is needed for the economic and business statistics. Data needs to be collected from several sectors from inside INSTAT, e.g. HBS, LFS, SILC and Adult Education

Survey.¹⁵ The component is expected to be partly fulfilled by the end of this phase. Future support by other NSI is considered.

Household Budget Survey (HBS)

Most of the input for the HBS took place in 2015. Three missions of experts came to INSTAT and a study tour to ISTAT in Rome. The first mission came for the purpose of data cleaning and imputation of the previous HSB survey. The study tour to ISTAT was for the same purpose since ISTAT had supported INSTAT in this process previously by using an open source programme. The study tour was for the staff to learn more of the editing and imputation using the data tools. Support from IPA 2013 allowed for two experts from ISTAT to assist. The following two missions focused to support INSTAT to improve household consumption statistics in line with EU standards and to assist INSTAT with selecting output tables for HBS 2014.

No additional support was provided in 2016, but in 2017 two missions are planned to support INSTAT to change HBS methodology from two weeks to one week survey. For the future seasonal adjustments, classification according to EUROSTAT, and data validation is considered.

Of the four outcome indicators two seems to be complete by end of 2017 and two partially complete, of the four output indicators three appears to be fulfilled while a full report of analyses based on HSB data is not expected. According to the interviews HBS is not completely finished and it is believed that more experience can be extracted from the Italian ISTAT and the regional NSI's than the Swedish experts.

Conclusion

- The objectives for the HBS according to the indicators appear to be mostly fulfilled. For the future it might be appropriate to look for regional support, when necessary.

5.3.5 Statistical methodology

In April 2016, an organizational change created a new quality sector and a survey methodological sector to support agriculture, economic and social statistics. Part of the support for the adherence to principle 4 (commitment to quality) of the EU statistical code is implemented under this component in regards to quality reporting, setting up the quality system, and development of the quality report template and indicators.

Two missions related to the quality reporting and metadata was implemented in 2015 and 2016 and another mission was conducted in February 2017. Staff members were trained and introduced to the ESS standards of quality reporting and metadata and in

¹⁵ Household Budget Survey, Labour Force Survey, Survey on Income and Living Conditions

2016 quality reports from four different pilots (LFS, HBS, SBS and BR) were reviewed and validated.

INSTAT has also decided to use the statistical package R instead of SAS and SPSS and training of 20 staff for this package was done in 2016. A test on using “R” will be done in 2017. A template for ESMS quality reporting has been developed as well as a set of standard ESS quality and performance indicators. A quality declaration has been formulated and is published on the web site.

The IPA Multi-beneficiary programme supplies support to total quality management (TQM).

Conclusions

- The assessment is that most outputs in this sub-component will be fulfilled by the end of 2017. Four quality reports have been prepared and published with SCB guidance and INSTAT expects to publish other four within 2017. However, work on statistical methodology and quality reporting will need substantial further support in the next project stage, including experience shared with other NSI's in the region. Priorities include full standardisation of workflow processes according to a GSBPM calendar and further training on R package usage for sampling and weighting.
- Alignment with the IPA MB programme is necessary.

5.3.6 Information Communication Technology, ICT

IT-Infrastructure

This component is dependent upon the procurement of hardware and software under the direct funding by Sida. This procurement has been delayed because of many reasons. One problem seems to be the availability of an IT-expert to help with the specification. The person was to be supplied by SCB, but it has been decided to procure locally through the direct funding project. One mission was conducted in October 2016 by the previous LTA; the objective was to upgrade the project plan for IT activities and to elaborate together with INSTAT IT staff on interventions in the field of IT.

Conclusion

- This sub-component is most likely not to be achieved during 2017.

Development of applications and metadata system

There have been two missions to INSTAT, one in 2014, and one in 2017. All of the missions have been concerning referential metadata and use of Metaplus documentation package. The Metaplus package is installed and operational and there have been training of the staff using the Metaplus package. The staff has also been trained on web application, mobile applications, data visualisation and GIS. The metadata system has not been integrated with the website and the intranet system is pending a decision of INSTAT. The documentation of some of the databases and

registers has started and a priority order is outlined. A new sector for metadata and databases was setup in the new organisation 2016. The development of applications towards new technologies appears to have low progress. This is partly due to that the capacity of the IT-section is suffering from vacancies.

Conclusion

- The metadata seem to be developing with support in other subsectors as well, e.g. the business register, appears to meet the target. The application development towards new technologies and decrease of timeline of data disseminations and increased availability of data appear to proceed slower and will not meet the targets. An intranet solutions and integration with the website was envisaged but is not expected to be reached.

Data processing system

No activity has taken place in this component as it is dependent upon the procurement of the hardware and software for the data processing. Small advances and back-ups have been done on the old system. The outcome of this component will not be reached in 2017.¹⁶

Remote access for research community

No activity has taken place in this component as it is dependent upon the procurement of the hardware and software for the data processing. The outcome of this component will not be reached in 2017. Continuation of this component is likely to be included in next phase.

Register based statistics¹⁷

There have been three missions in 2014 and 2015. In 2016 there was a workshop on register based statistics with participants from INSTAT, Bank of Albania, Ministry of Economy, and Institute of Public Health. INSTAT is planning to extend with enterprise group register, which the system does not include for the moment. MOU's are under way for capturing data from NBR (National Registration Businesses) and registers for accommodation and vehicles. The migration to a SQL based business register system is completed.

Business registries are developed under economic statistics, but there is also a need to develop a population register.

¹⁶ The target has been extended to 2020.

¹⁷ The Statistical Business Register Sector was established in 2016 under Economics Statistics. However, the evaluation have decided to follow the structure in the project plan and the progress reports.

Conclusion

- Register based statistics is making progress but does not appear to be completed and fulfilling all the indicators. Future support may be needed in setting up new register based statistics. Regional experiences should be investigated.

5.4 EFFICIENCY

Project budget and resource utilization

The financial follow-up in the progress reports does not provide much information on the resources being used by different project components. This information is needed to follow-up how resources have been allocated to different components and how they are being used. The project document provides detailed information on how the project has been budgeted but monitoring and evaluation does not take place in the progress reports. One contributing reason may be that this information is not readily available from the SCB project management system, but a break-down becomes available during the auditing process.

Any kind of efficiency evaluation of progress becomes difficult since the result monitoring framework does not use progress indicators and the reporting does not evaluate the progress in absolute terms. Evaluation of the progress in relation to costs is also difficult since the reporting of results are vague.

The follow-up of the expenditures compared to the budget is presented in Annex 6. By the end of 2016, 27 months into the project, approximately 50 per cent of the budget had been utilized which would indicate that a substantial amount will remain unspent by the end of the project. The total budget is 21.3 MSEK and is mainly allocated to the six subject components and for Long-Term Advisors and other project costs. The allocation for the subject components is 7.3 MSEK (34.3%), for the LTA's is 11.3 MSEK (53%), and for other project costs and goods 2.7 MSEK (12.7%). The allocation for Study Visits is 1.5 MSEK for 12 visits and 5.8 MSEK is allocated for 66 missions (or rather 66 visits by experts). The surplus of the budget is mainly coming from the LTA and LTC component where only 38 per cent has been used and approximately 5.2 MSEK will remain at the end of the project. This is largely due to not replacing the LTC for Agriculture. There has not been any budget reallocation of this surplus for 2016 nor for 2017 and this makes it difficult to assess how the final distribution of the resources will be and the efficient use of the resources.

The Economic and Business statistics has used over 62 per cent more funds than budgeted. Lagging behind in the utilization of the resources are the agriculture and the IT components. This is also coherent with the findings of the achievements. The implementation of study tours is also lagging behind where almost 60 per cent of the budget is remaining for 2017. Only 20 per cent is remaining of the total budget for the experts' visits and the budget of reimbursable is depleted. The reason for this should be investigated by SCB, it could be a miscalculation from the beginning, or it could be poor cost control. The cost increase is 50 per cent of the budgeted reimbursable so a sudden cost increase seems less likely.

As mentioned above the lack of reporting on progress indicators makes it difficult to evaluate efficiency; however it can be noted that the relatively high budget utilization for the Agriculture & Environment and ITC components does not resonate with the meagre progress indicated in the progress reports. Economic and Business statistics has used 62% per cent more funding than budgeted and real progress has been noted in that component, but it appears as if the extra funding was necessary to achieve already stated objectives rather than adding new goals. The lack of goal setting, SMART goals, is inherently lacking in the RBM as well as progress reports.

What can be done to improve efficiency?

To make proper suggestion for improving efficiency a proper assessment of improvement areas need to be done. This is difficult in the context of the result management of this project; however based on the indications identified above the following comments can be made:

- Local and Regional experts do sometimes provide more relevant experience and are regarded as more knowledgeable of the national context. In most cases they are also expected to be less costly.
- The result management and monitoring framework could be enhanced by using more specific and measurable progress and result indicators. The project document as well as the progress reports are very unclear in describing the goals and the how to get there. Many times it is unclear what to achieve and when it is to be achieved. The indicators are rarely presented in a way where it describe what has been achieved. The colour coding is very little help. The objectives could be clearer with a strategy and “game-plan”, using SMART goals to define outcomes and progress and result indicators that can be monitored, and clear assessment of what has been achieved.
- The mission reports and the ToR are sometimes a bit generic. The ToR could in some instances be more specific of the experience needed and the expected deliverables and the mission reports could be more conclusive in what way the project is moving forward using indicators or set goals.
- The current phase appears to be spread too thin trying to accomplish all the needs of INSTAT. SCB and INSTAT need to work together to come up with a game plane where the most pressing needs for INSTAT are assessed and focus on SCB ability to provide experts either through its core competence or through its network of partner and other NSI’s it is or has been working with. Clearly this has been a weak spot in some areas in the current phase.
- The long-term advisor at INSTAT is very appreciated by the top management and it is explained that she provides valuable support and advice. However, it seems as if this valuable resource is being used more on an ad hoc basis rather than a programmed resource that could be given a specific task within the programme in

addition to the coordinating role. This could enable the LTA to be more effective and assist INSTAT in keeping up the pace.

- The intervention logic of this phase is mainly for the experts work with a smaller team during the missions, sometime only one or two staff. In between the missions the INSTAT staff communicates with the experts via Skype and e-mails for advice and further explanations. This is an effective way for assisting the staff in completing work between the missions. There are many positive effects of this approach, but makes it harder to assess how the cooperation and support of SCB has contributed or not contributed to the progress. A weakness is that this approach deals only with a few people and there does not seem to be a systematic approach of a theory of change in building institutional capacity. The risk is that the mobility in the organisation linked with the high number of vacancies may weaken the institutional change. The off-mission contacts could be tracked with a shift in the project design and the effectiveness strengthened with a systematic approach for institutional capacity building.

