

TWINNING FINAL REPORT



EUROPEAN COMMISSION

TWINNING PROJECT FINAL REPORT

Project Title: Support to the Israeli Central Bureau of Statistics in the development of National Accounts, Education Statistics, Survey Methodology, ICBS Website and Coordination of Israel National Statistical System (NSS)

Partners: The Israeli Central Bureau of Statistics
Statistics Denmark

Date: March 2015

1. The Final Report for the project comprises the following parts:

Section 1	Basic data on the project
Section 2	Content: Achievement of mandatory results
Section 3	Expenditure: final financial report

2. General guidance

- Final report shall be submitted no later than three months after the implementation period (work plan) as defined in article 2 of the General conditions of the Twining Contract (Annex A2) and at least before the end of the legal duration.
- Final report covers both substance and Finances. The final financial report must be accompanied by an expenditure verification report from a recognized, independent auditor, following the template in Annex A6 to the Twining contract.
- The MS Project leader in co-operation with the BC Project Leader will jointly prepare, co-sign and submit the final report to the concerned authority (see 6.4 of the Twining manual).
- **One copy of the Report** must be sent at the same moment to the relevant Twining Team in the Commission Headquarters, as a matter of information. Please see exact requirements for submission of the Final Report in section 6.4 of the Twining Manual.
- The report must be submitted in one of the **following three languages: English, French or German.**
- The MS and BC project leaders will jointly prepare, co-sign and submit to the designated authority a final report.

3. Notice

- The views expressed in this report do not necessarily reflect the views of the European Commission.

Twining Contract ENPI/2013/316-864

Section 1: Project data

Twining Contract Number	Twining Contract ENPI/2013/316-864
Project Title	Support to the Israeli Central Bureau of Statistics in the development of National Accounts, Education Statistics, Survey Methodology, ICBS Website and Coordination of Israel National Statistical System (NSS)
Twining Partners (MS and BC)	Statistics Denmark The Israeli Central Bureau of Statistics
Duration of the project:	20 months
MS Project Leader	Lars Thygesen
BC Project Leader	Olivia Blum

List of abbreviations:

ACCUM	Organization collecting music royalties in Israel
AES	Adult Education Statistics
BC	Beneficiary Country
BoI	Bank of Israel
BoP	Balance of Payments
CAWI	Computer Assisted Web Interviewing
COFOG	Classification of the Functions of Government
CoP	European Statistics Code of Practice
CVTS	Continual Vocational Training Survey
EU	European Union
Eurostat	The statistical office of the European Union
FDI	Foreign Direct Investments
FM	Frascati Manual (OECD)
GFS	Government Finance Statistics (Manual)
IIP	International Investment Position
ICBS	Israeli Central Bureau of Statistics
ISIC4	International Standard Industry Classification rev. 4
ITRS	International Transactions Reporting System
MoU	Memorandum of Understanding
MR	Mandatory Result
MS	Member State of the European Union
NII	National Insurance Institute
NSS	National Statistical System
OECD	Organization for Economic Cooperation and Development
PCS	Public Council on Statistics
PILAT	Private company collecting data on publicly run culture institutions
QAF	Quality Assurance Framework
SEEA	System of Economic and Environmental Accounts (United Nations classification)
SIMS	Single Integrated Metadata Structure
SNA	System of National Accounts (United Nations classification)
SOCX	Social Expenditure Database

Section 2: Content

2A	EXECUTIVE SUMMARY	6
2B	BACKGROUND	7
2C	IMPLEMENTATION PROCESS	9
2D	ACHIEVEMENT OF MANDATORY RESULTS.....	12
2E	IMPACT.....	25
2F	FOLLOW-UP AND SUSTAINABILITY	29
2G	CONCLUSIONS	33
2H	FINAL RECOMMENDATIONS.....	33
2I	ANNEXES.....	34

2A – EXECUTIVE SUMMARY

The purpose of the project was threefold:

- To improve the quality and international comparability of Israel official statistics in key domains
- To support the Israeli Central Bureau of Statistics (ICBS) in aligning National Accounts, Educations Statistics and Survey Methodology to the EU and other international organizations standards and guidelines
- To redesign the ICBS website to meet users' needs.

These purposes were fulfilled.

The redesign of the ICBS website had already, before the implementation of the project, progressed considerably in accordance with the time plan for a planned tender procedure, and thus the input from the Twining project was less than expected – however, the related and extremely important issues of a user-friendly dissemination database and focus on documentation, quality and metadata were covered in depth, and considerably more than expected.

As a result of the Twining project, many new statistics, including satellite accounts to the National Accounts, better financial statistics and education statistics will be produced and disseminated in the coming years – some of the new statistics have been produced already in 2014 and 2015, and all in accordance with international standards, guidelines and best practices, based on improved data collection methodologies.

The impact of the Twining project is significant in all aspects. The single most important outcome of the project was the drafting of a strategy for the ICBS. The strategy enables ICBS to work according to long-term development goals and objectives, and will, as such, be an important part of ICBS' future communication with users and stakeholders.

The formalization of the co-operation between ICBS and its partners who also produce statistics in the National Statistical System (NSS) was another project achievement of extremely high relevance and importance. The NSS is headed by the Government Statistician, who is also the Director General of ICBS. The Public Council on Statistics (PCS) is supporting the Government Statistician in his coordination function of the NSS. ICBS will expand its activities to further coordinate the Israeli Official Statistics according to international standards.

The project was highly successful, partly because the outlined work plan was extremely ambitious. Not only was the work plan ambitious, but also very complex, including a large number of topics and expected results, and relatively few activities (MS expert missions to Israel and study visits to EU member states), that the work load on both the ICBS staff, ICBS management, the project leaders and the RTA team has to be described as unusual. The good results have to be seen in this perspective, and are first of all a consequence of the efforts of the ICBS staff.

2B – BACKGROUND

Starting Point

The EU-Israel ENP Action Plan refers to the field of statistics as follows:

- Increase awareness of EU and international statistical methods in relevant statistical areas, and examine the possibility of further harmonisation;
- Elaborate a strategy for increased awareness of European standards in the relevant statistical areas, including foreign trade;
- Enhance co-operation with relevant Commission services;
- Improve co-operation on establishment of statistics on trade in services and migration statistics.

