

**Activity plan for 2010  
Initiatives and priorities**

Statistics Norway

---

*Plans and Reports* In this series, documents of an institutional nature and notes with a certain official character are published.

---

© Statistics Norway, March 2010  
When using material from this publication, Statistics Norway shall be quoted as the source.

Print: Statistics Norway

---

## Preface

The *Activity plan for 2010* gives an overview of Statistics Norway's plans for activities in 2010. The publication includes a brief overview of risk assessments, which are presented in more detail in a separate publication. A publication dedicated to internal budget allocation is also in preparation.

The Activity plan is based on guidelines in Report no. 1 to the Storting (2009-2010), on Statistics Norway's budget proposal for 2010 and on *Strategy 2007*. EU directives on statistics are also pertinent to the plan.

More detailed activity plans for each of Statistics Norway's departments are also available.

Oslo, 17 February 2010

Frøydis Langmark  
Chair of the Board

Øystein Olsen  
Director General

# Contents

<b>Preface</b> .....	<b>3</b>
<b>Contents</b> .....	<b>4</b>
<b>1. Activities in 2010 – prerequisites and goals</b> .....	<b>5</b>
1.1. Strategy and budget ceilings .....	5
1.2. Goals for activities in 2010 .....	5
1.3. Planning process and the planning system .....	6
1.4. Risk assessments 2010 .....	6
<b>2. Initiatives and priorities</b> .....	<b>7</b>
2.1. Statistics reflect society .....	7
2.2. Research of high quality .....	17
2.3. Satisfied users and motivated respondents .....	18
2.4. Cooperation for better statistics .....	19
2.5. Quality at every stage .....	21
2.6. Administration and financial management .....	22
<b>3. Resources</b> .....	<b>23</b>
3.1. Budget .....	23
3.2. Personnel .....	24
<b>Appendix A</b> .....	<b>26</b>
<b>Appendix B</b> .....	<b>31</b>
<b>Appendix C</b> .....	<b>34</b>

# 1. Activities in 2010 – prerequisites and goals

## 1.1. Strategy and budget ceilings

*Strategy* Statistics Norway's strategy is based on five main strategies:

- Statistics reflect society
- Research of high quality
- Satisfied users and motivated respondents
- Cooperation to improve statistics
- Quality at every stage

The following review of prioritised areas roughly follows the division of main strategies.

*International cooperation* International cooperation in statistics ensures greater comparability between statistics. Such cooperation imposes requirements on the content, scope and quality of statistics. New statistics must be developed or existing statistics must be reorganised on an ongoing basis in order to meet the requirements of the international statistics cooperation. This will influence the direction of our activities and require follow-up and action in 2010.

*Budgetary framework* Statistics Norway's budget proposal for 2010 was submitted to the Ministry of Finance in November 2008. The strategy and budget proposal for the next four years constitute Statistics Norway's long-term programme. An extract of the text in Proposition no. 1 to the Storting is given in Appendix B.

The national budget for 2010 allocates NOK 485.4 million to Statistics Norway. This is NOK 14.6 million more than the appropriation for 2009. Special focus areas that continue to receive financing in 2010 are IT infrastructure/development (NOK 5.5 million), the new standard for industrial classification (NOK 2.0 million), Svalbard statistics (NOK 2.5 million) and the EEA collaboration, where the amount that was increased by NOK 3 million for 2009 will be continued within the consequence-adjusted ceiling. New additional appropriations have been granted for the Population and housing census 2011 (NOK 3 million), Agricultural census (NOK 3 million), Use of time survey (NOK 5.4 million), Electronic dialogue with employers – EDAG (NOK 2.5 million) and financial market statistics/globalisation (NOK 2 million).

*Great demand for statistics* Demand for new and better statistics is growing steadily. Statistics production is being modernised and streamlined on an ongoing basis, particularly by means of various standardisation initiatives. A range of new initiatives and projects in different areas in 2010 and beyond will be included within the existing financial frameworks on the basis of continued improvements in productivity. The FOSS (Enhancement and standardisation of statistical production) programme is being continued as an integrated part of the system for portfolio management (see section 2.5).

## 1.2. Goals for activities in 2010

*Ongoing activities* The goals for ongoing activities are set out in the letter of award from the Ministry of Finance.

- The production volume, measured as the number of statistics releases, shall as a minimum equal the level in 2008 of 1 009 releases.
- The topicality is measured as the number of weeks after the end of the survey period.
  - Monthly statistics* – 3.2 weeks or better
  - Quarterly statistics* – minimum of 8.7 weeks
  - Annual statistics* – better than 38.3 weeks

The timeliness measures deviations from pre-announced publishing dates.

*The deviation should be less than 10 per cent.*

- Goal for response rates  
*Surveys with requirement to respond: minimum of 95 per cent*  
*Surveys that are voluntary: better than 73 per cent*
- Goal for response burden  
*The response burden shall be less than 108 man-years for surveys aimed at industry.*
- Goal for electronic reporting  
*The share shall be higher than 53 per cent.*

#### *Development tasks*

All parts of the organisation undertake major development tasks and many of the initiatives are spread over a number of years. Key goals in 2010 are:

- Continue the implementation of a new industry standard (NACE) in Statistics Norway's statistics systems. The annual structural statistics will be published according to both the new and old standards for the statistics year 2008, in the form of final figures in spring 2010. The implementation of a new standard in the national accounts will be completed in 2011.
- The initiative aimed at electronic data capture will continue by using services in Altinn II. Use of paper questionnaires will be further reduced.
- The new ssb.no will be launched in autumn 2010.
- Preparations will be made for the Population and housing census 2011. Efforts to increase the coverage of dwelling numbers will continue in close cooperation with register owners.
- The Agricultural census 2010 will be conducted.
- The Use of time survey 2010 will be conducted.
- Electronic dialogue with employers – EDAG – will be continued in a preliminary project.
- One key goal within the research activity is to increase the number of research works that are published in scientific journals.

### **1.3. Planning process and the planning system**

The planning system is being reorganised. A new version of the product register will be available in autumn 2010, and will have interfaces with a number of other systems in Statistics Norway.

#### *Service agreements and portfolio management*

Service agreements between IT and the subject area departments will be in place early in 2010. The system for portfolio management will be integrated into the planning process, and cover all development tasks of a certain size.

#### *Recruiting and retaining skilled employees*

Execution of the approved plans for 2010 is dependent on having skilled employees who are adaptable. Targeted and systematic efforts are therefore being made to develop the right skill-set among employees in order to meet the requirements of a changing environment with new user needs.

### **1.4. Risk assessments 2010**

Risk assessments at an overarching level are presented in a separate publication. Risk assessments have been made of the statistics production, development of the new ssb.no, ICT, financial management, purchasing and security. A more detailed risk assessment has also been carried out in connection with the ICT solutions for parts of the financial statistics that were transferred to Statistics Norway from the Central Bank of Norway. The Population and housing census 2011 and the Agricultural census 2010 were also subject to risk assessments.

The risk linked to the statistics production is generally considered to be under control despite being described as high with regard to expertise (little probability

but serious consequences). The recruitment situation in Statistics Norway is generally regarded to be satisfactory, but it has been difficult to retain and recruit key personnel in certain periods, particularly in the IT field and in some statistics areas.

The risk of a deficiency in the financing is considered to be moderate. The budget for assignment revenues is at the same level as recent years, but wage costs have increased. Initiatives have therefore been implemented to bring the expenses in line with the income.

The risk of problems with current solutions for the securities statistics and input data system for banks and financial institutions remains critical. There is also a high risk of problems linked to some other important IT services. The solution here lies in developing new and standardised solutions.

Portfolio management ensures information and prioritisation of development resources. The risk of poor quality in the dwelling addresses in the Population and housing census has been reduced from high in 2009 to moderate in 2010. A number of initiatives have been implemented in relation to security, and the risk linked to the lack of security expertise has been reduced from critical to high. A separate report covering risk assessments and describing the initiatives is also available.

## 2. Initiatives and priorities

### 2.1. Statistics reflect society

#### 2.1.1. Social and population statistics

##### *Population and housing census 2011*

The Population and housing census in 2011 will be the 21<sup>st</sup> census since 1769. The census date will be 19 November 2011. Since 1970, Statistics Norway has tried to produce the majority of official statistics on the population of Norway using data from administrative registers. Since the census in 2001, this has particularly related to the work on variables linked to housing and dwelling addresses in dwellings of multiple occupancy. The Residence address project is a joint project between the Directorate of Taxes, the Norwegian Mapping Authority and Statistics Norway. Eighty-nine per cent of all persons living in buildings with more than one dwelling have been allocated a unique address. The corresponding figures for Oslo and Bergen are 87 and 90 per cent respectively. The target is to achieve 95 per cent coverage on a national scale in 2011.

Population and housing censuses also have a long tradition internationally. The UN, and subsequently the EU, has made recommendations that will make the census comparable between countries. The importance of population censuses was highlighted in 2008 when the EU passed directives to replace the previous system of recommendations.

EU directives require the quality of censuses to be controlled and documented. They also require a comprehensive and technically demanding set of tables to be supplied to Eurostat. Statistics Norway aims to cover national needs for population and housing census statistics that are not covered by the EU directives. Both the content in the census and the dissemination of results will be discussed with the users.

In 2010, initiatives to improve quality will play a key role. Another important milestone will be determining the publishing program, and a quality survey will be planned. In addition, the necessary clarifications must be made with regard to the assembly of data (links) and use of StatBank for data deliveries to Eurostat.