How is INSTAT playing its role when it comes to coordinating assistance from the donor community?

The review team met and discussed donor coordination with the SCB LTA, the Team leader of IPA 2013 project, representatives of EU directorate, the World Bank and the Embassy of Switzerland. All were confident that the donor coordination within INSTAT ensure that any overlaps are to a minimum. There are regular meetings on a monthly basis where INSTAT, SCB LTA and the Team Leader for IPA 2013 meet and discuss the plans and ways to avoid overlaps and opportunities to cooperate. A specific challenge for the coordination will be when the support from the Swiss development cooperation start as it will mostly be targeting the regions and municipalities and will not be present in the Institute on a continuous basis.

Members from the various donors are also invited to the respective Steering Committee meetings as well as annual meetings to share experiences. Recently INSTAT organized a workshop where donors and stakeholders were invited to be informed about the new five year official statistical program, new statistical activities and indicators, current donor support, strategic objectives and need for donor support. One participant informed the team that it was a good and effective presentation, but INSTAT should also be aware that donors need to plan on a long-term basis so INSTAT need to structure its needs on a 2-3 year horizon. The coordination by INSTAT appears effective but its needs can probable be communicated more clearly and assertive.

How has the regional statistical project benefited INSTAT?

INSTAT has been a participant and has benefitted from the regional cooperation from the start in 2002. Based on the statistics for the last four years, INSTAT has been sending most participants of all regional institutes to the meetings and workshops organised by the Regional Statistical Committee (RSC). During the period 2013 –

2016, INSTAT has participated in 35 out of 37 events, with 103 participants out of which 69 are female and 34 are male.¹⁸

The contribution to the capacity building of INSTAT is well emphasized by the staff and management, and participants have attended workshops in environment, gender, survey methodology, summer school and extra courses in use of ICT in survey and using registers in statistics. The linkage between bi-lateral programmes and regional programmes reinforces the components in the bi-lateral programmes.

The participants also strongly emphasize the benefits of building network of statisticians in the regions and since many participate in more than one workshop contacts are made which enables them to reach out by mail or telephone if there is need for regional experience from other NSI's.

5.5 SUSTAINABILITY

Sustainability is generally defined as the continuation or longevity of benefits from a development intervention after the cessation of development assistance.

What is the degree of local ownership in the planning, implementation and evaluation work

The cooperation between INSTAT and SCB has evolved during a very long period of time and even though there has been staff changes in both organisations a high level of trust has been created. It is obvious that during the current phase several interventions have been concluded by INSTAT itself after an initial support by SCB. The five year statistical plan is a good example of local ownership where SCB experts supported the process in the beginning and the plan was finalized by INSTAT and submitted to the government. Several other examples of local ownership in implementation exist.

The planning of the missions is being done in close cooperation between the SCB LTA and the responsible for each component, usually the Head of a Directorate or Sector. The LTA and the Head of European Integration and Project Coordination meet to coordinate the missions to ensure that they do not overlap with any other donor activity, e.g. IPA 2013. The ToR is detailed by INSTAT experts using a draft from the SCB project office and SCB later confirms the availability of the SCB expert. In most cases the scheduling of the SCB expert is not a problem. This contributes to the participatory approach and local ownership.

Evaluation is more of a weakness. This has mainly to do with evaluating indicators and reporting results. During the interview with the SCB project office the review

¹⁸ Evaluation of the Regional Statistics Cooperation on the Western Balkans 2013 – 2016, November 2016.

team was informed that the 2016 Progress Report and the colour-coding of the indicators were to a large extent jointly elaborated by INSTAT and SCB. The effectiveness of the indicators and the colour coding has been mentioned in several places in this report previously so it suffices to mention that the monitoring and evaluation of the project progress as well as the RBM is an improvement area.

What are the most impending issues of main managerial and staff mobility for higher success?

Currently INSTAT is battling with some severe problems with capacity due to vacancies in its staffing levels. The staffing level is now 185 employees of the approved level of 224 with 39 vacancies. The staff turn-over is not very severe in relative terms; in 2014 and 2015, 9 people left in both years while in 2016, 4 people left the organisation. Under normal circumstances this would have been regarded unusual. However, losing 22 staff members in three years and not being able to employ qualified replacements makes it problematic. The reason is a change in the civil law which centralizes the recruitment of civil employees through the Department of Public Administration. Another impediment is that the salary levels at INSTAT is generally lower than at the Ministries. Losing any staff, managerial or statistician obstructs the institute's ability to produce quality statistics. In addition, it is not aligned with the requirements the EU statistical codes expects from a National Statistics Institute.

However, INSTAT is now confident that it will be starting to receive new employees during 2017.

What is the perspective for the project sustainability

The perspective of sustainability in general is good. The achievements of the institute under some difficult changes in top management have proven the endurance and commitment of the staff and dedication to the task at hand. However, sustainability in all areas of the project is not as good as they could have been.

The strong areas are the achievements in the Business and Economics statistics area, the gender and HBS in social statistics, environmental statistics, progress in metadata and the development of the five year statistical plan to mention some of them.

The area that needs to be watched closely for sustainability is the Human Resource area, the performance assessment framework, the training centre, the agricultural statistics, and the ICT area. These areas have demonstrated some resistance to move forward. It is true that there have been identifiable reasons, but there is a risk for being a sustainable development. However, the driving forces for some of them are strong which reduces the risk.

The relevance of the project is anchored in the official statistics national program 2012 -2016 as well as in Sida's Results strategy for Western Balkan 2014-2020.

6 Conclusion

This review is a mid-term review of an on-going project which implies that there are some uncertainties of what the project will achieve at the end of its project period. In some aspects it is, in fact, a moving target since the absence of an implementation plan for 2017 impedes the predictability. Taking that into account, this review is a snapshot of the project taken at this point in time.

The development of a statistical institute and a national statistical system in Albania has been a long journey. The project as it is designed has significant depth across the six components. Most of the components are a continuation from previous phases and thus the success in some areas does not come as a surprise. The relevance of the project is demonstrated by the improvement and the knowledge gained and the effectiveness in the implementation and its achievements. The dedication and the perseverance of the staff as well as the coordination between the partners have contributed to the progress.

The management component has a prominent position in phase IV of the cooperation project. The objective is to strengthen the human resource and the planning framework for compliance with the EU statistical code. Progress is lagging behind in key areas. Significant achievements have been the elaboration of the official statistics national program 2017 -2021 and drafting of an amendment to the statistical law both which has been delivered to the Government. Compliance with the EU statistical code has begun but there are still several issues to be resolved before achieving full compliance. However, outcomes related with management and human resource management have not been achieved.

The frequent changes in the DG position have had a major impact in development in the management component but SCB's approach in tackling the management component has not been consistent either. The five year official statistical plan is not a sufficient planning document and INSTAT is lacking a comprehensive strategic plan and operational action plan. The creation of the HR sector in the organisational structure opens up unlimited opportunities to work with the human resources in the institute. INSTAT is in dire need to come to terms with its staff retention problem and foremost get replacements for the vacancies.

The Human Resource Management (HRM) needs to be enhanced to include more than just a computerized system to maintain employee data. If the HRM is to be enhanced, the HR function need to have the mandate to implement programmes to strengthen the effectiveness of the staff not only in the technical aspect. The realization of the training centre is a prerequisite for this. The rationale for the cooperation between SCB and INSTAT is that an institutional cooperation should transform INSTAT into a NSI that meets EU requirement on all levels. The conclusion of the review is that other solutions should be looked at which could

provide INSTAT with the support it needs provided that there is a willingness to external support. A management and governance support could also include the statistical council to create an effective board-management relationship.

The Agriculture and Environment component is one area which has not been very successful during this project phase. It is clear that SCB has not been able to provide all the necessary expertise to fulfil this important area. This is also an area where support is provided through the EU IPA programme. The conclusion is that a joint venture between the Sida and IPA project could benefit INSTAT in moving forward.

The economic statistics is the only component which has been successful in achieving its objective for almost all its sub-components. In most areas INSTAT can continue the work independently except for a few indicators where some limited support is still needed. The only exception is the Service Price Index where additional support is needed.

In social statistics the Demographic Health Survey (DHS) was supported by other donors and was dropped, the gender component was managed by INSTAT alone. By the end of this project phase INSTAT should be able to continue by itself on crime and culture statistics and household budget surveys.

In the area of statistical methodology INSTAT need further support to develop the statistical quality system and experience could be shared with other regional NSI's through the IPA multi-beneficiary programme.

The ICT component is severely dependent on the procurement of the hardware and software to establish the new data processing centre and has therefore been halted. Progress was made only in the metadata system and the register based statistics, however not sufficient to complete and fulfilling all the indicators.

The assessment of the efficiency is difficult to do since the result based management does not report on the actual status on the indicators and the overall assessment of the project components are made using subjective ratings of below expectations/satisfactory/above expectation. A satisfactory rating appears to be possible even if the objectives of a project component are not achieved.

There is a need for SCB to review its RBM practises as this review team has observed the same weaknesses as in other SCB projects in the region. Reporting is not outcome oriented. The indicators used are vague and most of them stated so that it is not possible to measure progress in certain terms. There is no systematic monitoring of activities, the progress reports only lists targets rather than what was actually achieved. Instead a colour coding is used to indicate a status of achievement or non-achievement.

An evident drawback is that the project does not seem to have clear milestones, target and progress indicators. It appears that objectives are overambitious in some cases and in others there is no commitment to achieving the objectives which could be due to lack of resources. Some areas of the project seem to have been given less priority until the end of 2016, e.g. the PAF indicators and the civil engineering index and in social statistics as well as fairly few missions in quality which seems to be requiring

substantial support. The mission reports are sometimes more clear on the outcome of the mission than the progress reports, but there are weaknesses there as well.

Budget planning is also an area where monitoring is lacking. Financial data is being reported in the progress report on the highest aggregated level, albeit separating fees, reimbursable and assignment costs. There is no way to determine the progress or effectiveness from a resource allocation aspect on component level or sub-component level. The only way to get this information is after the audit when the auditors have applied standard costs to the missions and an approximation of the used financial resources has been calculated on component level. In this project where the sub-components are not inherently linked it would be important to also get the information at sub-component level. Since this information is only received once a year it is provided as actual expenditure compared to the budget for the reporting period, the accumulation over the project period is not provided.

The review team put together the information and we found that financial performance differs significantly between the different components. For economic statistics there is a cost overrun by almost 60 per cent. For most of the components there is still reasonable amount of fees available for 2017 but there is no reimbursable. For all components combined there is a cost overrun on the reimbursable. This is nothing dramatic when the project has a very large amount of unutilized funds, but it indicates a lack of monitoring of the financial resources and lack of cost control. The financial management of this project could have been discussed in the Steering Committee and reallocation made to the budget for proper monitoring of the costs. Then the justification and the purpose of the added financial resources would have been clear. It appears that the project financial management is weak and there is room for improvement of the project efficiency.