Israel's accession process to the Organisation for Economic Cooperation and Development (OECD) has put additional pressure on ICBS to enhance and develop statistics and to harmonize existing information with the standards used by OECD.

The situation in the topics relevant to this Twinning was as follows when the project was designed:

Government Accounts:

The ICBS is responsible for Government Finance Statistics (GFS). Cooperation between the ICBS and the Ministry of Finance has improved in recent years, but further streamlining of data exchange is possible. Some problems and gaps exist, including with regard to coding of expenditures in the budget and being partly cash-based instead of accrual-based recording of revenue. ICBS has come a long way in implementing international recommendations and definitions for Government Finance Statistics, but the practical application of these recommendations and definitions gives rise to some questions, which need to be discussed during the Twinning project.

Financial Accounts:

The financial accounts are prepared for the different sectors of the economy. Part of them is based on estimates and indexes because of limited availability of relevant data. Most of the financial accounts of the financial sector (except for other financial inter-mediators and financial auxiliaries), are fully based on data. However, the financial accounts of the households sector, the non-financial corporations, and the sub-sectors of the "other financial inter-mediators and financial auxiliaries", are based on partial data only. The goal to be achieved by the Twinning is to help define which alternative data sources can be used and to adopt new methods to produce better estimates for these parts of the financial accounts.

Balance of Payments:

The BoP and the International Investment Position (IIP), the FDI and the revenue from the FDI are produced and published by the ICBS in close cooperation with the Bank of Israel. The Bank of Israel also publishes the IIP. Problems exist with the non-financial sector in the Balance of Payments. Also, some data for the financial sector are not completely available and information about flows is missing. Increased cooperation between the Bank of Israel and the ICBS, and collection of data at the ICBS in addition to or instead of the banking data could fill some of the gaps. As a result of the Twinning it will be specified how to further improve the estimates of FDI and FDI revenues.

Welfare accounts (social protection):

ICBS has recently started the development of a Satellite Account on Welfare (in terms of social protection) and progress has been made in the area of welfare expenditure in two major sectors:

Government and Non-profit institutions. ICBS needs to improve the data scope and the quality of the welfare financial statistics based on international standards and administrative sources.

Environmental Accounts on Air and Waste:

ICBS has developed environmental accounts for water over the past four years under MEDSTAT III and in cooperation with the United Nations Statistics Division using the National Accounting Matrix including Environmental Accounts approach (NAMEA). Israel now sees a need to start producing environmental accounts on waste and air for which ICBS will receive support by the Twining project.

Education Statistics:

ICBS is involved in an ongoing process of harmonizing statistical data generated by different government ministries, agencies and educational institutions. Most of the education data comes from administrative registers, and is stored in different ICBS databanks. ICBS wishes to harmonize the different international standards used throughout the NSS so that the entire education statistics sector uses the same definitions. Data storage and collection methods also need improvement. Finally, administrative files used by the different institutions in the NSS need to be streamlined into the use of the same file format. Education statistics rely for a large part on administrative sources. The increasingly important issue here is of achieving enhancement and harmonization of registrations and, if required, supplementing these administrative data with direct data collection in the most efficient manner.

Coordination of the National Statistics System:

As a result of increasing demand for statistics and national and international requirements, as well as enabling technological developments, the production of statistics by the different partners of the National Statistical System in Israel has been growing considerably in recent years. More growth is expected to happen in the near future. This has made the coordination of the NSS more complex. In practice, initiating coordination by the partners in the NSS takes place when the other producers of statistics become aware of obstacles and methodological challenges. Israel's data are published in many databases that are often used by national and international organizations. The ability of ICBS to check and approve the quality of such data, which are nationally and internationally seen as 'official statistics', is limited. There is a need to establish mechanisms and tools to enable the ICBS to coordinate the production of official statistics in the NSS and to ensure the quality of published official statistics.

Strategic planning:

The need for long-term planning of the development of statistics is becoming increasingly significant. Evidence-based policy development and decision making, combined with globalization, is generating an increased demand for timely quality statistics, both in all policy domains and by the private sector. However, meeting these needs by statistical development is a long-term process. At the same time, resources are limited. This makes careful and systematic prioritization of mid- and long- term projects mandatory. The ICBS has proved to be able to work according to a medium-term plan (3-4 years) during the accession process to the OECD. It has also defined guidelines and policy objectives for its work. However, there are no well-established practices of long-term planning in the ICBS and in the NSS. Therefore there is a need to establish formal practices and routines of strategic planning, based on EU practices, with both a longer term view (4-5 years) and a short term planning of work (1-2 years).

Management of fieldwork and telephone interviewing:

Because of the accession to the OECD, the number of field surveys conducted by the ICBS has more than doubled. Further increases are expected to happen over the next few years. The need for guidance and support on monitoring the data collection operation in the field and by the telephone

data collection center should be addressed. ICBS wishes to develop methodologies and tools to meet these new challenges.

Web questionnaire:

When aiming at reducing costs and interviewing burden as well as improving the quality of data collected, web-questionnaires are part of the answer. ICBS has already developed web questionnaire, however, although technology is well developed in Israel the response rate is very low. ICBS would like to learn and adopt best practices related to different aspects of web-questionnaire.

Response burden:

The more surveys are conducted; the more response burden is inflicted. This problem is tackled in different ways in EU countries, and ICBS would like to adopt and adjust methodologies to the Israeli reality.

Dissemination and website:

The ICBS web site was first launched in 1996 and was renewed in 2005. Over the years, it went through additional adjustments and changes, mainly to improve its usability and user-friendliness. However, with growing numbers and heterogeneity of clientele, a systematic review is required, in the framework of developing an overall ICBS communication strategy. The website is an important part of the dissemination strategy of a modern statistics institute. Time has come to put the website in the center of the ICBS dissemination strategy. The work to be done on the website should be long-term in the sense that it should give directions for development of the website over the next five years.