*Living conditions statistics* The annual interview-based survey on living conditions is a cornerstone in Statistics Norway's statistics on living conditions in Norway. Since 1996, the survey has included a fixed range of questions on living conditions, while the questions in the remainder of the survey have covered various topics which have been rotated in a three-year cycle. Statistics Norway also conducts the panel survey *European study on income and living conditions (EU-SILC)*, which is also based on interview data.

The system was evaluated in 2009, and it was decided to adapt the system to EU directives that have been or will be passed, at the same time covering most of the objectives of the previous system. The evaluation will be completed in 2010, with the emphasis on documenting new routines for operating a new system as from 2011.

*Consumption survey* The Consumption survey is an interview-based survey that also covers parts of the living conditions area. The survey was evaluated in 2009, and it was decided to replace the annual data collection and statistics production based on data from the preceding three years, with a more comprehensive periodic data collection. No data will be collected for the Consumption survey in 2010, but statistics will be published based on data for the period 2007-2009. A new three-year Consumption survey will be planned in 2010 and 2011, which will be conducted in 2012, with a larger sample than previously.

Register-based statistics on living conditions are based on national insurance data, data on recipients of social security and child welfare initiatives, as well as income data. Statistics on national insurance recipients will be developed in 2010, and these will be combined with background information on education, employment and use of social security for example.

*Time use survey* Statistics Norway will collect data for the Time use survey in 2010. These surveys have been carried out in Norway every 10 years since 1970. The surveys show how we divide our time between different tasks and who we spend our time with. Details are given of how much time is spent on leisure activities, at school, at work, on housework, eating, sleeping, travelling etc. The survey also shows at what time of day we carry out the different activities. Many other countries, both in Europe and other parts of the world, conduct similar surveys. The results are often used as a basis for planning and formulating public administration policies, and are often quoted in the media and in the public debate. The data collected is also used for research.

*Health statistics* The health statistics in Statistics Norway comprise of statistics on primary health care and the specialist health service, as well as data on inhabitants' state of health based on the living conditions survey. Initiatives have been implemented in recent years which have improved the quality and improved the efficiency of the data collection of financial and employment data for the specialist health service. The patient statistics are currently being improved by expanding them to include socioeconomic variables. A final report will be completed in 2010 giving recommendations on data capture and data sources in the specialist health service statistics. Some of the initiatives will be initiated in 2010, including the reporting of data from a few of the questionnaires via Altinn. It may also prove to be appropriate to extract some data from the Norwegian patient register, which is considered to be of a satisfactory quality.

An EU directive on public health statistics and statistics on health and safety in the workplace has been passed, which covers a total of five different areas of statistics. A number of adaptations need to be made in order to meet the requirements of this directive. The main challenges are associated with the statistics on accidents at work and occupational illnesses. A joint project between Statistics Norway, the Norwegian Labour and Welfare Organisation (NAV) and the Norwegian Labour

Inspection Authority will be concluded in June 2010. A new system for reporting to NAV on occupational injuries and occupational illnesses is needed to meet the requirements. Statistics Norway has a coordinating role in this work.

*Education statistics* Statistics Norway's education statistics cover kindergartens, primary and secondary schooling, higher education and further education. The statistics are based on individual data on pupils/students, and the degree to which they complete their education in upper secondary education and universities and university colleges. Statistics Norway also compiles statistics that show the results achieved by primary and secondary school pupils in national exams and at the end of their education. Individual data provides a basis for statistics on pupils'/students' paths through the education system. The subject is of great interest both in the media and as a basis for analyses. Education statistics have a high priority in the EU and the OECD. In 2008, the EU passed a directive that covers the majority of the education statistics in Norway.

The data on education achieved is collected in Statistics Norway's register of the population's highest level of education. This data basis is crucial to the statistics on the labour market and living conditions, for population and housing censuses and for social research in Norway in general. However, there is a major lack of information on immigrants in the register. Although all existing registers available (e.g. the register of medical personnel and other public authorisation registers) are used, Statistics Norway still lacks information on completed education for around 168 000 persons (as of October 2008). This mainly applies to immigrants that have arrived in Norway after 1999, and who have had no contact with educational institutions in Norway. This number will increase in line with the influx of immigrants to Norway. In 2010, Statistics Norway will plan an interview-based survey on education completed abroad, with a view to collecting data in 2011.

Statistics Norway will intensify the dialogue with various register owners with a view to collecting data on education in conjunction with the ongoing registration of immigrants to Norway.

In 2011, the collection of data will begin for three international surveys in the education field; Continuing vocational training survey (CVTS), Adult education survey (AES), and the Programme for the international assessment of adult competencies (PIAAC). The planning of these surveys will be initiated in 2010.

### **2.1.2. Statistics on work, income and wages**

User needs in this area are increasing both nationally and internationally, as are the requirements for more detailed statistics and improved topicality. There is a need to expand the statistics in a number of areas, including the basis of register data. Changes in the labour market, increasing labour immigration and the pension reform must all be taken into account when setting priorities.

*EDAG* In partnership with the Directorate of Taxes, NAV and the Brønnøysund registers, Statistics Norway has carried out a preliminary study on routines for coordinated data collection from employers on wages, pension premiums and employment (EDAG). This is aimed at simplifying matters for employers and producing significantly better data for the agencies. The work is continuing in 2010 in the form of a joint pre-project between the four institutions. Statistics Norway will prioritise devising clarifications of terms related to wages and working hours and types of wage-earners in collaboration with NAV, assist in establishing effective interaction between the agencies and consider the specific cooperation and technical conditions between the agencies in the future management of EDAG. As definitions and specifications are produced, the focus will be aimed towards clarifying the frameworks for IT and data capture.

- Income and wages* The wage statistics will be published with figures for 2008 and 2009 in accordance with the new standard industrial classification (SIC 2007). Quarterly wage indices will be produced with a double set of industry codes until the changeover to the new industry standard in the national accounts (2011). The labour force cost indices are presented with the same high degree of topicality, 70 days after the end of the relevant quarter, in line with EU directives in this field.
- Results and a quality report on the Labour force cost survey 2008 will be submitted to Eurostat by the end of 2010. The ongoing presentation of wage totals from tax returns in the tax accounts will begin in the first tax period in 2010.
- The income statistics for private households currently cover all registered incomes, taxable wealth and debt. In 2010, the aim is to implement child allowance, estimated capital value of property and estimated income from taxpayers' own homes. The focus on improving methods for calculating property values has increased as a result of the authorities' use of Statistics Norway's price functions as templates for estimating the tax value of property. Efforts to maintain quality in these calculation models must therefore be strengthened. The regression models and classifications in price zones will be evaluated and developed further in 2010.
- Safeguarding the data input from administrative sources to the income statistics and from businesses to the wages statistics will continue to be a key task. See also the reference to EDAG above.
- Labour market* The most important part of developing the employment statistics in the longer term will be to actively contribute to the development of EDAG. The gross flow statistics have been developed to the extent that the publishing of figures from both the Labour force survey and registers can start in 2010.
- A system has been devised for the production of quarterly employment figures based on register data. A decision will be made in 2010 on whether the quality is sufficient to start production, with recommendations on how data on employees on short-term stays should be dealt with. A separate estimation method has been developed in the Labour force survey in order to provide better quality figures for immigrants' adaptation to the labour market. The Labour force survey will also be reviewed with a view to identifying relevant initiatives that can reduce the costs without sacrificing the quality.
- New statistics on vacant posts will be developed.
- 2.1.3. National accounts, prices and financial statistics**
- National accounts* A key task for the national accounts in the years ahead is the main audit in connection with the introduction of a new standard of industrial classification. Publication of the national accounts in accordance with the new standard will take place in November 2011 and cover both annual and quarterly figures, including historical series.
- In 2010 and 2011, the main audit will be carried out parallel to the national accounts. Methods will be developed to create time series – both for the real accounts and the labour force accounts – and work will be undertaken to organise the quarterly accounts model into a new chart of accounts.
- The quarterly national accounts face challenges related to the fact that the short-term statistics are now under a new standard for industry classifications, whilst the quarterly national accounts will continue with the old standard until after the second quarter of 2011. A separate risk analysis has been carried out in connection with the goal of maintaining the quality of the quarterly national accounts.

The IT system for the national accounts consists of a number of large and complex sub-systems, some of which are closely integrated. In addition to systems for the real accounts, institutional sector accounts, labour force accounts and the balance of payments, the IT system also incorporates financial sector accounts and the macro systems for state and municipal accounts. There are also systems that process the data supplies to the national accounts from other parts of Statistics Norway, and the data flow from the national accounts to the models in the research department. The systems differ in many ways from systems that are used in other parts of Statistics Norway's statistics production, and work will be undertaken to make maintenance and further development of the IT systems less vulnerable and less dependent on personnel, as well as making it easier for IT staff to learn how to use the systems.

*Coherent national accounts*

A project was initiated in 2008 to coordinate the financial accounts for institutional sectors, public accounts and national accounts. The aim is for Statistics Norway to be able to present coherent and consistent national accounts in connection with the next main audit in 2014, which cover both the management and financial sides of the national accounts. In 2009, tables were published which provided a coherent presentation of revenues, expenses and balance sheet figures. The work in 2010 will mainly focus on reconciling the municipal and central government expenses and revenues with the balance sheet figures.

