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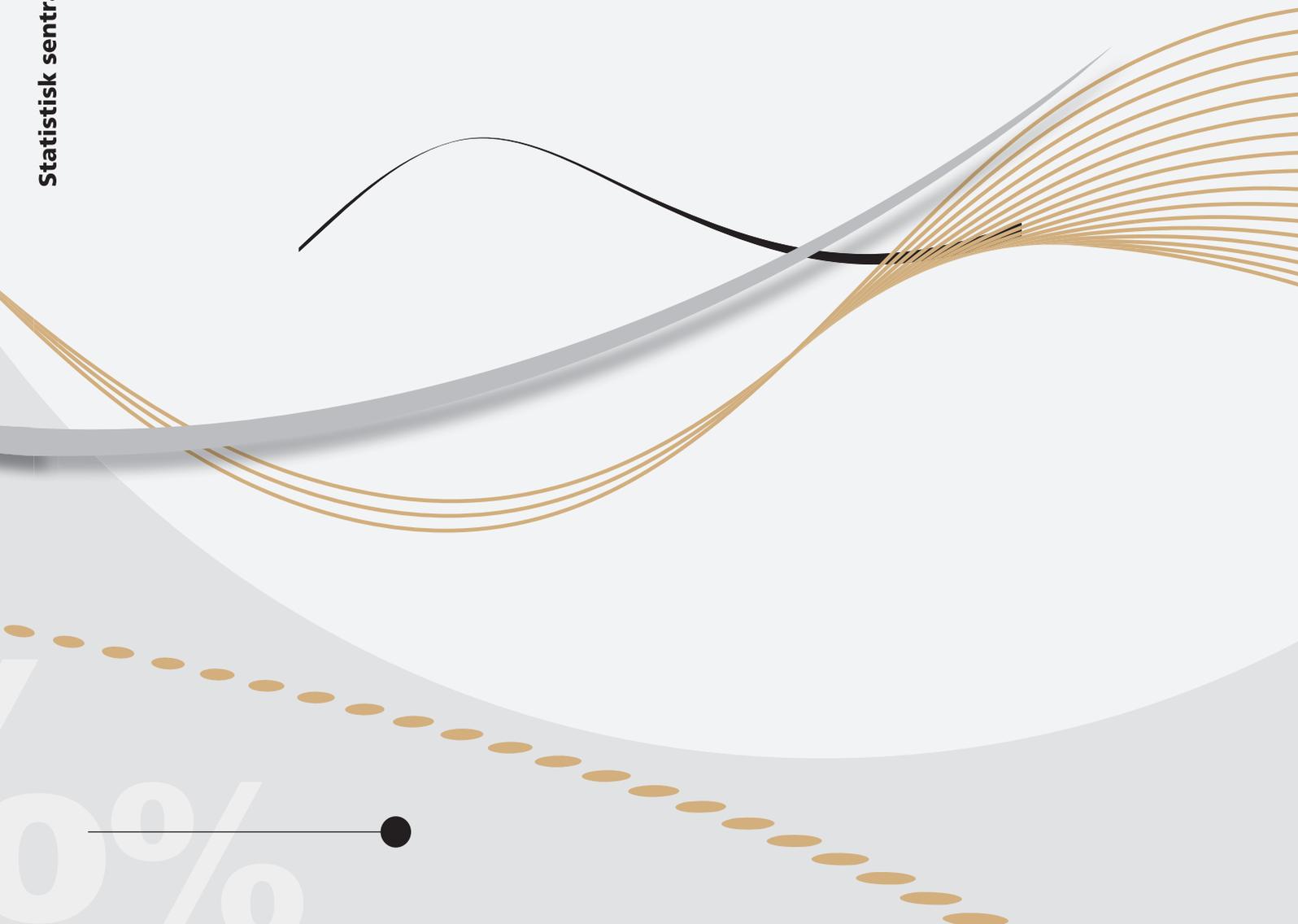
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Annual Report for Statistics Norway 2013

Statistics Norway



Statistisk sentralbyrå



Annual Report for Statistics Norway 2013

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Preface

The annual report contains an overview of central tasks and results for 2013, both for activities funded by government assignments and those funded directly by the users. It discusses both issues mentioned in the allocation letter and other topics that Statistics Norway believe are of interest to the Ministry of Finance.

The annual report was approved by the Board of Statistics Norway on 26 February 2014.

Statistics Norway, 11 March 2014

Morten Reymert
Chair of the Board

Hans Henrik Scheel
Director General

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1. Introduction

The annual report gives an overview of activities in 2013. Goal achievement is evaluated based on the main goals and performance requirements in the allocation letter. The main goals for Statistics Norway's ongoing activities in 2013 were:

- To develop statistics for areas that lacked coverage.
- To maintain the range of statistics generated, with at least the same quality and timeliness as previously.
- To maintain a research standard at a high international level.
- To continue to focus on user-friendly and effective dissemination of statistics and research results on ssb.no.

Additionally, the annual report discusses the execution of individual assignments that are addressed in the allocation letter and other topics that highlight Statistics Norway's activities in 2013.

Chapter 2 contains an overview of the main priorities for and results of the statistics generation and research, including performance targets. Statistical activities are discussed in chapter 3, and research activities are discussed in chapter 4. Chapter 5 reports on dissemination and data collection. National and international collaborations related to the generation of statistics are discussed in chapter 6. Work on quality improvements is described in chapter 7, which also includes comments on risk assessments for 2013. Chapter 8 contains administrative issues and the financial report.

2. Results and assessments

2.1. Some key features

Statistics Norway's priorities for 2013 were based on the guidelines set in St. prop. no. 1 (2012-2013) Proposition to the Storting, the allocation letter from the Ministry of Finance, Strategy 2007 and EU legislation on statistics. In 2013, Statistics Norway prepared a new strategy for its activities which applies from 2014.

Highlights of 2013 results

- Work on the EDAG project was maintained at the same level as in 2012. Both the main project and Statistics Norway's reception project are going according to plan, though some uncertainty has arisen with regard to respondents' ability to submit from 1 January 2015. There is an introduction strategy with significant support for suppliers of personnel and finance systems and important respondents. Trial operations of the part that relates to the data flow from the respondent via Altinn and to the central database in the Norwegian Tax Administration started in early January 2014. Trial operations of the data flow from EFF and to Statistics Norway's computer systems start in early March 2014. Test operations in the main project started in early January 2014 and start in Statistics Norway in early March 2014. The project's contribution to further development of shared solutions for the generation of statistics has also proceeded as planned.
- Statistics Norway's Lean focus continued in 2013 as an element of the work on continuous improvement. All Statistics Norway departments receive support from a central project to conduct Lean reviews of their production by the first half of 2015. The Department of data collection and methods completed such a review of the department's production in 2013. Three other departments have begun their reviews. The overarching goals of the project are to reduce production time, improve the timeliness of the statistics, increase productivity and to have motivated and satisfied employees.

- The online response rate has now reached 87, against 84 at the same time in 2012, and the number of paper forms included in the main mailing has been reduced from a total of 76,000 in 2012 to 29,000 in 2013. The total number of reminders on paper has been reduced from about 88,000 in 2012 to 15,000 in 2013.
- The number of employees was reduced from 958 to 912 in the course of 2013.

Performance indicators

The 2013 results for the performance indicators in the table below can be summarised as follows:

- Timeliness targets for the monthly and quarterly statistics were not reached, but they were reached for the annual statistics.
- The punctuality target was not reached.
- The response rate target was not reached. The deviation from the target was small for mandatory surveys. For voluntary surveys, the result is the same as for 2011, but lower than for 2012.
- The target of reducing the response burden for the business sector was reached.
- The target for the proportion of electronic reporting has been reached and increased to 87 per cent, up from 84 per cent the previous year.

*Tables for quantitative targets***Timeliness measured as the number of weeks from the end of the reference period to publication of the statistics, for the period 2009-2013.**

	2009	2010	2011	2012 ²	2013 ²	Targets for 2013
Monthly statistics	3.4	3.4	4.3 ¹	4.3	4.4	Less than 3.2 weeks
Quarterly statistics	8.2	8.0	8.7 ¹	9.0	9.0	Less than 8.0 weeks
Annual statistics	40.6	37.2	38.9 ¹	38.0	34.0	Less than 37.2 weeks

¹ New registration methods mean that the timeliness figures as of 2011 cannot necessarily be compared with previous years.

² Timeliness figures for 2012 and 2013 have been revised, cf. the explanation under timeliness page 13.

Punctuality, proportion of the statistics that deviate from the notified date of publication

	2009	2010	2011	2012	2013	Target for 2013
Punctuality	12	11	12	13	12	Less than 10 per cent

Response rates in surveys¹

	2009	2010	2011	2012	2013	Target for 2013
Mandatory surveys	95	96	94	94	94	At least 96 per cent
Voluntary surveys	74	67	61	63	61	At least 74 per cent

¹ New registration methods mean that the response rates as of 2011 cannot necessarily be compared with previous years.

Mandatory surveys in the business sector. Number of FTEs

	2009	2010	2011	2012	2013	Target for 2013
Response burden	103	100	86	79 ¹	85	Lower than 86 FTEs

¹ Corrected figures for 2012.

Percentage of electronic reporting.

	2009	2010	2011	2012	2013	Targets for 2013
Electronic reporting	63	65	77	84	87	At least 77 per cent

2.2. Summary of results*Production volume*

Statistics Norway published 977 statistics releases in 2013. This was 10 more than the year before.

Statistics Releases

2005	2006	2007	2008	2009	2010	2011	2012	2013
791	855	977	1,009	993	951	980	967	977

New statistics in 2013

- Reading skills and numeracy (PIAAC).
- Norwegian language training for adult immigrants.
- Life-long learning.
- Cost index for bus.
- Unpaid care work, survey of living conditions.
- Election campaign contributions.
- Material Flow Accounting (first published 21 January 2014).
- Map data related to coastal zone statistics.
- Housing figures in the Population and Housing census 2011.

Discontinued statistics

- Public enterprises, structural statistics.
- Municipal occupational rehabilitation enterprises, financial statements.
- Contractual pensions (AFP).
- Foreign trade with maritime transport services.
- Temporary stop of the survey of ICT use in municipalities and county administrations. Temporary stop of the generation of the producer price index for telecommunications.
- Quarterly projections of average rents in the rental market survey based on CPI rent changes will be discontinued as of 2013.
- Temporary discontinuation of the linked statistics for financial and non-financial sector accounts. The statistics will be taken up again after the completion of the main revision of the national accounts.

Merging of statistics and creation of different versions

- External trade in goods, annual series, is now published as a version 'Annual, final figures' under External trade in goods.
- Road traffic accidents with personal injury, final annual figures is now published as a version "Annually" under Road traffic accidents with personal injury.
- Accommodation on Svalbard is now published together with Accommodation.

Decisions on mandatory surveys and coercive fines

All data collection for the preparation of official statistics must be based on formal decisions by the director general about the use of the duty to provide information and a possible coercive fine. This applies to collection from the business sector and from public agencies/registers. All decisions about the use of the duty to provide information/coercive fines must be documented in Statistics Norway's product register. In 2013, Statistics Norway has uncovered 43 incidents of missing, unclear or undocumented legal authority for ongoing data collection. The necessary legal authority has now been provided for the continuation of data collection in these cases. A simplification has also been implemented by replacing several old decisions with collective decisions. An overview of these decisions can be found in appendix F.

Decisions on using the Statistics Act's permission to impose a duty to provide information and coercive fines are made separately in each individual case. It is possible to introduce an obligation to provide information without at the same time deciding to use coercive fines. In 2013, the following decisions about the obligation to provide information were made:

- Quarterly cost index for bus.
- The Norwegian Mapping Authority for reporting data from the joint map database (FKB) and N50-5000. Obligation to provide information with a legal basis in section 2-2 of the Statistics Act.
- Response burden issues are subject to an obligation to provide information in accordance with section 2-2 of the Statistics Act. This means that response burden issues are part of the ordinary response requirement.

Publications 163 publications were published in 2013, 29 fewer than the year before. This decrease is incidental as the number of releases can vary considerably from year to year.

Titles in the various publication series . 2005-2013

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Total publications	127	243	224	250	238	189	148	192	163
Official Statistics of Norway ¹	27	26	17	23	26	13	-	-	
Analyses ²	74	111	96	114	96	102	83	108	109
Other publications ³	26	106	111	113	105	74	65	84	54
- Economic Surveys	6	6	6	6	6	6	6	6	5
- Samfunnsspeilet	6	5	5	5	5	5	5	5	5

¹ The NOS series was discontinued as of 2010.

² The figure includes Reports, Discussion Papers, Statistical Analyses and Social and Economic Studies. Reprints was closed down in 2007.

³ From 2006, also includes the Notater series, which was not previously included in the statistics. Includes Documents and "This is ..." publications, and the Statistical Yearbook.

Research activities – external publication In 2013, 61 articles were published in international and Norwegian journals. This is slightly lower than in 2012, which was a year with an unprecedented high publication rate. Ten books and book chapters were published, which is one more than in 2012. In 2013, 274 talks were held at academic conferences nationally and internationally, as well as other professional talks. This is a slight decline from the previous year. One employee defended their doctoral degree in 2013, compared to two the previous year.

Media coverage Statistics and analyses from Statistics Norway are often referenced in the Norwegian media. The chart below shows the number of references to *Statistics Norway*¹ in all Norwegian media (both printed and electronic) as monitored by Retriever. This represents an increase on the previous year, but is still lower than the peak in 2009. The increase is primarily attributable to printed media. The number of media mentions is one of many indicators of relevance. The development is relatively stable.

Media coverage. Number

2005	2006	2007	2008	2009	2010	2011	2012	2013
25,364	28,872	32,698	40,025	42,700	32,300	32,765	36,039	38,108

Errors in statistics releases An error is defined as a change to the content, whether figures, tables or text, after the material has been published. All changes of figures and data in a statistics release constitute an error. An error that is *not* serious or very serious is defined by there being a deviance but that the figure is less central to the statistic. It also has few or no consequences for the world at large. All errors, regardless of their degree of seriousness, must be marked with a note in the text.

Serious errors – If an error meets *one* of the points below, it will be considered serious:

- When there are errors in figures that are central to the statistics, i.e. key figures, economic aggregates, etc.
- When the error will impact the impression of the situation in society to a significant degree; here, a central factor may be if the media/external users have disseminated the figure.
- When the error is market sensitive.

Error corrections in publications are not included in the material below.

- Error corrections in total: 94 – which means 9.4 per cent of the publications.
- Serious errors: 10 – which means 1 per cent of the publications.
- Very serious errors: none.

¹ Monitored by Retriever.

- Errors in the Department of communications: 6 – which means 0.6 per cent of the statistics releases².

Statistics Norway exercises a great deal of judgement in the classification of errors. An overview of the error corrections that Statistics Norway has defined as serious in 2013 follows below. For some of the releases, the error was mainly caused by parties outside of Statistics Norway, cf. for example errors in connection with the release of statistics for the Storting elections.

Date of statistics release	Statistics	Error
25 January	River fishing	Errors in many numbers, in the text, figures, tables and StatBank Norway. Considered serious mainly due to the scope (eight errors in the Norwegian release).
26 February	The Population and Housing Census, dwellings.	The tables "Occupied dwellings, by utility floor space and number of occupants, 2011" and "Occupied dwellings, by type of ownership, type of building and utility floor space" were removed from the release due to errors. ³
5 March	Accommodation	The tables were not published due to several errors. Several errors in StatBank Norway went out.
15 March	External debt position	Statistics Norway misinterpreted the accounting principle used for the direct investments function. Direct investments have previously been recognised net in the same way as in the international investment position and the balance of payments statistics. All items prior to Q1 2005, including direct investments, have been recognised gross.
7 April	Births	Corrections in tables for the years 2002-2010. Corrections in texts, tables and figures.
27 June	Energy use in the manufacturing sector	Errors in the 2011 and 2012 issues of the statistics. The error means that the numbers for the overall energy use should be one per cent lower than what was originally published.
2 August	Accommodation	The tables had to be run again, and the text had to be corrected.
30 August	Mortality for carnivores	The numerical data was recalculated and corrected in the text, figure and tables.
11 October	Financial corporations, balance sheet	Changes in the percentages for lending and for the percentage decline.
29 October	Storting election	A new paragraph and a table were added after external persons released unpublished Statistics Norway figures in their own report. The numbers were produced in connection with an assignment Statistics Norway had completed for the Norwegian Institute for Social Research (ISF). ISF published the numbers though they had not been published by Statistics Norway. Statistics Norway therefore published an expanded text and a table the same day.

² The error correction log is a manual log, and we can with a great degree of certainty assume that there is an under-reporting of less serious errors. We believe that this applies especially to errors made by the Department of communications in the production of figures.

³ The same applies to StatBank Norway tables 09798, 09799, 09800, 09805 and parts of the text relating to utility floor space.

Serious and other content errors in the statistics releases and the corrections of these have been logged systematically from September 2012. In the first half of 2013, error corrections were logged for 12.5 per cent of the releases, but this improved slightly in the second half of the year so that the annual result was 9.4 per cent.

Library and the information centre

The Information Centre handles about 10,000 enquiries a year made to Statistics Norway with questions about national and international statistics. Additionally, the Centre functions as a national advisory service for European statistics from Eurostat.

In the library, digital statistics and article databases have increasingly replaced paper publications, and scale of the use of the library has increased steadily since 2007. There was significant increase in the use of the digital information resources. The digital offerings are available both to employees and to external visitors. At the same time, traditional borrowing and visits from external users have declined. The continuous online publication of statistics and publications from Statistics Norway, the publication of time series in StatBank Norway, as well as the completed digitalisation of 21,000 publications published by Statistics Norway helps explain this.

External enquiries. 2006-2013

	2006	2007	2008	2009	2010	2011	2012	2013
Total	8,102	9,921	11,192	12,072	10,434	10,290	10,113	12,581
Information Centre								
- Email	4,936	5,948	6,621	8,085	6,517	6,536	6,566	7,695
- Telephone	2,488	3,220	3,829	3,383	3,294	3,600	3,126	4,487
Eurostat information service	194	205	231	181	197	118	113	125
External visitors	484	548	511	423	426	419	308	274

Lending divided by different user groups. 2006-2013

	2006	2007	2008	2009	2010	2011	2012	2013
Total	3,946	3,889	4,206	5,114	3,556	3,225	2,901	2,657
Statistics Norway employees	2,504	2,523	2,900	3,812	2,548	2,331	2,161	2,160
Other libraries/private	1,442	1,366	1,306	1,302	1,108	894	740	497

Courses and seminars

For a detailed overview of courses and course participation, see appendix C on fact reporting in the personnel field.

Internet statistics

Statistics Norway started using Google analytics in February 2012, as a replacement for a previous tool for internet statistics. Therefore, we do not have numbers of lookups on ssb.no that can be compared with previous years. The indicator "total lookups" is also not a good measurement for use of the site, and is not very useful in the work on improving it. The new tool is better able to tell us how many users we reach, and the use of the website with various functions and services.

From 1 March 2013 to 31 December 2014, ssb.no had a total of 3.5 million visitors. The number of unique visitors in this period was 1.8 million. The number of pageviews was about 20 million. (Repeat views of one page are counted as several views.) The average number of pages seen per visit was 5.81. The average time spent per visit was 4 minutes and 29 seconds.

Participation in international meetings

Statistics Norway participated in 128 meetings in connection with the collaboration on statistics in the EEA, nine meetings related to the UN and 13 OECD meetings. At the Nordic level, there were 14 meetings in 2013.

ESTP courses 2012

Statistics Norway was responsible for four courses funded by EFTA, two of which were part of the ESTP programme:

- Geographic Information Systems (GIS): Use of GIS for making statistics in a production environment in Kongsvinger, 5 - 7 March 2013. 21 participants from EU/EFTA countries and Turkey.
- Business registers: Set-up, Use and Maintenance in Stockholm, 10-13 June 2013. 14 participants from EU/EFTA countries, Turkey and Korea.
- Course on User-friendly dissemination of statistics and use of PC-Axis i Moldova, 23 -25 September. 20 participants from 11 countries (EU countries, candidate countries and ENP).
- Statistical training course on Price Statistics and Indices, i Beograd, Serbia 22.-24. May 2013, 21 participants, predominantly from ENP.

The use of Nynorsk There was a 30 per cent use of Nynorsk in everyday statistics releases on ssb.no in 2013. This is equivalent to the 2012 level. Unsigned publications, including the Statistical Yearbook, had a Nynorsk usage rate of 20 per cent in 2013, against 12 per cent in 2012. This increase is mainly due to publications of a more internal character not having been included in these numbers in 2013. These are, *inter alia*, business plans etc. that are not covered by the act relating to the use of Bokmål and Nynorsk in public agencies (målloven).

In total, statistics releases, brochures, and job advertisements had a Nynorsk usage rate of 29 per cent. All of Statistics Norway's forms are available both in Bokmål and Nynorsk. Statistics Norway's website has a Nynorsk usage rate of about 15 per cent.

Response burden The target for the business sector's response burden given in the allocation letter was lower than 86 FTEs. This target was reached, cf. the table below. The total burden of providing information to Statistics Norway's surveys decreased by 15 FTEs between 2012 and 2013. These measurements are based on different measurement methods and estimates. A standard method of measuring the response burden has now been developed. This method will be implemented for the various surveys in connection with their being transferred to Altinn.

In the annual report for 2012, the business sector's response burden is given as 90 FTEs. The correct response burden for 2012 was 79 FTEs, or in other words 11 FTEs less than previously reported. The Ministry was informed of this in a letter dated 12 December 2013. Corrected numbers are marked in red in the table below.

The response burden for individuals and public institutions was reduced by 21 FTEs from 2012. The reduction is due to surveys that are not conducted every year, or just once. This mainly refers to the Survey of consumer expenditure (consumption and savings) that was conducted in 2012.