7 INSTAT and SCB : Future Cooperation

What are the recommendations regarding the scope of a new phase of cooperation?

The current cooperation project is in its fourth phase and has been running since late 2001. This fourth – and likely final – phase of cooperation is expected to last for another three years, subject to this mid-term review and stakeholder discussions on the priorities and feasibility of support. The following presents the evaluators' suggestions on the scope of future interventions in support of INSTAT. Some of the areas proposed include components where support is ongoing, but more assistance is needed; while others are relatively newer emerging areas.

In terms of statistical production, the following areas have been identified as in need for future support:

1. Economic Statistics: Civil Engineering Works; Service Price Index; Short Term Statistics
2. Social Statistics: Structure of Earnings Survey & Gender Pay Gap; Crime statistics, SDGs
3. Environment Statistics
4. Agriculture Statistics
5. Business registries
6. Other statistical registers: Population register; Vehicle Register; Accommodation and administrative data in general
7. Censuses (in particular the 2021 population census)

Our assessment is that support should be continued and/or considered in all the above areas to varying degrees of resource mobilisation. For instance, required support for economic statistics area would be relatively lower given the high level of competence in the directorate and independence in production of most statistical indicators. Most likely support to the social statistics department should also be modest, given their extensive experience in managing and analysing large-scale surveys. Work should be sustained in the area of business registries, which have developed substantially but appear to still require support for future sustainability. Likewise, support will be needed for the establishment of register based statistics in other areas where work has just commenced, like the vehicle and accommodation register and possible links to the business registers, as well as the population register.

The upcoming stage of cooperation should however have a stronger emphasis on establishing and consolidating systems and processes across the organisation, which will enable independent quality work across all statistical areas. These interventions will have cross-cutting effects across various areas of statistical production as well as for organisational development overall, including:

1. Management support, which should be strengthened in the next stage to provide assistance in the form of twinning and/or mentoring to DG and other high level managers to enhance managerial skills in statistics; Establishment of a performance assessment framework for setting, monitoring and follow-up of organisational objectives; Strategic development plan for INSTAT and its statistical council (which is an organisational development plan as opposed to the official statistical programme) and possibly establishment of an organisational quality management system; consolidation of an HR function within the organisation and a clear training need assessment and detailed training strategy.
2. Improvement of data collection methods, including increased use of CAPI and CATI tools; web-forms to reduce both cost and response burden.
3. Methodology and quality in statistics leading to full compliance with principle four of the EU Statistical Code.
4. Further support to IT infrastructure and IT systems, including support for metadata and integration/linkage with government information systems such as metadata within the Bank of Albania and AGFIS. Support for development of metadata systems may be needed for other members of the statistical system, such as the Bank of Albania, to ensure consistency.

Are the priorities for the new phase as achievable from SCB given its level of human resources and cooperation capacity?

SCB is highly regarded in terms of professional competence and has provided good-quality support to INSTAT. However, the current project has encountered a series of challenges in terms of delivery of outputs. These have been more prominent in areas where SCB does not appear to have in-house expertise, such as agriculture, crime and culture statistics. IT systems and IT infrastructure is another area where SCB has failed to provide the required assistance, and features prominently in the needs for the follow-up phase.

The management component is currently lagging behind mainly due to frequent changes in management in INSTAT during the last three years. However, internal SCB competence may not be available for all areas of management support – if a comprehensive approach is chosen for the next stage, which may warrant the need for recruiting experts from other NSIs and/or from the market. Likewise, although SCB has sound competence in most other areas of statistical production, its processes and systems are regarded as too developed for the Albanian context, such as in the case of data collection.

Overall, there are a number of areas where SCB expertise and/or time availability is weak. SCB will need to make a realistic assessment of its capacity to engage across all future areas.

What factors are key to success for the future phase and what has to be changed in the new cooperation to meet the current challenges?

SCB and INSTAT have a long-standing relationship and the mutual knowledge and trust between the two organisations are an important precondition to future success. SCB and its experts often serve as resource persons for INSTAT also outside the formal context of cooperation.

The future project will likely have a strong emphasis on management and IT, in terms of developing processes and systems. It would be desirable that the future LTA has a top-management profile and expertise. However, regardless of the LTA and/or other expertise in management; progress will be difficult prior to the finalisation of the changes in legal framework for INSTAT, which will preferably increase its independence and user orientation.

In terms of IT development, increase usage of local and regional expertise would ensure a step forward towards both cost efficiency and sustainability.

As regards project management, increased ownership of project management by INSTAT is regarded as highly beneficial for the future. This may imply a number of changes in the current set-up of the project, such as i) A clearer contractual arrangement between INSTAT and SCB (and SIDA) specifying deliverables and expected outcomes as well as mutual responsibilities at the institutional and individual expert level; including clearer oversight over the project's budget and its reallocation across components; ii) the possibility for INSTAT to reach out for support to other NSIs where they are seen to have a comparative advantage as opposed to SCB, i.e. in agriculture; IT – R package; data collection, etc.; iii) a discussion on the trade-offs of having a long-term dedicated LTA that would grow to know the organisation and work with them daily versus the possibility of hiring more long-term consultants with more diversified expertise across broader areas.

How can the national and the regional projects cooperate best together?

Currently, the structure and content of the next regional project is still unknown. However, there are many areas where the regional and national project has developed synergies both in terms of developing statistical competence; exchanging experiences between the regional NSIs or achieving economies of scale in capacity building. The regional project has been beneficial to INSTAT and should continue to do so in terms of individual competence development, as opposed to the national project which should focus more on institutional development aspects.

How can INSTAT strengthen the effectiveness of development assistance provided in the field of statistics?

INSTAT has proved effective so far in coordinating development assistance. An increasing engagement in managing the technical assistance projects will provide them with better knowledge and authority to ensure there is no overlap.

8 Recommendations

Since various project components are not yet completed and the final outcomes are not yet in sight, a request for an extension of the project would be reasonable.

However, based on a discussion with the SCB LTA we understand that there is a view of resetting the project and starting anew which we agree has some merits, especially when it comes to a new RBM.

The bi-lateral cooperation project between INSTAT and SCB is soon ending its fourth phase and has been running for the last 15 years, which is a long time. There will be discussions on the new phase, how it should be designed, and how it should be managed. The following recommendations may contribute to the benefit of the future interventions. These interventions should be focused on enhancing sustainability, in line with Sida's result strategies in statistics in the region. Therefore, we recommend:

1. A more precise identification of priorities and areas of interventions where the most pressing needs of INSTAT are assessed and with a focus on SCB ability to provide experts either through its core competence or through its network of partners. This we believe would ensure better delivery as well as availability of statistics.
2. That the project makes more use of local and regional experts which sometimes provide more relevant experience aligned with the needs of INSTAT and the national context.
3. As regards to project management, increased ownership of project management by INSTAT is regarded as highly beneficial for the future. Certain changes in the current set-up of the project should be considered such as a clearer contractual arrangement between INSTAT and SCB (and Sida) specifying deliverables and expected outcomes and clearer oversight over the project's budget and its reallocation across components.
4. A capacity development plan for the INSTAT management and Statistical Council should be designed as part of the Project Plan to be implemented and should include strategic and operational documents designed to govern the management.
5. That the upcoming stage of cooperation has a strong emphasis on management and IT, in terms of developing processes and systems. It would be desirable that the future LTA has a top-management profile and expertise.

6. In designing the scope and the components of the next phase a reasonable mix between areas from the previous phase that need continued support and inclusion of new areas. The project should avoid spreading the resources too thin both for INSTAT as well as for SCB.
7. A capacity development plan for the staff of the Human Resources sector should be designed and implemented in the next phase. This should also be linked to a support to specify the mandate and the responsibilities of the Human Resource sector.
8. A training of trainers programme should be implemented where potential trainers are given generic training in being effective trainers with presentation technique and pedagogical insights, e.g. under the auspices of the HR sector. The subject departments/sectors should be given support in development of effective training and presentation materials. The development of methodology capacity within the methodology unit and across other sectors is a priority.
9. A more precise monitoring framework, with detailed list of activities, progress and target indicators, milestones, which would ensure better project management. There is also a need to link the implemented activities with the planned to measure the progress and elaborate on a theory of change to conceptualize how to achieve the outcomes.
10. The systematic tracking of activities with accurate annual planning and monitoring should be prioritised during implementation. Continuous aggregation of data and a database of statistics will enable trend analysis, comparative analysis and system level impact over time.
11. A more accurate budgeting by activity and type of intervention, which would ensure better project effectiveness, efficiency and sustainability. Cost monitoring should be developed to monitor the project continuously at least on the component level to ensure timely decision-making and monitoring of staying on track.

Annex 1 – Terms of Reference

Review of the Statistical Cooperation project between the National Institute of Statistics of Albania and Statistics Sweden, Phase IV, October 2014 - December 2017

Background

The current cooperation is a follow up of previous phases, of a long-term institutional cooperation between the statistical offices of Sweden and Albania, which started in 2001. SCB is supporting also other national statistical offices of the Western Balkan countries, to develop statistical systems in line with the EU standards. At the same time SCB is implementing a regional programme on statistics in the Western Balkans which aims to introduce the production of new indicators in selected areas and improve the cooperation between the statistical offices of the different countries in the region. The regional support has been designed to fit at maximum to the needs and priorities of national statistical offices and responds to their own initiatives, approved in the regional committee.

INSTAT has expressed appreciation for the contribution that the Swedish cooperation through SCB has provided to building capacities and producing more statistical indicators and of higher quality and reliability. INSTAT and SCB cooperate through a long-term partnership philosophy and have developed a positive working environment for the statistical experts. The Project Steering Committee meetings and the Annual Reviews are used as means to bring the two parties and Sida/Embassy together to review the progress of the project and agree on directions for change, both in content and methods.

The previous phase of the project started in January 2010 and ended in September 2014 with, focusing in technical assistance and support on Price Statistics, Business Statistics, Survey Methodology, Metadata, Integrated Statistical Information System, Time Use Statistics, Management and Agriculture Statistics.

The ongoing cooperation project between INSTAT and SCB has started in October 2014 and is expected to end in December 2017, with the view to continue through another phase of 3 years duration, with renewed focus on result areas, reflecting the achievements reached so far and the activities of other donors/international programmes. It corresponds to the Swedish Government's Results Strategy for Western Balkans and Eastern Europe. The beneficiary is primarily the National Statistical Institute of Albania (INSTAT) but to a lesser extent also the National Albanian statistical system.