Objectives

The overall objective of the Twinning project was to improve the quality and international comparability of Israel official statistics in key domains.

This overall objective was backed by three general purposes of the project:

- To support the Israeli Central Bureau of Statistics (ICBS) in aligning National Accounts, Education Statistics and Survey Methodology to the EU and other international organizations' standards and guidelines
- To enable the ICBS to better coordinate the National Statistical System (NSS) and prepare strategic plan for official statistics, including dissemination and communication strategy
- To redesign the ICBS website to meet users' needs

2C – IMPLEMENTATION PROCESS

Developments outside the project

During the implementation period, Professor Reuben Grunau took position as the new chairman of the Public Council on Statistics. The Council's support, and therefore also Professor Grunau's strong support to the Twinning project's work on establishing the National Statistical System is invaluable and necessary for the functioning of the National Statistical System and for the general acceptance of ICBS as the coordinator of the system among Israeli producers and suppliers of statistics.

All assumptions of the project were fulfilled. However, it could be mentioned that the project's input to the work related to the implementation of the new website was less than expected. This was due to ICBS budget restrictions related to the tender procedure which had to be implemented

in the last months of 2013, which gave the Twining project too little time to have a decisive influence on the IT specification needed for the tender procedure.

Project developments

On a general note, the Twining project provided the ICBS with an opportunity to let external consultants give their views on organizational as well as specific statistical issues. In many cases the conclusions were positive in the sense that the methods applied by ICBS and the professional skills and knowledge are completely comparable to what is experienced in statistical bureaus in leading EU countries. In other cases, the willingness of ICBS and its management to look at things in a new perspective led to the first steps towards significant changes in important policy areas, such as dissemination, data collection, metadata and quality, as well as certain organizational aspects.

The most important developments inside the project were:

- *The development of the first ever strategic plan for ICBS:* The strategic plan for ICBS is based on the European Statistics Code of Practice which, in a slightly amended version to ENP-South countries, was adopted by ICBS during the implementation period. The strategic plan outlines the focus development areas for ICBS for the coming strategy period (five years), explaining the direction ICBS wants to take with respect to important areas such as:
- *The establishment of the National Statistical System:* Internationally, it has only recently been officially recognized that there is a need to coordinate a country's statistics in order to ensure the coherence and consistency of the different statistics, involving several statistics producers. Within the Twining framework, a seminar involving most producers of statistics was organized, and the concept of official statistics was discussed. As an outcome, the National Statistical System of Israel under the Public Council on Statistics was agreed upon to be coordinated by the ICBS.
- *The development of memorandum of understanding with key partners within the National Statistical System:* The co-operation with key partners was formalized through a generic MoU to serve for bilateral agreements with the National Insurance Institute, the Ministry of Finance and the Ministry of Interior.
- *The enlarged focus on statistical metadata and quality management:* An internal ICBS committee and accompanying implementation team was established to oversee and guide the metadata and quality work during the coming years. In the shorter run, focus will be on standardized quality declarations for each of the statistical topics and sub-topics. Two seminars involving key users of statistics were conducted in order to obtain knowledge of their expectations to the documentation needs, and such seminars (*focus groups*) were agreed to be repeated at intervals.
- *The improvement and further development of many important parts of the National Accounts, according to EU and other international guidelines and recommendations:* Plans were outlined as how to improve the quality and/or the coverage of various statistics, such as Government Accounts, Financial Accounts and Balance of Payments. Satellite Accounts (to the National Accounts) on Welfare Accounts and on Environmental Accounts were designed, and, for the former, implemented in its first version (to be published in 2015). Important improvements to the Government Accounts and the Financial Accounts are also ready to be published during 2015.
- *The improved co-operation, on a daily basis, between the Bank of Israel and ICBS:* The sub-component on Balance of Payments statistics was a joint effort between the Bank of Israel and ICBS. In the implementation project, the coordination and data exchange with respect to the quarterly publishing of the BoP and IIP statistics were optimized. During the implementation project, the RTA and representatives from ICBS took part in monthly progress meetings in the

Bank of Israel, discussing various quality improving initiatives, and it is planned that this level of contact will be maintained and further developed.

- *Planning of new statistics on Education as well as Culture and Sports:* Several new statistics were designed and planned for near-future publishing, and further development of existing statistics on Education was undertaken, in both cases in close cooperation with external stakeholders.
- *Introductory work on a data provider policy:* The importance of formalizing the relation with enterprises in the form of an official data provider policy, outlining in an explicit form the ways in which ICBS interact with their data providers. A data provider policy has as an underlying goal increased quality in the data provided and will, when completed, have an increased focus on electronic reporting from enterprises as well as households. In addition, a methodology of measuring enterprises' response burden was developed during the project.
- *New interviewer instructions and general improvement of organization of the data collection through field or telephone interviews:* Generic instructions (manuals) were developed with a few surveys already using the new instructions, consisting of a general manual common for all surveys supported with a survey specific manual. The organization of the interviewers and their interaction with the supervisors was optimized, and the training courses of new interviewers were redesigned.
- *Development of a dissemination strategy/policy:* A separate dissemination strategy/policy based on the EU Statistics Code of Practice was developed. The strategy has an increased focus on centralized electronic dissemination of ICBS statistics and joint portal for the NSS's statistics. ICBS has accepted the so-called data cubes for all future dissemination of statistics. The aforementioned *focus groups* is seen as an integrated element of the maintenance of the dissemination policy.

There were no significant internal problems. However, the real size and the scope of the project were realized at a rather early stage. In some components of the project the time available to obtain results in the necessary quality was scarce. In order to ensure the satisfactory quality of the mandatory results, the implementation period was extended with two months already in the 8th implementation month through an Amendment to the contract.

Project visibility

The Opening Ceremony (kick-off) and Closing Ceremony were both used as an opportunity to invite representatives from different ministries and other stakeholders. In both cases, Press Releases were produced and disseminated.