*Account statistics for businesses*

The financial statistics for businesses will be examined in order to identify the possibility of expanding the quarterly account statistics for listed companies to also include a sample of unlisted enterprises. Statistics Norway takes a positive view of the initiative by the Ministry of Trade and Industry to consider the possibilities for coordinating the account reporting to the authorities. Statistics Norway will take part in the collaboration coordinated by the Brønnøysund registers, with a view to expanding the quarterly account statistics without adding to the response burden, among other things.

The consequences of the introduction of the International Financial Reporting Standard (IFRS) for financial enterprises must be followed up, and the new International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs) can have consequences if it is approved by the EU and accounting legislation is amended. Monitoring the propagation of IFRS in Norwegian companies must be continued in 2010. Another key task will also be to follow the development in the accounting regulations, both in Norway and internationally.

Preparations are underway to create a new technical solution aimed at reducing the vulnerability of production solutions for the public sector account and supervisory reporting by banks and financial enterprises, where Statistics Norway is the data processor for the Financial Supervisory Authority of Norway. The adaptation of the technical system is extensive, and has therefore been divided into a number of sub-projects. The first phase of the project covers the restructuring of the technical system for receiving data, where one of the channels that will be used is AltinnII.

*Securities statistics*

An IT solution is being developed for coherent securities statistics in line with international recommendations, which will reduce the risk of disruptions in production in old systems. A new IT solution for securities statistics will be completed in 2010, and plans have been made to implement a full-value system covering all areas of the securities statistics in 2011.

*Harmonising statistics on internationalisation and globalisation*

In accordance with requirements by the international statistics bodies, a number of international financial statistics have been established in recent years. In 2010, further work will be carried out to provide a supplementary statistics description that shows the entire activity of multinational groups (FATS statistics). Routines will be established for publishing and reporting incoming FATS, as a part of the

ordinary production of structural statistics. There is a need for data on how production, revenues, receivables and liabilities are generated in multinational groups, and how these elements are distributed between enterprises belonging to the same group, and between countries. The statistics on direct investments must be adapted to the IMF's coordinated survey (CDIS), which will be conducted in 2010, and the newly revised OECD manual. Work will also be undertaken to harmonise the source use and production systems for the international financial statistics, in order to ensure consistency and quality in the statistics production.

*IT solution for ownership data* A system will be set up in 2010 for managing the international populations through joint solutions in the Central Register of Establishments and Enterprises. Work will also be initiated to establish an IT solution for the joint use of ownership data from the Directorate of Taxes' Register of Shareholders and data from other sources.

*External trade* With regard to the external trade of goods, a key task in 2010 will be to carry out an evaluation of the statistics and compile a requirement specification as a basis for planning a new IT system. One of the main aims is to make the audit more effective. Another is to assess the publishing level. More aggregated publishing or releasing non-revised figures at a low level of aggregation will gradually require fewer resources, with more simplified quality assurance of the micro data. For the area *External trade of services*, the key aim will continue to be to provide quality-assured figures for the quarterly balance of payments, and to initiate separate publishing of inflated quarterly figures for 2010. The annual survey for 2008 will be the last annual survey in this area. Future annual publications will be based on aggregated quarterly figures.

*Price and volume statistics on external trade* An evaluation was carried out in 2009 of the price and volume statistics on external trade, with particular emphasis on the price variable. Statistics Norway has considered the producer price index (PPI) as a future source of prices for external trade in the national accounts, and describes a need for further development of the PPI. Work aimed at the PPI in 2010 will have a special focus on improvements of the sample within certain industries. A new producer price index will also be established in 2010 for services related to the recovery of crude oil and natural gas.

*Harmonised consumer price index* In order to meet international requirements for a harmonised consumer price index, Statistics Norway will carry out the transition from the consumption survey to the national accounts in 2010 as a basis for calculating weighting shares both for the national consumer price index (CPI) and for a harmonised consumer price index (HCPI). Part of the project will be aimed at changing the price reference month for the CPI (from July to December), which will give a coterminous price reference month in the CPI and HCPI.

Further work will be carried out to increase the use of bar codes when collecting price material for the consumer price index. This will enable more detailed price statistics to be published, at the same time reducing the response burden.

*New price indices* The development of new price statistics in order to meet the requirements of the EU's directive on short-term statistics (1165/98) will be completed in 2010, when 20 new service price indices will be in use. The needs of the national accounts will still be given priority in the ongoing work, with a price index being developed for the rental of business premises.

In autumn 2009, an application was submitted to Eurostat for funding to develop a price index for new housing. The background to this is that a EU directive will be passed for property owners' housing costs to be included in the HCPI, and that this will be measured based on a housing price index. Statistics Norway's existing indices do not satisfy the requirements set. The plan for 2010 and 2011 is to develop price indices for the production and sale of new housing, which cover both the need of the HCPI and the national accounts.

### 2.1.4. Statistics for the public sector

*KOSTRA* KOSTRA is a coordinated system for the reporting and dissemination of municipal statistics. KOSTRA contains a comprehensive set of tables with indicators based on accounts, services, personnel, etc. National agencies and local authorities are active users of KOSTRA in their budgeting and analyses of operations for example. The review of the technical routines will continue in 2010 with a view to coordinating them as much as possible with the general IT routines for form production, reporting, receipt of data and auditing.

*StatRes* *StatRes* is a system for the development and dissemination of statistics and key figures on resource utilisation, activities, services, production and results for governmental activities. The project is being carried out in collaboration with the Ministry of Government Administration, Reform and Church Affairs, which is also financing parts of the work.

*StatRes* was expanded in 2009 to include indicators for activities/services and certain results in the following areas: Universities and university colleges, child welfare, the specialist health service, the Norwegian National Rail Administration, customs and excise, the police, NAV, the environment (energy and waste), Norwegian Defence, Directorate of Public Roads and the criminal administration system. The public administration as a whole will only be presented with statistics on resource utilisation (NOK and personnel). In 2010, further work will be carried out to develop statistics and indicators for existing areas, and work will be initiated on phasing in tax and immigration/integration. Efforts to complete *StatRes* in a broad sense will also be continued. When the new *ssb.no* has been established, it will be more natural to look at how data from *StatRes* and *KOSTRA* can form the basis of a coherent presentation of the public sector. Opportunities for preparing *StatRes* for international comparison will also be considered. As part of this process, the Ministry of Government Administration, Reform and Church Affairs and Statistics Norway will arrange an OECD seminar in the first half of 2010.

### 2.1.5. Industry statistics

Industry statistics aim to show developments in production, producer prices, employment and value creation in the individual industries. The focus of development work within industry statistics is largely governed by the needs of the national accounts, but other user requirements are also catered for. In addition to traditional industry statistics, statistics are also prepared for new business start-ups/closures, research and development, innovation and ICT use. Statistics Norway is subject to extensive international requirements through the EU's directives on structural statistics and short-term statistics, which have been expanded on several occasions in recent years.

*New standard for industrial classifications*

All short-term statistics have, as planned, been published under the new standard from the start of 2009. In 2010, all of the structural statistics and other annual statistics will be published under the new and old standards for the statistics year 2008. Structural statistics will also be compiled and published under the new standard for 2007. The national accounts' final annual accounts for 2009 will be published in 2011, together with retrospective time series under the new standard. Quarterly national accounts will be published under the new standard from the third quarter of 2011, and until that time, the short-term statistics must also be produced under the old standard.

*Coordination of structural statistics*

The project for the coordination of structural statistics for manufacturing, water supply, sewerage and waste, building and construction activities and the service industries will be completed in June 2010. Work will also be undertaken to improve the quality assurance routines for enterprise data in the energy industries. A coordinated system for publishing the structural statistics will be developed by spring 2010. This will give users a clearer picture of the structural statistics for Norwegian industry. Joint solutions for reports to key users will also be

established. Coordinated publishing and reporting will provide comprehensive structural statistics for foreign-controlled enterprise activity in Norway (incoming FATS).

*Agricultural census 2010*

An agricultural census will be conducted in 2010, in line with the EU directive in this area. One key task is the organisation and preparation leading up to the census date of 31 July, including sending out questionnaires. The census population needs to be established, and final consideration needs to be given to what topics should be included in the main census, as well as what will be included in the sample survey on production methods (SAPM) in 2011. A final decision will be made on content and formulation of the questionnaire. The target for electronic responses is 40 per cent. A high electronic response rate will improve the quality of the data, simplify receipt of data and reduce the use of resources. In order to achieve this target, the collaboration with the Norwegian Agricultural Authority will be strengthened.

An information system will be established prior to the census, and this will be aimed at respondents, local authorities, trade unions and the trade press. A general information plan has already been drawn up, which will be expanded and broken down into more detail.

A number of challenges still remain with regard to register processing, including the organisation of geo data. There is a need to improve documentation and mapping.

The aim is to publish preliminary figures before Christmas 2010. The preliminary figures will be based on register data and questionnaire responses from a sample of respondents. A publishing plan will be drawn up, which will focus on using the possibilities in the new ssb.no.

Parallel to this, the agricultural statistics will be reviewed with a view to adaptations over the next 10-year period. Not least, it is important to strengthen the parts of the statistics that shed light on the environmental situation and use of natural resources, both in order to follow up national needs and meet steadily growing demands from Eurostat and from international bodies such as the OECD and FAO.

*Fully comprehensive transport statistics*

The transport statistics are now almost fully comprehensive with regard to goods. Statistics on the flow of goods along the coast were published in 2009, and the flow of goods survey will be published in the first quarter of 2010. Together with statistics on goods transport via light goods vehicles and vans, also published in 2009, the statistics give a clear picture of the goods transport in Norway.