The components comprise:

1. Management,

2. Agriculture and environment statistics,
3. Economic and business statistics,
4. Statistical methodology,
5. Social statistics,
6. Information and Communication Technology, ICT

At the time of design of the current cooperation, progress has been made in development of statistical infrastructure and in statistical sectors such as price statistics, business statistics and social statistics (gender statistics). One of the key challenges for this phase has been defined as the agricultural and environmental statistics, as both statistical areas are crucial to achieve the EU requirements. The EU progress reports continuously assess the preparation in the field of statistics towards adoption of the EU acquis, as moderately advanced.

The overall project objective is to contribute to the development of a sustainable statistical system in Albania. A sustainable statistical system will facilitate decision-making based on relevant and reliable statistical information that meets domestic demands as well as EU standards. The project objective is also in line with the Swedish Government's Results Strategy i.e. a stronger democratic state, long-term sustainable development, and improved opportunities for achieving EU membership.

The estimated cost for the current project phase is 21.3 MSEK.

Other beneficiaries are the businesses communities, the central bank, government and non-government institutions, academia and the general public.

Since the cooperation and work environment in the country is still quite dynamic, this has posed strong demands to both partners on finding ways to deal with unplanned change and lack of continuity on legal, institutional and staff level.

Review purpose

Due to difficulties in planning over longer-term time-spans, the ongoing cooperation was decided to run until 2017, by undergoing a midterm review/evaluation of its results in early 2017, in order to pave the way to a next phase. The outcome of the mid-term review shall be a starting point for INSTAT and SCB in preparing a detailed planning for the remaining proposed project period: 2018-2020. The design of the new phase would be based on the new needs and demands for statistical production in line with the EU requirements and would incorporate lessons learnt from the ongoing project.

INSTAT continues to express its interest for a continuation of the SCB support in the coming years by consolidating and eventually phasing out some of the areas and in parallel by expanding into new ones.

The review of the ongoing project will make a critical assessment of the strong and weak points of the cooperation, including major conditions for success and risks, in a situation where the government of the recipient country and the direct beneficiary have taken a greater responsibility towards the cooperation.

The review is expected to point towards concrete recommendations for the feasibility and content of the statistical cooperation in three years period 2018-2020. The review should capitalise on the existing capacities of both partners and point out also their limitations.

Stakeholder involvement

The review will be conducted in active consultations with SCB International Consulting Office, Long-term Resident Advisor and INSTAT management and key personnel. Contacts with the regional office in Belgrade will be of benefit, especially in assessing impact and possible synergies/complementarity with the regional project.

The review should undertake consultations with end-users of statistical information, such as governmental and non-governmental organisations including Bank of Albania, Ministry of Environment, Ministry of Agriculture Rural Development & Water Administration, and with international users, such as the IMF and the World Bank as well as with other donors, primarily the EU/EC, Switzerland and UN.

Review questions

A. General questions

1. What is the degree of local ownership in the planning, implementation and evaluation work?
2. What can be done to improve efficiency?
3. What is the perspective for the project sustainability?
4. How is INSTAT playing its role when it comes to coordinating assistance from the donor community?
5. How has the regional statistical project benefited INSTAT?
6. What are the main managerial and staff mobility most impending issues for higher success?

B. Project objectives related questions

1. To what extent is the overall project objective going to be fulfilled?

The Project objective is stated as: To contribute to the development of a sustainable statistical system in Albania. A sustainable statistical system will facilitate decision-making based on relevant and reliable statistical information that meets domestic demands as well as EU standards.

2. To what extent are the long-term expected results fulfilled (as per the project-document)?

Management & Human Resources component

Component objective:

- Strengthening HRM and the planning framework of INSTAT in line with §4 of the EU Statistics Code

Specific objective:

- Introducing Strategic Plan 17-21 including a performance assessment framework

Agriculture statistics component

Component objectives:

- Agriculture statistics produced in harmonization with EU standards and methodology. Statistical Farm Register updated.
- Quality and quantity of Environmental and forestry statistics are in line with EU standards
- Agriculture Price Statistics (APS) and Economic Agriculture Accounting (EAA) statistics are in line with EU standards and requirements

Specific objectives:

- Quality production of Agricultural Statistics.
- Production of agricultural surveys in line with EU requirements.
- Training staff in agricultural statistics
- Update of the statistical farm register through administrative databases
- Update of the statistical farm register through statistical surveys
- Quality and quantity of environmental and forestry statistics improved
- Training of staff in environmental and forestry statistics conducted
- Improved the EEA and Prices in agriculture systems
- Developing and implementing the systems in SQL databases.
- Databases connected with Ministry of Agriculture Rural Development & Water Administration's database for previous years 2010 - 2012

Economic Statistics component

Component objectives:

- Improved Consumer price statistics and implementation of HICP in line with EU standards
- Improved Construction price Statistics in line with EU standards
- Implementing the Import Price statistics according to the European methodology.
- Implementation of the Services Price Statistics according to European methodology.
- Improved quality and quantity of Structural Business Statistics (SBS) in line with EU standards
- Improved quality and quantity of Short Term Statistics (STS) in line with EU standards
- Improved quality of tourism and transport statistics in line with EU standards

Specific objectives:

- Improved methods of calculations and sources of information (CPI)
- Improved sampling methodology for specific groups of items (CPI)
- Improved methods of calculations and sources of information in Construction Cost Survey
- Improved sampling methodology in Construction Cost Survey
- Publication of IMPI with good quality.
- Assessment of the current situation for SPI
- Increase the coverage of the SBS
- Increase the number of variables collected for SBS,
- Improve the quality of indicators produced for SBS

- Improve the quality of STS
- New methods for estimation of Production Volume Index
- Increase number of STS indicators
- Increase number of indicators and improve quality of existing ones in tourism and transport

Social Statistics component

Component objectives:

- Improved Demographic health survey (DHS) in line with EU requirements
- General improvement of gender statistics
- Crime statistics in line with EU requirements
- Cultural statistics in line with EU requirements
- Improved Household Consumption Statistics in line with EU standards

Specific objectives:

- Estimates of demographic and health indicators
- Regional comparative study on gender
- New indicators collected for the gender publication
- Improved calculation methods and analysis for crime statistics
- To produce cultural statistics
- Improve the sampling methodology for a continuous HBS representative for prefectures
- Improve the automatic process of data cleaning for HBS
- Improve the methods of calculations and analyses of HBS data in line with EU standards

Statistical methodology component

Component objective:

- Improved survey methodology in line with EU standards

Specific objectives:

- Implementation of the quality system for survey quality reports
- Increasing technical capacity building for conducting surveys

Information technology component

Component objectives:

- Improved IT infrastructure
- Standardized development
- Modernized data processing system
- An on-line research facility for data access
- Improved Business register quality

Specific objectives:

- Building up an adequate IT infrastructure
- Development of the applications towards new technologies for data collection/processing/dissemination
- Development of the system of data processing and data storage
- Development of the system for researchers to get access to data

- Establishment of statistical registers

C. Discussion for the future

1. What are the recommendations regarding the scope of a new phase of cooperation?
2. Are the priorities for the new phase as achievable from SCB given its level of human resources and cooperation capacity?
3. What factors are key to success for the future phase and what has to be changed in the new cooperation to meet the current challenges?
4. How can the national and the regional projects cooperate best together?
5. How can INSTAT strengthen the effectiveness of development assistance provided in the field of statistics?

Recommendations and lessons

The mission shall present a review of the cooperation, based on the project document for the current project and the above questions. The recommendations should be directed to INSTAT, SCB and Embassy but should be officially submitted to the Embassy. Preliminary findings on lessons learnt, problems, roles and other issues of special relevance for the further improvement of the implementation of future activities should be discussed with INSTAT, SCB and Embassy in a short seminar/meeting. Feed-back from this seminar should also be conveyed to Sida's SCB focal point.

Methodology

The assignment will include a desk study of Statistics Sweden's reports on cooperation in Albania pertaining to this project phase, the respective project document, the chapter on statistics in the EU progress reports and the two last Peer Review reports for INSTAT. Meetings in Albania and in Sweden, should be arranged with INSTAT, SCB and other relevant actors including user group's representatives.

The assignment will include a field mission to Albania which will constitute the most crucial part of the work.

The reviewer will need the following qualifications:

- Expertise in the area of official statistics. Experience of capacity building and institution building in development cooperation
- Experience and knowledge in evaluation of development cooperation programmes
- Knowledge of Sida's work (such as policies and administrative routines) with Swedish state agencies in development cooperation projects
- Knowledge about the EU-integration process in the Balkans, the EU acquis on statistics.
- Fluency in English and possibly in Albanian

Time schedule and budget

The offer should be available to the Embassy on the 09th of March 2017. The assignment is expected to be carried out during March –April 2017.

A draft report should be presented to the Embassy within 25 April. The final report, after INSTAT, SCB and the Embassy's comments shall be presented no later than 25 May 2017.

The consultant shall present a proposal and budget corresponding to no more than 22 working days in total or the equivalent of 176 hours, including desk study, field trip to Albania, if necessary relevant meetings/interviews in Sweden and report writing.

Reporting

The consultant shall present a report based on these Terms of Reference. The report shall be written in English and shall not exceed 25 pages, excluding annexes. The Embassy, INSTAT and SCB shall within 15 days present comments to the draft report. If requested by the Embassy, the report may also be presented at a seminar in Stockholm or in Tirana.