During the implementation period, five newsletters were produced and disseminated among project participants as well as among project stakeholders. A six minute long video on the project and on the importance of statistics as such was released by the end of the implementation period. The video was produced partly from material filmed during two major events, and partly with the use of interviews with key persons related to the project.

The project operated a Facebook webpage which was mainly used to post pictures and factual information about project missions and seminars.

All reports, including all annexes, were posted on Statistics Denmark's website and on ICBS website, and therefore accessible to the public at large.

During all the project's events, i.e. meetings with other agencies and ministries etc., the official brochure along with the pen and notepad designed for the project, was distributed, and the project roll-ups were used at any occasion.

It is difficult to measure the impact of the visibility efforts. However, the visibility material helped raise awareness among participants and stakeholders of the EU involvement, and thus also had a positive impact on the project results. Learning from the successful partnership with the Bank of Israel, Israel National Insurance Institute asked ICBS to join forces in a second twinning project. In a few cases, the website with the project material created some interest from experts on various statistical topics around the world, who, in the search for relevant material, had found relevant information.

2D – ACHIEVEMENT OF MANDATORY RESULTS

In total, 25 mandatory results (MR1-MR25) were defined, of which 23 were fully achieved while 2 were partly achieved.

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MR1 Definition of the structure of improved government finance accounts cross-classified by subsectors and COFOG functions

Benchmark General government accounts improved by 6th project quarter

MR1 was achieved. CBS currently produces the General Government expenditure cross-classified by the first level of COFOG and SNA codes as well as by GFS codes. As a result of the recommendations provided during the Twining project, CBS initiated compilation of the government finance accounts at the second and more detailed level of COFOG. The second level classification is based on Eurostat's "Manual on sources and methods for the compilation of COFOG statistics" which provides comprehensive explanations, case studies regarding the assigning the appropriate function as well as recommendations regarding the classification of specific items such as imputed social contributions, interest and consumption of fixed capital.

The choice to compile the General Government expenditure using the second level of COFOG was taken during the A.1 activity (September 2013). CBS presented the first results of the second level classification during the A.3 activity (June 2014).

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MR2 Presentation of EU experience on inter-institutional arrangements between National Statistics Offices and Ministries of Finances with regard to cooperation and data exchange

Benchmark ICBS and Ministry of Finance aware of options for inter-institutional arrangements and EU best practices by 6th project quarter

MR2 was achieved. During the A.3 activity, the MS Experts presented the setup in Denmark regarding the co-operation between the Ministry of Finance and Statistics Denmark. Representatives from the Israeli Ministry of Finance were present during the discussions, and it was agreed to draft a document which states the responsibilities and requirements between the MoF and the ICBS.

This document has been drafted, and in future it will be an annex to a formal Memorandum of Understanding agreement between ICBS and the Ministry of Finance. This work is formally organized under the responsibility of the Twining project's component C as an integral part of the National Statistical System.

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MR3 Preparation of detailed work plan for the development of financial accounts by SNA

Benchmark Detailed plan for the development of financial accounts by SNA prepared

MR3 was achieved. The following outcome was achieved as a result of the project:

- The financial accounts have been improved by using new calculation methods and improved uses of already available data; annual financial accounts for 2011-2013 (consolidated and unconsolidated) are currently being prepared and will be sent to the OECD during March

2015. For the next years, the CBS will publish the financial accounts a year after the reference year consistent with SNA 2008.

- The cooperation with BoI has been improved; the CBS is waiting for an answer regarding the collection of detailed data of the securities in custody from the commercial banking system by the BoI supervisor of the banks.
- A detailed work plan has been drafted regarding the actual implementation of the different initiatives in the coming years when BoI starts collecting detailed data from the commercial banks on securities in custody.

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MR4 Detailed working plan for the development of financial accounts in the BoP

Benchmark Work plan for development of FDI in financial accounts, IIP and Primary Income Accounts, prepared by 6th project quarter

MR4 was achieved. Starting from 2015, BoI will concentrate their efforts on a new data provider policy, focusing on more timely responses and directed towards around 300 enterprises which constitute around (estimated) 90-95 percent of the balances. ICBS will continue the planning towards a supplementary survey for the small and medium-size enterprises: a pilot will be planned in 2015 and conducted in 2016. Depending on the results of the pilot, the supplementary survey will be initiated in 2017.

During the Twinning project, both institutions have carried out a number of analyses. ICBS has developed a methodology to cover for the missing item in the IIP statistics regarding *inward FDI* in real estate. A few known improvements still are needed, but first and foremost a methodology for the *outward FDI* in real estate needs to be developed, analyzing the options that have been identified during the Twinning project.

BoI has improved the quality of a number of sub-systems to the BoP system, among these the tradable securities system and the financial institutions reporting system. Other improvements are scheduled to be implemented in 2015-2020. Furthermore, within the project period the questionnaires on FDI have been modified to the extent it was feasible given the existing IT solutions, and some other methodological changes pointed out during the MS Expert missions, e.g. regarding the ultimate investor and distribution of countries and economic activities, have been implemented. A profound change in the reporting structure and supporting IT-solution is foreseen, but not within the next 5 year planning period.

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MR5 Definition of indicators on the provision of welfare services

Benchmark Indicators on provision of welfare services prepared by 6th project quarter
and

MR6 Definition of the structure of a satellite account on welfare, presenting expenditure and financing of welfare by sector

Benchmark Structure of satellite accounts on welfare (ESSPROS) defined by 6th project quarter

MR5 and MR6 were achieved. A structure for the welfare accounts was defined during the Twinning project, and specific indicators were decided upon. However, as recommended by the MS Experts, a steering committee on the topic of Welfare Accounts has been formed to monitor and guide the progress, and the formal adoption of the structure of the welfare accounts and the indicators will take place in this forum. The structure of the Welfare Accounts, to be suggested to the Steering Committee, will be based on the OECD's SOCX classification, however:

- In contrast to SOCX, the Welfare Accounts will also include the financing and performing of the welfare services (per definition total expenditure must equal total financing).
- The scope of the Welfare Accounts is broader, primarily because of inclusion of the financing of the private sector (the “social domain” of SOCX vs. the “welfare concept” of the Welfare Accounts).
- In the longer run, the Welfare Accounts, besides the financial information to be published in 2015, will also include information on personnel (staff) and clients (beneficiaries).