Response burden. FTEs

	2006	2007	2008	2009	2010	2011	2012	2013
Total	175	177	177	146	137	126	123 ¹	108
Business sector	94	108	107	103	100	86	79 ¹	85
Other	81	69	70	43	37	40	44	23

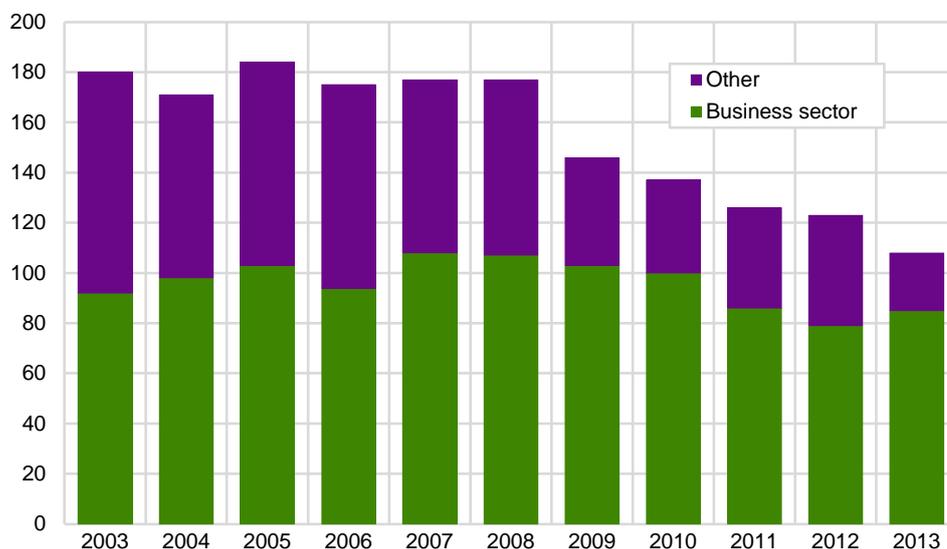
¹ Corrected figures for 2012.

Some surveys that are not conducted every year, or just once, affect the response burden significantly. The table below shows the effect that some such surveys had on the response burden in 2012 and 2013:

Response burden FTEs

	2012	2013
Survey of consumer expenditure (consumption and savings)	15.40	0
Education completed abroad	3.32	0
Adult Education Survey (AES) .	1.48	0
ESS - interview survey individuals	1.08	0
Adult reading comprehension .	0.96	0

The figure below shows the development of the response burden measured in FTEs



Distribution of the response burden

Fifteen per cent of companies in the private sector took part in one or more of Statistics Norway's surveys in 2013. The percentage is unchanged since 2012. Ninety-four per cent of the enterprises in the private sector have less than ten employees. Of these, 11 per cent received a form from Statistics Norway, which is unchanged from 2012. The equivalent percentage for enterprises with 10-19 employees is 67 per cent, and for enterprises with 20-49 employees it is 89 per cent. For these groups, this is an increase over last year, when the shares were 64 and 86 per cent, respectively. Enterprises with more than 50 employees constitute about one per cent of the population. In this group, 99 per cent participated in at least one survey in 2013, against 98 per cent in 2012.

Consultations

Statistics Norway is often consulted during the preparation of new laws, regulations and public reports (NOU series). Statistics Norway was consulted in 125 cases in 2013, of which 55 were with comments.

2.3. Quality indicators

Punctuality

Notice shall be given at least three months in advance of the release of official statistics. The goal is for the statistics to not be published either before or after the notified date. Deviations from punctuality were 12 per cent in 2013, which is about the same as in 2012. The punctuality target of being better than 10 per cent (the 2008 level) was thus not achieved. The deviations from the notified date of release were divided between four per cent for those that were moved forward and eight per cent that were postponed. The deviations were largely caused by the transition to a new website in 2013, which led to several changes to the date of release. We have also had to use two systems of registration (manual log file and reporting function in the new publication system), which may have led to double reporting. As of 2014, we only have one registration system.

Punctuality Deviations from announced time of release. 2000 - 2013. Per cent

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Total deviations	10	6	10	10	12	11	12	13	12
Too early	3	1	3	3	3	4	4	1	4
Too late	7	5	7	7	9	7	8	12	8

Timeliness

Timeliness is calculated from the first day after the measuring period/measuring point's end and up to and including the date of release. Statistics releases with both preliminary and final figures have been included. The material used to calculate the annual statistics is grouped according to the year of publication, not the reference year for the publication. Releases of annual statistics for 2012, which are only published in 2014, will thus be part of the timeliness statistics for 2014.

Timeliness in weeks - historical development

	2007	2008	2009	2010	2011	2012	2013
Month	4.2	4.5	4.4	4.4	4.3	4.3	
Month - new						4.3	4.4
Quarter	10.5	9.8	9	8.7	8.7	9.3	
Quarter - new						9.0	9.0
Year	38.3	41.5	40.6	37.2	38.9	38	
Year - new ⁴						35.4	34

Statistics Norway did not achieve the timeliness targets for 2013 for either the monthly or quarterly statistics.

The improvements in timeliness for the annual statistics can to some extent be explained by 2013 being an election year and the election-related statistics are timely. In 2013, a number of statistics were published that are only released every second or third year, and that are timely. Further, a number of statistics had significant improvements in timeliness, including statistics on life-long learning, reported crimes, silviculture, enterprises, distance education, area of land and fresh water, the GP service, etc. Furthermore, there were a number of statistics that saw minor improvements in timeliness.

Differences from previous reporting

There are differences in the timeliness reported above for the annual statistics for Statistics Norway for 2012 and that which Statistics Norway has reported previously. The reasons for this are:

- The main reason is that for various reasons 33 annual statistics were not included in last year's reporting. Several of these are statistics that were created in connection with the conversion of content to the new website. These include, among others, statistics such as Sami and "Kulturbarometeret" which were previously released as publications with an associated article and were therefore not included in the timeliness calculations. For other statistics, it was difficult to measure their timeliness and they were therefore left out. In connection with the conversion of content to the new website, a clearer measuring period has been set for several statistics.
- Three statistics that were previously classified as quarterly statistics are now classified as annual statistics because they are published annually. This contributes to a slightly better timeliness for the quarterly statistics than previously reported.
- Some hunting statistics (red deer hunting and moose hunting) are now measured in relation the end of the hunting season in March, not the end of the calendar year.

⁴ Including statistics that are published every second, third, fourth, fifth and tenth year. Not including publications with projections.

Combined, the issues listed above explain one percentage point of the difference from last year's reporting for 2012 and this year's reporting for the same year.

Response rates The calculation of the response rate was changed in 2011, resulting in a break with previous years, where some surveys were kept outside of the count. The calculation of the response rate is divided by surveys that are mandatory and those that are voluntary. Voluntary surveys are in turn divided into interview surveys and self-administered surveys. To some extent, the response rate reflects the portfolio of data collections that Statistics Norway execute in the year in question. The development in the response rate for interview surveys that are repeated annually is therefore given in a separate column.

The average response rate for mandatory surveys was 94 per cent in 2013. This is the same as for 2011 and 2012.

For the voluntary surveys the response rate is significantly lower, and the response rate varies from survey to survey. The requirement set in the allocation letter was 74 per cent or higher. This was not achieved in 2013. The 2013 result of 61 per cent follows a new reporting method in which all voluntary surveys, including all private assignments, are counted.

In 2013, Statistics Norway conducted several self-administered, voluntary one-off surveys on assignment. Amongst these, some had response rates below 50 per cent. This helps explain the low response rates. Furthermore, the rental market survey is included in the calculations. The rental market survey is an annual screening survey for the monthly rental survey, and is sampled as a selection of addresses based on potential rental properties. The population delimitations are challenging, and the units in the sample are more problematic to contact and follow up compared to an ordinary cross section sample. The survey has a very low response rate (28 per cent in 2013). This has a negative effect on the result. In 2013, the rental market survey was conducted as a self-administered survey.

Response rates

	2006	2007	2008	2009	2010	2011	2012	2013
Mandatory	95	95	95	95	96	94	94	94
Voluntary	75	73	73	74	67	61	63	61

Response rates for voluntary surveys, by collection method:

	2008	2009	2010	2011	2012	2013
Voluntary surveys Total				61	63	61
Interview surveys				56	56	61
Regular annual surveys	59	59	56	56	58	60
Self-administered surveys				63	68	62
Statistics Norway's own surveys				76	81	70
Assignments				57	55	50

Representativeness A low response rate in a survey does not necessarily mean poor quality. By weighting the sample of units using demographic variables, much of the effect of non-responses can be reduced.

In addition to response rates, Statistics Norway uses an indicator that measures representativeness by known demographic variables such as gender, age groups, education and place of residence. If there is perfect correspondence between those who respond to the survey and the known population by these variables, the representative indicator is 1; if the correspondence is low based on these variables, the indicator moves towards zero.

Representativeness indicators have been calculated for three voluntary surveys in 2009, 2012 and 2013. 2009 and 2012 are included as reference years. Overall, the

representativeness indicator shows a deterioration compared to the reference year 2009. The results for the Survey on living conditions EU-Silc were especially poor in 2013, and Statistics Norway and the client have planned and implemented several measures to improve the result in the current year.

Representativeness indicators for selected voluntary surveys of individuals in 2009, 2012 and 2013.

	Response rates			Representativeness indicator		
	2009	2012	2013	2009	2012	2013
Travel and holiday survey	60	59	58	0.77	0.74	0.74
Living conditions panel (EU-Silc)	61	56	52	0.86	0.77	0.75
Media use survey	64	59	62	0.80	0.82	0.81

Electronic reporting

The goal of increasing electronic reporting for business and industry surveys was reached in 2013. The proportion that reported electronically grew from 84 to 87 per cent between 2012 and 2013. Throughout 2013, Statistics Norway has facilitated the increased use of Altinn. The share of respondents that reports via Altinn has increased from 19 to 29 per cent. The share that reports via channels other than IDUN and Altinn has increased moderately from 12 per cent in 2012 to 12.5 per cent in 2013.

Share of respondents reporting electronically. Per cent

	2007	2008	2009	2010	2011	2012	2013
Electronic reporting	48	53	63	65	77	84	87

Electronic reporting, by channel. Per cent

	2010	2011	2012	2013
Altinn	16	18	19	29
IDUN	70	68	69	59
Other	14	14	12	12

Productivity

Resource use measured in FTEs in Statistics Norway went down overall by about four per cent in 2013 compared to 2012 and by six per cent compared to 2011. The reduction in resource use within production activities financed by government assignments has been even greater in these years. There is therefore reason to believe that the trend of having an annual productivity increase of at least two to three per cent will continue.

Streamlining and re-prioritisations have enabled Statistics Norway to implement focused efforts such as the development of the new *ssb.no* within the current budget framework. Additionally, Statistics Norway has set aside funds for necessary expenses related to the move in February 2014.

Resource use

About half of work hours in Statistics Norway are spent on ongoing statistical generation. The number of FTEs overall has fallen by 38 from 2012.

Resource use by type of activity

Type of activity	2007	2008	2009	2010	2011	2012	2013
Total number of FTEs	923	909	906	902	913	896	858
Absences	153	150	143	144	141	141	131
Holiday and senior days	80	79	82	87	89	87	87
Paid leave	22	23	16	14	13	12	10
Sickness absence	44	42	41	43	39	42	34
Remainder category	7	6	4	-	-	-	-
Number of FTEs excluding absences	771	759	763	758	772	755	727
Total, in per cent	100	100	100	100	100	100	100
Ongoing generation of statistics	48	48	48	47	48	49	49
Development projects	13	16	16	17	17	14	14
Research and analysis projects	12	11	11	12	12	13	13
Administration and planning	11	11	11	12	12	12	14
ICT infrastructure and other internal support functions	16	15	13	12	11	12	10

The number of FTEs used for the various types of activities has been stable in recent years.

The increase in administration and planning from 2012 to 2013 was mainly caused by various tasks related to the move and to strategic work. The decline in ICT infrastructure and other internal support functions is mainly caused by less time spent on competency development.

Evaluations and user surveys

No user survey was conducted on *ssb.no* in 2013, due to the launch of the new website and the need for technical upgrades of the software related to the user survey. The survey will therefore be conducted in the period 23 January - 23 February 2014.

In the period 1 March - 12 September 2013, a feedback form was available on most content pages on *ssb.no* with a question about whether people were finding what they were looking for. About 150-200 responses were submitted daily, and about 50 during holidays. There were approximately 60 per cent "no" responses and 40 per cent "yes" responses.

The quality reviews in 2011 and 2012 have been evaluated and continued with a review of the statistics for external trade in goods, the population statistics and the education statistics in 2013.

3. Statistics that reflect society

3.1. Social statistics

Population and housing census

In the first half of 2013, all planned national statistics have been published. This included a total of three releases in addition to the two releases in 2012.

Housing figures were published on 26 February. Errors were subsequently found in the data for the utility floor space in dwellings, and corrected figures were published on 4 July. Further, preparations have been made for the delivery of data in accordance with the EU regulations. The requirements mean that very detailed tables must be prepared that impose significant requirements on Statistics Norway's handling of confidentiality. Extensive quality reporting is also required.

After the publication of household and housing census in the Population and Housing census 2011, a project has been initiated to continue the work on coordinating the dwelling household and housing populations. The goal is to establish data that can be shared for all register-based dwellings and dwelling

household statistics in Statistics Norway. This entails improving the consistency between dwellings and dwelling households and to include actual addresses for relevant groups. Work must also be done on improving the data in the registers supplying the data and on further developing the methods used in Statistics Norway.

Survey of consumer expenditure

The survey of consumer expenditure has changed from annual surveys to larger periodic surveys. The results were published in the autumn of 2013. The implementation and results will be evaluated and used in the planning of a new survey.

The survey on living conditions about health, care and social contact was completed in the autumn of 2012 and the results were published in 2013. This survey will be coordinated with the European Health Interview Survey in Eurostat (EHIS), which is subject to regulations and is expected implemented in 2015. The initial plan was to publish the results of the survey of living conditions EU-SILC 2012 in the first half of 2013, about victimisation and fear of crime. The work was delayed and was published on 20 December. New living conditions data were collected again through the living conditions survey EU-SILC 2013 in the spring of 2013, where topics included sport, culture and a separate EU module about quality of life. The results of this survey were published according to plan on 9 December. The conversion project for statistics on penal sanctions and imprisonment has led to a delay in the publication of 2012 data.

Statistical database FD

This year too it has been challenging to get correct data deliveries for new national insurance schemes for the FD trygd database. This causes delays in the entry of data in the database, and in the further lending of new data to researchers.

Child welfare service

The child welfare statistics are being reorganised to be more in line with the current situation in the child welfare service. As of 1 January 2013, child welfare data is collected after a new structure. A new reception, revision and production system for the statistics in Statistics Norway has been created so that new statistics can be published in 2014.

Health statistics

The EU regulations on statistics on public health and on health and safety in the workplace with associated Commission regulations in various statistical areas are demanding. For the statistical area "work injuries" it is necessary to implement relatively extensive measures to ensure that data is obtained that both in the short and long term contributes to fulfilling the regulation's statistical and reporting requirements. Statistics Norway collaborates closely with affected ministries and agencies (the Ministry of Labour, the Norwegian Labour and Welfare Administration, the Norwegian Labour Inspection Authority and the national monitoring body for the working environment and health) to establish a national statistic on workplace accidents and handle Norway's international reporting obligations in this area. The overarching goal is to implement electronic forms for reporting workplace injuries, for example through Altinn.

Until these electronic forms have been implemented, there is agreement on a solution in which NAV scans forms and sends the information to Statistics Norway electronically. The reporting from NAV started on 1 January 2014, based on revised forms that make it possible to create statistics in line with international obligations. The first publication of figures for 2014 will take place in 2015. Statistics Norway is working on establishing a coordinated statistic on workplace accidents, subject to external financing.

The Norwegian Institute of Public Health took over responsibility for the operation of the cause of death register as of 1 January 2014. In 2013, work was done on transferring technical operations, the transfer of functions related to the reception

of data, coding, quality assurance and statistical production, as well as the formal transfer of the register as of 1 January 2014. The work was completed on schedule.

The Ministry of Health and Care Services submitted a proposal for a revised health register act for consultation, with a consultation response deadline on 15 October 2013. One goal of the revised act is to simplify access to the health registers for use in the health service, and for research and statistics, among other things. In connection with this work, the Norwegian Institute of Public Health's (FHI) access to data to meet its statutory deliveries in accordance with the Public Health Act was discussed by Statistics Norway and FHI, and a letter of intent and a framework agreement have been signed for future collaboration to ensure the necessary deliveries to FHI.

The letter of intent ensures that the parties support the development of new statistics based on couplings of data from the health register and socio-economic data from Statistics Norway registers. The parties share an intention to work on clarifying the roles in the area of health statistics and to continue the collaboration on statistics. The framework agreement provides the framework for FHI's access to statistical data from Statistics Norway. The agreement consists of a main section and an appendix to be updated annually. The agreement contemplates that FHI can order various types of statistics that are limited to statistical use in public planning.

Education statistics

The "Education completed abroad" survey was completed in 2013 by conducting the form-based survey for the second year in a row. About 60,000 immigrants who arrived between September 2011 and October 2012 were given the form. The work on starting to use new sources from the Norwegian Directorate of Immigration as a replacement for this survey started in the autumn of 2013.

The work on implementing the revised international education standard (ISCED) in the national education statistics was well underway in 2013 and will be completed in 2014. However, changes in international reporting will affect the work on the education statistics for several years.

Data collection in connection with the Eurostudent questionnaire was completed in the first half of 2013. Data collection for the international survey on literacy and numeracy (PIAAC) was also completed. Additionally, the Nordic PIAAC database was developed. Data from the survey of adult learning (AES) was processed and the results were published.

The "Participants in Norwegian for adult immigrants" statistic was published for the first time.

Election statistics

On assignment funded by the Ministry of Local Government and Regional Affairs, Statistics Norway has collected, forecasted and disseminated election data during the past three elections. In connection with the Storting elections in 2013, the project management role has been transferred to the Ministry of Local Government and Regional Affairs (now the Ministry of Local Government and Modernisation). Statistics Norway has contributed necessary support, primarily IT resources, in order to get the work done. Additionally, systems and solutions have been transferred to the Ministry. As of the 2015 elections, the Ministry will collect and report on election results in their entirety.

3.2. Statistics on labour market and earnings

EDAG Progress is in line with the plans for both Statistics Norway's reception project and for the central main project.

For Statistics Norway's reception project, specifications and the construction of the system for receiving data from the central register by reports from employers will soon be completed. Statistics Norway is ready to receive test data as of 1 March

2014. Specifications for the first phase of the production system are also ready and construction will start shortly.

Statistics Norway has held meetings with central partners on salary statistics, such as the Norwegian Technical Calculation Committee for Wage Settlements (TBU), the Confederation of Norwegian Enterprise (NHO), the Enterprise Federation of Norway (Virke) and the Ministry of Finance about future opportunities with EDAG. Additionally, Statistics Norway has held its own seminars on the topic "The statistics of the future and opportunities within register data".

The main project is now working intensively on the introduction regime in relation to the suppliers of both salary and HR systems and central respondents.

Salary statistics The salary statistics for 2012 were completed as planned with the release of salary statistics for all employees on 20 March. This is one week earlier than the previous year. Data has been delivered to Eurostat and the Norwegian Technical Calculation Committee for Wage Settlements. Salary indexes have been released and delivered to Eurostat as planned. Statistics Norway did not manage to complete salary indexes for financial services in the first quarter due to deficiencies in the specifications for the reporting of data. Quarterly statistics in the area will be published after we have moved the generation of salary statistics to using data from EDAG in 2015.

Reporting of salary statistics has been moved from Altinn I to Altinn II. This has required a lot of resources. Data for the 2013 salary statistics have been collected and the completion and delivery of data for the Norwegian Technical Calculation Committee for Wage Settlements for the salary settlements in spring 2014 is progressing as planned.

Labour costs The survey has been completed. The reporting has been converted from IDUN to Altinn II, and framework solutions have been established to facilitate and follow up on data collection. The shift has entailed considerably extra work and has among other things affected the work on the review of the correlation between the index in the area and the results of previous labour cost surveys.

A review of the reporting showed that there were significant deficiencies and a relatively high non-response rate. This has led to new mandatory reporting in January to ensure the necessary data for the survey. The delivery of the result in line with the Council regulations in the area is June 2014.

Tax statistics Statistics Norway has as planned released preliminary numbers from tax returns for individuals, on the basis of salary items in March and final figures from 14 November. Statistics Norway considered the tax return materials from June to be too incomplete to present the overall capital income of households.

The income and wealth survey for the self-employed was presented two weeks later than planned, on 17 December, but in time for the update of the basic data in the Lotte model. The background for the delay was the restructuring of tax regulations for primary industry and the registration in the tax return. New inheritance statistics were presented in Dagens statistikk on 20 June, and new figures with the basis for employers' contributions were presented on 25 June.

Income and wealth statistics In the first half of the year, Statistics Norway completed analyses of income developments based on released figures for 2011. The results were published in a report on income developments for the older segments of the population and a report on economics and living conditions for various groups.

Additionally, Statistics Norway worked on clarifying/coordinating household populations so that household statistics and income statistics can use common definitions. This work is ongoing in spring 2014.

The planning of the work on pension wealth and the collection of information from pension funds and insurance companies has been postponed until 2014. Statistics on cash transfers to families with children in 2012, with data from NAV, were presented on 22 August – a slight delay. The income statistics for households for 2012 were released in Dagens statistikk on 18 December. Additionally, new data for the Lotte model has been quality assured and adapted.

There is high demand from the municipalities for figures related to the measurement of low income and the general income distribution. Demand from researchers for micro-data in the area also continues to be high. This has led to a standardisation of concepts in order to maintain a relatively efficient generation of statistics and extraction of micro-data.

Labour market The register-based employment statistics were published as planned in 2013. After EDAG, there will be an annual publication in which figures for the self-employed have been added and coordinated with figures for wage earners from EDAG.

The development towards more publication of flow figures has continued in 2013. The work is funded by assignments in which such data is used in specific analyses. In an analysis of job changes among the elderly, figures for job changes based on register data were published for the first time. This is further incorporated into an analysis of turnover in municipal child welfare services. Flow data has also been used in an analysis of the adaptations elderly people make after the pension reform, and tables have been created in StatBank Norway on the entry and exit of employees in public administration.