Passenger transport is also well covered, but no statistics on the use of cars are available. The possibility for developing quarterly statistics in this area will be considered in 2010. These statistics would need to be based on an interview survey of households in combination with data from measuring points along the roads, e.g. the tolls. If the study shows that the project can be realised, the plan is to commission the new statistics in 2011.

*Accommodation statistics*

The monthly accommodation statistics provide a picture of offers and demand for overnight stays in hotels, cabin sites and camping sites in Norway. In 2010, consideration will be given to using data from the Institute of Transport Economics' guest survey in order to provide a more complete annual picture of guest nights in Norway. A new EU directive on tourism will set new requirements for the organisation and scope of the statistics. A Nordic project on the use of booking data from the hotel chains aims to improve the quality of data and increase the variable content in the statistics.

*Statistics for the service industry* The service industries constitute an increasingly large sector of the Norwegian economy. The new standard industrial classification (SIC 2007), which Statistics Norway has adopted in its industry statistics, gives a more practical and up-to-date description of the activities in industry, particularly for the service industries.

Further work will be undertaken to create more comprehensive price statistics in order to meet international requirements and cover the needs of the national accounts for better information on the price and volume development in the service sector (see the paragraph on new price indices in chapter 2.1.3).

Work began on a new profits survey for the retail and wholesale trades in autumn 2009. The results from the survey will be published in autumn 2010, and provide new information on gross profits and sales revenues for various commodities, for use in the national accounts etc.

*Manufacturing statistics* In 2010, efforts to ensure better concordance between short-term and annual statistics for manufacturing will progress considerably with the completion of restructuring linked to auditing systems and population specifications. Increased use of joint solutions will help to ensure that data for various statistics is, to a greater degree, an element in the quality control. This will provide users with a good and consistent picture of the development of the Norwegian manufacturing industry. The standardisation of the basket of goods in the production index for manufacturing, linked to the classifications in the goods statistics for manufacturing, will be completed in 2010. Work will also be undertaken to obtain a better overview of the production carried out by Norwegian enterprises abroad, both through the goods survey and in a separate project on the emigration of activity. As a follow-up of the extensive efforts to change over to the new standard industrial classification in 2009, more detailed investment statistics on power supply will be developed in 2010. New annual statistics on water supply, sewerage and waste will also be developed.

*R&D and innovation statistics* In addition to the ordinary production of the R&D and innovation statistics for industry, the focus in 2010 will be on quality in connection with the supplementing of the time series base with data for patents and further development of the globalisation dimension in the statistics, among other things. Statistics Norway will also follow up any suggestions for improvements that are made by ongoing projects initiated by the Research Council of Norway concerning the possible under-reporting from enterprises.

In 2010, a pilot survey on innovation in the public sector in Norway will be conducted as part of a joint Nordic project. Statistics on innovation are currently only available for industry.

*ICT statistics* The data collection for ICT investments will be extended for the structural statistics for 2009. Together with analysis of data for previous years, this will give a clearer picture of ICT investments in the industry statistics.

### **2.1.6. Environmental and energy statistics**

*Environmental statistics; new strategy to be implemented* A new strategy has been formulated for work on environmental statistics. The work aimed at statistics on emissions to air and hazardous materials will be given priority, and the work on financial instruments and land will be strengthened. The use of resources linked to statistics on water supply, sewerage and waste will be reduced. The strategy aims to strengthen the area of sustainable development. In 2010, a new version of the report on sustainable development will be prepared, which will be roughly the same design as before.

Statistics Norway is responsible for updating the set of indicators for sustainable development. Changes in the publishing form for the set of indicators and development of additional indicators will be assessed on an ongoing basis. Due to

the increased international focus on this, cf. the *Stiglitz Commission*, more work is needed in this area.

Using a customer register to collect data on waste will simplify parts of the data collection in this area. The deadline for reporting of waste to Eurostat is 1 July 2010. The survey on industrial waste will be completed in 2010.

The work to include environment-related taxes in the NAMEA accounts (National Account Matrix including Environmental Accounts) continues. Assessments of new statistics on the trading of emission rights are ongoing both in Norway and within the framework of the international SEEA collaboration (Standard for Environmental Economic Accounting – London group). Statistics on environmental costs in the oil industry will be released for the first time in 2010. The work on coordinating the energy accounts, emission accounts and national accounts will be continued and strengthened. This will be done in connection with the main audit of the national accounts.

The publication *Natural resources and the environment* will not be published in 2010. A thorough assessment will be made in 2010 of the need for an aggregate publication and its organisation.

*Land use statistics* The data basis and method for land use statistics for Norway were reorganised in 2009. The statistics are now based on the extensive use of the land register, combined with other sources for undeveloped areas. In 2010, further work will be carried out on the municipal database of measures, which could lead to a considerable improvement in quality of the KOSTRA reporting by the local authorities, a reduced response burden and more precise statistics that can be better integrated with the land use statistics and coastal area statistics.

*Energy statistics* In 2009, a new survey was conducted on energy use in buildings for the service industry. This survey will be carried out periodically, and the frequency will be discussed with users of the statistics in 2010.

The data collection for a new survey on households' energy use was carried out in 2009 as an additional survey to the consumption survey. Results from this will be published in the fourth quarter of 2010.

The statistics on industry's energy use are being reorganised under a standard IT and auditing platform (ISEE). The work will be completed in the first quarter of 2010. The production plan for the annual statistics for the oil industry (the service industries) will change over to ISEE in 2010. A review of the scope and production plan for annual electricity statistics will be initiated. The aim of the review is to improve the topicality of the statistics and reduce the use of resources.

The work of the Oslo group for energy statistics is aimed at producing a complete outline of a new UN manual in the area in 2010, which can be presented at the meeting of the UN's Statistical Commission in March 2011.

### **2.1.7. Svalbard statistics**

The work of describing Svalbard society through separate surveys in order to shed light on both economic and social conditions, including the environmental situation, continues in 2010. Statistics Norway sees it as a priority to develop comparable statistics to provide central and local authorities with an enhanced decision-making basis. The strengthening of statistics on Svalbard must also be seen in relation to the Office of the Auditor General's survey of the administration of Svalbard (document no. 3:8 (2006-2007)), which points out the lack of statistics on social development on Svalbard. In 2008, an advisory committee for Svalbard statistics was set up, which will hold annual meetings with central and local authorities. In order to ensure an adequate population basis, Statistics Norway is

working with the Ministry of Justice and the Ministry of Trade and Industry on the introduction of laws for registers of legal entities and enterprises on Svalbard.

The strengthening of the Svalbard statistics is divided into two areas, where one area will use the improved register basis being developed for Svalbard. The other area is the preparation of special surveys describing Svalbard society through separate surveys in order to shed light on both the economic and social conditions. In 2010, Statistics Norway will publish living conditions statistics for Svalbard. In addition, price statistics, population statistics, industry statistics, environmental statistics and Svalbard statistics on the public sector will continue to be key focus areas.

## 2.2. Research of high quality

The research shall employ Statistics Norway's data basis, and will develop and use quantitative model tools for policy analyses internally and for administration. A primary goal in 2010 is to publish more such research internationally.

<i>Tax analyses and public finance</i>	Tax and pension models are to be updated and developed further. Services to administration and the parliamentary parties are to be maintained. Micro economic research on individuals and households' behaviour will be used in all of the models. Distribution analyses will continue, with the focus on the link between income and wealth distribution and the effects of public welfare schemes.
<i>Resource and environmental economics</i>	Studies of agreements and use of policy instruments in the environmental and energy policy are given priority together with analyses of the impact of technology choices on emissions and the environment. Improved data for energy and environmental conditions in combination with the national accounts will be used to update the macro models.
<i>Micro economic analyses</i>	Behavioural analyses based on Statistics Norway's micro data for companies, enterprises, individuals and households are to continue. Focus will be on including results for this research in the model park. Subjects to be given priority include education behaviour and factors that affect the influx to the social security system.
<i>Macro economic analyses</i>	The macro models are being updated and developed further. The offer of model services to administration and Storting continues. The analyses of economic cycles are continuing with roughly the same scope as previously. Analyses of the interaction between the financial market and the real economy have been prioritised in addition to analyses of economic growth where the activity in recent years is expected to give results that can improve the macro models. Long-term studies of the correlation between demography, central government finances and economic development are ongoing. The focus here is on the effects of health and care costs and analyses of migration.
<i>Population analyses and living conditions research</i>	The work on annual population projections continues, and new material will be released before summer 2010. Analyses of mortality and migration have been given priority. Analyses of changes in household and family structures continue. The correlation between population trends and living conditions is being studied, and one of the data sources is the new data basis from LOGG. Differences in living conditions are being studied based on Statistics Norway's micro data.
<i>Statistical methods</i>	The research project for register-based statistics continues in 2010. The long-term goal is to develop a theoretical statistical framework. In 2010, research will revolve around three topics: unit errors, imputation in the registers and model-based detailed statistics.

## 2.3. Satisfied users and motivated respondents

### 2.3.1. Dissemination

*New ssb.no to be finalised*

Finalising the new ssb.no is one of Statistics Norway's main goals for 2010, cf. chapter 1.2. The project was initiated in spring 2007 and has three main ambitions:

- To establish a new design and use a graphic user interface for ssb.no, including a revised structure and new page types for content.
- To develop new user-friendly publishing systems with publishing routines where the specialist sections can more readily organise their own content.
- To develop services and functionality for distributed information objects in order to make content accessible where the user is.