The steering committee, established for the Welfare Accounts, will also formally decide on these indicators to be produced: Expenditure on welfare as share of GDP; Expenditure on welfare as share of total public consumption; Expenditure on welfare per capita; and Households’ share of total financing.

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MR7 Definition of the structure of waste and air environmental accounts

Benchmark Structure of waste and air environmental accounts defined by 6th project quarter

MR7 was achieved. The plan is to construct the air and waste accounts in the coming 2-4 years, depending on data and resources availability. The accounts will be developed in the most detailed disaggregation level possible. The accounts will follow the SEEA framework.

The air accounts will cover air emissions and greenhouse gases from fuel combustion only. The breakdown into economic activities will follow the ISIC4 classification, and the plan is to further expand sectors B, C, and D of the ISIC4 classification to the two-digit aggregation level, based on CBS surveys data. For the rest of the economy the level of detail will rely on the national accounts input-output data.

The waste accounts will cover non-hazardous and hazardous waste streams. The non- hazardous waste streams will be divided into the following categories, whenever available: mixed waste and dry waste. With regard to the methods of treatment the relevant categories are: land filling and recycling. In the first phase the following selected sectors, cf. ISIC4, will be covered: A Agriculture, forestry and fishing; B Mining and quarrying; C Manufacturing; D Electricity, gas, steam and air conditioning supply; and the Households and Commercial sector. In future the coverage will be expanded depending on data availability and resources.

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MR8 Detailed plan established for better estimates of early school dropouts

Benchmark Plan for improved estimates of early school dropout prepared by 6th project quarter

MR8 was achieved. After two rounds of consultations with the Ministry of Education, the list of drop-out indicators to establish a complete picture of possible indicators and their definitions has been narrowed from an initial list of 12 to **five final indicators to be developed:**

1. Annual dropout
2. Cohort dropout rates
3. Educational attainment of 25-year olds
4. Dropout prediction model
5. Measure of disengagement ("hidden dropout")

Each of these indicators is currently at a different stage of development.

A development plan for each proposed indicator details: its description, the required actions to be undertaken, expected challenges, timetables and periodicity of update, as well as necessary resources. Provided that the expected resources are made available, the general plan can be summarized as follows, for each expected indicator:

1. **Annual drop-out** is based on statistics already being published by ICBS. The development work required is to include the participants at the Ministry of Education's "Hilla" project in the calculations, so as to consider them as enrolled students. Provided that the Ministry of Education sends to ICBS updated Hilla files by January 2015, the newly calculated indicator is expected to be published on the website as a revised pre-defined table on **September 2015**.
2. **Cohort dropout rates** are based on statistics being already reported to OECD by ICBS. Provided that the Hilla file is supplied on time, the indicator (tables for OECD) is expected to be ready by **June 2016**.
3. **Educational attainment of 25-year olds** can be calculated using three different possible methodologies. Initially it is possible to publish the indicator age span of 25-34 year-olds, which is available for OECD reporting. Such an indicator can be provided to the Ministry of Education as early as **February 2015**. If afterwards there is further demand for an indicator on the specific age of 25, data based on the Labour Force Survey should be made available for this purpose, and this can be done by **May 2015**. If there is future demand for a different methodology (the cohort method), resources should be made available and it could probably be done during **2016**.
4. **Dropout prediction model** – It requires, in addition to a rich list of data sources available to ICBS, at least three additional data sources, two of them from the Ministry of Education (MANBAS and some fields from the Truant Officer's files) and one from RAMA (School climate). Since it depends of external factors, the eventual timetables may vary. Upon receiving the necessary data files, it would require about **18 months** to calculate and to publish the results of the proposed indicator.
5. **Measure of disengagement** ("hidden dropout") – This indicator relies partly on the previous one, as the variables found in the **prediction model** to best predict eventual dropout are planned to be described in further detail, including the correlations between them. Final profiles of disengaged students by different characteristics are expected to be made available about **18 months** after indicator 4 is published.

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MR9 Definition of new indicators of higher education statistics

Benchmark Proposal for methods, definitions and sources for higher education indicators prepared by 6th project quarter

MR9 was achieved. During the Twining project, a number of possible statistical indicators on the topic of higher education were discussed. As a result of these discussions, three distinct indicators on the drop-out from higher education are being developed. The three indicators represent different aspects of the dropout phenomena, and together they form a complete picture for the policy analysts on the topic:

1. Discontinuation following a full year after 1st enrolment in higher education
2. Non-completion of study program in relation to the "standard degree time"
3. Course of studies trajectory matrix - "matrix of discontinuation"

The work on development of these three indicators continues in 2015, and the indicators on drop-out from higher education are planned to be published in 2016.

Three other statistical indicators on higher education were developed within the project period, of which the statistics on *new entrants* was already published by ICBS in September 2014. The two

last indicators on higher education that are planned for publishing in 2015 are grade statistics and statistics on prior education achievements.

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MR10 Plan for development of adult education statistics and its integration into the Register of Educational Attainment

Benchmark Work plan for the development of adult education statistics prepared by 6th project quarter, including scope, data sources and principles for presenting adult educational attainment within the Register

MR10 was achieved. The Twining project's activity B.5 brought together stakeholders from different areas as potential partners for the development of statistics of adult education. Especially it was a catalyst for beginning fruitful co-operation with the Ministry of Economy as well as the Ministry of Education's Department of Adult Education. Following the recommendations, it has been decided to prioritize the building of an adult education register based on micro data in a way so that data on adult education can easily be integrated with the general micro data education register ISOPED of ICBS at some point.

The recommendation to publish data from surveys and administrative micro data separately is being implemented. Existing tables with such a mix of data sources have been identified, and the data presentation on the website will make sure that a clear distinction is made, using separate columns.