Deficiencies and a partial stop in the reporting by Oslo municipality to NAV's Aa register from the summer of 2012 and throughout most of 2013 weakened the quality of the figures for the municipality. Municipal numbers for 2012, especially through KOSTRA, were strongly affected. Not until January 2014 did NAV report that the situation is satisfactory for Oslo.

In recent years the response rate in AKU has been notably weaker than previously. The situation in 2013 showed no improvement, with a non-response rate above 20 per cent. The main problem is reaching individuals and that tracking is very resource-intensive. Statistics Norway is working on various solutions to try to stop the development towards lower response rates.

3.3. National accounts, prices and financial statistics

Current national accounts All national account versions – quarterly, final year and national accounts by county – were published as planned in 2011. The balance of payment figures (quarterly) were also published as planned, as were the annual health accounts and the monthly index of household consumption of goods.

Main revision 2014 To a great extent, 2013 was dedicated to the revision of the national accounts and the balance of payments in connection with the introduction of the new guidelines in 2008 SNA, ESA 2010, BPM6 and the direct investment manual from OECD. The main revision with updated time series will be published in November 2014. A new institutional sector grouping is being used in the national accounts in connection with the 2014 main revision. Statistics for the international investment position is expanded from an annual to a quarterly statistic.

External trade statistics The quality of several of the external trade statistics is low, in part because of challenges related to delimiting the population and a lack of relevant and good sources of data. In the spring of 2013, Statistics Norway had to inform OECD and

Eurostat that we no longer were able to deliver transaction statistics for direct investments with a geographic distribution. OECD and Eurostat have asked for a more thorough review of the challenges Statistics Norway faces in this area. We must also present a schedule for how we will solve these challenges and re-establish the statistic. In 2014, a preliminary project will start that will study how we can improve the data for financial statistics related to other countries, and especially transaction statistics.

In 2013, a project on global value chains funded by Eurostat was completed. Statistics Norway participated along with six other countries. As part of the project, in December we published figures for Norwegian enterprises' international moving activities. We also conducted a study based on micro data exchanges between the statistical bureaus in Denmark, Finland and Norway, with the goal of getting a qualitative review of how well incoming and outgoing populations over monitored enterprises mirror each other.

SDDS Plus In 2013, Statistics Norway investigated the opportunities to meet the requirements in IMF's new Special Data Dissemination Standard (SDDS) Plus. SDDS Plus covers nine data categories within financial statements for institutional sectors, statistics, public administration, financial sector and debt securities, and international statistics. All data categories must be satisfied at the latest as of 2020. It is especially statistics for international debt securities and portfolio investments that must be further developed in order to satisfy SDDS Plus. Statistics Norway is positive to Norway joining SDDS Plus from 2016-2017 at the earliest, with the use of a transitional scheme for the two above-mentioned data categories to the end of 2019. The issue must be studied further, as there will be a requirement regarding facilitation via SDMX for both new and old SDDS categories. Statistics Norway will discuss the issue further with Norges Bank and the Ministry of Finance.

Prices The consumer price index (CPI) was incorporated into a new common framework system for survey sample administration (SFU) in April 2013. The producer price index (PPI) was incorporated into the same system in October 2013. This allows for a better coordination of the sample surveys and shall contribute to ensuring a more robust and effective execution. The transition also entailed a new paper form to replace the previous form, and in the next phase the online form will also be changed.

CPI is largely based on barcode data. This makes data collection more efficient and improves CPI quality, and also reduces the response burden for retailers. As of January 2013, barcode data from petrol stations has been incorporated into the CPI.

The rent component, which is one of the most important individual surveys within the CPI, was significantly improved in some areas in 2013. First and foremost, better routines have been introduced for tracking new residents. This is an important factor in order to capture rental changes resulting from changes of contract. Additionally, weightings and the basis for imputations of missing values have also been changed.

The work areas for the harmonised consumer price index (HCPI) are governed by newly adopted and forthcoming regulations from Eurostat. An HCPI in which fees are kept constant (nominal) from one year to the next has been fully developed. The method required by the regulation deviates from the real correction of fees in CPI-JA. The development of different price measurements tied to owner-occupied housing is also under development and continues in 2014. The COICOP consumption classification has been expanded with a new, more detailed level. This work will continue in 2014.

Price measurements for repairs and installations of machinery were incorporated into PPI as of 2013. In the past year, PPI has been expanded with a number of new

enterprises. The goal is to in the longer term publish separate price indexes for both the import and export market.

3.4. Statistics about the public sector

KOSTRA The current IT solution for the publication of KOSTRA is old and outdated. On the release on 15 March 2013, users experienced significant instability and delays, and in practice it was impossible to access KOSTRA's fact sheets during the first days. However, this was solved before the 15 June release. A preliminary project has now been started to look at how the KOSTRA solution should be updated and simultaneously be implemented in Statistics Norway's general IT solutions.

StatRes At the end of 2012, 12 StatRes statistics had been fully developed on separate large activity areas in public administration. However, for three StatRes statistics work remained on some indicators that according to plan were to have been completed in 2013. Staffing issues led to these not being completed in 2013. The agreement with the Ministry of Government Administration, Reform and Church Affairs was not extended and in 2014 StatRes is thus fully funded as part of Statistics Norway's societal task.

In 2013, the work has mainly consisted of including 2012 values for the existing indicators in the various StatRes statistics. Additionally, an extensive user survey has been started, which aims to determine what can be done to increase the use of the statistics. The report from the user survey is expected to be completed in Q1 2014.

3.5. Industry Statistics

Within industry statistics, the restructuring of production routines has continued in 2013. The restructuring of the industry statistics in Altinn II has caused some challenges that have impacted the progress of the restructuring. Due to the tight financial framework in 2013, it has been necessary to make strict prioritisations within several areas of the industrial statistics. There has therefore not been room to prioritise all planned development tasks.

Agriculture statistics The publication and documentation remaining for the Agricultural Count 2010 required more resources than planned. This caused delays for a couple of annual statistics and the annual report on Agriculture and the environment. However, it also led to quality improvements in the current agriculture statistics.

The agriculture survey 2013 was delayed by two months due to problems related to the restructuring of the data collection from IDUN to Altinn. The main theme of the survey was work input in agriculture. As this topic is of great significance for central users of statistics, great emphasis was placed on quality assurance of the data. Preparations for the Agriculture survey 2014, where the topic is land rent and the utilization of farm buildings, was completed as planned. This was also true for a specialist survey of the use of fertilisers in the agricultural sector.

Statistics on fisheries The study and development of new statistics about structural developments in fisheries and aquaculture was not prioritised.

Statistics on dwellings The statistics on dwellings have been expanded by several new characteristics that were published for the first time in connection with the Population and Housing Census 2011. With regard to statistics on dwellings as of 1 January 2012 and 1 January 2013, this was published in June, but in a simplified form while awaiting quality assurance of new data for 2012 and 2013. The remaining characteristics will be published in the spring of 2014.

In 2013, work started on a study of how we can utilize data from the cadastre in order to expand the Building statistics with information about the termination of

residences due to demolitions, fire, etc., as well as the change in the number of residences as a result of reconstructions. This applies to, for example, new residences that arise from industrial buildings being converted into residential buildings. With this expansion of the statistics, we will get a more comprehensive residential account that shows the development in the level and the inflow and exit of residences in Norway. A pilot project has been completed with Oslo municipality in 2013, and this will form the basis for further work in 2014.

Prices for buildings, residences and services

Further work has been carried out on the development of the new price statistic for new residences that is to satisfy the KCPI requirements regarding how owner-occupiers' housing costs are to be included. The statistics was expected to be published for the first time in December 2013, but has been postponed to September 2014 due to resource issues.

The Production index for construction for Q2 2013 was postponed until the publication of the numbers for Q3. Furthermore, the numbers for Q1 2013 were published 13 days later than planned.

The plan was to develop a service price index for information services. This work has not been prioritised and has been postponed indefinitely. The service price index for sea and coastal water transport services has been suspended temporarily. Some of the data is still collected for use in the national accounts. The production of the index has been stopped as a result of the statistic currently requiring too many resources. The production of the statistic will be simplified and published as of Q4 2013.

Annual structural statistics

The annual structural statistics, which among other things are very important for the work on the final national accounts, are still being developed. Both the development plans and methods for more efficient editing have been developed throughout 2012 and 2013, for instance with significantly reduced numbers of enterprises in the selected population, routines for automatic machine corrections and statistical indicators for use in the editing process. Delivery to the national accounts and the reporting to Eurostat were completed within set deadlines and the statistics were published three weeks earlier than in 2012. Further, tables were released in StatBank Norway for enterprises and businesses for all industries in the structural statistics overall.

Statistics on transport

An important goal in 2013 was to quality assure the production of selected statistics and to make the production more efficient, primarily by using more efficient editing routines. All of the larger statistics routines within the land transport statistics have now been adapted to the framework solutions.

The development of a new assignment-financed cost index for bus was completed as planned, and was operational as of Q2 2013.

In an assignment from the Ministry of Transport and Communications, Statistics Norway studied whether it is possible to map cabotage better than currently. The work is documented in a report that will be published in February 2014. In the late autumn of 2013, a contract was entered with the Ministry of Transport and Communications about the surveying of small transport vehicles in the period 2014-2015.

Throughout 2013, Statistics Norway has struggled with the poor quality of the degree of injury in the road accident statistic. This relates to the restructuring of the police registration routines. The problem has been raised with the National Police Computing and Materials Service, though this has not resulted in the routines being adjusted. The issue is now being raised with the National Police Directorate. If data quality does not improve, Statistics Norway must consider whether to discontinue

the accident statistic for the time being. Statistics over persons killed in traffic are also published by other institutions.

Within sea transport statistics, work has been done to follow up on the quality review of the port statistic from December 2012. The work on marine casualties was postponed, the analysis of the quality of place of origin/destination related to freight flows at sea has not been started and parts of the producer price index for sea transport industries has been stopped as it has not been prioritised.

Tourism Accommodation statistics have undergone a complete restructuring from tailored solutions to framework solutions. The statistic was published under the new system from January 2013. Some initial problems and significant vulnerability on the staffing side led to some postponed publications and some corrections. The accommodation statistic for Svalbard is now included in the ordinary accommodation statistic. This entails a simplification and 12 fewer DS articles.

Statistics on manufacturing For the production index for manufacturing, new price weightings have been incorporated and a system for projecting price growth has been established. The work on a new catalogue of goods for the production index is documented in Internal documents 21/2013. For the production index, a quality project has been completed in collaboration with the national accounts and the research department. Some proposed improvements will be implemented in 2014. To improve the quality of the statistic for the development of production volumes in industries where hours worked are used as indicator, we will as of the survey for January 2014 collect numbers for the hours worked by office workers rather than estimate these. New and updated productivity factors will also be incorporated into the production index.

For the monthly turnover statistics, Statistics Norway created a new and improved method for seasonal adjustments in 2013, and completed the work on distributing turnover on the domestic and export markets for services related to oil and gas extraction, as well as machine repairs and installations. In 2013, the releases on ssb.no were adapted in such a way that we utilized the new website in the best way possible. We offer more and new charts in the press releases for market fluctuation statistics, and now publish calendar adjusted numbers for the turnover statistic. For the annual structural statistic for manufacturing, numbers were for the first time published according to level of technology.

Statistics about ICT Most of the ICT statistics were published as planned, but Statistics Norway has not prioritised the development of a new price index for information services. The service price index for telecommunications services has been suspended temporarily due to quality issues. A quality review of this index (and other indexes within the transport area) is planned completed in 2014. There are also delays in the work on Key figures about the information society in the Statistical Analyses series. The plan is now for the publication to be published as individual articles on ssb.no instead.

Statistics on R&D and innovation The work on the R&D survey for 2011 was completed according to plan. Preliminary figures for R&D in the business sector for 2012 were published in November and figures for innovation were published in December.

In the aftermath of the significant interest in R&D and innovation statistics in the media, a project group was created to improve our knowledge about how enterprises understand the R&D concept and about possible under and over-reporting. An interview round was held with five significant players in R&D. The project report was completed in September. The report concluded that there may be some under-reporting from some enterprises, but that it was very difficult for the enterprises to quantify this. Due to the strong interest in international comparative innovation results, Statistics Norway was also given funding from the Research

Council of Norway and Innovation Norway to conduct a full-scale separate innovation survey in 2014. The main results are to be ready in June 2014.

An article about enterprise patents by industry and size for 2000-2012 was published in August, based on data on patent applications from the Norwegian Industrial Property Office

3.6. Energy, environment and resource statistics

Statistics on energy

The work on streamlining data collection for statistics on energy has started but progress is somewhat impaired by resource shortages. Results of the survey on energy use in buildings for service-providing enterprises were published at the end of the year.

The work on improving the energy accounts/balance, reducing vulnerability, improving documentation and the transfer to a new platform is now a portfolio project. The first phase, which entails reading all previous years into SAS, started in December. The next phase is to describe the system solutions so that they are ready for construction in the autumn of 2014.

Statistics on the environment

The annual description of sustainable development was published electronically this year as a magazine article in early June. The "Transport and the environment" report, which contains a sample of statistics and indicators for the transport sector with a primary emphasis on links between transport and the environment, was published in September.

Figures have been prepared for environmental fees and climate quotas for a new reporting. The results are documented in articles and a report.

In 2017, reporting environmentally-related production of goods and services (EGSS) to Eurostat becomes mandatory. This also includes figures for employment and export by economic activity divided by different environmental and resource-management objectives. This is a new statistic that requires resources. Partly funded by Eurostat, in 2013 a survey was conducted to identify which areas need more work to meet the reporting requirements.

Additionally, there will be mandatory reporting of environmental expenses from 2017. This is an expansion of current reporting requirements. In 2013, a larger project was completed to survey the new reporting requirements and the consequences these will have for Statistics Norway. The results of the projects are documented in Statistics Norway publications.

Statistics Norway has assessed the quality aspects of earlier statistics for regional climate gas emissions. The conclusion is that we can publish county-level figures for many of the emission sources at the same time as the final figures, but that municipal figures are not to be retained as a statistics product. Any municipal figures can be produced as ordered analyses where the weaknesses of the method of breaking down the figures are apparent. This can be done on assignment. On assignment from the Ministry of Climate and Environment, Statistics Norway has started developing county-level figures. The results are to be completed in the first half of 2014.

In addition to the ordinary publication of climate statistics, Statistics Norway has on assignment from the Ministry of Climate and Environment developed the emissions account with new components: calculations of black and organic carbon (fine particulate matter) and Hexachlorobenzene (HCB).

Statistics on land use and land resources have mainly been produced according to plan. Delays for statistics on holiday house areas were caused by technical

challenges in the calculations. Infrastructure measures have been taken to reduce the problems.

The waste accounts, which form the basis for reporting in accordance with the EU regulation on waste statistics, are subject to a quality review and a restructuring of the production cycle. The statistic for 2012 will be published in 2014 so that the reporting of 2012 numbers to Eurostat will go as planned. Progression of the work has been satisfactory.

The first reporting of material flow accounts in accordance with the EU regulation on environmental accounts (figures for 1990-2011 in 1,000 tonnes) has been completed, with a delay for the table on the import and export of products. The domestic publication was postponed to January 2014.

3.7. Statistics about Svalbard

The special focus on improving the statistics coverage of Svalbard continued in 2013. In 2013, the Population register for Svalbard has been integrated with the Population register for the mainland. It provides the same opportunities for measurement, reporting and follow-up of quality for the Svalbard population as for residents on the mainland.

In connection with the launch of the new ssb.no in March, Svalbard was retained as a separate statistical area available under the top menu Statistics. The address www.ssb.no/svalbard now directs to a search page where statistics, publications and articles about Svalbard can be found.

Some statistics about Svalbard on the topics of industry statistics, population and the public sector, as well as a number of regionally distributed statistics that cover Svalbard as a separate region, have been updated with new numbers in the course of 2013. Through a dialogue with important users, an appropriate population has been defined for income statistics, and the work on establishing a register-based income statistic will be continued in 2014. In 2013, work has continued on mapping user needs regarding R&D statistics, and the plan is to create a new statistic for this area in 2014. A dialogue with the Svalbard Science Forum (SSF) is central to this work, to secure the use of data from the new version of the research database RiS for statistical purposes.

Further, there have been significant delays in the release of statistics about the environmental conditions on Svalbard. The delay was partly caused by Statistic Norway having awaited SSF's RiS 2 database coming online, and partly by re-prioritisations to other tasks. In Q4 2013, an article was to be published with relevant available environmental data for Svalbard. Setting aside resources for this work has not been prioritised and it has been postponed. The goal is to publish such an article in February 2014.

In 2012, a consumer survey was conducted on Svalbard. The results were to be published in the autumn of 2013, but this has been delayed. The analysis of the results have uncovered a number of weaknesses in the survey that necessitate further analyses before we can decide whether and in which form the results can be published. Against the backdrop of these challenges, consumer shares (weights) in the consumer price index for Svalbard (CPI-S) 2013 were updated by projecting from the weighting structure from 2007 with the development in the consumption patterns for the mainland for the 2007-2012 period and other relevant sources.

4. High-quality research

The Research Department

The research projects generally progressed according to plan, including the handover of updated models and model services, and the performance of analyses for the administration. Three market fluctuation reports have been presented, which is fewer than previous years. The economic outlook was presented alongside the market fluctuation report in March. The work on maintaining and developing modelling tools has generally progressed according to plan. In 2013, the LOTTE model was updated with a new foundation much earlier than previously. The development of micro-simulation models for national insurance benefits (LOTTE-Trygd) and company taxation (LOTTE-AS) has been prioritised. This also applies to the work on developing a new equilibrium model that is primarily intended for environmental/economic analyses. In 2013, several memorandums have been published that document different model blocks in the macro models. The work on the population projections has been reorganised and re-staffed in connection with a generational shift. New projections will be published in 2014.

The Research Council of Norway is by far the largest funding source for external research assignments. Projects that are externally funded shall contribute to supporting the department's prioritised research areas. The share of externally funded FTEs in the research department has grown in recent years. It fell slightly in 2013, and it is a goal to reduce it further in the years ahead.

The publication level has remained at about the same level in recent years, but in 2013 there has been a slight decrease in international publications and an increase in research reports in Norwegian. Statistics Norway's research generally receives a lot of media attention in most research areas. For activities targeted to academic publication, systematic work is being undertaken to achieve publication in highly ranked journals, though without this being at the expense of the thematic focus, service to the administration or Statistics Norway generally.

Ongoing doctoral projects are generally progressing according to plan.

5. Satisfied users and motivated respondents

5.1. Communication and publication

New ssb.no

Statistics Norway launched its new website in the first half of 2013. The "New ssb.no" project ended on 20 June with the hand-over to the line organisation. Ssb.no has been stable the whole time, with no technical problems or downtime. In the last phase from July 2012 to June 2013, the project was managed in accordance with the Prince2 framework for projects and the project received a positive final evaluation from Det norske Veritas.

In 2013, Statistics Norway published 977 statistics releases on ssb.no, which is Statistics Norway's main channel of dissemination. Since the launch of the new website on 1 March 2013 and to the end of the year, there have been about 3.5 million pageviews on ssb.no. Statistics Norway's research and statistics have been referred to in 38,108 media stories in 2013.

Courses and seminars

Statistics Norway held 17 courses and seminars and three press conferences in 2013. In comparison, three courses and four press conferences were held in 2012. The press conferences about market fluctuations receive especially high levels of attention. Statistics Norway's figures were used a lot in the election campaign for the Storting election.

5.2. Data collection and methods

Quality indicators for the population registers

In 2013, Statistics Norway established a set of quality indicators that measure the quality of the three basic data registers: the National Population Register, the Central Coordinating Register for Legal Entities and the Cadastre. The quality indicators are used internally as appendixes to cooperation agreements between Statistics Norway and the register owners about quality.

Regular follow-up meetings are held with register owners that use the quality reports actively. Both the Norwegian Mapping Authority and the National Population Register receive updated quality reports and tailored lists of deviating or suspicious units.

Development of framework solutions and streamlining of data collection

Sample coordination

Increasing numbers of samples in business surveys are made in Norsk Samordnet Utvalgspan (NORSAMU). An overview has been prepared of all sample surveys that were sent out in 2013, with information about whether the samples are rotated and how they are rotated. Further, a template for ordering samples in connection with the Lean review has also been prepared. It has been concluded that NORSAMU shall also be used when sampling individuals.

Updating unit information before mailing

In 2013, a common set of rules has been prepared for the System for sample administration in order to ensure a more efficient and correct updating of unit information from the basic registers before mailings.

Joint data reception

A joint framework solution for meta-data data reception in Statistics Norway has been delivered and put into operation.

Cuts in paper-based data collection

New cuts in the paper-based data collection were adopted in the spring of 2013 for mailings of both paper forms and reminders. The purpose is to reduce mailing costs and contribute to improving the response rate. The online response rate has now reached 87, against 84 at the same time in 2012, and the number of paper forms included in the main mailing has been reduced from a total of 76,000 in 2012 to 29,000 in 2013. The total number of reminders on paper has been reduced from about 88,000 in 2012 to 15,000 in 2013.

Division for interviews

In the first half of the year, the interview unit continued to work on systematising processes and measures that are to contribute to more effective attempts at making contact and more targeted follow-up. The goal is to prevent non-responses and achieve a more cost-efficient operation. The trend thus far is a more effective introductory contact with respondents and a reduction in the use of resources.

The interview unit has created a strategy for the reduction of non-responses. Both the rate of contact (the share with whom one makes contact) and the recruitment rate (the share of those with whom one makes contact who agree to being interviewed) shall increase. In order to increase the rate of contact, the interview unit has started using more sources to track telephone numbers, for example the employer/employee register (Aa register). More information has also been entered in the Brønnøysund registers, which in turn makes it easier to get an overview of contact information for those who have been selected for the surveys. In order to increase the recruitment rate, the interviewers have participated in courses in persuasion techniques. Additionally, work has been done on preventing errors in the result file by having the respondent test the form before the data collection starts, and by having the results be controlled systematically during the data collection.