*Digitalisation*

Statistics Norway is digitising all of its publications into an electronically retrievable format. This applies to approximately 21 000 publications. The project will be carried out over a number of years and will be completed well before the 200th anniversary of the constitution in 2014. The bulk of the digitalisation will be carried out from 2009 to 2012.

The goals for 2010 include:

- To establish a good cooperation with the National Library of Norway's digitalisation project with a view to avoiding double digitalisation, high quality meta data in Bibsys and a long-term storage system, among other things
- To complete 50 per cent of the digitalisation and publishing on ssb.no in 2010

*User surveys*

Statistics Norway takes part in the annual profile survey conducted by Synovate, which maps the population's impressions of various government agencies. Statistics Norway will also avail itself of this service in 2010. Two simple user surveys will also be carried out in connection with the new ssb.no; one before and one after the introduction of the new ssb.no.

*Open institutional archive*

The library will establish an open institutional archive in line with proposals by the Proteam group in 2009. The archive will help make Statistics Norway's research more visible and accessible in line with Statistics Norway's dissemination policy and strategies. An advanced search function will make the research material more easily accessible via the Internet and Google.

### 2.3.2. Data capture

The data capture strategy and work on statistical populations in Statistics Norway has three main goals:

- Full comprehensive, quality assured and documented statistical basis registers
- More motivated respondents
- Better quality in the data collections

*Modernising the data capture*

The main focus in the data capture work is to increase electronic coordination via cooperation with the agencies on joint reporting, and more re-use of data and metadata. EDAG represents a key focus area and a good example of how dialogue through Altinn can contribute to a more effective and coordinated administration, reduce the administrative burden and improve the interaction with industry.

*Transition to AltinnII*

When AltinnII is implemented in summer 2010, IDUN, which is Statistics Norway's solution for electronic data capture, will be phased out and the work on moving forms to Altinn will begin. At the same time, a review and assessment of the forms will be carried with a view to developing new forms for Altinn, and this

	includes solutions that make it possible to send electronic data from businesses' specialist systems.
<i>Further reduction in use of paper forms</i>	Statistics Norway will continue to prioritise the implementation of a system for coordinating samples, further reduce the use of paper forms, and use combinations of data collection methods more systematically in the data capture. The modernisation will require active communication with the respondents, and measuring and documenting both the actual and perceived response burden will be an important part of the work.
<i>Developing coherent and integrated solutions</i>	The work on developing coherent and integrated systems for data capture that is supported by standardised processes and routines will continue. This entails focus on joint receipt of data, a joint metadata system for data input (SMED), joint administration of samples (sub-register system), a new system for the interview activity (SIV) and a joint response service.
<i>Quality assuring the basis populations</i>	The integration between the administrative basic data registers plays a pivotal role in the work on populations. The main goal of the population administration in 2010 is to strengthen the quality assurance work, and to continue and complete the work now in progress, including the efforts to make the Population and housing census 2011 register-based, further develop BeReg, create an international dimension in the Central Register of Establishments and Enterprises and adopt new communication solutions for the land register.
<i>Geographic information systems - GIS</i>	A geo database was established in 2009. The database forms the basis for the use of GIS in the Agricultural census 2010 and the Population and housing census 2011. In 2010, the <i>Property map</i> and a range of other geo data will be input, and will be available for use in Statistics Norway in analyses, statistics and presentations. Using GIS underpins the main goals of Statistics Norway's strategy and strengthens the development of the statistics in various key areas without adding to the response burden. Statistics Norway has large volumes of data in the areas of population, companies, housing, environment, agriculture and transport, which are well suited to geographic analysis.

## 2.4. Cooperation for better statistics

### 2.4.1. National cooperation

In order to further develop statistics and analyses that are relevant, of a sufficient quality, and without burdening the respondents too much, close cooperation with other agencies and statistics users is essential.

Statistics Norway has developed a number of cooperation agreements with other public sector activities and regular meetings are held at management level where cooperation is discussed.

<i>Statistics Council</i>	The Statistics Council is an instrument for coordinating the production of Norwegian official statistics in order to safeguard and improve their quality. The Council encompasses 25 statistics producers. New EU directives also impose requirements on statistics producers other than Statistics Norway. The work in the Statistics Council on initiatives for quality improvements that are required in official statistics and skills development continues.
<i>Financial institutions</i>	Data collection from financial institutions is a collaboration between the Financial Supervisory Authority of Norway, the Central Bank of Norway and Statistics Norway, and dates back many years. Statistics Norway is responsible for obtaining supervisory and accounting information for all types of financial enterprises, and for joint database solutions. Statistics Norway also publishes official accounts statistics for banks and financial institutions, life insurance and general insurance companies and pension funds on the basis of this information.

*e-administration and Altinn* Statistics Norway's participation in the e-administration collaboration continues. More extensive and clearer requirements for integration internally in administration are expected, and Statistics Norway needs to continue its efforts to adapt its own data processing and IT architecture to the requirements for the public sector. Statistics Norway contributes in particular to the collaboration forum SKATE, where strategic challenges in ICT and e-administration are discussed.

*The Semicolon project* The Semicolon project focuses on challenges in organisational and semantic integration in the public sector. Statistics Norway has contributed with a case on data for researchers. The project is part-financed by the Research Council of Norway and is planned for completion in December 2010.

*Micro data for research* Demand for micro data in research is growing. This applies to both linked micro data from administrative registers, and individual data from Statistics Norway's interview surveys. Statistics Norway has gradually improved researchers' access to its data. One initiative has been to disseminate meta data on the content of various registers and make the researchers more aware of the formal sides of processing tasks by means of a dedicated page on [ssb.no](http://ssb.no).

Further work is being undertaken to develop a practical infrastructure for the micro data service in Statistics Norway. Two specific projects will be carried out in 2010:

- Establishing an archive system to safeguard the potential for re-using data that is loaned out for research purposes
- Establishing alternative methods for accessing data adapted to the researchers' data needs within the framework of prevailing regulations. The main emphasis will be on developing a remote access solution.

Statistics Norway has started a collaboration with Norwegian Social Science Data Services (NSD), and in 2010 will transfer an anonymised set of data from the FDTrygd dynamic database supplemented with education and income data to NSD. The aim is that NSD will supply researchers with anonymous data based on this set of data. The criteria for drawing a sample and anonymising will be formulated by Statistics Norway in collaboration with NSD. As a result of this collaboration, a new agreement will be drawn up between Statistics Norway and NSD.

#### **2.4.2. EEA cooperation**

Statistics Norway is an active participant in the international work on statistics, and this has resulted in an increased focus in 2010 on the preparation, execution and follow-up of the ongoing work and more time-limited assignments. The international secretariat will also perform the secretariat function actively in 2010 via international and internal coordination and information.

The goals include:

- Improving information and documentation in relation to EEA legislation.
- Simplifying and improving the processes in connection with grants, international budgets and international meetings
- Further developing the annual report
- Compiling a brochure on international cooperation in Statistics Norway

The European parliament and the Council of the European Union adopted the new law on European statistics 11 March 2009. This is an overarching statistics law which defines the European statistical system, and contains guidelines for developing, producing and disseminating European statistics. The law was incorporated into the EEA agreement on 4 December. This legal act will be implemented in Norwegian law through a separate directive to the Norwegian Statistics Act.

*Sponsorship on Quality* The Director General, Øystein Olsen, heads "Sponsorship on Quality", together with Eurostat. The secretariat responsibility is also shared with Eurostat. The

sponsorship group has members from 10 different countries, and will give recommendations on how to proceed with the quality work aimed at statistics in Europe. This includes following up the European Statistics Code of Practice, recommendations and common elements in the quality work and communication strategies in this area. The work will continue until summer 2012.

### 2.4.3. Other international cooperation

The work in connection with other international bodies, such as the UN, OECD, IMF, ILO and at a Nordic level, will be followed up with regard to data supplies and meeting participation.

*UN - ECE* The Director General, Øystein Olsen, was elected to the Board of the Conference of European Statisticians in autumn 2009. This will mean an increase in Statistics Norway's contribution to this cooperation.

*UN - Statistical Commission* The Director General, Øystein Olsen, is a member of the Statistical Commission.

*UN – Oslo group for energy statistics* The group was set up by the UN's Statistical Commission, and its main task is to revise the UN's manuals for energy statistics. This revision will be completed in 2010.

*UN - International Comparison Programme (ICP)* This project is continuing in 2010. The Director General, Øystein Olsen, is Chairman of the Board. Key tasks for the Board are related to the strategy for user contact, financing, capacity expansion and contact with the Global Office in the World Bank Group.

### 2.4.4. International development cooperation

*Institution building and cooperation* Efforts linked to institution building and cooperation with sister organisations within statistics production and social planning will be continued. Work is also being carried out in Norwegian aid administration. The institution cooperation is particularly aimed at Norway's development partner countries in Africa, and to an increasing extent in other countries with a transitional economy. Twenty man-years of labour have been planned for the activities in international cooperation in the years ahead. Activities are financed as market-based assignments.

## 2.5. Quality at every stage

*Standardisation* FOSS (Enhancement and Standardisation of Statistical Production) was completed as a separate programme in 2009, but the projects are being followed up through the portfolio management. A number of major development projects will be continued in 2010. This includes projects linked to data capture, such as the new system for the interview activity (SIV) and a joint meta database for data input (SMED), as well as the further development and use of new areas of an integrated system for data audits and estimation (ISEE). Prioritised new projects in 2010 are the joint response service, joint database for receipt of data, new solutions for the financial statistics, coordination of KOSTRA, Idun and Altinn and the ISEE register.