ICBS has begun to investigate the possible uses of two European adult education surveys (AES and CVTS) for collecting data on adult education. Within a year it could be possible to put forward recommendations as for the need to run such surveys in Israel, or to adapt existing local surveys so as to make their results internationally comparable.

At the end of the Twining project, a detailed draft work plan (in Hebrew) is being circulated among the stakeholders, with emphasis on the project recommendations, cf. above.

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MR11 Strategy for the development of indicators on personnel and positions engaged in R&D

Benchmark Leading principles and detailed plan for the development of indicators on personnel and positions engaged in R&D prepared by 6th project quarter

MR11 was achieved. A pilot was undertaken in the ICBS with the aim of estimating personnel engaging in R&D activities within the Israeli higher education sector (HE). As such it is a preliminary attempt to exercise the ideas gathered by the ICBS staff during the Twining workshops together with past experience gained in the Education Statistics department. More specifically, the aim was to estimate the number of persons in both headcount and person year position terms, who assist or perform R&D in HE, while adhering to internationally accepted standards mandated in the OECD Frascati Manual (FM). The final product consists of estimates for R&D personnel by the following analysis classifications including:

1. Unit of measurement (headcount, FTE)
2. R&D occupation (researcher, technician, other support staff)
3. Sex (male, female)
4. Field of science (Humanities, Social Science, Natural Science, Engineering, Agriculture, Medical Sciences)
5. Type of research (basic, applied, experimental development)

6. Educational qualification level (PhD., other tertiary, post-secondary, secondary)

Notwithstanding, the OECD publication minimum requirements actually collapse the above variables into a smaller group of 4 nested levels of analysis. These are summarized in the following statistical tables:

1. Measurement Unit * Sex * R&D Occupation
2. Measurement Unit * Sex * Educational Qualification
3. Measurement Unit * Sex * Education – for R&D researchers only
4. Measurement Unit * Sex * Faculty of Science – for R&D researchers only

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MR12 Plan identifying indicators on culture and sports

Benchmark Culture and sports indicators identified by 6th project quarter

MR12 was achieved. A draft plan for the development of the Israeli culture statistics, including a preliminary time horizon, is ready by December 2014 and made available for stakeholders' comments. The plan includes description of possible new indicators with a short description of methodologies and list of possible data suppliers whenever micro-level data is ready. For the period 2015-2016 the plan suggests:

- Development of methodologies and publish new data on the following topics:
 - Sport: Violence in competition sports (5 specific ball games already identified)
 - Books and Press: Add translated titles to the existing book statistics (based on data from the National Library)
 - Music: Different breakdowns of the composers, their income (including supplementary income arising from work not related to music), geography, Hebrew vs non-Hebrew etc., based on ACCUM data
 - Cinema: data on festival from PILAT published
- A possible list, to be prioritized, of long-term development projects based on data availability studies and users' demand for the statistics in question, for example:
 - Library statistics (re-continuation of 2010 data deliverances to ICBS)
 - Broad-casting/media statistics
 - Cross-cutting split of subsidized vs. non-subsidized culture activities, depending on the data availability at the local authorities, artist organisations etc.
- Development of culture-related questions for the planned ICBS time use survey in 2017.

The co-operation with stakeholders (users as well as data suppliers) in order to further develop the area of culture and sports statistics will be continued.

* * *

MR13 Establishment of a long-term strategic plan for Israeli official statistics

Benchmark Long term strategic plan drafted by 6th project quarter

MR13 was achieved. ICBS has decided to adopt the Eurostat's CoP with the adjustments made to the region. ICBS is willing to adopt common internal policies and tools derived from the EU Code of Practice and QAF, seminars and workshops are planned to ensure knowledge and acceptance.

The first ICBS strategy (2015-2020) is organized around seven prioritized CoP principles, and this method will be adopted for upcoming strategies as well. The topics and strategic objectives were

defined by the top management, and the 7 principles of the CoP that are given priority for the first strategy period are:

1. Users oriented statistics production, while answering changing needs;
2. Commitment to quality;
3. Micro-data confidentiality;
4. Development of statistical information;
5. Cooperation and coordination in the NSS;
6. Ensuring on-going cooperation of data suppliers;
7. Managerial, operational and economic efficiency.

For each CoP principle a number of objectives have been set. In total, 28 strategic objectives have been defined this way.

The Government Statistician has initiated a new project of collection of information from the NSS partners, on statistical activities planned by them. The accumulated information will allow for an efficient and effective strategic planning on the NSS level.

The new PCS prioritizes infrastructure discussions related to strategic planning, one of which is the reviewing of the adherence to international standards and planning for bridging the gaps.

Users were approached and proved to be a resourceful and contributing source of the understanding of future needs. A systematic plan regarding the users and users' satisfaction is addressed in the dissemination strategy, cf. MR22.

* * *

MR14 Establishment of a system and procedures for long- and short term planning

Benchmark Planning procedures established by 6th project quarter

MR14 was achieved. Independently of the Twining project, the ICBS 2015 annual work-plan has been formulated and discussed in the management forum during the last quarter of the project. The final strategic plan will be used in practice for the first time by ascribing the 2015 work-plan to the strategic goals of the strategic plan. This process will be used as a pilot, allowing for a systematic follow-up on the 2015 annual plan, and help in the evaluation of the relations between the short and the long term plan, including organization and follow-up procedures needed.

The planning system takes into account the following components:

- The core components and processes of a long term planning
- Deriving short-term plan from the strategic plan (prioritization)
- Follow-up procedures
- Monitoring relevance and updating of the strategy
- Addressing contingencies

* * *

MR15 Enhancement of ICBS engagement in the NSS

Benchmark Mapping of partners in the NSS by 6th project quarter, including the partners' possible contribution to the statistical system and a coordination mechanism

MR15 was achieved. Definition and content of *official statistics and core statistics* is being worked on in ICBS for future budgeting and division of labor within the NSS. Partners in the NSS were identified and participated in Twining activities, their statistical products partially identified. The partners expressed a clear need for ICBS to support and guide them with internationally accepted methodologies and standards.

The future plan will include the use of European tools and mechanisms of self-assessment quality questionnaires for coordination of the NSS and improvement of official statistics.