Division for support services

As part of the modernisation process and the further development of the support services, the first half of 2013 was spent on gathering information from other

public and private enterprises that operate a customer/information service. The experiences from these studies were used to, among other things, change the duty system from four-hour rotas to two-hour rotas, test co-location, and create separate reporting pages on ssb.no. A plan was also prepared for further improvements and modernisation for a more professional and efficient information service. By logging errors in data collection, the experiences from the information service are used to improve production.

User testing unit In 2013, Statistics Norway completed nearly 100 user tests to improve and quality assure questionnaires and collection tools. Among other things, this entailed extensive user tests in connection with the international research project Blue-Ets. An extensive round of interviews was also conducted with potential users of StatRes, cf. section 3.4. An extensive review has been made of the user testing unit. This resulted in improvement measures that will lead to significant production and quality improvements as early as in 2014.

Statistical methods All structural surveys have been monitored throughout the production process, from sample planning and data collection to audits and estimates. Standardised sampling plans in NORSAMU have reduced the sample sizes significantly and ISEE (Dynarev and Struktur) will be further developed with the necessary functionality for both editing and estimation.

In 2013, the division for statistical methods has continued its work on ongoing support for statistical methods and advising the statistics sections as previously, in total about 60 studies.

6. Collaboration for better statistics

6.1. National collaboration

The Statistics Council One Council meeting was held in 2013. Issues that were discussed include requirements for official statistics as a result of developments in the EU, register collaboration, and open data. Information about the Statistics Council and the annual report can be found at <http://www.ssb.no/omssb/samarbeid/statistikkradet>.

Collaboration agreements about quality in administrative data The work on establishing collaboration agreements about quality in administrative data, which Statistics Norway uses for statistical purposes, is progressing according to plan. Statistics Norway has established 16 new collaboration agreements in 2013. Statistics Norway now has agreements with 19 of 25 partners. Further, a plan has been created for the follow-up of the collaboration agreements that have been signed. The overview of the data sources has been updated and includes 88 different sources. Quality reports have been prepared for 81 of 88 registers. A separate annual report has been prepared for the work, cf. appendix D.

Increased electronic interaction through Altinn The focus on increased electronic interaction through Altinn continued in 2013. The forms in Altinn I have been transferred to Altinn II and the work on restructuring the existing screen solutions in Statistics Norway's portal for data collection from the business sector (IDUN) continues. In this work, improvement of the existing screen solutions and the conversion to more efficient reporting solutions are emphasised.

Microdata for research In 2011, the Research Council of Norway (NFR) awarded funding for a joint project for Statistics Norway and the Norwegian Social Science Data Services (NSD) regarding the dissemination of microdata for research via Remote Access. A contract between NSD and the Research Council of Norway and between NSD and Statistics Norway was signed in March 2012. NSD and Statistics Norway have each created individual project groups as well as a joint project group. In the course of 2013, the project has been reorganised according to a new model for project

management, PRINCE2. When completed, the service will give researchers access to processing detailed data at the individual level and while simultaneously ensuring that researchers are only given access to anonymous material.

In the meantime, work is being done on making the lending of data to researchers more efficient, in part by introducing project management tools and templates for letters, offers and price estimates. The standardisation of the estimates permits a uniform and correct application of pricing policies that require the coverage of any additional costs incurred in connection with the lending of microdata. This practice has led to a price increase that among other things will allow a correct dimensioning of the microdata service, which is a prerequisite for efficiency and shorter turnaround time.

6.2. EEA collaboration

The European Statistical System Committee

Four meetings were held in the European Statistical System Committee (ESSC) in 2013, where among other things the work programme for European statistics and new bills being introduced in the area of statistics were discussed. In particular, there has been a lot of exchanges of opinions about future ways to organise the production of European statistics, including the exchange of confidential microdata.

The 2013 meeting of EFTA's chief statisticians was held in Oslo in April. Various aspects of the EFTA collaboration were discussed and the EEA-EFTA work programme was adopted. This meeting also marked that Lichtenstein took over the chairmanship of the EFTA collaboration after Norway.

The Eurostat Director, Walter Radermacher, visited Statistics Norway in May. In addition to meeting with management, he gave a lecture on European statistics for management and employees of Statistics Norway.

In the course of 2013, the EEA Committee has incorporated 16 new legislative acts in the EEA agreement's appendix XXI Statistics, cf, appendix E. Regulation (EU) No 99/2013 of the European Parliament and of the Council of 15 January 2013 on European statistical programme 2013-2017 was among the 16 legislative acts. Due to an unclear budget situation caused by the EU long-term budget not being adopted, the incorporation was limited to the 2013 statistical year. The rest of the statistical programme will be incorporated into the EEA agreement in 2014.

Eurostat grant control

In March, Eurostat conducted controls of three completed projects that had received grants from Eurostat. The control was of two projects on statistics on vacant positions and one about road traffic statistics. The final report from Eurostat had no comments on systematic errors or irregularities and contained only minor suggestions for improvements.

Peer reviews

Statistics Norway is represented in a working group that is preparing a system for quality reviews of the statistical systems in Europe (peer reviews). These reviews are planned for 2014 and 2015 in accordance with the guidelines for European Statistics (Code of Practice). The last review of Statistics Norway was in 2007.

6.3. Other international collaborations

Norway was a member of the UN Statistical Commission to the end of 2013. Topics in the Commission included statistics related to geographic information and UN's fundamental principles of official statistics.

UN Conference of European Statisticians

The meeting of chief statisticians in the area of the Economic Commission for Europe was held in Geneva in June. The seminar section of this year's meeting was on challenges in the implementation of SEEA, which is the framework for environmental-economic accounting.

OECD - CSTAT OECD's chief body for official statistics is the Committee on Statistics, which is supported by OECD's Statistics Directorate. Topics included how OECD will implement SEEA, with suggestions about tables that are already planned collected in the course of the last quarter of 2013. Russia's application for OECD membership was also discussed in a confidential session. CSTAT's mandate has been revised and was up for approval by the meeting. As of 2014, the committee is called "Committee on Statistics and Statistical Policy".

6.4. Nordic collaboration

Meeting of Nordic Statisticians In the period 14-17 August, Statistics Norway was the host of the 26th Meeting of Nordic Statisticians. The meeting was held in Bergen, and in total 216 people from all eight Nordic agencies participated. The Nordic countries also participated in the planning of the meeting. The professional programme was built around the principles in the Code of Practice. During the final session, a futurist challenged the Nordic statisticians on the statistical agencies' ability to think ahead.

The feedback from participants has been very positive, and the event came within budget.

Meeting of the Chief Statisticians of the Nordic Countries The expanded Meeting of Chief Statisticians of the Nordic Countries took place in Rosendal in August, right after the statisticians' meeting in Bergen. This meeting takes place every three years and gathers the management groups of the statistics agencies in the five Nordic countries and the Faroe Islands, Greenland and Åland. Topics under discussion included national statistics systems, Big Data, the exchange of confidential information and the use of social media.

6.5. International development work

Institutional collaboration Activities in 2013 included collaboration with sister organisations, work for the Norwegian aid administration and method development/documentation. Collaborations in 2013 were mainly directed to Norway's developing partner countries and countries prioritised by the Norwegian Ministry of Foreign Affairs.

In 2013, statistical work for the development sector constituted 19.6 FTEs (including 2.2 FTEs in FK Norway). At the end of 2013, three employees were stationed abroad as long-term advisers in our partner countries Malawi, South Sudan and Kyrgyzstan. Additionally, Statistics Norway currently has three employees on leave who are seconded to the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO) and Eurostat, respectively.

Throughout 2013, most of our assignments in Africa have been directed to Malawi and South Sudan. Both countries are among the Ministry of Foreign Affairs' prioritised countries for long-term bilateral aid.

Statistics Norway's collaboration with the National Statistical Office and the Ministry of Development Planning and Cooperation of Malawi continued according to plan in the first half of 2013. Statistics Norway contributes support for economic statistics, national accounts, macro models, poverty models and IT infrastructure. This phase of the collaboration is nearing its end, and an external midway review of the project was completed during Q3 2013. This evaluation, which was ordered by the Norwegian Embassy in Malawi, concluded that the project has contributed positively to capacity development in the partner institution, but that continued support is necessary within a number of areas. In Malawi, Statistics Norway also contributes an advising function for development and implementation of a national strategy for statistics. This work has recently started a new phase that will continue to the end of 2015.

Statistics Norway collaborates with the South Sudan Ministry of Finance and Economic Planning to develop competency within macroeconomic analysis and the design of macro and financial policies. The project started in the second half of 2010 and since March 2011, Statistics Norway has had one macroeconomic adviser placed in MoFEP. Due to unrest in South Sudan, it is uncertain whether it will be possible to maintain Statistics Norway's involvement there throughout 2014. At the moment, the collaboration with the Ministry of Finance and Economic Planning takes place without a presence in Juba. The planned start of a new period of the statistics collaboration with the National Bureau of Statistics in South Sudan was not completed during 2013 and has again been put on hold due to the unrest.

A new collaboration with the Sudan Central Bureau of Statistics restarted at the end of 2013. This collaboration will focus on strengthening economic statistics as a basis for updating the national accounts.

In Central Asia, the Ministry of Foreign Affairs' focus areas include good governance and institutional development. Throughout 2013, Statistics Norway has continued an ongoing institutional collaboration with Moldova, Kazakhstan and Kyrgyzstan, of which the latter is the most extensive cooperation.

Other activities

In 2013, Statistics Norway has completed paid assignments for the Norwegian development aid administration. This work has been managed through the framework agreement Statistics Norway has with Norad. For 2013, the work has had a scope of NOK 4.5 million, which is a significant increase compared to previous years, when it has been below NOK one million. For 2013, Statistics Norway's work for WHO is included. We have assisted WHO in the follow-up of the UN Commission on Information and Accountability for Women's and Children's Health. Among other things, the work included contributing to the evaluation of the quality of data from administrative sources and the development of better methods for the calculation of Millennium Development Goals indicators. Statistics Norway has also assisted the WHO in the development and testing of a questionnaire that is to be used to survey issues related to disabled people in developing countries. The work Statistics Norway does on collecting and publishing national Millennium Development Goals indicators for a selection of developing countries has also been part of the agreement with Norad in 2013. In the second half of 2013, new work arose under the framework agreement related to the Oil for Development Programme (OfD). Statistics Norway has participated in the work on completing a new three-year programme for OfD in Bolivia, where data flows in the oil and gas sector are a central element.

Throughout 2013, Statistics Norway has assisted the UN High Commissioner for Refugees (UNHCR) with various statistics projects. Statistics Norway seconds personnel to various assignments where UNHCR and JIPS (which works to improve the overview of internally displaced refugees) need help, both to headquarters in Geneva and to different field assignments. This can include planning and developing sample surveys, collecting and analysing data on living conditions and demography and methods development. In 2013, Statistics Norway has completed assignments to support UNFPA/Somalia with the implementation of a sample-based census and assignments for UNHCR/JIPS about analyses of data sets on unaccompanied minors who apply for asylum in Europe and contributions to JIPS to improve statistics on internally displaced refugees. In addition, there was a secondment to WFP Bangkok for one year. This type of work is not included in Statistics Norway's FTEs, as employees on such assignments take leave from Statistics Norway and are included in the NORCAP roster.

7. Quality at every step

<i>Information security</i>	The work on separating microdata from administrative data is progressing according to plan, and will be completed in the spring of 2014, cf. the KOPP project. All sensitive microdata will then be in an inner production zone, shielded from Statistics Norway's clients, the internet and other external communication systems (including email).
<i>Project and portfolio management</i>	<p>From 2013, all projects in the Statistics Norway portfolio are managed in accordance with best practices for project management, based on the PRINCE2 framework. Similarly, Management of Portfolios (MoP) is used to manage the overall portfolio. These are among the most widespread frameworks worldwide. The establishment of routines, tools and competency to support the frameworks has continued throughout all of 2013. A portfolio management and a portfolio office have been created to support the top management group's decisions on the projects that are to be completed. At the end of the year, Statistics Norway's project portfolio consisted of 27 active projects within different disciplinary areas.</p> <p>Important projects completed in 2013:</p> <ul style="list-style-type: none"> • New ssb.no • Joint data reception (FDM/SMIE) • Education completed abroad • Agricultural census 2010 <p>Important projects in 2013 that continue in 2014:</p> <ul style="list-style-type: none"> • Client and security upgrade (KOPP) • Electronic dialogue with employers (EDAG) • Microdata for researchers (RAIRD) • Continuous improvement (Lean) • Move to Akersveien 26 • Main revision 2014 – National accounts
<i>Move</i>	Statistics Norway (Oslo office) moved into new premises in Akersveien 26 on 17 February 2014. The construction and moving process has been carefully planned throughout all of 2013, and at the end of the year it was progressing as planned in terms of its schedule and budget. The building is owned by Pareto Business Management and Statistics Norway has a rental contract for 15+5 years. The building consists of 16,900 square meters and is a mix of enclosed offices and open landscapes, as well as good meeting room facilities.
<i>Tidying project</i>	In connection with the move to Akersveien, a tidying project has been initiated. The project is to ready and deliver archival materials to the National Archives as well as tidy and assess materials for disposal. The work is well underway and the project's goal is for the entire extensive material, which includes 1,000 shelf meters and about 40 tonnes of paper, to have been reviewed before the move in February 2014.
<i>Continuous improvement and Lean</i>	<p>The introduction of Lean in Statistics Norway started in 2012. This focus is to be continued and strengthened in the years ahead. The main goal is to enhance Statistics Norway's ability to adapt and be more efficient.</p> <p>All Statistics Norway departments are to be reviewed in order to create a basis for the realization and extraction of efficiency gains in both the short and longer term. A project organisation has been established and external consultants have been hired to execute the review together with in-house personnel. All departments shall have been through a series of steps by the end of June 2015. In 2013, the work started with the departments of data collection, social statistics, industry statistics, and communication.</p>

- Quality review of statistics* The quality review of 18 statistics completed in 2011 and 2012 resulted in a total of 140 suggestions for improvement. As of March 2013, about 80 of these had been completed. The system of these reviews is built on the European guidelines for statistics and is part of Statistics Norway's internal control. The reviews have been evaluated and will continue in 2013 with reviews of the statistics for external trade in goods, the population statistics and the education statistics. These are large statistics or topics that combined represent almost as many hours worked as the statistics that were reviewed in the previous years. The reviews use Lean techniques, and the rest of the plan is therefore adapted to and supports the work on continuous improvement.
- Work on new indicators* Statistics Norway has a large number of management indicators that are incorporated into the annual reporting. Throughout 2013, Statistics Norway has continued to work on facilitating a reporting regime that can give the Board and the Ministry a simple and comprehensive basis for managing the agency. This work will continue in 2014.
- Internal control* In 2013, Statistics Norway studied whether it would be expedient to create an internal audit service for the agency. It was concluded that an internal audit was not the best tool for strengthening internal controls at the present moment. At the same time, the process concluded with the completion of a self-evaluation of the internal control in 2014.
- Safety* The safety situation in Statistics Norway in 2013 is considered to be satisfactory and unchanged. In 2013, much work was dedicated to safety in the new premises, including better access control, camera monitoring, lighting and bomb-proof windows.
- In the autumn of 2013, an irregularity was uncovered related to the improper use of personal access cards and the presumed abuse of an employee's email account. The incident showed that there were some deficient routines related to the handling of logs. An evaluation of the case will be prepared as a basis for implementing any changes in the safety regime.
- New ssb.no – lessons for future projects* In August 2013, Veritas presented the Statistics Norway Board with an additional report for the period from the second half of 2012 to the end of the project in June 2013. The report concluded that the project conclusion had been successful in most areas and that it was right to re-plan. Good experiences from the project planning and management from this project are to be used in future projects through the use of the framework adopted for portfolio and project management. The improvement measures were among other things related to strategy work and the review of the IT function.
- The KOPP project* The Project for Client and Safety Upgrades (KOPP) has, with minor adjustments, progressed according to plan throughout 2013 and will be completed in April 2014. The project has worked more than originally planned on guidance and assistance related to solutions in areas where the division according to zones has created problems in the production of statistics. The scope of these problems has been reduced significantly, and measures have been implemented in areas that require special solutions.
- Standardised statistics generation solutions* The work on developing shared, standardised solutions for the generation of statistics has been ongoing throughout 2013. The work mainly relates to the needs that have been presented through the EDAG projects and the transfer of data collection from IDUN to Altinn, cf. the discussion in section 6.1. For the EDAG project, data reception has been expanded to include the reception of data from registers. Further, an extensive further development of Statistics Norway's system for readying data (ISEE) has taken place, so that this now can handle large amounts of data from registers and more complex data structures. A preliminary project has

delivered a blueprint for developing new solutions for analysis and table generation based on data warehouses, tools have been acquired, and the development of standardized solutions for organizing and uploading data to a new joint analysis environment has started. Work remains on adapting the metadata solutions and ensuring the effective documentation and reuse of data and metadata throughout the production process. The status of the standardisation work will be explicated further in a separate memorandum to the Ministry of Finance.

Risk assessments Risk assessments at the overarching level were presented in a separate publication as part of the 2013 activity plan, and a new assessment was made in connection with the half-year report. Risk assessments were prepared for the following main areas: the overall statistics production, IT, economic management and procurement, safety and the move to Akersveien. In addition to an overarching assessment of the entire statistics production, risk assessments were prepared for three financial statistics that Statistics Norway has taken over from Norges Bank.

Critical risks were related to information security, IT, and the infrastructure for the financial statistic. Further, there was a high risk associated with the move to Akersveien, competency, financing and the IT system generally.

Changes in the risk situation were discussed in the half-year report for 2013. The risk associated with the move declined as the construction followed the schedule of progress. The move has now been made without significant problems. The risk of a financing failure was also assessed as declining because the introduction of position control and strict budget management has created the room to cover extra expenses.

Planned measures to handle and reduce the risk included, among other things, assistance in conducting an external review of the IT function that was completed in the autumn of 2013, the standardisation and development of new solutions for the financial statistics, as well as the implementation of restructuring measures.

Restructuring Experience from Statistics Norway is an attractive competency in the labour market, and Statistics Norway competes with other employers to retain this competency. Downsizing when there is less work requires careful consideration in each individual case. In 2013, Statistics Norway put representatives from each affected party together a group that proposed possible measures related to the ongoing downsizing. The measures are to ensure that Statistics Norway has the necessary competency to perform statutory and prioritised tasks. The proposal for a new strategy is to give direction to the ongoing process. In 2014, this work will be followed up and subsidiary strategies will be prepared for central areas such as HR, IT, communication, etc.

In order to ease and support the ongoing restructuring process, Statistics Norway has started using the Lean method. The departmental Lean reviews will uncover gaps in competency that must be closed by training and recruitment. Special attention has been paid to management, and all managers will receive training in Lean methods.

Over the next ten years, a third of Statistics Norway's employees will reach pensionable age. This will in itself entail a restructuring of the agency, and requires that the organisation prepare staffing and competency plans that safeguards the production in both the short and long term.

8. Administrative and other issues

8.1. Strategy

During 2013, Statistics Norway has prepared a draft of a new strategy that is to apply from 2014. The draft was presented to the new Board in 2014. Strategy 2014-2017 describes what Statistics Norway wants to achieve in the next years and is built around six main goals. The direction means that Statistics Norway carries out its societal mission in a good and clear way through a greater concentration on its core tasks, and that we address the challenges we are facing. The strategy is to be explicated in subsidiary strategies and activity plans in order to secure Statistics Norway's position as one of society's foremost suppliers of facts. Each of the main goals has been specified in the form of various measures that are to be implemented in order to reach the goals.

8.2. Economic management

The Office of the Auditor General of Norway had no significant comments on the annual accounts for 2012 (cf. the Office of the Auditor General of Norway's concluding auditing letter, dated 31 May 2013).

In 2013, Statistics Norway prepared the transition to periodic accounts as of 2014. An agreement has been entered with the Norwegian Government Agency for Financial Management (DFØ) and the Ministry of Finance about the transition to periodic business accounts. The work on valuing assets for the opening balance and the review of necessary changes in routines and other issues has had high priority in 2013.

8.3. Reporting and result follow-up - financial statement

The 2013 budget was set with an operational result of NOK 8.9 million in total for item 01 and item 21.

In total, the operational result for 2013 was NOK 8.9 million. With transferred funds from 2012 of NOK 49.2 million, the transfer to 2014 in total for item 01 and item 21 was NOK 58.1 million. The reason for the relatively large transfer amount was the cost reductions that were implemented in 2012 and 2013 to cover expenses related to the move to new premises in February 2014. This represents approximately NOK 25 million of the transferred amount.

*Ch 1620 Item 01
Government assignments*

Government appropriations for 2013 amounted to NOK 521.6 million for government assignments. Statistics Norway's framework increased by NOK 5.1 million as a result of the 2013 wage settlement. National insurance refunds are an additional NOK 17 million.

The accounts for 2013 show an operating profit of NOK 1 million. With transferred funds from 2012 of NOK 17.4 million, the transfer to 2014 is NOK 18.4 million.

*Ch 1620 Item 21 Private
assignments (special
operating expenses)*

Income from user-financed assignments totalled NOK 195.3 million in 2013. The accounts show an operating profit of NOK 7.9 million. With transferred funds from 2012 of NOK 31.7 million, the transfer to 2014 is NOK 39.6 million.

*Ch. 4620 item 01 Sales
revenue*

The revenue from the sale of publications amounted to NOK 242,000. This represents NOK 58,000 less than the grant. The transfer to 2014 for item 01 is therefore reduced by NOK 58,000.

*Ch. 1620 Item 45 Larger
acquisitions of equipment*

Government appropriations for item 45 amounted to NOK 10 million. The accounts for 2013 show that NOK 3 million has been spent. With transferred funds from 2012 of NOK 9.3 million, the transfer to 2014 is NOK 16.3 million. Of this, about NOK 6.3 million is caused by accruals for acquisitions, including a new ICT

warehouse function that was implemented in 2013 but only recorded in January 2014.