The offer as well as the reports, shall be sent to linda.gjermani@gov.se

Annex 2 – List of documents

Project and Working Documents
Albania financial follow up 2015
Albania financial follow up 2016
Albania development cooperation strategy 2009-2012
Audit response SCB2015 - Albania
Direct Funding for Procurement of IT Equipment and Establishing a TC - Progress report 2016.doc
Donor survey report 2016 final-extraction W-Balkans
EU Statistics Code of Practice
EUROSTAT AGA report 2010
Evaluation Report draft 20090922 SIPU.doc
Final Report Albania 2010-2014
Flowchart of the E&I procedure for HBS 2014 ISTAT
Framework agreement SCB
Gender workshop Feb. 2014
INSTAT Activities 2014-2016
INSTAT organogram
INSTAT structure new Albanian
INSTAT YEARLY WORKING PLAN 2017
KPMG Review Report of INSTAT 31 03 2015
light peer review report final version 2014-09-04 complete
light peer review report final version 2015
Minutes of the 2nd SCM Direct Funding for Procurement of IT - 20th February.doc
Official Statistics Programme INSTAT 2017-2021 English final.doc
official statistics national program 2012 - 2016
Planning Missions 2016
Planning Missions 2017
Presentation Retreat Dec 2016
Progress report Albania Phase IV 2016 final draft
Progress Report October 2014 -31 March 2015
Progress Report Phase IV INSTAT 2014-2015 revised
Project Document 2014 - 2017
Results strategy for Western Balkan 2014-2020
SCB Reg. Project Management response 2017-02-03
Service purchase agreement SCB
Sida -INSTAT Contribution agreement
Standard ESS Quality and Performance Indicators Albania
Statement on audit report 2015 SCB Albania statistics

Strategy Statistical Cooperation 2014-2020 final
Study visit report Sweden 8-12 June - 2015 environment
Study visit report to ISTAT Anisa & Alma
Study visit Social Statistics report Sweden
Swiss support scoping mission April 2017
Template ESMS Quality Report INSTAT
Terms of Reference Albania LTA 2016
Training strategy INSTAT
Women and Men In Albania 2015
Women and Men In Albania 2014
Work Plan Albania 2017 Final
SCB Mission Reports 2014-2016
Albstat 2014_01 Household Budget Survey.pdf
Albstat 2014_02 Environment statistics 1.pdf
Albstat 2014_03 Gender1.pdf
Albstat 2014_04 Progress Report 1.pdf
Albstat 2014_05 RBM Workshop.pdf
Albstat 2014_06 Metadata.pdf
Albstat 2014_07 Gender2.pdf
Albstat 2014_08 Business register.pdf
Albstat 2014_09 Environment statistics 2.pdf
Albstat 2014_10 Progress Report 2.pdf
Albstat 2014_11 Environment accounts.pdf
Albstat 2014_12 Business register.pdf
Albstat 2014_13 Metadata.pdf
Albstat 2015_01 Agriculture statistics census comparison 1.pdf
Albstat 2015_02 Agriculture statistics_ EAA.pdf
Albstat 2015_03 Agriculture statistics_Prices.pdf
Albstat 2015_04 Waste Statistics.pdf
Albstat 2015_05 Statistical Program.pdf
Albstat 2015_06 IT Business register.pdf
Albstat 2015_07 Agriculture statistics census comparison 2.pdf
Albstat 2015_08 Economic statistics_CPI.pdf
Albstat 2015_09 Economic statistics_SBS.pdf
Albstat 2015_10 Progress Report1.pdf
Albstat 2015_11 Social statistics_HBS.pdf
Albstat 2015_12 Economic statistics_STS.pdf
Albstat 2015_13 Economic statistics_IPI.pdf
Albstat 2015_14 Economic Statistics_SPI.pdf
Albstat 2015_15 Economic Statistics_CCI.pdf
Albstat 2015_16 Social statistics_HBS2.pdf

Albstat 2015_17 IT Business register2.pdf
Albstat 2015_18 Statistical Program2.pdf
Albstat 2015_19 Social statistics_HBS3.pdf
Albstat 2015_20 Economic Statistics ICT Survey.pdf
Albstat 2015_21 Methodology Quality Reporting.pdf
Albstat 2015_22 Progress Report.pdf
Albstat 2016-01 Environmental statistics.pdf
Albstat 2016-02 Economic Statistics, CPI.pdf
Albstat 2016-03 training strategy for INSTAT.pdf
Albstat 2016-04 Social statistics Culture Statistics.pdf
Albstat 2016-05 Social Statistics, Crime Statistics.pdf
Albstat 2016-06 Short Term Statistics.pdf
Albstat 2016-07 Vehicle Register.pdf
Albstat 2016-08 Tourism Statistics.pdf
Albstat 2016-09 Economic statistics, ICT usage survey for enterprises.pdf
Albstat 2016-10 Register Based Statistics.pdf
Albstat 2016-11 Planning of activities for IT.pdf
Albstat 2016-12 Environment, Water statistics.pdf
Albstat 2016-13 Social Statistics, Crime Statistics.pdf
Albstat 2016-14 Quality Reporting.pdf
Albstat 2016-15 Vehicle Register.pdf
Albstat 2016-16 Service Producer Price Index.pdf
Albstat 2016-17 training strategy for INSTAT.pdf
Albstat 2016-18 Law on Official Statistics.pdf
Albstat 2016-19 Tourism.pdf

Annex 3 – List of interviewees

Name	Position	Organization	Date
Adisa Isufi	IT support	Focus group in experts Missions	April 5, 2017
Alban Çela	Director of Agricultural and Environmental Directorate	INSTAT	March 31, 2017
Albana Berbiu	Crime Statistics	Focus group in experts Missions	April 5, 2017
Alketa Braçe	Head of Financial accounting and reporting sector	Ministry of Finance	April 5, 2017
Alma Kondi	Head of Quality Statistics Sector	INSTAT	April 3 & 5, 2017
Altin Xhikneli	Head of Publication Sector	INSTAT	April 6, 2017
Anxhela Kasapi	Specialist of financial accounting and reporting sector	Ministry of Finance	April 5, 2017
Benard Shalca	Environmental Accounts	Focus group in experts Missions	April 5, 2017
Birgitta Mannfelt	Senior Adviser SCB	SCB Project Office at INSTAT	April 5, 2017
Delina Ibrahimaj	Director General	INSTAT	March 31, 2017
Dr. Pellumb Abeshi,	General Director of Environmental Policies	Ministry of Environment, Albania	April 5, 2017
Dragan Vukmirovic	Team Leader	EU IPA 2013 National project	April 4, 2017
Elda Bagaviki	National Programme Officer Decentralisation and Local Governance	Embassy of Switzerland	April 6, 2017
Elona Sevrani	Director of NA	INSTAT	April 6, 2017
Elsa Dhuli,	Director of Economic Statistics Directory	INSTAT	April 3, 2017
Erkand Muraku	Metadata/Quality reporting	Focus group in experts Missions	April 5, 2017
Ervin Shameti	Director of Data Collection Directory	INSTAT	April 4, 2017
Ervisa Bushati		INSTAT, Focus group participated in Study Visits	April 5, 2017

ANNEX 3 – LIST OF INTERVIEWEES

Estela Karaj	Human Resources and Legal Department Sector	INSTAT	April 3, 2017
Flutura Rama	Head of Business Register Sector	INSTAT	April 4, 2017
Helda Mitre	Director of IT Directory	INSTAT	April 3, 2017
Hilda Shijaku		The World Bank	April 3, 2017
Ilirjana Kraja	Economic Statistics	Focus group in experts Missions	April 5, 2017
Irsida Nuellari		INSTAT, Focus group participated in Study Visits	April 5, 2017
Ledia Thomo	Director of Social Statistics	INSTAT	April 3, 2017
Lila Dafina	Project Administrator	SCB Project Office at INSTAT	April 5, 2017
Liljana Boci	Head of Methodology Sector.	INSTAT	April 3, 2017
Linda Gjermani	National Project Coordinator	The Embassy of Sweden	March 31, 2017
Marjana Gorica	Administrative Coordinator	INSTAT - Sida Direct Funding Project	April 6, 2017
Ndue Çuni	Agriculture - Water and water emission	INSTAT	April 5, 2017
Olta Kodra	IT Metapplus (Metadata)	Focus group in experts Missions	April 5, 2017
Orald Hoxha	Human Resources and Legal Department Sector	INSTAT	April 3, 2017
Qanie Fetahu	Specialist of Agricultural Information sector	Min. of Agriculture	March 31, 2017
Rudi Bregu		INSTAT, Focus group participated in Study Visits	April 5, 2017
Rudina Lilaj,	Head of External Statistics Sector	Bank of Albania	April 4, 2017
Vjollca Simoni	Directorate of European Integration and Projects Coordination	INSTAT	April 4, 2017
Xheni Sinakoli	Programme Manager Education Statistics, Employment, Social Affairs	EU Mission in Albania	April 5, 2017

Annex 4 – Evaluation schedule and itinerary of field visit

Time	Event	Venue
Thursday 30th of March 2017		
13:00 – 14:30	Meeting with Ms Vjollca Simoni, Project Coordination	INSTAT
Friday 31st of March 2017		
10.00 – 11.00	Meeting with Linda Gjermani. National Programme Officer	Embassy of Sweden
11.30 - 12:30	Meeting with Ms. Qanie Fetahu Specialist of Agricultural Information sector	INSTAT
12.30 - 13.30	Meeting with Ms Delina Ibrahimaj, Director General, INSTAT	INSTAT
13.30 – 14.30	Meeting with Mr. Alban Çela, Director of Agricultural and Environmental Directory	INSTAT
Monday, 03rd of April 2017		
09:00 - 10:00	Meeting with Ms. Elsa Dhuli, Director of Economic Statistics Directory	INSTAT
10:00 - 10.45	Meeting with Ms Alma Kondi –Head of Quality Statistics Sector	INSTAT
10:45 - 11:00	Coffee Break	INSTAT
11:20 - 12:00	Meeting with Ms. Ledia Thomo, Director of Social Statistics	INSTAT
12:00 - 13:30	Lunch break	INSTAT
13:30 - 14:15	Meeting with Ms. Helda Mitre – Director of IT Directory	INSTAT
14:15 - 15:00	Meeting with Ms. Hilda Shijaku - BB	INSTAT
15:00 - 15:45	Meeting with Ms. Liljana Boci - Head of Methodology Sector.	INSTAT
15:45 – 16:30	Meeting with Ms. Estela Karaj and Mr. Orald Hoxha, Human Resources and Legal Department Sector	INSTAT
Tuesday, 04th of April 2017		
09.00 - 09:45	Meeting with Mr. Dragan Vukmirovic – Team Leader of IPA 2013 Project	INSTAT
09.45- 10:45	Meeting with Mr. Ervin Shameti, Director of Data Collection Directory	INSTAT
10:45 - 11:00	Coffee break	INSTAT
11:00 - 12:00	Meeting with Ms. Flutura Rama, Head of Business Register Sector	INSTAT
12:00 - 13:00	Lunch Break	INSTAT
13:30 - 14:30	Meeting with Ms. Argita Frasheri, Director of Statistics and Ms. Rudina Lilaj, Head of External Statistics Sector, Bank of Albania	Bank of Albania
15:00 - 16:00	Meeting with Ms. Vjollca Simoni - Directorate of European Integration and Projects Coordination	INSTAT
Wednesday, 5th of April 2017		
09.00: 10:00	Meeting with Mr. Prof. Dr. Pellumb Abeshi, General Director of	Ministry of