Statistics Norway is working with other countries through the project COMmon Reference Architecture (CORA) in order to further the work on the activity model. In order to stimulate the cooperation on standardised solutions, the most suitable work processes for such solutions will be identified. An overview of IT tools that standardise the production will also be established, and these will be developed by various statistics agencies. A new version of the activity model will be drawn up in 2010.

*Portfolio management to be developed further* Portfolio management will help to increase the efficiency of Statistics Norway by improving progress and achievement of goals in the development projects. The portfolio of development projects will be followed up with quarterly priority

meetings and monthly progress reports in the directors' weekly meeting (the portfolio board).

Follow-up of the projects that are included in the portfolio will gradually be extended in 2010. New projects in the portfolio will stimulate the use of standardised solutions in Statistics Norway.

#### *Follow-up of quality review*

The quality review in 2008 was carried out by means of a form for self-assessment of statistics (DESAP), and resulted in proposals for initiatives to be implemented in 2009. Initiatives that were proposed as a follow-up of DESAP will be followed up and evaluated in 2010. Gathering knowledge on the register holders' quality controls, increased use of manual alignment, more preparation of documentation and more systematic follow-up of the users' needs are all examples of initiatives that will be evaluated in 2010. This will also form part of the internal control routine in Statistics Norway.

#### *Meta data systems*

The quality assurance work linked to meta data will continue. The development projects include a new version of the classification database, which will enable the use of standard classifications in the production routines.

#### *IT infrastructure*

Key areas in 2010

- After establishing a single data centre in Kongsvinger at the start of the year, the operating routines will be reviewed and quality assured. Preventive maintenance will be given priority.
- Strengthen and extend the monitoring of equipment and applications. The monitoring will include all critical components in the infrastructure (servers, networks, storage equipment etc.), and will be extended to cover critical services and applications such as ssb.no, Idun etc. Criteria and the scope of automatic notifications will also be reviewed with a view to more expedient error recovery. The monitoring systems will be adapted to the requirements of the service agreements.
- Upgrading to SAS 9.2, including the transition to Linux and a new server platform, will be carried out by the end of the first quarter.
- Implementing the new security design in the network.
- Using the configuration database to strengthen and extend the configuration management in line with the upgrading and moving of services to Kongsvinger.

#### *Implementing the competence strategy*

In 2010, development tasks linked to the implementation of the competence strategy will focus on:

- Completing the development programme for managers, where the subjects in 2010 are change management and knowledge-building. Both of these efforts will be based on alteration work that has already been initiated, and be concentrated on challenges linked to reducing the number of employees.
- Establishing a more coherent system for recruitment based on changes in duties and the expected departure of personnel. The aim is for future recruitment to safeguard the need for expertise both in the short and long term.
- Implementing a system for skills mapping.

## **2.6. Administration and financial management**

#### *To prioritise continuation of systems and solutions in collaboration with the Government Agency for Financial Management*

The *Planner* tool in Agresso will be used during the budget process in 2010. This will be developed further in 2010. The *Excelsator* reporting tool will also become accessible for use in the reporting work in 2010. One of the goals for 2010 is for management reports to be updated and accessible in Agresso.

All financial routines will be subject to regular maintenance checks, which is part of the internal control work.

*Acquisitions* Agreements have been entered into with other government agencies. Statistics Norway has joint purchasing agreements for the following goods/service areas: fixtures and fittings, office supplies, cleaning supplies, envelopes, copy paper, security services, telephony, air travel, procurement of journals and legal services. The air travel agreement and the framework agreement for the procurement of journals are administered by Statistics Norway.

In accordance with the purchasing strategy, the focus has been on e-commerce. Booking travel online was initiated on 1 August 2009 in connection with the new travel agency agreement. The goal for 2010 is for 70 per cent of travel to be booked online.

The ongoing work with e-commerce depends entirely on the delivery capacity of the Government Agency for Financial Management. As soon as the Agency has tools for order processing and purchasing available, Statistics Norway will start using them.

### 3. Resources

#### 3.1. Budget

In section 1620 of the national budget, the total for Statistics Norway equates to NOK 679 million for 2010. This amount is split as follows between the different items:

- Item 01 NOK 485.4 million
- Item 21 NOK 183.2 million
- Item 45 NOK 10.4 million

*Total operating budget for 2010* Statistics Norway's total operating revenues for 2010 are budgeted at NOK 679 million (government appropriations and user-financed revenues). In addition to this is the investment budget of NOK 10.4 million.

For items 01 and 21 in total, a negative operating result of NOK 6.2 million is budgeted for 2010.

*Government assignments - post 01* Budgeted expenses for this item total NOK 486 million. A negative operating result of NOK 0.6 million is budgeted. An application has also been made for a transfer of funds from 2009 to 2010 in the sum of NOK 9.7 million.

*User-financed assignments* Statistics Norway's budget for 2010 for user-financed income is NOK 183.2 million. This is an increase of around NOK 1.8 million compared to budgeted revenues for 2009.

The item is budgeted with a deficit of NOK 5.6 million. Transferred funds from 2009 to 2010 equate to NOK 24.7 million, which Statistics Norway is seeking to transfer. The large amount for transfer is related to the accrual of payments received and expenditure. In line with the cash principle, the accounts will show expenses and revenues that are paid in the financial year. The accounts do not take account of the obligations linked to payments received.

The user-financed assignments represent approximately 27 per cent of Statistics Norway's total budget.

*Investments* Budgeted expenses for investments total NOK 10.4 million. In addition, there are transferred funds from 2009 to 2010 of NOK 1.7 million, which Statistics Norway is seeking to transfer.

**Operating budget 2010 – total for items 01 and 21. NOK 1 000**

	Accounts 2008	Rev. budget 2009	Accounts 2009	Budget 2010
Government appropriations.....	440 100	467 100	467 100	485 400
Assignment revenues.....	182 238	186 306	186 635	183 138
Wage reimbursements .....	14 300	3 700	3 700	0
Refunds.....	18 062	0	18 643	0
<b>Total revenues and refunds .....</b>	<b>654 700</b>	<b>657 106</b>	<b>676 078</b>	<b>668 538</b>
Wage costs.....	473 768	474 281	496 755	476 411
Goods and services.....	198 509	192 647	181 610	198 338
<b>Total expenditures.....</b>	<b>672 276</b>	<b>666 928</b>	<b>678 365</b>	<b>674 748</b>
Operating result.....	-17 576	-9 822	-2 287	-6 210
Brought forward from previous year.....	54 203	36 627	36 627	34 340
<b>Carried forward to next year.....</b>	<b>36 627</b>	<b>26 805</b>	<b>34 340</b>	<b>28 130</b>

**Government assignments, item 01. NOK 1 000**

	Accounts 2008	Rev. budget 2009	Accounts 2009	Budget 2010
Government appropriations.....	440 100	467 100	467 100	485 400
Wage reimbursements .....	14 300	3 700	3 700	
Refunds.....	18 062	0	18 643	
<b>Total revenues and refunds .....</b>	<b>472 462</b>	<b>470 800</b>	<b>489 443</b>	<b>485 400</b>
Wage costs.....	343 357	345 883	367 481	351 060
Goods and services.....	135 095	130 920	125 967	134 902
<b>Total expenditures .....</b>	<b>478 451</b>	<b>476 804</b>	<b>493 448</b>	<b>485 962</b>
Operating result.....	-5 989	-6 004	-4 005	-562
Brought forward from previous year.....	19 665	13 676	13 676	9 671
<b>Carried forward to next year.....</b>	<b>13 676</b>	<b>7 672</b>	<b>9 671</b>	<b>9 109</b>

**User-financed assignments, item 21. NOK 1 000**

	Accounts 2008	Rev. budget 2009	Accounts 2009	Budget 2010
Revenue requirement in national budget.....	187 000	177 500	177 500	183 200
More/less revenue. ....	-4 762	8 806	9 135	-62
Assignment revenues.....	182 238	186 306	186 635	183 138
<b>Total revenues.....</b>	<b>182 238</b>	<b>186 306</b>	<b>186 635</b>	<b>183 138</b>
Wage costs.....	130 411	128 398	129 274	125 351
Goods and services.....	63 414	61 727	55 643	63 436
<b>Total expenditures.....</b>	<b>193 825</b>	<b>190 125</b>	<b>184 917</b>	<b>188 786</b>
Operating result.....	-11 587	-3 818	1 718	-5 648
Brought forward from previous year.....	34 538	22 951	22 951	24 669
<b>Carried forward to next year.....</b>	<b>22 951</b>	<b>19 133</b>	<b>24 669</b>	<b>19 021</b>

**Major acquisitions, item 45. NOK 1 000**

	Accounts 2008	Rev. budget 2009	Accounts 2009	Budget 2010
Government appropriations.....	10 200	11 100	11 100	10 400
Total expenditures.....	4 545	19 243	17 562	10 400
<b>Operating result.....</b>	<b>5 655</b>	<b>-8 143</b>	<b>-6 462</b>	<b>0</b>
Brought forward from previous year.....	2 488	8 143	8 143	1 681
<b>Carried forward to next year.....</b>	<b>8 143</b>	<b>0</b>	<b>1 681</b>	<b>1 681</b>

The internal budget distribution is presented in an annual budget publication, which is released in the *Plans and reports* series.

**3.2. Personnel**

Work on recruiting and retaining competent employees is a priority task. The goal for competence work is discussed as a development task in chapter 2.6. *Quality at every stage*.