*Ch. 4620 item 85
Compulsory fines*

Payments in 2013 amounted to NOK 14.8 million, which is NOK 4.8 million more than the government appropriation. The payments are made to the Norwegian National Collection Agency.

8.4. Personnel resources, HSE and inclusive workplace

A more extensive annual report on HR can be found in appendix C.

The table below shows the development in the number of employees:

	2007	2008	2009	2010	2011	2012	2013
Oslo	612	627	620	586	594	587	561
Kongsvinger	387	387	393	388	386	371	351
Total	999	1,014	1,013	974	980	958	912

Statistics Norway has been reducing its staffing over some time, in part by limiting permission to recruit externally. In order to increase mobility between departments, positions are routinely advertised internally before external recruitment is considered.

Statistics Norway's work on gender equality is showing results. In the middle manager group, there are now more women than men.

Statistics Norway works systematically on health, safety and the environment. In 2013, much of the work has related to the new premises in Oslo. Additionally, planned HSE reviews in the departments have been conducted.

Statistics Norway has established good routines for the follow-up of absences due to illness and for individual adaptations. Absences due to illness remain relatively low. Extensive preventive work is undertaken, including through health measures such as "exercise for better health", exercise during work hours, good exercise facilities on the premises and the dissemination of information. New managers were trained in the follow-up of sick leaves. The work on surveying, highlighting and following up on frequent short-term absences has thus far not been implemented.

With regard to self-certified sick leaves, very few employees report that their leave was caused by issues in the workplace.

At the IW meeting, it was decided that the set subsidiary goals should not be changed since Statistics Norway is in a period of downsizing/restructuring and has a major moving process in Oslo in February 2014. These are the main challenges in the times ahead.

Ethics are a priority area. The agency has a separate subsidiary strategy named "Ethics and Statistics", and works constantly on ethical behaviour. The work includes international obligations.

Also see the separate annual report on HR for a more extensive description.

8.5. Premises, universal design, procurement and Green State

*Premises and universal
design*

Statistics Norway has approximately 35,000,000 m² of building space at its disposal. In 2013, the buildings were maintained in compliance with rental agreements and needs.

Universal design forms part of the planning and operation of the premises. In Statistics Norway's premises, adaptations have been made for disabled people, including wheelchair users, and there is signage for the visually impaired and inductive loops in meeting rooms. HC parking spots have recently been created by the premises in Kongsvinger. In 2013, universal design was part of the requirements specification in offers to tender where relevant.

The rental agreement for the premises at Kongens Gate 6 and 11 in Oslo expired on 1 March 2014. On 17 February 2014, Statistics Norway moves into new premises in Akersveien 26. The construction project is both a renovation project and a new build. In 2013, Statistics Norway has participated in the construction process as a representative of the tenant. Emphasis has been placed on universal design and environmental concerns in the same way as in the current premises in Oslo. Energy-saving solutions are planned so that the building will meet energy class B. The building will be heated by district heating and there will be external shading to reduce the need for cooling.

*Green State - environmental
leadership*

Statistics Norway is certified as an Eco-Lighthouse company and is a control member in Green Dot Norway. Environmental management is integrated in Statistics Norway's HSE system. The Green Dot requirements have been met during the entire moving process.



Statistisk sentralbyrå
Statistics Norway

Memorandum

11 March 2014

Annual report 2013 - Statement of the Board

The Board discussed the annual report for Statistics Norway in the Board meeting on 26 February 2014. The Board adopted the annual report with authorisation given to the Chair of the Board and the Director General to finalise and submit the report to the Ministry of Finance.

In accordance with section 4(4) of the Instructions for the Board of Statistics Norway, the Board is to issue a separate statement to the Ministry about the annual report. This is provided in this letter. Please note that a new Board was appointed for Statistics Norway on 18 December 2013. The statement in this letter has been prepared by the new Board and it has thus not been discussed by the members of the previous Board who were not reappointed.

In September 2013, amendments to the rules about economic management in the state were adopted that will impact Statistics Norway's work on the annual report for 2014. Among other things, the amendments mean that the annual report must contain more analyses and assessments, and this will be implemented in connection with the reporting from 2014. In the letter of allocation for 2014, the Ministry of Finance has signalled that it will initiate a discussion about Statistics Norway's future presentation of the annual report. The Board has therefore not prioritised a more extensive restructuring of the annual report for 2013.

The main goals for Statistics Norway's activities in 2013 were to:

- develop statistics for areas that lacked coverage
- maintain the scope of the generation of statistics, with at least as good quality and timeliness as before
- maintain a research standard at a high international level
- continue to focus on user friendly and effective dissemination of statistics and research results on ssb.no

Statistics Norway's Strategy 2007 provided guidelines for the work on achieving the goals for 2013. Strategy 2007 concentrates on five main areas, and activity plans and annual reports follow these main areas. In 2013, the Board gave the administration an assignment to supplement Strategy 2007 and make it more specific. This has resulted in a new strategy from 2014, which was adopted by the Board in February 2014. The Board believes that the new strategy provides a clear direction and prioritisation for the development of Statistics Norway in the coming years. It is the Board's assessment that this has been a good process in which the entire organisation has been involved.

To the Board's knowledge, Statistics Norway's annual report for 2013 addresses all elements of the letter of allocation.

Activities in 2013

In 2013, the Board held five regular meeting and one Board seminar. A new Board instruction was discussed in 2013. The instruction applies from 1 January 2014.

Statistics Norway has offices in Kongsvinger and Oslo. In the course of 2013, the number of employees decreased by about eight per cent, from 958 to 912. The reduction was implemented through natural attrition and a restrictive employment policy that has been in place since the summer of 2012. The Board agrees that it

was necessary to adapt the staffing level to ensure economic sustainability for Statistics Norway. The overall salary cost has been reduced by about NOK 7.5 million nominally, from NOK 540.9 million to NOK 533.4 million. As of 31/12/2013, Statistics Norway had 561 employees in Oslo, and 351 in Kongsvinger. In total, 53 per cent of Statistics Norway employees are women, while the share of women in management positions was 47 per cent. It is the Board's understanding that the working environment in Statistics Norway is good, and the Board notes that Statistics Norway works systematically on the working environment. Though making the organisation more efficient and downsizing was necessary, the Board would nevertheless like to point out the dangers of extensive use of internal recruitment in terms of securing the necessary competency in the long term.

Results from activities in 2013

Statistics Norway is to deliver high-quality statistics and research. The quality of the statistics is evaluated based on criteria for institutional issues, statistical processes and statistical products given in the guidelines for European statistics (Code of Practice).

In 2013, there were 977 statistics releases against 967 in 2012. The number of releases has been stable in recent years. Nine new statistics were created, and seven were discontinued. This is also at the same level as previous years.

Statistics Norway has concrete result requirements, set by the Ministry of Finance, related to timeliness, punctuality, response burden and the share of electronic reporting. The results for 2013 in relation to these result indicators are summarised below:

- The timeliness goal for the monthly statistics and the quarterly statistics, measured as the number of weeks from the end of the reference period to the release of the statistic, was not achieved. The timeliness for the monthly statistics was 4.4 weeks, while the requirement was less than 3.2 weeks. The timeliness for the quarterly statistic was nine weeks, while the requirement was less than eight weeks.
- The goal for timeliness in the annual statistics was achieved by a good margin.
- The goal for punctuality, measured as the share of the statistics releases deviating from the notified date of publication, was not achieved. The deviance was 12 per cent, and the goal was less than 10 per cent.
- The response rate target was not reached. The deviation from the target was small for mandatory surveys. For voluntary surveys the results are the same as in 2011, but lower than for 2012 and clearly below the goal.
- The target of reducing the response burden for the business sector was reached.
- The goal for the proportion of electronic reporting was achieved by a good margin and increased to 87 per cent, up from 84 per cent the previous year.

The Board notes that several of the central result requirements for Statistics Norway, including timeliness, were not achieved in 2013. The Board expects that work is being done to improve goal achievement in 2014.

Statistics Norway logs content errors in the statistics and the corrections of these. In the first half of 2013, error corrections were logged for 12.5 per cent of the releases. This improved in the second half of the year, and the result for the year overall was 9.4 per cent. The Board is satisfied with the positive development in the course of the year.

The response rate for voluntary surveys also deviates significantly from the result requirement. There has been a lower response rate for these surveys over time, and the Board is worried about the development. The Board is aware that statistical agencies in other countries are also experiencing this development.

The deviations in punctuality were to a large extent caused by the transition to the new *ssb.no* in the spring of 2013. The explanation is, among other things, that the transition led to several changes of release dates and possible double registrations. The Board expects punctuality to improve in 2014.

Several large development projects have been completed, including New *ssb.no*, and many new projects have been started that are to lead to a better and more efficient generation of statistics. Additionally, a new model for the planning, follow-up and implementation of projects has been introduced. The Board finds it positive that Statistics Norway ensures that the project portfolio is followed up on well.

Statistics Norway is in a situation where it is necessary to make large investments in order to meet future challenges related to updated production systems for statistics. As the largest part of the budget is tied to salary

costs, the reduction in the number of employees has been a necessary tool to ensure sufficient economic room of maneuver. For 2012 and 2013, it was also necessary to finance expenses in connection with the move of the Oslo office without additional government appropriations, and Statistics Norway's financial management has therefore been strict. Re-prioritisations and cost reductions have caused some development tasks to be postponed or to be less prioritised. The Board finds it positive that Statistics Norway has had the managerial authority to implement necessary economic adaptations.

Of other results, the Board wants to highlight the following:

- The number of statistics releases has been maintained at about the same level as previous years. The Board is satisfied with this, especially as it has been necessary to reduce the number of FTEs.
- Work on the EDAG project (Electronic Dialogue with Employers) continued at the same level as in 2012. Thus far, both the main project and Statistics Norway's reception project are reported to be progressing in accordance with plans. EDAG will be an important scheme for the Norwegian Labour and Welfare Administration (NAV) and the Norwegian Tax Administration and will provide the basis for an improved labour market statistic. The Board is satisfied that the progress on this strategically important project is according to plan.
- The progress of the research projects were generally according to plan. This also applies to the delivery of updated models and model services, as well as the completion of analyses for the public administration. The Board emphasises that Statistics Norway prioritise the work on maintaining and developing models and that research activities are kept at a qualitatively high level.
- Statistics Norway launched its new website in the first half of 2013. The "New ssb.no" project ended on 20 June with the hand-over to the line organisation. In the time since the launch, the new technical platform has been stable and had no error incidents. The content on ssb.no has also functioned well. Both internal and external users have reported a number of improvement and development needs that Statistics Norway plans to start solving in 2014. The Board is satisfied with the completion of the New ssb.no project after the 2012 reorganisation and that a user-friendly website is now in place.
- The work on creating collaboration agreements about quality in administrative data that Statistics Norway uses for statistical purposes is progressing as planned. Statistics Norway has established 16 new collaboration agreements in 2013 and now has agreements with 19 of 25 partners. It is the Board's view that such a systematic follow-up of the quality of these registers is important in order to contribute to the quality of the registers and to keep down the cost of errors.
- Statistics Norway's Lean focus continued in 2013 as an element of the work on continuous improvement. All Statistics Norway departments receive support from a central project to conduct Lean reviews of their production by the first half of 2015. The Department of data collection and methods completed a review of the department's production in 2013. In the Board's view, operations can be made more efficient and be improved through the work on Lean, and the Board will follow up to ensure that gains are realised and re-prioritised to new, important goals.

9. Finance and Accounting

Statistics Norway's accounts show a total profit before transfers (items 01, 21 and 45) of NOK 15.9 million in 2013, against a loss of 12.8 million in 2012. The change is a result of cost savings in all of Statistics Norway's operational areas in the amount of about NOK 18.5 million. Of this, NOK 10 million relates to reduced consultant costs for the completion of the new ssb.no early in 2013. Personnel costs have been reduced by NOK 7.5 million since 2012. This is mainly because some larger interview surveys were conducted in 2012, so that the cost for interviewers was lower in 2013. The general staffing has also been reduced. Total income, including refunds, was NOK 740 million in 2013, which is the same level as in 2012.

Funds in the amount of NOK 58.5 million were transferred from 2012 to 2013. With this year's profit of NOK 15.9 million, the transfers to 2014 will constitute NOK 74.4 million. In 2014, Statistics Norway will be moving to new premises. In association with that, there will be a need for large investments in the new building, related to both fixtures and infrastructure. A negative result and a reduction of the reserves in 2014 of NOK 26.2 million have therefore been budgeted.

The Board is satisfied with the financial result for Statistics Norway in 2013, and with the costs related to the move to new premises having thus been covered by transfers from 2013.

Outlook

Strategy 2014-2017 is built around six main goals and describes what Statistics Norway wants to achieve over the next years. Some developments can have great impact on Statistics Norway's research and statistics production in the coming years, and the strategy takes these into consideration. Increasing globalisation, technological developments, changing attitudes to privacy and new sources of data will lead to challenges and opportunities for Statistics Norway. One of the great challenges is the competition from new actors in the market for statistics. The Board emphasizes the importance of Statistics Norway continuing the work on improvements to ensure the high quality of official statistics and in that way creating the best possible foundation for the understanding of correlations in Norwegian society and contributing to social planning.

In the short term, the follow-up of requirements regarding timeliness and the declining response rate for voluntary surveys will be of great significance to the future work of Statistics Norway. Statistics Norway has extensive restructuring needs within IT, and it is necessary to make significant investments to meet future challenges related to the updating of the production systems for statistics. The Board emphasises the importance of Statistics Norway succeeding in this restructuring, and will follow the development in this area closely.

Morten Reymert
Chair of the Board:

Jan Fredrik Qvigstad
Vice Chair of the Board:

Ingrid Finboe Svendsen
Member of the Board

Ragnhild Balsvik
Member of the Board

Knut Andersen
Member of the Board

Kaja Sillerud Haugen
Employee Representative

Randi Punsvik
Member of the Board

Appendix A. Financial report 2013

Statistics Norway financial statement 2013 Total for item 01 and item 21. NOK thousand

	Financial statement 2012	Budget 2013	Rev. budget 2013	Financial statement 2013
Government appropriation	506 200	521 600	521 600	521 600
Assignment revenue	207 361	197 096	195 346	195 951
Salary compensations	10 800		5 100	5 100
Extra revenue, sales item 01	305			-58
Reimbursements	16 591			17 014
Total revenue and reimbursements	741 257	718 696	722 046	739 607
Salary expenses	540 880	510 759	517 274	533 358
Goods and services	215 742	199 009	200 129	197 364
Total expenses	756 622	709 768	717 403	730 722
Operational result	-15 364	8 928	4 643	8 885
Transfers from previous year	64 601		49 185	49 185
Transfers to next year	49 237	8 928	53 828	58 070

Government assignments, item 01. NOK thousand

	Financial statement 2012	Budget 2013	Rev. budget 2013	Financial statement 2013
Government appropriations	506 200	521 600	521 600	521 600
Salary compensation	10 800		5 100	5 100
Extra income sales revenues	305			-58
Remimbursements	16 591			17 014
Total revenues and reimbursements	533 896	521 600	526 700	543 656
Salary expenses	389 585	365 286	376 845	392 542
Goods and services	138 797	134 672	152 822	150 117
Total expenses	528 382	499 958	529 667	542 659
Operational result	5 514	21 642	-2 967	997
Transfers from previous year	11 925		17 439	17 439
Transfers to next year	17 439	21 642	14 472	18 436

Private assignments, item 21. NOK thousand

	Financial statement 2012	Budget 2013	Rev. budget 2013	Financial statement 2013
Revenue requirement in the national budget	194 800	201 200	201 200	201 200
More/less revenue	12 561	-4 104	-5 854	-5 249
Assignment revenue	207 361	197 096	195 346	195 951
Total revenue	207 361	197 096	195 346	195 951
Salary expenses	151 295	145 473	140 429	140 816
Goods and services	76 944	64 337	47 307	47 247
Total expenses	228 240	209 810	187 736	188 063
Operational result	-20 879	-12 714	7 610	7 888
Transfers from previous years	52 676		31 746	31 746
Transfers to next year	31 797	-12 714	39 356	39 634

Major acquisitions NOK thousand

	Financial statement 2012	Budget 2013	Rev. budget 2013	Financial statement 2013
Government appropriation	9 800	10 000	10 000	10 000
Total expenses	6 869	10 000	10 000	3 016
Operational result	2 931	0	0	6 984
Transfers from previous year	6 390		9 321	9 321
Transfers to next year	9 321	0	9 321	16 305

Comments about the financial statement

Statistics Norway's total revenue in 2013, including national insurance reimbursements, amounted to NOK 739.6 million. This is NOK 1.6 million less than in 2012. The decline in assignment revenue from 2012 to 2013 was NOK 11.4 million.

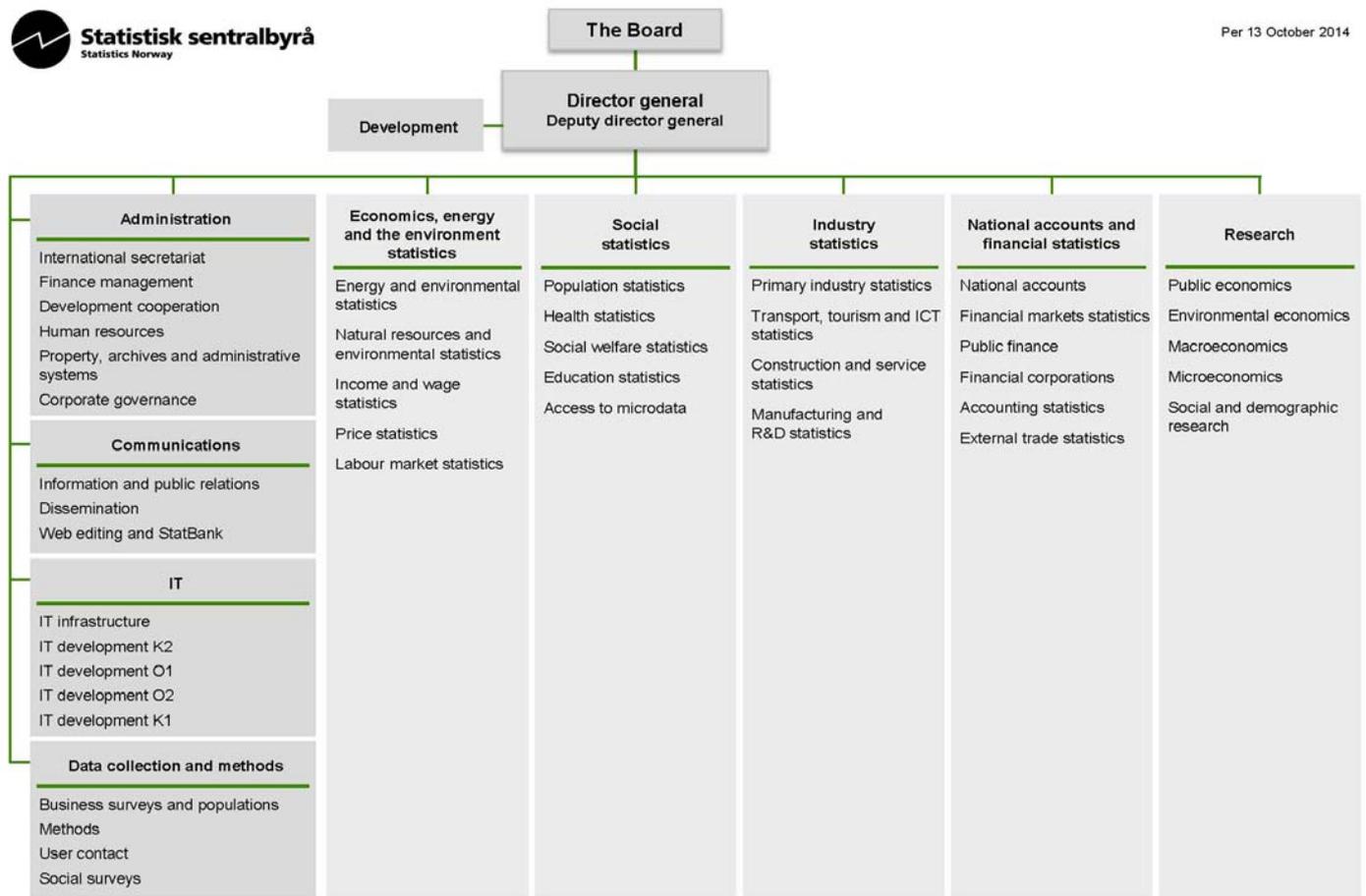
In 2013, total operational expenses amounted to NOK 730.7 million, which is NOK 25.9 million less than the operational expenses in 2012. This is due to a significant reduction of expenses in 2013 in order to cover the extra expenses related to the move to new premises in 2014 and to adapt the cost level to the declining revenues from private assignments. Salary costs were reduced by NOK 7.5 million from 2012 to 2013, and the cost of goods and services was reduced by NOK 18.4 million.

The decline in salary costs was due to Statistics Norway having reduced the staffing level by introducing strict controls on recruitment and new hires in 2013. There was an 8.5 per cent reduction in expenses for goods and services from 2012 to 2013, which was caused by a generally higher focus on cost savings in Statistics Norway. Further, some larger development projects were completed at the beginning of 2013.

Appendix B. Organisation chart



Per 13 October 2014



Appendix C. Facts about human resources

We refer to the letter dated 8 November 2013 from the Ministry of Finance regarding the annual reporting about human resources.

1. The personnel situation in Statistics Norway

Overview of the number of employees in Statistics Norway compared to the previous year

Statistics Norway had 912 employees as of 31 December 2013, including six employees on parental leave. There were 958 employees at the end of 2012. There were 561 employees in Oslo and 351 in Kongsvinger.

Further, Statistics Norway had 50 employees on unpaid leave.

Statistics Norway also had 174 interviewers dealing with questionnaire surveys: 67 working locally across the country, and 107 centrally located. At the turn of the previous year, there were 220 interviewers. This corresponded to 52.4 FTEs in 2013.