Work on MoU with the NII has started, and talk on MoUs with several Ministries has begun. The professional annexes of the already existing MoU with the Bank of Israel will be updated subsequently to reflect the progress achieved.

The issue of coordination of the NSS has been addressed by the State Comptroller and by the State Control Committee of the Knesset. Both bodies point at the need for coordination of the NSS and at PCS and ICBS's responsibilities to implement it.

ICBS is striving to implement its formal roles as the NSS leader and coordinator. A PCS subcommittee is proposed for the enhancement of the NSS and for strengthening ICBS's status in it. ICBS is planning a modification of the Statistical Ordinance regarding coordination, which will clarify the mandate for coordinating the whole system of official statistics, i.e. the NSS.

* * *

MR16 Establishment of quality control methods and tools for monitoring field interviewers

Benchmark Report on plans for organization of interviews prepared by 6th project quarter

MR16 was achieved. The Twining project increased the awareness of the use of measurable quality indices. Alongside quantitative measurements on the progress of a survey and measurement of the interviewer's effectiveness which were already used by ICBS, measurements were introduced for the quality of the interviewer's work. In addition, a contract system was developed to align expectations between the interviewer and his manager in terms of work procedures, shifts, behavior and how to represent the ICBS.

The contract system was introduced as a pilot in a core survey of the ICBS, the Social Survey. Parameters were defined to measure the work of the interviewers according to quantitative and qualitative aspects, and meetings were held with the interviewers as the agreement was made. Following the success in the Social Survey, a similar agreement has introduced improvements in the Longitudinal Survey quality management.

Having the feedback from the two pilots, the work plan is to implement similar contract systems with specific parameters relevant for each survey, for all field surveys. The plan is to make an on-going annual evaluation with the interviewers.

* * *

MR17 Establishment of quality control methods and tools for monitoring telephone interviewers

Benchmark Report on plans for organization of interviews prepared by 6th project quarter

MR17 was achieved. A new report system, in the form of an accompaniment form, was developed in which each parameter is defined with a weight and a grade. The accompanier using the form gives a grade for each parameter. A threshold score is defined, triggering a course of action to be performed. In addition, three measurable qualitative variables were selected and goals for improvement were defined for the Business Tendency Survey.

The new reporting system was examined after a number of uses, and it was decided to also adopt it for the monthly Labour Force Survey. An accompaniment form with performance scores will be adopted gradually in additional surveys.

The testing in the Business Tendency Survey showed success in some of the quality indices that were examined while other indices were less fruitful. The ICBS is examining other variables to be defined as targets for improvement, and the methodology defined for the quality indicators which were defined in the first round of the testing is continuously monitored in order to identify improvements.

* * *

MR18 Establishment of a manual of guidelines for interviews

Benchmark Manual for interviewers drafted by 6th project quarter

MR18 was achieved. A system of generic guidelines was developed based on the recommendations provided during the Twining project. The idea is that a common structure among surveys will introduce more flexibility in assigning interviewers to different surveys, and ultimately also result in higher quality of the survey results.

A recommendation of symmetric, generic and specific, guidelines has been adopted. Generic manuals were written for both, Family Surveys and for Business Surveys. As a supplement to the generic guidelines, specific manuals will be written following the structure of the generic manual. The generic manual was already used in the training of new field interviewers, and the training led to updates of the manuals. The specific manual will be used in the training of field interviewers in 2015.

These manuals will also form the basis for the future development of remote training (E-learning).

* * *

MR19 Detailed design of at least one web questionnaire

Benchmark One designed web questionnaire based on MS input prepared by 6th project quarter

MR19 was partly achieved. An online questionnaire was designed in a temporary Power Point format, but using the specific rationale and techniques that were learned from the MS experts during the Twining Project. For the pilot, the Hotel Survey was chosen, but it was realized that from the point of view of the hotels, filling out this survey online did not improve the work processes sufficiently. For the Hotel Survey, a system-to-system solution is currently being examined instead.

Development of another online questionnaire for the business statistics has not yet begun, but the general logic and design techniques discussed during the Twinning project will be applied.

* * *

MR20 Guidelines on cognitive aspects of questionnaire design

Benchmark Guidelines drafted by 6th project quarter

MR20 was partly achieved. The work of the guidelines on cognitive aspects is in progress, but not finished nor approved by the end of 2014. The guidelines are based on similar guidelines developed and applied by Statistics Netherlands. It was decided to write two core chapters and complete relevant examples for questionnaires in Israel. A project leader was chosen by ICBS to be responsible for completing a full version to be circulated among internal stakeholders at the end of 2014. Afterwards, there will be updates and corrections in accordance with the comments received.

* * *

MR21 Guidelines on how to measure and reduce response burden on enterprises

Benchmark Guidelines drafted by 6th project quarter

MR21 was achieved. As a result of the Twinning project an update of ICBS's response burden system was carried out, based on the 2013 samples. An economic calculation was performed for the first time based on the standard cost model.

Regarding reductions of response burden, the focus being put on the parameters of the standard cost model (the sample size, the frequency of the survey, the number of questions) gives immediate input to how to identify reductions in the overall response burden. Moreover, specific treatment of the single most important enterprises, in particular the very big enterprises participating in several surveys, will contribute to reductions in these enterprises' perceived response burden. This so-called *very-important-companies* strategy will introduce better service to the enterprises in question, and should also result in higher data quality.

* * *

MR22 Drafting of an ICBS dissemination and communication strategy document

Benchmark Evaluation report drafted by 3rd project quarter
Strategy drafted by 6th project quarter

MR22 was achieved. A dissemination strategy was drafted after three quarters for internal discussion in ICBS. The work with the dissemination strategy continued as an integral part of the overall strategic plan cf. MR13, while a separate dissemination policy describing sought for practices has been developed in parallel.

The necessity for ICBS to have systematic metadata and a statistical metadata system was identified midway in the implementation phase, and two MS expert missions on metadata were organized in addition to what was originally foreseen in the Twinning contract. Following the recommendations from these missions designated ICBS teams were nominated and a pilot study launched. The pilot uses Eurostat's SIMS standard aligned with the quality dimensions of the CoP as a basis for quality declarations and documentation of the statistical products.