ANNEX 4 – EVALUATION SCHEDULE AND ITINERARY OF FIELD VISIT

	Environmental Policies Ministry of Environment, Albania	Environment
10:30: 11:15	Meeting with Ms Xheni Sinakoli - Programme Manager Education, Statistics, Employment, Social Affairs EUD, Albania	EUD Premises
11:30 : 12:30	Meeting with Ms. Aurela Velo Director of Business Processes, Alketa Braçe - Head of Financial accounting and reporting sector Ms. Anxhela Kasapi, specialist of financial accounting and reporting sector - Ministry of Finance	INSTAT
12:30 - 13:30	Lunch Break	INSTAT
13:40 - 14:40	Meeting with Ms. Birgitta Mannfelt Senior Adviser SCB and Ms. Lila Dafina Project Administrator	INSTAT
14:40 -15:40	Focus group discussions - Study Visits	INSTAT
15.40- 16:40	Focus group discussion - -experts missions	INSTAT
Thursday, 6th of April 2017		
09.00 - 09:45	Meeting with Ms Elona Sevrani Director of NA, INSTAT	INSTAT
09.45 - 10.30	Meeting with Ms. Marjana Gorica - Administrative Coordinator – Sida Direct Funding Project	INSTAT
10:30: 10:45	Coffee Break	
11:00 - 11:45	Meeting with Mr. Altin Xhikneli – Head of Publication Sector	INSTAT
12:15 - 13:00	Meeting with Ms. Elda Bagaviki National Programme Officer Decentralisation and Local Governance Embassy of Switzerland	Embassy of Switzerland
13:00 – 14:30	Lunch Break	INSTAT
14:30-15:30	Focus group discussion - future cooperation with INSTAT Directors	INSTAT
Friday, 7th of April 2017		
10:00 – 11:30	De-briefing for INSTAT Staff and Embassy of Sweden	INSTAT
Wednesday, 12th of April 2017		
11:00 – 12:30	Meeting with Maldi Dema, National Statistical System Coordinator	Skype interview
Thursday, 13th of April 2017		
10:00 – 11:00	Meeting with Delina Ibrahimaj, Director General, Instat	Instat

Annex 5 – Project activities, phase IV

Period	Report No.	Component
Management Component		
10 – 13 March, 2015	2015-05	Management, statistical program
19 - 23 October 2015	2015-18	Management, Statistical program 2017-2021
31 Jan- 5 Febr, 2016	2016-03	Drafting of a training strategy, Management and HRD
14 Sept, 2016		Training strategy workshop
31 Oct- 4 Nov, 2016	2016-17	Training strategy Management and HRD
14 -18 November, 2016	2016-18	Statistical law
Agriculture and Environment component		
19 – 23 January, 2015	2015-01	Agricultural statistics, general agricultural statistics
23 – 27 February, 2015		Agricultural statistics, general agricultural statistics
2- 6 February, 2015	2015-04	Agricultural statistics, environment statistics
16-22 January, 2016	2016-01	Environmental Accounts Methodology
17 -21 October, 2016	2016-12	Environment statistics/Water statistics and water emission
2- 6 February, 2015	2015-03	Agricultural statistics, agricultural price statistics
2- 6 February, 2015	2015-02	Agricultural statistics, economic agricultural accounts
Economics and Business Component		
13-17 April 2015	2015-08	Economic statistics, Consumer Price Statistics
10-16 January, 2016	2016-02	Economic Statistics , CPI
22-26 June 2015	2015-15	Economic statistics, Construction cost index
13-17 April 2015	2015-13	Economic statistics, Import price index
23-25 June 2015	2015-14	Economic statistics, Service Price Index
27 October, 2016	2016-16	Service Price Index
9 – 13 March, 2015	2015-12	Economic statistics, short term statistics
9 – 13 March, 2015	2015-09	Economic statistics, structural business survey
28 – 30 October 2015	2015-20	Economic statistics, ICT usage survey for enterprises
31 January- 5 February, 2016	2016-09	Economic Sector, ICT Usage Survey for enterprises

28 Feb – 04 March, 2016	2016-06	Short Term Statistics
04-08 April, 2016	2016-08	Tourism Statistics
11-15 April, 2016	2016-07	Transport Statistics, Vehicle register
20-25 November, 2016	2016-19	Tourism Statistics
24-28 October, 2016	2016-15	Transport Statistics
04 -08 April, 2016	2016-05	Social statistics, Crime Statistics
10 October – 14 October, 2016	2016-13	Social Statistics, Crime Statistics
07-11 February, 2016	2016-04	Social statistics, Cultural Statistics
2 – 6 March, 2015	2015-11	Social statistics, household budget survey
24-28 August 2015	2015-16	Social statistics, household budget survey
12 –16 October 2015	2015-19	Social Statistics, Household budget survey
Statistical Methodology Component		
5 – 9 October 2015	2015-21	Statistical Methodology: Quality reporting
31Oct – 4 Nov, 2016	2016-14	Statistical Methodology: Metadata/Quality reporting
Information Communication Technology – ICT Component		
03 -07 October, 2016	2016-11	Assessment of ICT
9 -12 December, 2014	2014-13	Information Technology, Metadata
17-20 November, 2014	2014-12	Information Technology, Business, register application
27 Nov – 4 Dec, 2014	2015-06	Information Technology, Business, register database
14-18 September 2015	2015-17	Information Technology, Business register
13-17 April, 2016	2016-10	Register Based Workshop, 14-15/4
Study visit and Conferences		
9-11 February 2015		Study Visit to Statistics Sweden from INSTAT
11-13 May 2015		Study Visit to Italian Institute of Statistics Rome. ISTAT
8-12 June 2015		INSTAT Study Visit to Statistic Sweden on Environment statistics
10-12 June 2015		JOS 30th Anniversary Conference Journal of Official Statistics
9-13 November 2015		INSTAT Study Visit to Statistics Sweden on Social Statistics
12-13 November 2015		PC-Axis reference group meeting
10-14 October 2016		Study Visit to ICO Study visit SBS, STS, Data collection Economic Statistics
8-9 November 2016		PC-Axis reference meeting 8-9 November 2016

Steering Committee Meetings	
27 May 2015	Steering Committee Meeting
13 November 2015	Steering Committee Meeting
01 March, 2016	Steering Committee Meeting
26 October 2016	Annual Progress and SC meeting

Annex 6 – Financial follow-up

Aggregated Level

2014-2015

Item	Budget 2014-2017	Accumulated 2014-2015	Balance	Utilization (%)
Fees	15 256 000	4 340 540	10 915 460	28,5%
Reimbursable	3 833 000	1 183 596	2 649 404	30,9%
Assignment cost	2 022 000	687 249	1 334 751	34,0%
Unforeseen costs	78 000		78 000	0,0%
Total	21 189 000	6 211 385	14 977 615	29,3%

2014-2016

Item	Budget 2014-2017	Accumulated 2014-2016	Balance	Utilization (%)
Fees	15 256 000	7 918 015	7 337 985	51,9%
Reimbursable	3 833 000	1 944 999	1 888 001	50,7%
Assignment cost	2 022 000	1 030 404	991 596	51,0%
Unforeseen costs	78 000	0	78 000	0,0%
Total	21 189 000	10 893 418	10 295 582	51,4%

Component	Budget 2014-2017	Appr. Costs Oct 2014- 2015	Appr. Balance 2015	Appr. Costs 2016	Appr. Acc. Costs 2016	Appr. Balance 2016	Balance %
Management							
Missions	10	3	7	4	7	3	30,0%
Fees	777 000	194906	582 094	266 512	461 418	315 582	40,6%
Reimbursable	101 000	39563	61 437	45 862	85 425	15 575	15,4%
Agriculture & Environment							
Missions	11	7	4	2	9	2	18,2%
Fees	855 000	454781	400 219	133 256	588 037	266 963	31,2%
Reimbursable	111 000	92313	18 687	22 931	115 244	-4 244	-3,8%
Economic statistics							
Missions	11	8	3	12	20	-9	-81,8%
Fees	855 000	519750	335 250	799 536	1 319 286	-464 286	-54,3%
Reimbursable	111 000	105500	5 500	137 585	243 085	-132 085	-119,0%
Statistics method							
Missions	10	4	6	2	6	4	40,0%
Fees	777 000	259875	517 125	133 256	393 131	383 869	49,4%
Reimbursable	101 000	52750	48 250	22 931	75 681	25 319	25,1%
Social statistics							
Missions	14	4	10	5	9	5	35,7%
Fees	1 088 000	259875	828 125	333 140	593 015	494 985	45,5%
Reimbursable	141 000	52750	88 250	57 327	110 077	30 923	21,9%
IT							
Missions	10	6	4	2	8	2	20,0%
Fees	777 000	389813	387 187	133 256	523 069	253 931	32,7%
Reimbursable	101 000	79125	21 875	22 931	102 056	-1 056	-1,0%
Total							
Missions	66	32	34	27	59	7	10,6%
Fees	5 129 000	2 079 000	3 050 000	1 798 956	3 877 956	1 251 044	24,4%
Reimbursable	666 000	422 000	244 000	309 567	731 568	-65 568	-9,8%
Total Missions	5 795 000	2 501 000	3 294 000	2 108 523	4 609 524	1 185 476	20,5%
Study visits	12	4	8	2	6	6	50,0%
Fees	778 000	160000	618 000	107050	267 050	510 950	65,7%
Travel costs/Assignment costs	738 000	254000	484 000	123926	377 926	360 074	48,8%
Total Study Tours	1 516 000	414 000	1 102 000	230 976	644 976	871 024	57,5%

Total components	7 311 000	2 915 000	4 396 000	2 339 499	5 254 500	2 056 500	28,1%
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Component	Budget 2014-2017	Acc. costs	Balance	Acc. costs	Appr. Acc. Costs	Balance	
LTA+LTC+							
Fees	8 203 000	1 856 000	6 347 000	1 294 080	3 150 080	5 052 920	61,6%
Reimbursable	3 085 000	751 000	2 334 000	419 316	1 170 316	1 914 684	62,1%
Total Long term	11 288 000	2 607 000	8 681 000	1 713 396	4 320 396	6 967 604	61,7%

Other costs	Budget 2014-2017	Acc. costs	Balance	Acc. costs	Appr. Acc. Costs	Balance	
Not component costs							
Fees	900 000	245 000	655 000	259 390	504 390	395 610	44,0%
Reimbursable	81 000	11 000	70 000	32 520	43 520	37 480	46,3%
Assignment costs	1 284 000	433 000	851 000	219 229	652 229	631 771	49,2%
Total other costs	2 265 000	689 000	1 576 000	511 139	1 200 139	1 064 861	47,0%
Unforeseen costs	78 000	0	78 000		0	78 000	100,0%
Annual adjustment	346 000	0	346 000	118 000	118 000	228 000	65,9%
Grand total	21 288 000	6 211 000	15 077 000	4 682 034	10 893 035	10 394 965	48,8%

GRAND TOTAL	Budget 2014-2017	Acc. costs	Balance	Acc. costs	Appr. Acc. Costs	Balance	
Fees (as above)	15 010 000	4 340 000	10 670 000	3 459 476	7 799 476	7 210 524	48,0%
Annual Adjustment	346 000	0	346 000	118 000	118 000	228 000	65,9%
Total Fees	15 356 000	4 340 000	11 016 000	3 577 476	7 917 476	7 438 524	48,4%
Reimbursable Costs	3 832 000	1 184 000	2 648 000	761 403	1 945 404	1 886 596	49,2%
Assignment Costs	2 022 000	687 000	1 335 000	343 155	1 030 155	991 845	49,1%
Unforeseen	78 000	0	78 000	0	0	78 000	100,0 %
Grand Totals	21 288 000	6 211 000	15 077 000	4 682 034	10 893 035	10 394 965	48,8%

Annex 7 – Project objectives, indicators and status as of 2016

The result framework below is presented in the 2016 progress report to report on the objectives and indicators of each component and sub-component. The targets and achievements represented by the colour coding is the view of SCB and collaborated by INSTAT.