Overview of the use of part-time positions, number of temporary employees and FTEs as of 31 December 2013 (numbers for 2012 in parenthesis)

	Full-time	Part-time	Total number	FTEs
Number of employees	759 (799)	153 (159)	912 (958)	869 (907)
Of whom temporary	21 (30)	2 (4)	23 (34)	22 (32)

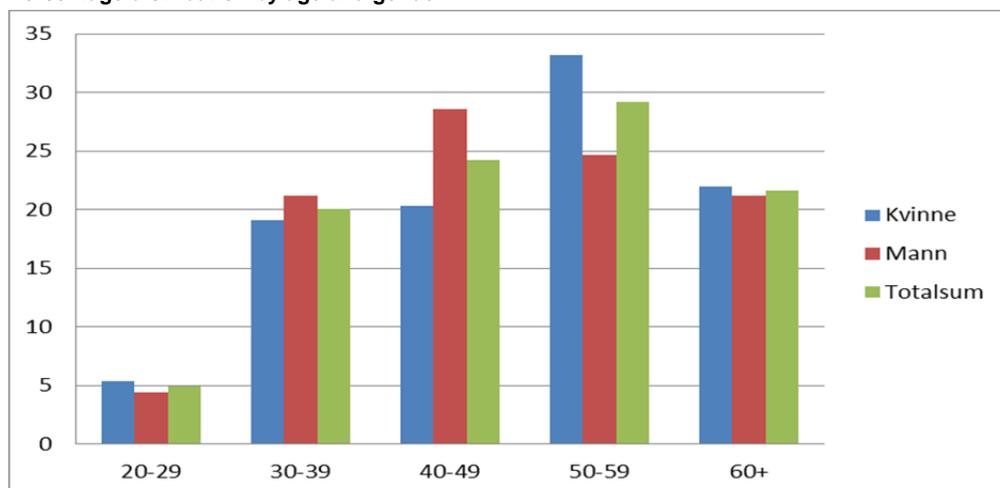
Job categories divided by gender and part-time/full-time

Level	Number of women full-time	Number of women part-time	Total women	Number of men full-time	Number of men part-time	Total men	Number of women %
Management positions	27	0	27	29	1	30	47
Researchers	17	3	20	37	8	45	31
Senior academic positions	197	40	237	256	17	273	46
Executive Officer 1	86	23	109	57	6	63	63
Executive Officer 2	30	50	80	12	3	15	84
Specialist positions	8	1	9	3	1	4	69
Total	365	117	482	394	36	430	53

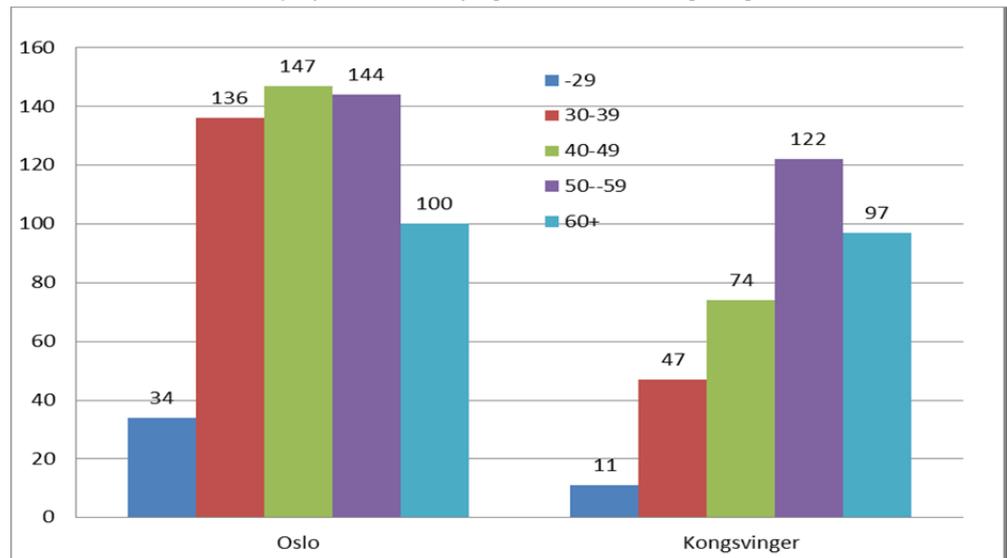
Overview of number of employees as of 31 December 2013 by age and gender

Number	Aged 29-29	Aged 30-39	Aged 40-49	Aged 50-59	Aged 60+ years	Total
Women	26	92	98	160	106	482
Men	19	91	123	106	91	430
Total	45	183	221	266	197	912

Percentage distribution by age and gender



Overview of number of employees divided by age in Oslo and Kongsvinger



As the above table shows, nearly a third of the employees will reach pensionable age in the next decade. This requires analyses of both what future resource needs will be and which competencies are to replace those who retire. This is discussed under section 2.

Turnover (personnel), overview, analysis and any steps to be taken

Sixty-eight employees left the organisation in 2013 (78 in 2012), which corresponds to 7.5 per cent of all employees. Of these, 18 left at the end of an unpaid leave (expired in 2012 or earlier). Further, 28 employees left for unpaid leaves in 2013. Of the 68 people who left the organisation, 55.9 per cent had a graduate degree. Of these, 47.4 per cent had been employed in Statistics Norway for less than five years. Compared to the entire group of employees with graduate degrees and less than five years in the organisation, 16 per cent left in 2013 against 12 per cent in 2012 and 10 per cent in 2011.

In 2013, Statistics Norway introduced an electronic final survey that is sent to everyone who leaves Statistics Norway. The survey charts the reasons employees have for leaving, and provides information that permits targeted action to be taken.

Recruitment, overview, analysis and any steps to be taken

Statistics Norway hired 24 employees in the past year (against 47 in 2012), of whom 12 were women and 12 were men. Twenty-one of these (88 per cent) held a graduate degree.

In 2013, Statistics Norway has for budget-related reasons remained cautious about external appointments and has prioritised internal recruitment. Extensive use of internal position announcements can cause challenges related to competency. Statistics Norway recruits strong candidates when announcing vacancies externally, which safeguards needs for expertise and enhances the organisation's restructuring ability.

Competency measures and short and long term planning

Statistics Norway's core tasks and strategy must form the basis for all goals and criteria for competency measures. The work on a new strategy provided important inputs for long-term competency measures. Additionally, in 2013 a questionnaire was conducted among all employees and the needs of the heads of sections were charted to survey training needs in the short term. The course offering is flexible, and strives to quickly meet needs as they arise, while also safeguarding long-term competency requirements.

In 2013, 33 in-house courses were held, with a total of 433 participants. These were primarily courses in methodology, IT systems, dissemination and communications. Training programmes also took place for new managers.

Overview of number of courses and participants 2008-2013

	2008	2009	2010	2011	2012	2013
Number of courses completed	84	70	52	58	40	33
Number of participants	886	754	498	761	459	433
Average per course	10.5	10.8	9.6	13.1	11.3	13.1
Employees taking courses ..	432	378	303	356	288	294
Number of courses cancelled	46	41	16	3	1	3
Number deregistered	71	72	122	100	66	68

Measures in relation to market-exposed personnel

Statistics Norway has a scheme for qualifying statistical advisers. The target group is primarily employees who have worked in Statistics Norway for five years or more. The scheme is an offer for statistics producers in Statistics Norway who in this way can get a professional career path. Four people were approved as statistical advisers in 2013.

In 2013, Statistics Norway has used section 2.3.4 of the basic collective agreement less than in previous years. When the need to retain especially qualified personnel has arisen, section 2.3.4(2) of the basic collective agreement has been used.

Possible risk factors in HR

Sufficient competency is a prerequisite for meeting statistical goals. Downsizing over time and a high turnover among young academics constitute a moderate risk of the organisation not having sufficient competency. Additionally, many highly qualified employees will retire in the next ten years.

Measures:

- Competency survey, internal rotations and Lean reviews in sections provide better opportunities for utilizing employee resources and contribute to competencies being utilized across the organisation.
- Competency transfers and the documentation of processes and plans in order to maintain existing competency.
- Targeted and systematic internal training and courses.

2. Restructuring in Statistics Norway

The consequences of the restructuring for personnel

Most of Statistics Norway's budget is tied to salary expenses, and the need for savings in recent years has led to a reduction in the number of employees. At the end of 2013, there were 46 fewer employees than the previous year.

In the past four years, Statistics Norway has had a restrictive policy with regard to external recruitment. Many vacancies have been filled following internal announcements. The recruitment need is carefully considered at each vacancy, both internally and externally.

Statistics Norway's employees have an age composition that means that more employees will naturally leave the organisation in the next ten years. There are 336 employees above the age of 55. About 30 employees will reach pensionable age each year. The departures will be distributed differently between sections and

departments, and many of those who leave are employees with training from Statistics Norway.

Labour unions are involved, and a group composed of all affected parties has provided input about the ongoing restructuring process. To ensure that the process has a clear direction, Statistics Norway prepared a new strategy in 2013. In 2014, this strategy will be followed up by subsidiary strategies in the HR field, for instance.

At the same time, measures have been initiated to ensure the improvement of processes and product quality, and LEAN has been selected as the method. During 2013 and 2014, all departments shall review central processes and products. The Lean reviews also uncover important focus areas for competency development.

The right competency is crucial to securing future production. Statistics Norway has therefore started to survey and analyse the competency requirements in the organisation. The salary policy is being revised simultaneously. A new and revised salary policy will be completed in Q1 2014.

Any changes in the organisation of HR work in Statistics Norway

No changes have been made to the organisation of the HR work in Statistics Norway in 2013.

3. Health, Safety and the Environment (HSE)

Brief account of larger working environment measures implemented in 2013

Statistics Norway works systematically on HSE. The Working Environment Committee (AMU) and Administrative Cooperation Committee (ASU) processed 39 working environment cases in 2013, of which nearly half were in regard to the physical and psychosocial working environment in the new premises in Akersveien.

Several cases related to the acquisition of equipment, technical solutions and service in the new premises.

As part of the work on preparing managers and employees for the new office solutions and work forms, seminars and meetings have been held in several divisions.

In January/February, a questionnaire survey will be conducted prior to the move from Kongensgate to Akersveien in Oslo. The survey will also cover the restructuring process in Statistics Norway and therefore applies to both Oslo and Kongsvinger.

HSE rounds have been done in four departments in 2013, and a plan for the continuation of this work has been adopted. The occupational health service has assisted management in a number of individual cases related to health and the environment.

4. Inclusive workplace (IW)

Generally about the work on the IW agreement

Statistics Norway has for many years had preventive measures such as "exercise for better health" as well as opportunities for massages/naprapathy during work hours. The goal is to prevent musculoskeletal disorders as well as to be an offer that increases employee satisfaction. The offer is very well utilized. The offer of talks with the occupational health service midwife has also been retained. Good routines have been established for the follow-up of people on sick leave and for individual adaptations.

New managers were trained in the follow-up of sick leaves.

The work on surveying, highlighting and following up on frequent short-term absences has thus far not been implemented.

With regard to self-certified sick leaves, very few employees report that their leave was caused by issues in the workplace. At the IW meeting, it was decided that the set subsidiary goals should not be changed since Statistics Norway is in a period of downsizing/restructuring and has a major moving process in Oslo in February 2014. These are the main challenges in the period ahead.

Subsidiary goal 1 (reducing sick leave rate)

The sick leave rate in Statistics Norway has undergone a positive development. Continuous work is being done on inclusion and the follow-up of sick leaves, in good cooperation with the occupational health service and NAV. Adaptive measures have been completed in relation to a number of employees to ensure that they can return part-time or full-time after a sick leave and/or disability pension.

Sick leaves Statistics Norway

Sick leave with medical certificate, obtained from NAV's sick leave statistic (includes interviewers)
Internal statistic over self-certified sick leaves (exclusive of interviewers)

Table 1. Sick leaves with medical certificate, overall and by gender

	Q1 2012	Q1 2013	Q2 2013	Q3 2013
Total	4.3	4.3	3.9	4.2
Men	2.1	2.2	1.9	2.1
Women	6.2	6.1	5.8	6.1

Table 2. Sick leave with medical certificate by age

	Q1 2012	Q1 2013	Q2 2013	Q3 2013
Aged 16 - 20	4.0	0.0	0.4	1.9
Aged 21 - 29	0.6	1.7	1.1	3.0
Aged 30 - 39	4.9	3.6	2.7	1.9
Aged 40 - 49	3.4	4.1	3.2	3.8
Aged 50 - 59	5.1	4.3	4.0	4.6
Aged 60 - 69	4.9	5.8	6.8	6.7

Table 3. Sick leave with medical certificate by duration

	Q1 2012	Q1 2013	Q2 2013	Q3 2013
< 8 days	0.3	0.4	0.2	0.2
8 – 16 days	0.4	0.4	0.3	0.4
17 days - 8 weeks	0.7	0.6	0.9	0.6
> 8 weeks - 20 weeks	1.1	1.1	0.6	1.3
> 20 weeks - 39 weeks	0.8	1.2	1.1	1.0
> 39 weeks	0.9	0.6	0.8	0.7

Table 4. Self-certified sick leave

	Q1 2012	Q1 2013	Q2 2013	Q3 2013
Total	1.4	1.6	0.9	0.9

The average rate sick leaves in Statistics Norway in 2013 was 4.1 per cent, a decrease from last year (4.7 per cent). The rate of sick leaves is well below our goal of not exceeding five per cent during the agreement period.

Subsidiary goal 2 (increase recruitment of persons with impaired functionality)

Statistics Norway has a goal of adapting the workplace such that employees who need an adapted work situation due to an impaired functionality can continue to work to the extent possible. Both the manager and the employee are responsible for finding solutions with or without external assistance. Managers are also responsible for following up employees who are on leave due to impaired functionality.

Statistics Norway has not set its own goal regarding the hire of persons with impaired functionality, but applicants with impaired functionality are evaluated on the same basis as others. Very few applicants note that they have a disability. Statistics Norway has had people in trainee positions in Oslo and Kongsvinger in 2013 as well.

Subsidiary goal 3 (extension of labour force participation after age 50 by six months)

For subsidiary goal 3, Statistics Norway has a life-phase policy that emphasises employees' life situation and needs, broadly conceived. The life-phase policy includes people in all life phases, including seniors. In Development Discussions, managers shall discuss plans and future work tasks for seniors by the time the employee turns 60 at the latest. In 2013, Statistics Norway held an in-house course for seniors in collaboration with the occupational health service and the Norwegian Public Service Pension Fund.

5. Gender equality and diversity

Gender equality

Statistics Norway has over time focused on professional and career development as the central element of its work on gender equality. At the same time, Statistics Norway wishes to present itself as a flexible and modern employer that takes employees' life situation into account throughout their career.

Percentage of men and women in Statistics Norway overall

There are more women than men in Statistics Norway – 53 per cent women and 47 per cent men – the same as in 2012. In Oslo, there are 48 per cent women, while the share in Kongsvinger is 60 per cent.

Percentage of women in management positions

At the end of 2013, Statistics Norway had 57 managers, of whom 27 were women and 30 were men, a percentage of women of 47 per cent. The percentage of women has increased from 40 per cent since 2011. The average age of managers is 51 years, the same as in 2011 and 2012. In the top management group, the share of women remains 36 per cent. A female department director was on parental leave at the end of 2013. There were 45 mid-level managers: 23 women and 22 men. This gives an increase in the percentage of women from 44 per cent in 2012 to 52 per cent in 2013.

Distribution by type of position

Women are highly overrepresented in the executive officer 2 group, which is composed of 84 per cent women. In the executive officer 1 group, 63 per cent of the employees are women. Men are in the majority in the senior expert and researcher groups. At the end of 2013, there were 66 researchers in Statistics Norway.

Percentage of women at the end of the year

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Office positions	93	90	89	88	91	80	75	-	-	-	-
Executive Officer 2	84	84	83	86	84	85	85	82	82	82	84
Executive Officer 1	50	48	53	58	59	59	58	63	65	63	63
Senior academic positions (excl. of researchers)		39	38	39	42	44	45	46	46	48	46
Researchers		30	34	28	27	30	30	29	28	30	31
Specialist positions*	64	70	68	68	86	73	73	80	72	69	69
Management positions	29	29	31	33	33	35	40	36	40	43	47

*There are 13 employees in the "specialist positions"⁵ group.

⁵ Specialist positions include librarians, operational managers, operational technicians, occupational physiotherapist, cleaning manager, cleaners, trainees.

Level of education

At the end of 2013, 53 per cent of the employees held graduate degrees, while 20 per cent had undergraduate degrees from a university college or university, the same as in 2012 for both groups. There were gender differences in the level of education. Forty-three per cent of the women and 64 per cent of the men held graduate degrees.

In 2013, four employees qualified as statistical advisers: three men and one woman. Two doctoral degrees were completed in 2013, and in total 51 employees in Statistics Norway hold doctoral degrees.

*Length of service in Statistics Norway***Employees in Statistics Norway at the end of the year, by length of service 2010-2013. Per cent**

Length of service	Percentage 2010	Percentage 2011	Percentage 2012	Percentage 2013
Total	100	100	100	100
0-4 years	28	25	22	16
5-9 years	13	14	17	20
10-14 years	14	16	15	15
15-19 years	6	7	8	9
20-29 years	13	12	12	13
30 years or more	26	26	26	27

Thirty-nine per cent of the employees have worked in Statistics Norway for 20 years or more. The percentage with a length of service of less than five years declined further and was 16 per cent at the end of 2013. The percentage with a length of service between five and nine years increased to 20 per cent. Fifteen per cent have a length of service between 10 and 14 years, and only nine per cent have a length of service between 15 and 19 years. The number of employees with a length of service of 30 years or more declined from 247 to 245 people, while their percentage increased from 26 to 27 per cent. Twenty-four per cent of the employees with higher education have a length of service of less than five years.

Diversity

Statistics Norway has for many years recruited employees with higher education and an immigrant background. This reflects the fact that applicants with an immigrant background represent a significant share of and are a natural part of the labour force. All of them have been hired in a regular competitive process. Education, results (grades) and previous work experience have formed the basis for the evaluations. For most positions in Statistics Norway, higher education and good Norwegian skills are required, but deviations are made from these requirements where they are not necessary. Norwegian language training is continuously offered to employees whose first language is not Norwegian.

Number of persons with an immigrant background employed by Statistics Norway

As of 31 December 2013, Statistics Norway had 70 (7.7 per cent) immigrant employees against 76 (7.9 per cent) in 2012. It is employees with an immigrant background in national group 2⁶ who have been counted. Statistics Norway complies with the regulation to interview at least one immigrant, if the applicant is qualified for the position.

6. Trainees

In recent years, Statistics Norway has had trainees within the area of IT operations. We have thus far considered this trainee category to be the only appropriate one.

7. Ethics and awareness-raising activities

Ethics are a priority area for Statistics Norway. Statistics Norway has a sub-strategy named "Ethics and Statistics", and works constantly on ethical behaviour. In addition to general ethical standards, Statistics Norway adheres to laws, national ethical guidelines and standards for statistical work, including, for statistical

⁶ Europe outside of EU/EEA/EFTA, Asia (incl. Turkey), Africa, South and Latin America and Oceania except Australia and New Zealand.

production, the EU/EEA Code of Practice and the UN's Fundamental Principles of Official Statistics. The topic is part of the training programme for new employees.

8. Overview of existing special agreements in all of Statistics Norway as of 31 December 2013

As of 31 December 2013, Statistics Norway had the following special agreements:

- Agreement about services outside of regular business hours at the Office for Joint Services, effective from 1 March 2007, in regard to compensation for employees who can be contacted in the event of emergencies/irregularities in Kongens gt. 6, based on requirements set by the fire service.
- Agreement about an on-call system for the Division for IT infrastructure, effective from 1 April 2008, in regard to compensation for taking all inquiries to IT customer service after hours.
- Agreement on preparedness scheme for the Division for IT infrastructure in Statistics Norway, effective from 1 April 2008, in regard to compensation for having preparedness scheme to solve critical issues that the person on call cannot solve.
- Agreement on the transfer of contractual holidays to the next holiday year, effective from 20 June 2002.
- Adaptation agreement for Statistics Norway of 19 June 2012.
- Agreement on position and salary placement for statistical advisers, effective from 23 October 2003.
- Special agreement on compensation for press contact service performed beyond registered office hours, effective from 1 January 2005, in regard to compensation for being available to the media 24/7 the entire year.
- Special agreement on the changed organisation of the Research department and on the salary placement for functioning as the Head of Research, effective from 1 April 2005.
- Special agreement on compensation for wear of personal clothing ("smusstillegg"), effective from 1 January 2009.
- Agreement on employees from age 62 being able to take up to six days of paid leave (senior days), effective from 19 March 2009.

Appendix D. Annual report for the work on collaboration agreements on the delivery of data and the quality of administrative data – 2013

Background and objective

A large share of Statistics Norway's generation of statistics is based on the use of administrative data. The quality of such register data is of great significance to the quality of Statistics Norway's statistics.

An internal working group has prepared proposals for routines and tools to increase the input quality of administrative data and to prepare and standardise the contact with the register owners. The routine regarding the establishment of collaboration agreements was implemented as part of the Activity Plan for 2012 and started with register owners represented on the Statistics Council. The Department of data collection and methods is in charge of coordinating the work.

The effect of the work is, among other things, to improve the quality of the data sources before they are handled and processed by Statistics Norway. This will have resource and quality benefits for both Statistics Norway and the register owners, and can also contribute to reducing the overall response burden.

Knowledge of the content of the registers is central and quality improvements require good contact and ongoing collaboration between Statistics Norway and the register owners. Further, in addition to entering collaboration agreements, regular general follow-up meetings are to be held with the register owners at least once a year. The meetings should have the same content and form, and their purpose is to maintain a dialogue about and improve the quality of the data Statistics Norway receives.