- Working environment - HSE** Statistics Norway has inclusive working life agreements with the following objectives:
- Statistics Norway will work actively to keep sickness absence at a low level
  - Statistics Norway will safeguard the resources that employees of all ages represent through an active life phase policy
- Job vacancy advertisements make clear that facilities are available for persons with reduced functional capacity and qualified applicants with reduced functional capacity will always be invited to job interviews.
- HSE work in 2010 will be performed in accordance with the HSE manual. Emphasis will be given to the local HSE reviews and action plans for HSE work in the individual departments.
- Number of employees** As of 31 December 2009, Statistics Norway had 1,013 employees, including 22 on parental leave and 5 working in Eurostat. Statistics Norway also had 185 interviewers who deal with questionnaire surveys, 107 local interviewers around the country and 78 centrally located interviewers.
- Number of man-years** A total of 932 man-years are budgeted for 2010, which is 35 less than the planned figure for 2009. Budgeted man-years for government assignments are 725 and for user-financed assignments 234.

**Budgeted man-years, by financing and department. Main categories 2010**

Department/unit	Man-years total 2009	Man-years total 2010	Government assignments		User-financed assignments	
			2009	2010	2009	2010
<b>Total</b>	<b>967,2</b>	<b>932,2</b>	<b>724,6</b>	<b>698</b>	<b>242,6</b>	<b>234,2</b>
100 Planning and finance .....	27,7	26,2	19,7	18,2	8,0	8,0
140 Development cooperation <sup>2</sup> .....	18,2	20,1	0,5	-	17,7	20,1
200 Economics, energy and the environment	128,7	123,7	101,7	92,5	27	31,2
300 Social statistics .....	122,6	114,5	78,4	75	44,2	39,5
400 Industry statistics .....	119,3	116,4	101,3	101	18	15,4
500 Research department .....	94,6	86,1	53,9	52,3	40,7	33,8
600 Human resources and communication .....	101	100,4	85	83,4	16	17
700 IT and statistical methods .....	115,5	110,5	94,2	91	21,3	19,5
800 Data collection .....	122,2	119,8	82,6	79,2	39,6	40,6
900 National accounts and financial statistics	117,4	114,5	107,3	105,4	10,1	9,1

<sup>1</sup> User-financed assignments also include man-years financed by overheads.

<sup>2</sup> For user-financed assignments in the *Section for international development work (140)*, short-term assignments are posted to the individual sections and departments.

## Extract from Proposition no. 1 (2009–2010)

### Key challenges and priorities in the statistics production in 2010

#### Systematic quality work and standardisation

Statistics Norway works systematically to produce statistics and analyses of a high quality as effectively as possible. An overarching project for the improvement and standardisation of the statistics production (FOSS) was established in 2008. During the course of the year, 28 projects were initiated, 19 of which were completed in 2008. The projects cover most areas in the production chain for statistics, in addition to quality assurance and infrastructure. Statistics Norway is working continuously to expand and improve the quality of the statistics product, including improving statistics for the public sector (KOSTRA and StatRes), preparations for the Population and housing census in 2011 and modernising and developing the dissemination activity ([www.ssb.no](http://www.ssb.no)).

Information security is extremely important to Statistics Norway, and work is ongoing to further develop routines for security and emergency preparedness in all areas. The activity is adapted to the requirements and guidelines of the Personal Data Act and the Security Act. The work on data security will continue to be given a high priority in 2010, and Statistics Norway will take part in relevant, central exercises relating to security and emergency preparedness.

#### Electronic data capture

Statistics Norway is continuing its focus on electronic data capture. This entails a gradual de-escalation of the use of paper questionnaires combined with the increased use of Altinn. When Altinn II is commissioned, the form production in Statistics Norway's IDUN system will gradually be phased out and transferred to Altinn.

Altinn facilitates shared data collection in a number of agencies. This helps reduce the response burden and enables more effective data capture. The *EDAg – Electronic Dialogue with Employers – basic data* project will enter a more specific planning phase in 2010. The pre-project should result in a management basis for a potential main project in 2011. This project will establish solutions for the coordinated collection of data from employers on wages, tax, pension premiums and employment. The benefit for Statistics Norway will be more frequent and better quality statistics on employment and wages, and lower data collection costs. The project is described in more detail in chapter 1618 Norwegian Tax Administration, the section on Pre-project – Electronic dialogue with employers.

#### Register integration and population census statistics

Statistics Norway has four statistical basis populations, which cover *persons, employees, companies and enterprises* and *housing and households*. In order to ensure the best possible basis for compiling official statistics, efforts to correlate data from different registers, as well as other statistical systems, will continue in 2010. The register integration will enable the Population and housing census 2011 to be conducted without a separate data collection. This will improve efficiency considerably compared with the previous population and houses censuses.

A new EU directive for population and housing censuses sets more stringent requirements for what data and meta data should be supplied to Eurostat, the format in which the data should be presented in and for standardised quality reports. Within the frameworks of the register-based census, Statistics Norway will also, as far as possible, accommodate the needs of other users of the Population and housing census 2011. The cooperation with the Norwegian Tax Administration and the Norwegian Mapping Authority to improve the data basis for dwelling addresses

and housing will continue in 2010. Quality improvement initiatives are also planned internally in Statistics Norway in order to make use of supplementary data sources and further develop the methods in order to combine existing data. Presentation of results from the census will be coordinated with relevant annual statistics.

### **Agricultural census 2010**

A complete farming and agricultural census has been conducted roughly every 10 years since 1907. The complete censuses make it possible to publish and analyse results for smaller areas, and to correct any misalignments that occur in the annual sample surveys.

The census in 2010 is based on requirements in the EEA agreement in addition to national needs. The information will mainly be taken from administrative registers, supplemented with a form-based survey of roughly 45 000 farm holdings with questions on key topics such as workload, additional business activity and the environment. GIS tools, such as information systems for processing geographic-related data, are used both in the data collection and in the analysis and publication work. Altinn will be the electronic reporting channel. The aim is to publish some preliminary results in 2010.

### **New industry standard and main audit of the national accounts 2011**

The EU's industrial classification system (NACE) has been revised. The new Norwegian standard industrial classification (SIC 2007) is based on the EU's revised standard, and includes rules on industry classification and unique definitions of statistical units. The work on adapting the statistical systems for the new industrial classification system began in 2007. The system has been applied to all short-term statistics from January 2009 and in the annual structural statistics for the statistics year 2008.

Introducing the new industrial classification system (NACE) in the national accounts will be a key task in the years ahead. Processing figures according to the new system will begin in the second half of 2009. Parallel to this, methods also need to be developed that will produce consistent time series. In accordance with Eurostat's plans, the publishing of the national accounts in line with the new industrial classification system will begin in the national accounts system in September 2011.

### **Globalisation and improved financial market statistics**

In the wake of the financial crisis, there is a need for adaptations and developments in the financial statistics, both with regard to topicality, frequency, greater degree of specification and international comparability. On behalf of the Financial Supervisory Authority of Norway and the Central Bank of Norway, Statistics Norway has responsibility for the data collection for supervisory purposes for financial institutions, and also deals with the reporting to international organisations such as the Bank for International Settlements (BIS) and the International Monetary Fund (IMF).

As a result of increased internationalisation and globalisation, the statistics in this area must be expanded and improved in order to adapt to new requirements and development features. There is also a need for a supplementary statistical description showing the entire activity of multinational groups, and to intercept and describe the ever quicker changes that are taking place across country borders, including those linked to new forms of ownership and company structures. The work on improving the financial market statistics will be intensified in 2010.

**Labour market statistics etc.**

In 2010, Statistics Norway aims to publish quarterly labour market statistics, which will include figures for new employees on short-term stays. In accordance with a new EU directive, Statistics Norway will also publish statistics in 2010 on vacant posts. Additionally, attempts will be made to supplement statistics on labour force costs with individual data on entitlements/disbursements in private and public occupational pension plans.

**Energy statistics**

In 2010, the quality of the energy statistics will be improved, particularly the statistics for energy use within the service industry and households. In addition, the UN's work on developing new principles and manuals for international energy statistics will be concluded. Statistics Norway is directing this work.

**Prices and price indices**

Good quality price statistics have a large bearing on the quality of the financial statistics, and the further development of price statistics for goods and services has been given a high priority. The development of service price indices will be concluded in 2010. Consequently, a total of 21 new indices will be in use. Work will be carried out on restructuring the weighting in the consumer price index and on price indices for external trade.

**Statistics for the public sector**

StatRes is a system for the development and dissemination of statistics and indicators for resource input, activity and results for central government activity. This work will continue in 2010 with the areas Norwegian Directorate of Immigration and Norwegian Tax Authorities, in addition to existing areas being expanded with more statistics and more indicators. The framework agreement with the Ministry of Government Administration, Reform and Church Affairs is valid until the end of 2012. The remainder of the public administration will be phased in by that time. The coordinated system for reporting and disseminating municipal statistics (KOSTRA) will continue to be in use.

**Time use survey 2010**

A new time use survey will be conducted in 2010. Previous surveys were conducted in 1971, 1980, 1990 and 2000. The time use surveys make it possible to see different types of activities as a whole, and are the most important source of data for studying time spent on unpaid work.

**Svalbard statistics**

The work on describing Svalbard society through separate analyses of economic and social conditions, including the environmental situation, will continue in 2010. Statistics Norway considers it a priority to develop comparable statistics that can provide central and local authorities with a better basis for decision-making.