1. MANAGEMENT AND HUMAN RESOURCES

Component objective: Strengthening HRM and the planning framework of INSTAT in line with §4 of the EU Statistics Code

Specific objective: Introducing Strategic Plan 17-21 including a performance assessment framework

Management and human resources					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Performance Assessment Framework (PAF) regular performance reporting (process and quality)	Efficiency & qual.	Medium	Medium	On track
	Compliance EU Code of practice §4, 4 indicators (Light Peer Review/AGA)	Efficiency & qual.	Medium	Medium	On track
OUTPUTS	Draft Statistical Programme 2017-2021 submitted	n/a	mid 2016	Done	The draft was prepared by INSTAT. Statistical law revised.
	INSTAT Performance Assessment Framework introduced (process & quality ind.)	no	End of 2015	min. 3 + 3	Started in end of 2016 and will continue in 2017.
	Time Entry System for INSTAT human resource (HR database, process descr.)	no	1 jan 2015	Done	Awaiting procurement
	Product descriptions ESMS	no		all prod.	Under Comp. 5
	Production process descriptions (24)	0	24	24	INSTAT has started to implement GSBPM.
	Job descriptions developed, all staff	0	100	100	
	Job descriptions template designed	no	End 2014	End 2014	Template from the civil servants

				administration
Established Training Centre/Library/Research facility	no		Operational	Delayed due to procurement.
Feasibility report on INSTAT Training Centre/On-line library	no	End 2014	End 2014	Prepared by INSTAT. The idea is to have a connection between Training Centre, on-line Library for statistics literature and e-learning
HR software solution implemented	no	100%	100%	An open source HR software installed, but does not fulfil all INSTAT needs for both HR and financial matters. Another solution is discussed.
Training strategy for INSTAT staff drafted	no	100%	100%	
Surveillance system established	no	Operational	Operational	Awaiting procurement
Establishment of user and producer groups	no	Operational	Operational	Five user groups initiated

2. AGRICULTURE AND ENVIRONMENT STATISTICS

2.1 General agricultural statistics

Component objective: Agriculture statistics produced in harmonization with EU standards and methodology

Specific objective: 1. Quality production of Agricultural Statistics. 2. Production of agricultural surveys in line with EU requirements. 3. Training staff in agricultural statistics

General Agricultural Statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	10 agricultural surveys (semi-annual and annual survey, green house, LUCAS)	range	9	10	Will not be achieved, very little support in 2017
	Agricultural survey's sampling error	quality	5%		Will not be achieved, very little support in 2017
	Agricultural survey's response rate	quality	98%		Will not be achieved, very little support in 2017
OUTPUTS	Publ. of annual survey &	No	Q2;4	Green	No activities

Green house survey compatible with Eu requirements			house	
Improved data collection in agricultural surveys	1	9	10	No activities
Data quality, evaluation and imputation	Low	90%	90%	No activities
15 Staff trained on agriculture statistics production	3	15	15	No activities
Improved sample design for agricultural surveys	1	9	10	No activities
Methodology and questionnaire for agricultural surveys	1	9	10	No activities
Aquaculture questionnaire and necessary administrative data identified	No		30%	Assessment mission in 2017

2.2 Statistical farm register

Component objective: Statistical Farm Register updated

Specific objective: 1. Update of the statistical farm register through administrative databases. 2. Update of the statistical farm register through statistical surveys

Statistical Farm Register					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Agricultural surveys sample design based in updated Farm Register	Quality		Done	Will not be achieved, no support in 2017
	Agricultural statistics based on Updated Statistical Farm Register	Quality		Done	Will not be achieved, no support in 2017
OUTPUTS	2 Staff trained	0	2	2	No activities
	Update of Statistical farm register from Administrative data	Missing	75%	75%	No activities
	Link of databases of statistical farm register and administrative databases	Missing	75%	95%	No activities
	Update of Statistical farm register from agricultural surveys	Missing	5%	5%	No activities

2.3 Environment and forestry

Component objective: Quality and quantity of Environmental and forestry statistics in line with EU standards

Specific objective: 1. Quality and quantity of environmental and forestry statistics improved 2. Training of staff

Environment and Forestry					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Establish new statistics on Environmental Accounts (EA) and Communal and Private Forestry and Pastures statistics	25%		75%	Only material flow accounts
	Increasing indicators for environment statistics	25%		75%	
OUTPUTS	Collection and elaboration of new variables	25%	100%	100%	
	4 staff trained on EA and Communal and Private Forestry and Pastures statistics	2	4	4	In 2017, but only 2 staff.
	Questionnaire and necessary administrative data identified and used	30%	75%	100%	Material flow, urban waste and water use assessed
	Defined methodology for Communal and Private Forestry and Pastures statistics	70%	100%	100%	In 2017
	Defined methodology and definitions for Environmental Accounts	70%	100%	100%	Only for material flow accounts

2.4 Agriculture Price Statistics and Economic Agriculture Accounting (EAA) statistics

Component objective: APS and EAA statistics in line with EU standards and requirements

Specific objective: 1.Improved the EEA and Prices in agriculture systems 2. Developing and Implementation of the systems in the SQL databases. 3. Databases connected with MARDWA database for previous years 2010 – 2012.

Agriculture Price Statistics and Economic Agriculture Accounting (EAA) statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	EAA comparable with EU standards and requirements	Low	85%	100%	Outcome will not be achieved
	Improved output indexes		100%	100%	

	calculation in agriculture production				
	implementing input indexes in agriculture products statistics	Missing	100%	100%	
	Increase survey response rate	75%	100%	100%	
OUTPUTS	EAA published	Non existent	Q2	Done	
	Agriculture output and input prices indices published	Missing	Q1	Done	Will be achieved in 2017
	3 Staff trained in EAA and agriculture price statistics	1	3	3	Only one staff at INSTAT + Head of Sector
	Calculation of agriculture output prices and EAA based using SQL	missing	100 %	100 %	Only 75% achieved
	Evaluation and imputation and analyze of data	Low	85 %	100 %	Only 75% achieved
	Updating data from MARDWA 2010/12 with EU standards	Low	100 %	100 %	
	Methods, definitions and data collection method for input prices in place	40 %	100 %	100 %	Only 75% achieved

3. ECONOMIC AND BUSINESS STATISTICS

3.1 Consumer Price Index

Component objective: Improved of Consumer price statistics and implementation of HICP in line with EU standards

Specific objective: 1. Improved the methods of calculations and sources of information. 2. Improved of sampling methodology for specific groups of items.

Consumer Price Index					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Implementation of Harmonized Index of Consumer Price (HICP)	Low	100 %	100 %	Component finalized
	EU CPI quality standards attained	70 %	100 %	100 %	
OUTPUTS	Quality of CPI & HICP results checked	0	done	done	
	New HICP calculated	0	done	done	
	CPI with new weights calculated.	50 %	100 %	100 %	

New CPI weights calculated based on new HBS 2014	no	done	done
New reporting format of data from regional statistical offices finalized	30 %	100 %	100 %
New system in SQL of CPI & HICP finalized	80 %	100 %	100 %

3.2 Construction Price Index

Component objective: Improved of Construction price Statistics in line with EU standards.

Specific objective: 1. Improved methods of calculations and sources of information.
2. Improved sampling methodology in Construction Cost survey

Construction Price Statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Implementing of CCI for Civil engineering works.	40 %	100 %		Outcome will not be achieved
	Quality of sample design CCI	80 %	100 %		Outcome will be partially achieved
OUTPUTS	Total Construction Cost Index published.	50 %		100 %	Plan to publish in 2017
	Total CCI calculated.	50 %		100 %	CEW will not be included with confidence in CCI
	Response rate report of CCI.			Done	Will be achieved in 2017
	New system in SQL of CCI finalized	10 %	80%	100 %	Will be achieved in 2017

3.3 Import Price Index

Component objective: Implementing the Import Price statistics according European methodology.

Specific objective: Publication of IMPI with good quality.

Import Price Statistics (IMPI)					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Improved of response rate	60 %	80%	100 %	Component finalized
	Quality of sample design in line with EU standard	60 %	80%	100 %	Component finalized.
OUTPUTS	Response rate report of			Done	One mission was

IMPI				require for completion of all outputs.
Implementing/Publication of IMPI	60 %	80%	100 %	
SQL format for calculation of IMPI used.	50 %	100 %	100 %	

3.4 Service Price Index

Component objective: Implementation of the Services price statistics according European methodology.

Specific objective: Assessment of the current situation for SPI

Service Price Index (SPI)					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Data sources and data identification for SPI	Non existing		100 %	Will be partially achieved in 2017. 3 rd mission foreseen in 2017. Lack of staff resources for Instat.
OUTPUTS	Implemented SPI	60 %	80 %	100 %	Not likely to be achieved.
	Current situation assessed	0 %	10 %	20 %	Will be partially achieved but difficult to measure progress in certain terms
	Data sources identified	0 %	10 %	20 %	Will be partially achieved but difficult to measure progress in certain terms

3.5 Structural Business Statistics

Component objective: Improved Quality and Quantity of SBS in line with EU standards.

Specific objective: 1) Increase the coverage of the SBS 2) Increase the number of variables collected. 3) Improve the quality of indicators produced

Structural Business Statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Coverage of SBS and number of variables collected.	70 %	85 %	85 %	Likely to be achieved but difficult to measure

	Response rate of indicators	83 %	89 %	90 %	Will likely be achieved
	Applying Nace Rev.2 in SBS	50 %	100 %	100 %	Achieved.
OUTPUTS	Regional statistical indicators produced.	don't done		done	Mission and study tour planned in 2017
	Timeliness of data delivering to NA improved.	t +12		T+10	Will be achieved in 2017
	New questionnaires by economic activities designed.	3	1	5	Achieved by Instat independently
	Staff trained in questionnaires design process, treatment of new variables.	0	6	8	Staff able to perform independently , not clear whether there was training other than study tour.
	SBS by NACE rev.2 published.	don't done	done	done	Accomplished, 1 mission dedicated
	Domain publication improved based on NACE rev 2.	32 domains		38	Accomplished

3.6 Short term Statistics

Component objective: Improved Quality and Quantity of STS in line with EU standards

Specific objective: 1. Improve the quality of STS. 2. New methods for estimation of Production Volume Index 3. Increase number of STS indicators.