Among other things, the collaboration agreement has the following objectives:

- Regulate practical issues around the statutory supply of data from administrative registers held by the data owner to Statistics Norway pursuant to the Statistics Act.
- Stipulate the quality-related information that it is relevant to exchange
- Clarify the quality improvement measures that are to be implemented

Additionally, it is important that the overview of ministries and the administrative data that Statistics Norway collects for statistical purposes is kept up to date continuously and that it is easily accessible.

In 2013, work has mainly focused on signing collaboration agreements and on preparing a plan for the follow up. The plan was approved by the Director meeting on 21 October 2013 and the actual implementation of the follow up started in Q4 2013.

Status of the signing of agreements

The main goal for 2013 was to sign 15 new agreements. At the end of the year, 16 new agreements had been signed, in total 19 of the 25 agencies with which Statistics Norway plan to enter agreements.

The 2012 annual report discusses the agreement, appendixes and related processes in more detail.

Key figures

Twenty-five agencies with which agreements are to be entered have been registered. The Norwegian Climate and Pollution Agency (Klif) and the Norwegian Directorate for Nature Management (DN) have merged and become the Norwegian Environment Agency as of 1 July 2013, and an agreement is being entered that covers both of the previous directorates. In all, 19 agencies have signed the collaboration agreement, including DN, four are near completion and 3 are underway. Proposals for agreements with appendixes, the text of the submission letter including a description of the further process, and a proposed agenda for the agency meeting have been prepared for all remaining agencies.

The 25 agencies include a total of 88 quality reports, of which 81 have been prepared while seven remain. Twelve register owners in the Statistics Council include 69 quality reports, of which 66 have been prepared and three remain.

Status according to the phase of the work

Signed in 2012 - 3 agencies:

- The Brønnøysund registers
- The Norwegian Mapping Authority
- The Norwegian Public Roads Administration

Signed in 2013 - 16 agencies:

- The Norwegian Tax Administration (SKD)
- The Norwegian Labour and Welfare Administration
- The Norwegian Directorate of Customs and Excise
- The Norwegian Agricultural Authority
- Norwegian Directorate for Education and Training
- The Ministry of Education and Research
- The Norwegian Petroleum Directorate
- The Norwegian Directorate of Immigration
- The Norwegian Maritime Authority
- The Norwegian Directorate for Nature Management - included in the Norwegian Environment Agency as of 1 July 2013
- The Norwegian Directorate of Health
- The Norwegian Directorate for Cultural Heritage
- The Norwegian State Educational Loan Fund
- Posten Norge AS
- Batteriretur AS
- NRK, Licensing department

In the final phase - 3 agencies

- Vernepliktsverket - documents submitted for review
- The National Police Directorate - meeting on 20 November to review submitted documents - signing planned by post.
- The Norwegian Environment Agency - an agreement has been entered for the Norwegian Directorate for Nature Management - For the Klif section, the agreement and appendixes have been submitted and reviewed in a separate meeting - signing planned by post.

Underway - 4 agencies

- The Norwegian National Collection Agency - the agreement and appendixes have been prepared - quality report being approved
- KS - the municipal sector's organisation - documents submitted for review - needs are assessed in relation to EDAG
- The Norwegian Water Resources and Energy Directorate - documents being prepared - invitation letter sent 19 November 2013 and positive response received

- The Norwegian Directorate for Children, Youth and Family Affairs - documents being prepared - invitation letter sent 18 December 2013

About the follow up

The collaboration agreement regulates the practical aspects of supplying data to Statistics Norway as well as collaboration on the quality of the data. The follow-up work is focused on register owners with signed agreements.

The follow-up relates to three issues:

- Updating the overview of contact information and data deliveries for the upcoming calendar year
- Updating the quality reports
- Follow-up meeting where the collaboration is to be assessed and experiences reviewed

The process in brief:

- Updating of appendixes with contact information and overview of data deliveries covered by the agreement. This mainly takes place during November and December each year for most of the agencies with which an agreement has been entered.
- Updating the quality reports. The agreement itself does not formally regulate when the reports must be ready. The intention is for updated quality reports to be prepared regularly, and mainly ahead of the yearly follow-up meetings.
- The follow-up meetings will be distributed across the calendar year depending on the time that the collaboration agreement was signed.

Updating appendixes with contact information and overview of data deliveries covered by the agreement

Chapter 3 of the agreement states the following:

- Statistics Norway shall in the course of *month* every year send a specified overview of the data it wishes to be supplied with by *agency* in the coming calendar year, along with a schedule for when it wishes the data supplied. *Agency* shall as soon as possible notify Statistics Norway if it is not possible to comply with the preferred schedule. If necessary, a collaboration meeting shall be held between the parties on the basis of the specification.
- The agreed-upon overview of data that is to be supplied shall be included as an annually updated Appendix 1 to this agreement. If new data requirements arise in the course of the year, prior notice of these must be given. The date of delivery shall be agreed upon for each case.

About the process:

The Division for statistical populations (S810) sends out a reminder to all divisions that are in charge of being in touch with register owners about the appendix needing to be updated and the current appendix needing to be enclosed. The responsible statistical division is in charge of sending the materials to the register agency with reference to the collaboration agreement and Chapter 3. If there are new data requirements, these should be addressed specifically in the letter. It is part of the agreement that the agency must report back to Statistics Norway if it is not possible to follow the schedule Statistics Norway requests.

For some register owners, there are several statistical divisions involved, which will normally require an internal coordination before an updated appendix is sent. This applies to, among others, the Norwegian Labour and Welfare Administration, the Norwegian Tax Administration, and the Brønnøysund Registers, where S810 is in

charge of the implementation. It is the responsible statistical division that is in charge of the implementation if there are similar requirements in relation to other registers.

Updating the quality reports

Chapter 2 of the agreement states that Statistics Norway prepares quality reports that can contain:

- Information about errors and deficiencies about each unit in the materials received
- Feedback about quality problems at an aggregate level based on analyses in relation to other data sources Statistics Norway has access to
- Suggestions for controls that can/should be implemented by the data owner
- Suggestions for measures that can enhance data quality

The quality reports that Statistics Norway must prepare are listed in a separate appendix to the agreement. Further, the data owner shall collaborate with Statistics Norway about the follow up of the work on quality in its own data system. Please see the summary/report on measures to be taken that is prepared by Statistics Norway and the data owner in collaboration and that is included in the appendix.

The quality reports are Statistics Norway's responsibility and work, and are therefore not subject to joint approval. However, as the reports are sent to/reviewed with the agencies, their views and input are of course taken into consideration and any errors and misunderstandings will be corrected.

About the process:

The goal is for it to be possible for the register owner to run more quality controls. The quality reports and associated summary/report on measures to be taken form the basis for agreed-upon measures regarding quality and are therefore important foundations in the follow-up. The minutes with concrete measures can replace such a report on measures to be taken and must then be included in the appendix that discusses the quality reports that Statistics Norway must prepare.

The agreement does not stipulate when the report must be ready. Reports are usually available at around the time the agreement was signed. The intention is for updated quality reports to be prepared at regular intervals, and mainly ahead of the follow-up meetings.

The section responsible prepares updated quality reports as well as a report on measures to be taken where this has not been created. There is no central approval of the updated reports like for the initial reports.

Meeting about annual follow-up of the agreement

Chapter 4 of the agreement states:

- Statistics Norway is responsible for one agency management meeting being held each year, in which the collaboration is evaluated and the agreement, appendixes and deliveries are reviewed.

About the process:

In contrast to the update of the appendix about data deliveries, which mainly takes place in November/December each year, the follow-up meetings will be distributed across the calendar year and are set on the basis of the date the collaboration agreement was signed.

The work should start as a communication between the contact person for the agreement in the respective agencies and the Head of Division for the division in charge in Statistics Norway. Statistics Norway is required to take the initiative in this context. Refer to Chapter 4 of the agreement and that the purpose of the follow-up meeting is for the collaboration to be evaluated and that the agreement, appendixes and deliveries are to be reviewed. In several of the agreements, "agency

management meeting" has been replaced with "agency meeting" when that has been found most appropriate.

Further, clarify the need to hold the follow-up meeting and at which level participation should be as well as which issues the register owner wishes to address. For some register agencies, annual top management meetings are held, and it may be appropriate that this be included as a separate item on the agenda as the signing will mainly take place in equivalent meetings, cf., inter alia, the Norwegian Labour and Welfare Administration, the Norwegian Tax Administration and Norwegian Customs and Excise.

For several of the large agencies, it may be necessary to have a separate preliminary meeting to prepare the follow-up meetings. Since many agencies only have one register, it will also be possible to follow up at the executive officer level if the agency finds it appropriate.

Documents for the meetings:

- Suggested text of letter (template)
- Suggested agenda (template)
- Appendixes - review for any updates
- Updated quality reports including summary/report on measures to be taken
- Other relevant documents that the statistics division(s) wants to present

Experiences and reflections

S810 is the coordinator and contact point for the Norwegian Tax Administration, the Norwegian Labour and Welfare Administration, the Brønnøysund Registers, and the Norwegian Mapping Authority. For the other register agencies, the statistical division responsible has been the contact point and implemented the agreement, including by holding meetings ahead of the signing where preferred, any by providing assistance from a lawyer and S810, as necessary. Of the signed agreements, six were signed in meetings and 13 were signed by post.

Thus far, the experiences from the agency meetings and the signing meetings have generally only been positive, and the processes with the agencies with which agreements have been signed have been straightforward. For some agencies, it has taken a somewhat long time to get feedback about the contact person and the submitted documents, and often only after a remainder has been sent. It has also been time-consuming to get a date set for the signing meetings.

The progress of the work and the experiences gained with the agencies has been presented in, for example, meetings of the Cooperation Forum for the Central Coordinating Register for Legal Entities where all the large register agencies participate. Further, concrete results from the quality reports and the quality-improvement work that these reports have formed the basis for have been presented. Participants in the forum are very positive to the collaboration on quality and the systematic way of doing it by preparing quality indicators, which provides templates for the agencies' own work on quality as well.

As a result of the collaboration agreements, there is an increased focus on quality in the agencies. Statistics Norway prepares a number of overviews/lists that are sent to each agency as a basis for quality improvements in their own data systems. Further, for several agencies the ongoing contact has become more frequent and systematic.

Furthermore, there has been an increased focus on standardisation of data deliveries: for instance, work has started in relation to SKD and NAV to get the deliveries moved to more modern and secure delivery methods in replacement of

the DVD/CD sent by mail or delivered by courier. Coordinators for this work have been appointed both in Statistics Norway and in the agencies.

In-house, attitudes to the work have generally only been positive. However, in many cases it has taken an unreasonably long time to get quality reports prepared, follow up feedback that S810 has given and to assist in filling out appendixes to the cooperation agreements. It has also taken a long time to follow up on agencies during the process.

According to the agreements, summaries/reports on measures to be taken shall be prepared by Statistics Norway and the data owner in collaboration and this is to be included in the appendix that provides the overview of the quality reports Statistics Norway has committed to preparing. Such summaries/reports on measures to be taken are still missing for many of the register agencies.

Appendix E. New legal acts on statistics incorporated into the EEA Agreement (appendix XXI) in 2013

Directive 2008/92/EC of the European Parliament and of the Council concerning a Community procedure to improve the transparency of gas and electricity prices charged to industrial end-users

Commission Implementing Legislation (EU) No. 995/2012 laying down detailed rules for the implementation of Decision No. 1608/2003/EC of the European Parliament and of the Council concerning the production and development of Community statistics on science and technology

Commission Regulation (EU) No. 555/2012 amending Regulation (EC) No. 184/2005 of the European Parliament and of the Council on Community statistics concerning balance of payments, international trade in services and foreign direct investment, as regards the update of data requirements and definitions

Commission Regulation (EU) No. 1083/2012 implementing Regulation (EC) No. 808/2004 of the European Parliament and of the Council concerning Community statistics on the information society

Commission Regulation (EU) No. 1106/2012 implementing Regulation (EC) No. 471/2009 of the European Parliament and of the Council of 6 May 2009 on Community statistics relating to external trade with non-member countries, with regard to the standard for land and territory codes

Commission Regulation (EU) No. 81/2013 implementing Regulation (EC) No. 692/2011 concerning European statistics on tourism regarding microdata files for the transmission of data

Commission Regulation (EU) No. 112/2013 implementing Regulation (EC) No. 1177/2003 of the European Parliament and of the Council concerning Community statistics on income and living conditions (EU-SILC) as regards the 2014 list of target secondary variables on housing conditions

Regulation (EU) No 99/2013 of the European Parliament of 15 January 2013 on the European statistical programme 2013-17 (with regard to the 2013 statistic year)

Commission Regulation (EU) No. 119/2013 amending Regulation (EC) No. 2214/96 concerning harmonised indices of consumer prices (HICP): transmission and dissemination of sub-indices of the HICP, as regards establishing harmonised indices of consumer prices at constant tax rates

Commission Regulation (EU) No. 147/2013 amending Regulation (EC) No. 1099/2008 of the European Parliament and of the Council on energy statistics, as regards the implementation of updates for the monthly and annual energy statistics

Delegated Commission Regulation (EU) No. 253/2013 amending Annex II to Regulation (EU) No. 692/2011 of the European Parliament and of the Council, as regards adaptations following the revision of the International Standard Classification of Education ISCED in relation to the variables and breakdowns to be submitted

Commission Regulation (EU) No. 318/2013 adopting the programme of ad-hoc modules, covering the years 2016 to 2018, for the labour force sample survey provided for by Council Regulation (EC) No. 577/98

Commission Regulation (EU) No. 93/2013 laying down detailed rules for the implementation of Council Regulation (EC) No. 2494/95 concerning harmonised

indices of consumer prices, as regards establishing owner-occupied housing price indices

Regulation (EU) No 70/2012 of the European Parliament and of the Council on statistical returns in respect of the carriage of goods by road

Commission Regulation (EU) No. 317/2013 amending the Annexes to Regulations (EC) No. 1983/2003, (EC)

No. 1738/2005, (EC) No. 698/2006, (EC) No. 377/2008 and (EC) No. 823/2010 as regards the International Standard Classification of Education

Commission Regulation (EU) No. 557/2013 implementing Regulation (EC)

No. 223/2009 of the European Parliament and of the Council on European Statistics as regards access to confidential data for scientific purposes and repealing Regulation (EC) No. 831/2002

Appendix F. Overview of ongoing data collection with missing/unclear legal authority

PRODUCT NAME	LEGAL AUTHORITY	Reporter
Coordinated data extraction from the Norwegian Environment Agency	Public register, Statistics Act, sections 2-2, 3-2	The Norwegian Environment Agency
Coordinated data extraction from NAV	Public register, Statistics Act, sections 2-2, 3-2	NAV
Coordinated data extraction from SLF	Public register, Statistics Act, sections 2-2, 3-2	Norwegian Agriculture Agency (SLF)
Air pollutant emissions - generation of statistics	Obligation to provide information with coercive fine + register, Statistics Act, sections 2-2, 2-3, 3-2	TAD, SVV, NILF, DMBS
Electricity statistics, annually	Public register, Statistics Act, sections 2-2, 3-2	NVE
Natural gas, domestic consumption	Obligation to provide information with coercive fine, Statistics Act, sections 2-2, 2-3	Business sector (8-10 units)
Environmental protection expenses in manufacturing and mining	Obligation to provide information with coercive fine, Statistics Act, sections 2-2, 2-3	Business sector (about 2000 units)
Waste accounts	Obligation to provide information with coercive fine, Statistics Act, sections 2-2, 2-3	Celca, Glassretur, Norsk Industri, RagnSells, Syklus, Miljøfyrtårn
MFA- Material Flow Analysis	Public register, Statistics Act, sections 2-2, 3-2	NGU
Income statistics for households	Public register, Statistics Act, sections 2-2, 3-2	The Norwegian Tax Administration, NAV, the Norwegian State Housing Bank, the State Educational Loan Fund
Wage statistics	Obligation to provide information with coercive fine + register, Statistics Act, sections 2-2, 2-3, 3-2. Two-step legal authority	Industry + KS (PAI). FAD (SST)
Tax statistics	Public register, Statistics Act, sections 2-2, 3-2	The Norwegian Tax Administration
The Rent Survey/Housing services	Voluntary individual, Statistics Act section 2-1	sample
Rental market survey (RMS)	Voluntary individual, Statistics Act section 2-1	sample
Register-based employment statistics	Public register, Statistics Act, sections 2-2, 3-2	Vernepliktsverket
Personnel statistics, health	Public register, Statistics Act, sections 2-2, 3-2	The Norwegian Directorate of Health/Health Personnel Register
Employment among short-term immigrants	Public register, Statistics Act, sections 2-2, 3-2	Directorate of Taxes/SFU
Population statistics for Svalbard	Public register, Statistics Act, sections 2-2, 3-2	Directorate of Taxes/Svalbard register
Sami statistics	Public register, Statistics Act, sections 2-2, 3-2	Reindriftsforvaltningen
Storting election survey among foreign citizens	Public register, Statistics Act, sections 2-2, 3-2	Election committee/municipality
Storting election survey among foreign citizens	Voluntary individual, Statistics Act section 2-1	sample
Storting election	Public register, Statistics Act, sections 2-2, 3-2	KRD/Election database
Political parties' financing	Public register, Statistics Act, sections 2-2, 3-2	KRD/Partifinansieringsregisteret
Election campaign contribution to political parties	Public register, Statistics Act, sections 2-2, 3-2	KRD / Partifinansieringsregisteret
Mediations in the family counselling service	Two-step legal authority (special provision, then Statistics Act section 2-2)	Bufetat
Family counselling service statistics	Two-step legal authority (special provision, then Statistics Act section 2-2)	Bufetat
Culture statistics	Voluntary enterprises, Statistics Act section 2-1	sample
Farmers' income and property	Public register, Statistics Act, sections 2-2, 3-2	SKD + SLF
Small game hunting	Two-step legal authority (special provision, then Statistics Act section 2-2)	
Carnivores and irregular mortality of game	Obligation to provide information + register, Statistics Act, sections 2-2, 3-2	The Norwegian Environment Agency
Aquaculture statistics	Public register, Statistics Act, sections 2-2, 3-2	Municipalities + the Norwegian Environment Agency
Statistics on fisheries	Public register, Statistics Act, sections 2-2, 3-2	Directorate of Fisheries
Travel	Voluntary individual, Statistics Act section 2-1	Directorate of Fisheries
Household's cross-border trade	Voluntary individual, Statistics Act section 2-1	sample
External trade in goods/Export and import of ships (vessels)	Obligation to provide information with coercive fine + register, Statistics Act, sections 2-2, 2-3	sample
External trade in goods/Fish	Public register, Statistics Act, sections 2-2, 3-2	Business sector + the Norwegian Maritime Authority
External trade in goods/Coal	Obligation to provide information with coercive fine, Statistics Act, sections 2-2, 2-3	Directorate of Fisheries
External trade in goods/crude oil and natural gas	Obligation to provide information with coercive fine + register, Statistics Act, sections 2-2, 2-3	Store Norske Spitsbergen Grubekompani AS
External trade in goods/electric energy	Obligation to provide information with coercive fine, Statistics Act, sections 2-2, 2-3	Business sector + the Norwegian Petroleum Directorate
		Nord Pool

Appendix G. Statistics Norway's international activities related to advising developing and transitional countries

In accordance with Statistics Norway's strategy for international cooperation, Statistics Norway is to engage in targeted cooperation on development that builds national competency on statistics in developing countries and transitional countries prioritised by Norwegian aid authorities. To contribute to this, we have three subsidiary goals for these activities:

1. Statistics Norway shall contribute to the development of sustainable national statistics systems in countries prioritised by Norwegian aid authorities
2. Statistics Norway shall be active in the international work on statistics targeting developing countries
3. Development work shall be firmly anchored in Statistics Norway

Statistics Norway's main activity in this work is broad and long-term institutional collaborations with sister organisations in developing and transitional countries.

Background

Statistics Norway has been involved in cooperation for development for more than 50 years. In the beginning, it was primarily individual employees at the management level of Statistics Norway who travelled abroad and contributed to international work related to the development of statistics in developing countries. Different international organisations such as the World Bank, the IMF and various UN bodies financed this work and requested the assistance of Statistics Norway, but Norad also participated and asked for technical assistance from Statistics Norway.

Only in 1994 were these activities institutionalised in Statistics Norway. This happened as a result of Norad wanting Statistics Norway and other public institutions to engage in development cooperation at the institutional level and not just base the work on the interest and involvement of individuals. Then-Director Svein Longva gave the go-ahead for the creation of a separate section of Statistics Norway that was to be in charge of the organisation of the development cooperation, and thus the Division for International Development Cooperation was established. As this activity was outside of Statistics Norway's mandate, the work was to be organised such that costs were covered, and throughout the 20 years that have passed, Statistics Norway's development work has been based on nearly all expenses being covered.

In the early 1990s, no global agreements or guidelines existed for development work within statistics. Many donors supported the use of individual surveys more out of their own interests than in consideration of the plans and needs for capacity building in the partner country. In the course of the 1990s, awareness grew that it was necessary to have more holistic and long-term programmes for competency development in order to succeed in creating good statistics which would be useful for the countries themselves and for bilateral and multilateral development partners. In 1999, OECD/PAC initiated PARIS21 (PARTnership In Statistics in the 21st century). PARIS21 works to promote enhanced use and production of statistics in developing countries. Norway is one of many countries that participate in this partnership. In 2000, the UN Millennium Development Goals were adopted by the UN. This has increased the need for national comparative statistics worldwide, including from developing countries.

There is now broad international agreement that development of national statistics systems and national capacity and ownership are necessary to ensure good statistics in developing and transitional countries as well. Today, Statistics Norway and our Nordic sister organisations are active contributors in this development work.

Key aspects of the activities in 2013

Activities in 2013 included collaboration with sister organisations, work for the Norwegian aid administration and method development/documentation.

Collaborations in 2013 were mainly directed to Norway's developing partner countries and countries prioritised by the Norwegian Ministry of Foreign Affairs.