**Research and analyses in 2010**

The research activity in Statistics Norway aims to contribute to new knowledge on finance-related behaviour and the economic effects of different events, including political initiatives. The research also provides a retrospective review of the statistics production. This is partly done through participation in projects linked to the development of methods for production and quality improvements in the statistics, for example in the work on price indices and the national accounts. The future priorities in the different research areas are described in more detail below.

*Tax analyses and public sector economy*

The tax models are being updated and developed, and have been put at the disposal of the administration. Service within the administration and the Storting is being maintained. The focus is on using micro-economic research on enterprise

behaviour and household behaviour in the models. Analyses of distribution will continue, with the emphasis on the link between income and wealth distribution.

#### *Resource and environmental economics*

Studies of agreements and use of policy instruments in the environment and energy policy are given priority together with analyses of the impact that technology choices have on emissions and the environment. There is also focus on creating good indicators for sustainable development. Improved data for energy and environment conditions is used together with national accounts figures in the models.

#### *Micro-econometric analyses*

Analyses of companies, enterprises, individuals and households' behaviour are being continued. Emphasis is placed on incorporating results from this research into the models. Prioritised areas include job offers, factors that affect the influx to the social security system and factors behind the technological development in companies.

#### *Macro models*

The macro models are being updated, and the cooperation with traditional users continues. The work on economic cycle reports and projections continues. Analyses of the interaction between financial markets and the real economy have priority. Long-term studies of the correlation between demographic conditions, central government finances and economic development are ongoing.

#### *Population analyses and research on living conditions*

The work on annual population projections continues. Analyses of mortality and migration have been given priority. Analyses of changes in the structure of households and families, the correlation between the development of the population and living conditions, and of mechanisms that can explain disparities in living conditions are ongoing.

## **Budget 2010**

### **Chapter 1620 Statistics Norway**

A budget ceiling of NOK 679 million has been proposed for Statistics Norway for 2010. The proposal entails a slight increase in the activity level from 2009 to 2010.

Statistics Norway aims to develop statistics for areas without full coverage, and to maintain the scope of the ongoing statistics production with the same or better quality and topicality as before. In addition, a further focus will be placed on streamlining the data collection and on user-friendly and effective dissemination of statistics and research results on [www.ssb.no](http://www.ssb.no). A large emphasis will be on information security and on the work aimed at keeping the response burden at the lowest level possible.

#### **Item 01 Operating expenses**

This item includes wage costs, training expenses, rental and operation of office premises, travel, office equipment etc. The proposed appropriation for this item in 2010 is NOK 485.4 million.

#### **Item 21 Special operating expenses, can be transferred**

Special operating expenses are attributed to user-financed assignments. The scope of such assignments is estimated at NOK 183.2 million in 2010.

With regard to user-financed assignments, the expenses are posted in chapter 1620 Statistics Norway, item 21 Special operating expenses. The revenues from such

assignments shall cover the expenses in full and be posted in chapter 4620 Statistics Norway, item 02 Assignment revenues.

Statistics Norway can exceed the appropriation for the assignment activity in chapter 1620, item 21 Special operating expenses, with an amount that corresponds to the extra revenues in chapter 4620, item 02 Assignment revenues. Any unused extra revenues can be allowed for when calculating transferrable amounts in item 21, cf. proposal on decision II.2.

**Item 45 Major equipment acquisitions and maintenance, can be transferred**

This item includes a provision for the work on developing data security and data capacity in Statistics Norway's technology platform.

## Executive management and planning in Statistics Norway

Statistics Norway is a subordinate agency of the Ministry of Finance and is headed by a Board and Director General. The Board is appointed by the Ministry of Finance. Frøydis Langmark, from the Cancer Registry of Norway, is Chair of the Board.

### Responsibilities and composition of the Board

The responsibilities of the Board are described in the Statistics Act of 16 June 1989. The Board aims to consider and determine Statistics Norway's strategic plan, budget proposals, annual activity plan and annual reports, in line with proposals from the Director General. The Board subsequently presents these issues to the Ministry of Finance. The Board is also responsible for supervising the development of Norwegian statistics and the activity in Statistics Norway. The Director General presents to the Board all matters of major importance to Norwegian statistics and the activity in Statistics Norway.

### Activity plan for 2010. Risk assessments. Statistics Norway

Frøydis Langmark (Director), Chair of the Board  
Tor Borgenvik (Adviser), Deputy Chair of the Board  
Professor Ragnar Torvik  
Professor Einar Hope  
Ida Helliesen (Director of Finance)  
Dr Ragnhild Balsvik  
Solveig Nygårdseter (Adviser)

Deputy members:

Anne Britt Djuve (Researcher)  
Randi Punsvik (Legal Director)  
Eirik Pedersen (Managing Director)  
Ole Bjørn Røste (Associate Professor)  
Kathrine Hveem (Adviser)

### Responsibilities and duties of Director General

The Director General is responsible for the activity in the various disciplines in Statistics Norway. In accordance with the provisions of the Statistics Act, the Director General shall devise and present to the Board proposals for long-term programmes, annual budgets, annual working plans and annual reports. He is also responsible for ensuring that the working plan is carried out in the most appropriate and financially expedient manner possible.

The Director General heads Statistics Norway's cooperation with the Deputy Director General, Olav Ljones, and the heads of department. The department heads are Torstein Bye (Director of Economics, energy and the environment), Johan-Kristian Tønder (Director of Social statistics), Nils Håvard Lund (Director of Industry statistics), Anne Rømo (Director of National accounts and financial statistics), Torbjørn Hægeland (Director of Research), Hans Viggo Sæbø (Director of Planning and finance), Anne Skranefjell (Director of Human Resources and communication), Rune Gløersen (Director of IT and statistical methods) and Anne Sundvoll (Director of Data collection).

### Organisation

The key areas of Statistics Norway's organisation and management structure are presented in the document *Statistics Norway's organisation and management*,

which is updated at least once a year. The most recent version of the document was issued in May 2009 as *Plans and reports 2009/11*.

There are six civil servant organisations represented in Statistics Norway. The relationship with the civil servant organisations is safeguarded in accordance with the provisions of paragraph 1 of the collective wage agreement and a separate adjustment agreement.

### **Internal committees**

The Director General makes decisions of an overarching and fundamental nature in the directors' meeting, which is held every week. All members of the executive management take part. Discussions concerning issues relating to the various disciplines are held in the directors' forum, which is held once or twice a month. The directors' forum has a broader participation than the directors' meeting.

The *Working Environment and Liaison Committee* is a joint committee between the management of Statistics Norway and the civil servant organisations. The committee is headed by the Director General. The cooperation between the management and the civil servant organisations is mainly safeguarded through this committee, which holds eight to ten meetings a year. The work on equality is undertaken by a separate committee under the Working Environment and Liaison Committee. Working environment matters that apply to the whole of Statistics Norway, cf. § 24, point 2 of the Working Environment Act are dealt with in the Working Environment and Liaison Committee. Other matters relating to the environment are dealt with in the Working Environment Committee

The *Security Committee* is an advisory body on matters relating to security, including conditions associated with confidentiality, integrity and accessibility. The committee can also initiate, establish and follow up preventive security measures.

The *Committee for statistical standards* governs the work on statistics standards. The committee prepares an annual report on the standard work, and contributes to decisions regarding contents of statistical standards.

The *Confidentiality committee* is responsible for assessing the publishing activity in relation to § 2-6 of the Statistics Act, and has duties in relation to the approval of institutions that can apply for access to micro data.

### **Work on the Activity plan**

The work on the Activity plan begins with management drawing up priorities for the plan work based on preliminary budget ceilings.

After the priorities have been discussed in the departments and the Board, a draft activity plan is prepared, which includes budget prerequisites and what documents and updates need to be included in connection with the planning. Management considers proposals for departmental plans in separate meetings. Separate plan meetings are also held for major multi-discipline projects or areas.

After the departments' proposals for activity plans have been discussed, the budget is balanced in early December. The final activity plan is then completed.

### **Activity plan for each department**

Activity plans are prepared for all departments. In addition to the plan, project documentation for major projects and for projects that affect several departments is prepared.

### **Products and product register**

A separate plan system and product register are important tools for planning and follow-up. All products are given a number, and planned man-hours per product are entered into the system. The product register is used for both target figures and historical figures. The register includes details of man-hours used, topicality, response rates, response burden, data sources, accessibility, correlation and relevance. The product register is an important prerequisite for target and performance management in Statistics Norway.

### **Budget**

Each department draws up a budget proposal based on preliminary budget ceilings given in the draft activity plan. Chapter 4.1 on resources contains the budget for 2010 as a whole and divided into government assignments and user-financed assignments. The overview also shows accounting figures. A total overview of the internal budget allocation is also issued every year.

### **Performance appraisal and assessment of posts**

Staff performance appraisals are held once a year, normally in connection with the work on the activity plan. A checklist is available for use in performance appraisals. A job assessment scheme has been established, with a job assessment form for all posts. The job assessments are updated as required, and often in connection with local wage settlements.

### **Reporting of financial results**

The most important reporting to the Ministry of Finance is the half-yearly and annual reports. The deadline for submission of the half-yearly report is always around 20 August, and around 20 February for the annual report.

The Board prepares a separate annual report.

### **Strategies**

A new long-term plan or strategy for Statistics Norway is compiled roughly every five years. The new main strategy - Strategy 2007 – and sub-strategies are now available. The strategies are issued in separate publications and are available both on the intranet and at [ssb.no](http://ssb.no).

Appendix C

Organisation of Statistics Norway as per 4 January 2010