Short Term Statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Production Volume Index with new method	No	Done	Done	Unlikely to be fully achieved
	Detailed STS indicators	50 %	80 %	80 %	Will be partially achieved more work needs to be done at disaggregated level
	Administrative data sources on standard	30 %	60 %	60 %	Unlikely to be achieved but difficult to measure against clear indicators
OUTPUTS	Data seasonally adjusted.	No	done	done	First analysis done, likely to be achieved in 2017 when publication is out
	New survey for Industrial Production index	No	done	done	Dropped as Instat does not plan new survey

7 Staff trained in questionnaires design process, treatment of new variables needed.	1	7	7	Not 7 staff
Webform data collection used.	10 %	40 %	50 %	Tested in 2016 but response rate too low
STS by NACE rev.2 published.	80 %	100%	100%	Done

3.7 Other Business Indicators

Component objective: Improved quality of tourism and transport statistics in line with EU standards

Specific objective: Increase number of indicators and improve quality of existing indicators. One outcome indicator measures achievements in this component as follows:

- More indicators in the transport and tourism area

Other Business Indicators

LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	More indicators related to transport and tourism area	No	Done		Progress is not sustainable but difficult to comment on progress towards outcome given the quality of indicators
OUTPUTS	Transport indicators added	30 %	50 %	80 %	Preparatory work has started in 2016 will need follow up beyond 2017
	Tourism indicators added	30 %	50 %	80 %	Preparatory work has started in 2016 will need follow up beyond 2017
	IT use indicators added	0	50 %		Output added in 2016. Prel results published 2016
	R&D and CIS indicators added	0		50%	New area in 2017

4. SOCIAL STATISTICS

4.1 Demographic Health Survey

The component objective is: Improved demographic health statistics in line with EU requirements.

The specific objective is: Estimates of demographic and health indicators.

Demographic Health Survey (DHS)					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Enrichment of indicators' list on fertility, mortality, morbidity and living conditions	Low	Operational	Operational	Will not be achieved, no support in 2017. Objectives were probably overambitious.
	In-depth analyses released to public users	Low			Will not be achieved, no support in 2017
	Increasing the accuracy of civil register data	Low	Operational	Operational	Will not be achieved, no support in 2017
OUTPUTS	Staff trained in social survey methodology	Low	3	3	No planned activities
	Documentation of work for all steps of the survey	Low	100 %	100 %	No planned activities
	Publication of the survey results	2009	Q2	Q2	No planned activities
	Report on comparison between civil register data and survey results	Non existent	Q3, Q4	Q3, Q4	No planned activities
	Analysis on fertility	2009	Operational	Operational	No planned activities
	Analysis on mortality and morbidity	2009		Operational	No planned activities
	Analysis on migration using the migration module from the survey	2009		Operational	No planned activities

4.2 Gender

The component objective is: General improvement of gender statistics.

The specific objective is: Increase number of indicators and improve quality of existing indicators.

Gender					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Availability of a regional comparative study on gender for the users	Low	Operational	Operational	Achieved but without project input.
OUTPUTS	An improved Gender publication with new indicators	2013	100 %	100 %	Possible support on Gender Pay Gap in 2017 but no missions have been planned. Women and men

					publication financially supported in 2015 but work performed independently by Instat
	Improved methodology for comparison studies	Low	Q1 2015	Q1 2015	Difficult to measure likely to have been achieved given publication but independent of project.
	Special publication on gender - a comparative study	Non existent	Q4 2015	Q4 2015	Done by support from other project

4.3 Crime Statistics

Component objective: Crime statistics in line with EU requirements

Specific objective: Improved calculation methods and analysis for crime statistics

Crime Statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Crime statistics comparable with EU countries	Low		75 %	Partially achieved but will need support in future as well, possibly coming also from IPA
	Crime statistics report released to the public users	Non existent	50%	100 %	Unlikely to be achieved within 2017 but knowledge may have been acquired to proceed independently
OUTPUTS	Classification of crime statistics in line with EU	Non existent	Q2 2015		Assessed quality in 2016
	Preparation of crime statistics report	Non existent	Q4 2015		Plan to prepare in 2017

4.4 Culture Statistics

Component objective: Cultural statistics in line with EU requirements

Specific objective: To produce cultural statistics

Culture Statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS

OUTCOME	Producing cultural statistics	Low			
OUTPUTS	The list of available data concerning cultural statistics both administrative or survey data	Non existent	Q4 2015	Q4 2015	
	Knowledge on needs on cultural statistics increased at INSTAT	Non existent	50 %	75 %	In 2016 meetings with stakeholders on needs

4.5 Household Budget Survey

Component objective: Improved of household consumption statistics in line with EU standards

Specific objective: 1. Improve the sampling methodology for a continuous HBS representative for prefectures 2. Improve the automatic process of data cleaning 3. Improve the methods of calculations and analyses of data in line with EU standards.

Household Budget Survey					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	HBS in line with EU standards	Medium	Operational		
	A sustainable system for producing data continuously where survey data provides input to price statistics and national accounts	Medium	Operational		
	Poverty calculations partially based on HBS data	Non existent	Operational		
	Time series analyses	Low	Operational		
OUTPUTS	Prepare a full report of analyses based on HBS data				
	3 staff trained on how to conduct an automatic data editing process	0	3	3	Run independently
	Prepare data for weight calculations for HICP and CPI	10 %	100 %	100 %	Done from HBS 2015
	Prepare data for national accounts aggregates	10 %	100 %	100 %	
	Improved timeliness of HBS results	10 %	75 %	100 %	

5 STATISTICAL METHODOLOGY

Component objective: Improved survey methodology in line with EU standards

Specific objective: 1. Implementation of the quality system for survey quality reports,
2. Increasing technical capacity building

Statistical Methods					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Quality declaration realized	Insufficient		Published	
	Data published with quality indicators	0		Partially	
	Increased accuracy of estimates	Insufficient		Partially	
OUTPUTS	Quality report system established	Insufficient		50 %	
	Quality report fulfilled for the surveys	Insufficient		50 %	
	Staff trained in quality report fulfilling and management	0	5	50 %	20 staff trained, planning on having 60% of staff trained in 2017
	Definition of user roles in quality system	0		50 %	
	Production of the quality indicators	Insufficient		50 %	Possibly having 60% of quality indicators produced in 2017
	Staff trained in fulfilling the quality report and management	0	5	50 %	20 staff trained
	INSTAT quality report template, including quality indicators	Insufficient		50 %	
	Staff trained in statistical package	Insufficient	5	50 %	20 staff trained

6. INFORMATION AND COMMUNICATION TECHNOLOGY, ICT

6.1 IT-Infrastructure

Component objective: Improved IT infrastructure

Specific objective: Building up an adequate IT infrastructure

Infrastructure					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Production of the statistics in reliable systems improving timeliness and processes quality	50 %		100 %	Will not be achieved
OUTPUTS	Training 4 staff regarding new technologies	0	4	4	After procurement
	HW/SW based on the needs	Insufficient	100 %	100 %	Procurement in 2017
	Outsource of some services in the AKSHI	Insufficient	100 %	100 %	After procurement
	Implement a disaster recovery strategy and archiving system	Insufficient	100 %	Operational	After procurement
	A new data Center established	Insufficient	100 %	100 %	Procurement in 2017
	Templates for policies and standards (information security/backup/data processing)	Insufficient	75 %	100 %	After procurement

6.2 Development of applications and metadata system

Component objective: Standardized application development

Specific objective: Development of the applications towards new technologies for data collection/processing/dissemination

Development of applications and metadata system					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Supporting production of statistical activities with application based on user needs				
	Decreasing the timeline of data dissemination, increasing data visualisation tools	Low			
OUTPUTS	10 Staff trained using Metapplus package	0	5	10	20 staff trained
	10 Staff trained in web applications/mobile applications/data visualisation/GIS	0	5	10	There are not 10 staff to train. INSTAT staff is able to train others,

					when needed
	Metadata system integrated with website	No	50%	Operational	Planned in 2017
	Intranet system for data sharing	Non existent	50%	Operational	No decision at INSTAT

6.3 Data processing system

Component objective: Modernized data processing system

Specific objective: Development of the a system of data processing and data storage

Data processing system					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Monitoring and improving data processing system on different stages	Low			Will not be achieved
	Structured and standardised data storage system for INSTAT statistical data	Low			Will not be achieved
OUTPUTS	Establishment of a data processing system (data workflow)	Low		Semi-operational	After procurement
	A centralised and standardised for data storage	Low		Semi-operational	After procurement

6.4 Remote access for research community

Component objective: An on-line research facility for data access

Specific objective: Development of the a system for researchers to get access to data

Remote access for research community					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	Assessment of user needs	Non existent		100%	
	Increased online access to micro data at INSTAT for research purposes	Non existent		Finished by 2020	
OUTPUTS	Establishment of a researcher system			Finished by 2020	After procurement
	Data processing solution (related to data warehouse and other processes)				After procurement

6.5 Register based statistics

Component objective: Improved Business registers quality

Specific objective: Establishment of statistical registers

Register based statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2014 – 2016	TARGET 2017	COMMENTS
OUTCOME	User friendly BR	80 %	100%	100%	
	Increase of all economic statistics quality				
OUTPUTS	Increasing staff capacity building regarding register based statistics	Low		Operational	
	New Business register system (SQL based/VB interface)	Low		Operational	
	More registers established in INSTAT	Low		Operational	



Review of the Statistical Cooperation project between the National Institute of Statistics of Albania and Statistics Sweden, Phase IV, October 2014 – December 2017

This report presents the findings, conclusions and recommendations of the Review of the Statistical Cooperation project between the National Institute of Statistics of Albania and Statistics Sweden, Phase 4, October 2014 - December 2017.

The overall objective of the fourth phase was to contribute to the development of a sustainable statistical system in Albania. The project had five major components that focus on statistical production (Agriculture and Environment Statistics; Economic Statistics; Social Statistics; Information Communication Technology; and Statistical Methodology) and one component that focus on management.

The review finds the project design to be relevant. It aligns with the priorities set out in Sida's strategy for the region and meets the needs of INSTAT and the Official Five Year Statistical Plan. In terms of effectiveness and efficiency, the review concludes that the support has been moderately effective and efficient, although several sub-components did not show any progress.

Finally, due to a high degree of relevance with national and EU accession priorities, the prospects for sustainability of results are seen as good for the majority of the components.