Throughout 2013, most of our assignments in Africa have been directed to Malawi and South Sudan. Both countries are among the Ministry of Foreign Affairs' prioritised countries for long-term bilateral aid. In these countries, Statistics Norway has established broad and long-term institutional collaborations that involve collaboration with both the national statistics agency and with the finance and planning ministries, which are central users of statistics in policy development. In Central Asia, the Ministry of Foreign Affairs' focus areas include good governance and institutional development. In 2013, Statistics Norway has continued ongoing institutional collaboration with Moldova, Kazakhstan and Kyrgyzstan, of which the latter is the most extensive collaboration.

In addition to the institutional collaboration with countries prioritised by the Ministry of Foreign Affairs, Statistics Norway has throughout 2013 carried out paid assignments for the Norwegian aid administration. This work has been managed through the framework agreement Statistics Norway has with Norad. For 2013, the work has had a scope of NOK 4.5 million, which is a significant increase over previous years, when the scope has been under NOK 1 million. For 2013, Statistics Norway's work for WHO is included. There, Statistics Norway has assisted in the follow-up of the UN Commission on Information and Accountability for Women's and Children's Health. Among other things, the work has included contributing to the evaluation of the quality of data from administrative sources and the development of better methods for the calculation of Millennium Development Goal indicators in this area. Statistics Norway has also assisted the WHO in the development and testing of a questionnaire that is to be used to survey issues related to disabled people in developing countries. Statistics Norway's work on collecting and publishing national Millennium Development Goal indicators for a selection of developing countries has also been part of this agreement with Norad in 2013. In the second half of 2013, new work arose under the framework agreement related to the Oil for Development Programme (OfD). Here, Statistics Norway has participated in the work on completing a new three-year programme for OfD in Bolivia, where data flows in the oil and gas sector are a central element.

Other activities in 2013 with no external funding:

- Organising study trips that are not externally funded
- Participation in relevant national and international meetings
- Information about Statistics Norway's aid activities and statistics in the development context within Statistics Norway and externally to the Ministry of Foreign Affairs, Norad and other organisations.

Overview of work performed for the Ministry of Foreign Affairs

The table provides an overview of work directed to recipient countries in 2013. The country projects are either based on direct contracts with the Ministry of Foreign Affairs or with partner institutions and the local Norwegian embassies.

Activity	Statistics Norway hours	Own salary expenses in NOK	Other expenses in NOK	External expenses in NOK	Total NOK
KAZAKHSTAN Institutional collaboration	182	426,735	38,695	5,688	471,118
ASK – SSB					
KYRGYSZSTAN Register collaboration	629	698,232	62,300	5,368	765,900
KYRGYSZSTAN_Phase II Institutional collaboration	2,010	2,108,880	214,005	2,145,484	4,468,369
KYRGYSZSTAN_Phase III Institutional collaboration	168	164,400	0	0	164,400
MALAWI- SWAp-NSS	2,723	2,587,957	96,260	181,403	2,865,620
MALAWI-NSO	974	1,101,800	182,856	49,954	1,334,610
MALAWI – MFDP	344	374,742	25,709		400,451
MOLDOVA Institutional collaboration					
NBS - SSB (Norwegian Mapping Authority)	1,014	1,093,142	127,925	793,817	2,014,884
SOUTH SUDAN					
Macroeconomic collaboration MoFEP - SSB	3,708	4,331,041	143,650	444,198	4,918,889
SOUTH SUDAN Institutional collaboration					
NBS – SSB	717	795,054	57,606	6,104	858,764
SUDAN Institutional collaboration CBS (Khartoum) – SSB	102	107,917	14,986	2,179	125,082
Total	12,570	13,789,900	963,992	3,634,195	18,388,087

Overview of work performed for NORAD in 2013

The table provides an overview of work performed for Norad under the framework agreement in 2013

Project Expenses in NOK	Hours	Own salary expenses	Other expenses	Excl. expenses	Total expenses	Invoiced NORAD
<i>Project 2013-1 Disseminating MDG - Phase 2</i>	451	492,026	0	0	492,026	492,000
<i>Project 2013-2 Statistics Norway's contribution to WHO's follow-up of the UN Commission on Information and Accountability for Women's and Children's Health</i>	1,313	1,436,814	174,451	0	1,611,265	1,611,265
<i>Project 2013-3 Assistance to WHO model disability survey</i>	698	761,257	110,871	31,512	903,640	903,640
<i>Project 2013 - Oil for Development</i>	633	719,504	98,190	0	817,694	799,875
<i>Project 2013 - 6 Attitude survey about Norwegian aid</i>	615	670,000	0	0	670,000	670,000
<i>Total Statistics Norway – Norad 2013</i>	3,710	4,079,601	383,512	31,512	4,494,625	4,476,780

Employees and FTEs

In 2013, statistical aid work constituted 19.6 FTEs (including FK Norway participation of 2.2 FTEs). Of these FTEs, 18.3 FTEs were performed by employees in the Division for development cooperation and 1.3 FTEs were performed by other divisions of Statistics Norway. At the end of 2013, the division had 16 employees, of whom three were stationed as long-term advisers in our partner countries Malawi, South Sudan and Kyrgyzstan, respectively. In addition to the 16 employees financed by the division's budget, we currently have three employees on leave who are seconded to the World Food Program (WFP), the World Health Organization (WHO) and Eurostat, and who are not financed by Statistics Norway.

FTEs, international development work, 2000-2013						
Year	A. Support functions, admin. information, acquisition	B. Internal development projects, follow-up ⁷	FTEs directly financed by assignments			
			C. Total C=D+E+F	D. Long-term consultants ⁸	E. Short-term consultants from s 140	F. Short-term consultants from other divisions
	A + B				E + F	
2000		2.0	7.9	3.0	4.9	
2001		2.9	6.4	1.7	4.7	
2002		2.7	8.3	3.7	4.6	
2003		0.9	14.0	5.4	8.6	
2004		3.6	14.1	6.7	7.4	
2005		2.8	22.0	7.3	14.7	
2006		1.6	19.0	7.4	11.6	
2007		1.7	23.5	9.7	13.8	
2008	A.	B.				
	3.0	1.5	20.5	7.7	12.8	
2009	3.0	4.0	15.7	5.8	7.6	2.3
2010	3.0	6.4	15.5	6.7	6.6	2.2
2011	2.5	3.4	17.7	6.9	8.2	2.7
2012	3.0	2.9	15.2	6.5	6.8	1.9
2013	3.6	3.6	12.4	4.8	6.3	1.3

Assessment of usefulness for recipient countries and Statistics Norway

The international statistics cooperation for development has in recent years moved into a new phase with more collaboration and coordination. For example, country reviews of statistics systems (UNECE's Global Assessment) are now often done with the support of Eurostat. National strategy plans such as National Strategy for Development of Statistics (NSDS) are now created based on guidelines and recommendations from PARIS21.

In recent global summits on the results and effectiveness of aid, there is a growing emphasis on the creation and support of good national statistical systems. The recommendations and guidelines is that an NSDS shall be developed by the country's statistics authority in close collaboration with all public and private users of statistics within the country and with bilateral and multilateral supporters and donors. The work on new development goals (Post 2015 Agenda) has put a new focus on the need for statistics in the development context, which we hope and believe will place statistics higher on the development agenda in the years ahead.

Several sources have pointed out that the large UN bodies often focus on social statistics and statistics, which are closely tied to various development programs, while fewer international organisations provide support for the development of economic statistics, cf. for example Jerven 2013. Here, Norway and Statistics Norway has played an important role in several of our partner countries with support for the development of economic statistics and national accounts, as well as contributions to enhance the countries' own ability to utilise such data.

There is broad agreement at home and internationally that statistics and an independent national statistics agency are necessary to support development-focused policies. At the same time, Norwegian aid authorities prioritise institutional collaboration as a tool to develop sustainable competencies. Twenty years of institutionalised development work has given Statistics Norway competency in and experience of institutional collaboration as a tool to develop statistics in developing and transitional countries that others wish to learn from: the Ministry of Foreign Affairs/Norad, the embassies, other Norwegian institutions that have or want to start institutional collaborations (e.g. the Office of the Auditor General of Norway, the Directorate of Taxes and the Ministry of Finance), the Oil

⁷ In 2012, 0.9 FTE to WFP has been included.

⁸ Includes local employees and FK Norway. In 2013, this was only FK Norway employees.

for Development program (OfD), the Tax for Development programme and our Nordic colleagues.

In the autumn of 2013, a midway evaluation was completed for our collaborations with the statistics office and the Ministry of Planning in Malawi. The evaluation concludes that the Norwegian contributions have made important contributions to the generation of statistics and the development of models. For the statistics project, the evaluation concludes that NSO is now better equipped to generate statistics and that the office has made progress in several areas of statistics, while at the same time the production of statistics is vulnerable to low staffing levels and the changing needs of donors. For the macro model project, the evaluation shows that the model is now being actively used by MEPD and the Ministry of Finance, but that there is still no full ownership and ability to continue work on the models independently.

The UN Conference on Sustainable Development in June 2012 recognised the necessity of enhancing the work on sustainable development. There was agreement regarding the development of concrete goals for development based on the model for the Millennium Development Goals. The sustainability goals are to integrate the social, economic and environmental dimensions of sustainable development and shall apply to all countries. This also means that developing countries will have an increased need for assistance to develop environment and energy statistics. UNSC has recently approved a standard for environmental accounting (SEEA) and a plan for implementing it is being prepared. Statistics Norway can contribute to the development of this area of statistics in prioritised developing countries, and is working on surveying needs for assistance. Our collaboration with the OfD programme is useful in this work.

Throughout 2013, our collaboration with the Oil for Development programme has contributed to increasing awareness among users of the importance of good statistics in order to make decisions, inform the public and measure results. Throughout 2013, Statistics Norway has contributed to this work with a new programme document for the OfD programme in Bolivia. Statistics Norway hopes that this ongoing collaboration will be a positive contribution to promoting the development of national statistics systems and to link producers and users of statistics more closely together in several countries.

The division in charge of Statistics Norway's development work has a staff with sound experience from development combined with broad backgrounds in statistics. This makes it possible for Statistics Norway to plan and organise broad and long-term institutional collaborations without burdening Statistics Norway's core activities too much. By ensuring good planning, follow-up and organising of assignments and follow-up of the work in the aftermath of an assignment, Statistics Norway's employees are being utilised effectively. Each consultant can focus on the professional issues and return home with more motivation and competency in their area, which is positive for Statistics Norway's core activity.

Kazakhstan

The collaboration started in 2006 and part 1 of the project was completed in the summer of 2011. Around New Year in 2012, the Kazakh statistics office (ARKS) and the World Bank (WB) announced a tender in which Norway participated in a consortium together with the statistics offices in Sweden and Denmark. This contract was won by others, and in the aftermath ARKS has been overburdened with WB projects and Statistics Norway has faced significant problems with the progress of our collaboration. Project activities have therefore been minimal. A mission about register work was completed and there were intentions to follow up, but ARKS has postponed this too. This has led the Ministry of Foreign Affairs and Statistics Norway to agree to end the project this year.

Kyrgyzstan

Institutional collaboration

The collaboration in Kyrgyzstan was marked by the end of the current three-year project period, and an application was made for a new three-year project. The long-term consultant returned home before the summer and a new consultant was not on site until 1 December because it took time to get a response to the application.

In the time the project was active, the focus was on completing the Household book project, as well as on training in the SPSS statistics software programme. More than 60 employees completed the introductory courses and several took an advanced course.

The CAPI project (Computer Assisted Personal Interviewing) is still struggling to progress and the project was extended to the next project period.

Register of legal entities project

This project entails developing an administrative register of legal entities, and thus far it has been at the planning stage. A proposal for implementation has been submitted to Kyrgyz authorities, but they do not want as comprehensive a system as Statistics Norway has proposed. Work is now underway to find a simpler solution.

Malawi

Malawi, Institutional collaboration with NSO, MDPC and MoF/EAD

A collaboration project with the National Statistical Office (NSO) and the Ministry of Economic Planning and Development (MEPD) in Malawi started in 2004. Phase 2 of the project began in 2007, and Phase 3 as two separate projects for NSO and MEPD started in July 2011 and April 2012, respectively. The project has had three main tracks within statistics and planning. First, the improvement of economic statistics with, among other things, economic primary statistics and national accounts. Secondly, the improvement of social statistics through a system of household surveys and a statistical model that in combination provides annual poverty estimates. Lastly, a collaboration project with MEPD about macroeconomic modelling.

Malawi, Long-term consultant and adviser as support for the sector development programme for statistics

Norway has assumed a role as a leading donor country in the area of statistics and in 2010 the embassy in Lilongwe asked Statistics Norway to hire a long-term consultant tasked with coordinating a system-wide development of the national statistics system. The long-term adviser position was split 20/80 and started in August 2010. In 2011 and 2012, work was undertaken on the coordination of generators of statistics, users and donors, and on completing a new strategic plan for NSO. The work on developing a new strategic plan for the national statistical system started at the end of 2012. Phase 2 of the project started in March 2013, now with a 100 per cent + 20 per cent long-term adviser position.

Moldova

The Moldova project was to be completed on 31 December 2012, but NBS and Statistics Norway needed more time and money to complete work that was already underway. The solution was to coordinate our continuation with an already ongoing project that the Norwegian Mapping Authority has with the mapping authority in Moldova. The agreement with the Norwegian Mapping Authority was signed in June 2013. The basis for the agreement is that Statistics Norway shall focus on the use of administrative data in the production of official statistics, and include the mapping authority in Moldova in the data exchange programme between public authorities and NBS. The project is budgeted for the period from Jan 2013 to the summer/early autumn of 2014.

In February 2013, the official opening and planning of the new project was done during an assignment in Chisinau. On October 1 - 2, NBS (along with Statistics Norway) organised a large seminar on the use of administrative data in the production of statistics. Representatives of the most important data suppliers/ministries, Eurostat, the Ukraine and Romania met there. During this seminar, the new IT building and the new server room (a complete system including a new network) were opened.

In April 2013, Statistics Norway was visited by IT people as well as statisticians from the company and enterprise register (SBR) in Moldova. During this visit, the "official" SBR team was formally formed, and the proposed data model was reviewed, modified and approved. This model has now been implemented in an Oracle database in the new system. A local firm of consultants, "Assistant IT", has been hired to participate along with NBS in programming all the modules in the model.

Mozambique

Phase 3 of the Scandinavian collaboration project Scanstat (a collaboration project between the Scandinavian statistical offices) was completed in 2012. The INE statistical office expressed a need for continued international support to achieve the goals in the strategy plan for the 2013-2017 period, and wanted to continue the collaboration with Scanstat, which the consortium was willing to agree to. Through an addition to the contract from September 2008, this contract was extended for another five years in November 2012. Agreements between Scanstat and DST, SCB and SSB were entered in Q1 2013.

An external evaluation of the implementation of the Strategy Plan for 2008-2012 with special emphasis on the Common Fund (the financing model) was completed in July. The evaluation asserts that large parts of the planned activities have been completed, but that more can be done in terms of publishing and disseminating official statistics. The technical assistance, which Scanstat has been the primary provider of, is considered to have met INE's needs.

The processing of the new strategy plan by the Mozambique central administration has taken time and the start-up of the work has not yet fully begun in 2013. A Memorandum of Understanding about the Common Fund was signed by INE and representatives of the donors, including the Norwegian ambassador, in October 2013.

While awaiting the start of Phase 4, Scanstat's coordinator and a long-term consultant on economic statistics have extended their contracts. In 2013, no contributions have been made from the Norwegian side either in terms of short-term or long-term assignments.

Sudan

In the spring of 2012, we received positive signals from the Norwegian embassy in Sudan about the possibility of financing continued collaboration with the statistics agency in Khartoum (CBS). On this basis, we sent a project proposal to the embassy in Khartoum (9 July 2012) with an application for financing a three-year collaboration with CBS. The final approval of the project by the embassy in Khartoum was only made in December 2013, and the agreement between Statistics Norway and the Ministry of Foreign Affairs was signed. The project will start in January 2014 and last for three years. No activities have been undertaken in 2013.

South Sudan

South Sudan, Collaboration with the National Bureau of Statistics (NBS) in South Sudan on the development of a statistical system.

In the first half of 2013, the Ministry of Foreign Affairs' Control Unit (CU) reviewed allegations of irregular use of funds in NBS, Juba. After some rounds of investigation, in June CU accepted all the explanations that were presented and the issue was settled. In the second half of 2013, delays arose regarding the settling of accounts for the Phase 2 project. This necessitated an extra trip to NBS, Juba in

November to sort out all vouchers so that all expenses could be documented. NBS partially uses manual accounts, and there is also a sometimes unclear division between vouchers/accounts for each regional office in the ten states and the head office in Juba. A final settlement of everything regarding the accounts was made by the end of 2013.

The application for Phase 3 of the project is significantly delayed. A new project manager was hired in July 2013. A revised application was sent to the embassy in Juba in the summer of 2013, which was then sent to Norad for review. Norad returned an "appraisal" dated 6 September 2013 with comments and additions that ought to be better addressed in the application. A revised application was then submitted to the embassy on 14 October. The response from the embassy arrived on 3 December, and we responded on 9 December. On 15 December, the unrest in Juba started, and embassy personnel were withdrawn a few days later. The further processing of the application was therefore postponed to sometime after New Year.

South Sudan, Collaboration with the Ministry of Finance and Economic Planning (MoFEP) in South Sudan on the development of competencies for macroeconomic analysis and financial policies

Statistics Norway collaborates with the Ministry of Finance and Economic Planning in South Sudan to develop competencies within macroeconomic analysis and the design of macro and financial policies. The project started in the second half of 2010 and since March 2011, Statistics Norway has had one macroeconomic adviser placed in MoFEP.

Statistics Norway has entered an agreement that runs from April 2012 to December 2014. The project also has access to short-term consultants who can assist in specific areas, as well as an expert reference group in Norway consisting of experts with experience from the Ministry of Finance in Norway and macroeconomic work in Statistics Norway.

Key activities in the collaboration in 2013

- Assisted the macroeconomic department of MoFEP in the production of a chapter on macroeconomics for the budget.
- A Q3 report was written about the ongoing macroeconomic development, including how debt ought to be financed and how the budget ought to be implemented and effectuated.
- Further development of a macroeconomic model.
- Training in the use of the macroeconomic model.
- Projections of oil revenues for use in the budget process.
- An analysis of the sustainability of the debt was completed. The results were presented at a meeting with South Sudan's economic partners in Washington. (South Sudan Economic Partners Forum)
- Assisted in the work on reorganising the ministry in connection with new tasks, including model analysis, poverty reduction, debt management, and "Monitoring and evaluation".
- Followed up on this work by planning support for a newly created Poverty Monitoring Unit tasked with creating and building capacity for a South Sudan Poverty Reduction Strategy Plan.
- Developed the contact interface between the management of the petroleum revenues and the financial policies.
- Organised and implemented a study trip to Norway.
- Worked on further development of routines for how the macroeconomic work shall be included as an integrated part of the budget process.

Qatar

The collaboration with Qatar started in 2009 after contact was created during the conference on environmental statistics in Oslo in the spring of 2008. The collaboration is fully financed by Qatar on a commercial basis. In 2012, the central administration in Qatar has been reorganised, and the statistics office is now under

the Ministry for Development Planning and Statistics. In 2013, the collaboration has been limited to communication by email and expert comments and advising, mainly related to statistics publications.

Tajikistan

An application was made for a new project in Tajikistan in 2013, but Statistics Norway received a rejection from the Ministry of Foreign Affairs on this application. At the same time, we were encouraged to reapply in 2014. An application was submitted on 15 January 2014.

Zambia

Statistics Norway was contacted by the embassy in Lusaka with a request to study a planned data and monitoring system for the mining (copper) industry in the country. The project is mainly affiliated with the Zambian tax authorities (ZRA, Zambia Revenue Authority). Statistics Norway executed this assignment from 3-13 December 2013. A report was submitted to the Norwegian embassy in Lusaka on 18 December. The work was very well received by both the ZRA and the Embassy. They therefore wish us to continue in 2014 as well.

Other collaborations

Collaboration with Eurostat, EFTA and Turkey

In 2013, our collaboration with TurkStat continued. Statistics Norway organised a study trip to Oslo on 6 – 8 February 2013 on the "House price index" with participants from TurkStat and the Central Bank of Turkey. It was a successful visit at Statistics Norway, Pöyry Norway and Norges Bank. The activities are part of TurkStat's USST programme phase III, and are funded originally by Eurostat. The activities are stipulated in a Memorandum of Understanding that was signed by Statistics Norway and TurkStat in Jan 2011.

EFTA assignments

Statistics Norway has headed an assignment from EFTA in 2013 that assisted the statistics agency in Kiev, Ukraine on the upgrading of the system for calculating import and export prices. An assignment in Kiev, a study trip to Statistics Norway in July and a final seminar in Kiev with participation from EFTA were completed.

FK Norway

In 2013, we completed a round of an FK Norway-funded exchange agreement in collaboration with two institutions, NSO in Malawi and NBS in South Sudan. The candidate from Statistics Norway placed in Malawi was granted a six-month extension of their stay at NSO.

Collaboration with the Norwegian Refugee Council's Standby Roster (NORCAP)

In 2013, Statistics Norway has completed three assignments to support UNFPA/Somalia with the implementation of a sample-based population census. Two assignments of six-week FTEs for UNHCR/JIPS, one about the analysis of data sets on unaccompanied minors who apply for asylum in Europe, and the other on contributions to JIPS to improve statistics on internally displaced people. In addition, there was a secondment to WFP Bangkok for one year. Work performed by Statistics Norway employees under this collaboration is not included in the overview of Statistics Norway FTEs as employees on such assignments are on leave from Statistics Norway and are part of the NORCAP force.

Study visit

In the course of 2013, Statistics Norway has had study visits from the statistical offices in Armenia, Azerbaijan, Bangladesh, Kyrgyzstan, the Ukraine, Malawi and South Sudan

Statistisk sentralbyrå

Postadresse:
Postboks 8131 Dep
NO-0033 Oslo

Besøksadresse:
Akersveien 26, Oslo
Oterveien 23, Kongsvinger

E-post: ssb@ssb.no
Internett: www.ssb.no
Telefon: 62 88 50 00



Statistisk sentralbyrå
Statistics Norway