* * *

MR23 Establishment of mechanisms for continuous monitoring of user satisfaction with the website

Benchmark Methodology of measuring and monitoring users' satisfaction in the new website, drafted by 6th project quarter

MR23 was achieved. A work-plan for monitoring users' satisfaction was drafted. It is based on the use of combination of methods at different time intervals in order to generate feedback from different types of users, who are using different statistics and in different modes and different level of sophistication:

- Log files and web analytics - monthly reports
- Hot line (telephone and e-mail inquiries) followed up by semi-annual reports
- The existing questionnaire to measure the satisfaction will be used, but in an updated and shortened version
- User satisfaction and usability/usage will be systematically monitored, and done at times of change. The satisfaction with the old website will be measured in the period January-March 2015, and – following the launching of the new website – the measuring of the user satisfaction will be repeated in the period October-December 2015. This will establish a benchmark for internet dissemination and help compare the new site to the old site
- Focus groups (referring to each user group at a time) - every two years, and according to emerging interest

Most of these tools are already used in ICBS but not systematically. The new website of ICBS is seen as an opportunity to combine the State of the Art tools with a methodological monitoring.

* * *

MR24 Establishment of a plan for redesigning of the website, including an improved search function

Benchmark Plan drafted by 6th project quarter

MR24 was achieved. The plan for redesigning the website was drafted in the second and third implementation quarter, and the outsourced implementation of the website including an improved search function began early 2014, following a tender procedure. As a consequence, it was decided as early as at the 5th meeting of the Steering Committee to consider MR24 as fulfilled.

The implementation of the Twinning project was delayed with approximately six months as a result of a delay in the approval of the Twinning Fiche. Because the tender procedure, as per Government decision, had to take place in 2013, the Twinning project did not contribute as much as expected to the finalization of the planning documents.

The Twinning project's most important contributions to the planning of the ICBS website were

- the initiation of the discussion of the structure of the statistical topics, i.e. the organization of the topics not only the website but all dissemination channels;
- the initiation and beginning of preparation of Quality Declarations for each statistical topic, as part of the initiated metadata project
- general experiences and applied principles in Statistics Denmark's recent update of the website;
- the linkage between the website and the dissemination data warehouse, cf. MR25.

By the end of 2014 it is foreseen that the new website of ICBS will be launched in May 2015.

* * *

MR25 Establishment of rules for updating of the website, including linkage of the data warehouse to the website

Benchmark Rules and linkages to data warehouse established by 6th project quarter

MR25 was achieved. The future dissemination data warehouse will be the single source for all the dissemination channels of ICBS. This is in reality the only way to ensure that all versions of the data are updated in synchronicity, including the static thematic pages on the statistical products.

Equally important, and an integrated part of the data warehouse, will be the switch from one-dimensional time-series to multi-dimensional data cubes. This will improve the ability of users to design their own tables, comparing with the current practice of table generators based on Public Use Files.

The process of creating cubes has been outlined in detail during activities E6.1 and E.5, and a two year process before the opening of the data warehouse to the public is foreseen. The project phase will involve the subject matter units, the IT department, Methodological Unit, and the Dissemination unit. It is stressed that the project of creating cubes is not an IT project, but rather a project of changing the business processes in ICBS, this way making more data and more detailed data easily available to the users of statistics.

2E – IMPACT

(a) The results' contribution to the achievement of the overall objective and purposes of the project, cf. the benchmarks of the contract's work plan

The overall objective of the Twinning project was to improve the quality and international comparability of Israeli official statistics in key domains. This objective should be measured against four specific benchmarks. As part of the evaluation of the project's success, the remarks below indicate how the results have contributed to each of the four benchmarks:

Benchmark O.1: Improved capacity of the ICBS to comply with EU and international statistical standards in national accounts and education statistics by 6th project quarter.

During the activities within the components on national accounts and education statistics no severe problems has been observed regarding the existing statistics' compliance with the international standards, and the provided recommendations have only in a few, exceptional cases had to do with necessary changes in the data collection or the applied methodologies.

It is characteristic for the work within these two components that the focus primarily has been on developing new statistics. In some cases, international standards exist for the statistical area in question, while in other areas no official standards can be referred to, but rather the practice in specific countries has been used as inspiration for the discussions during the project's activities and the development of the statistics.

Examples of new statistics where international standards exist are air emission accounts (but not waste accounts) within the environmental accounts, government accounts and financial accounts of the component A on national accounts. As for welfare accounts, only suggestions regarding how to define the welfare concept are provided in the SNA for countries wanting to develop such a satellite system and ICBS has – taking the OECD's SOCX classification as a starting point – actually done some real pioneering work. As an outcome of the Twinning project, Israel may be the first country in the World to introduce welfare accounts as a satellite to the national accounts.

The situation is quite similar within the education statistics component. The work carried out during the Twinning project, or planned to be carried out as a consequence of the Twinning project, is in many cases beyond the existing reporting requirements to the international organizations, and the manuals merely specify quite general recommendations.

If anything, the Twinning project has proved that the staff of ICBS works at a high professional level. The partnering and open-minded discussions with their immediate professional colleagues from the MS, sharing their experiences, as well as meeting with relevant Israeli stakeholders, has provided valuable input to the (planning) processes. The psychological effect of the Twinning project is noticeable – generally, the skills were already in place, and the project helped catalyze the processes towards the new or improved statistics.

Benchmark O.2: Improved data collection methods by 6th project quarter

Compared to some of the most advanced and efficient statistical bureaus in the world, ICBS still can improve its data collection systems. Most significantly, the use of the internet as an integrated part of the collection of data from households and enterprises has not taken off at a larger scale in ICBS.

The current situation regarding the data collection is very much one of data being collected through interviews, either by phone or in the field by interviewers visiting households, or by paper questionnaires being sent to and filled in by the enterprises.

The Twinning project has contributed to improved data collection methods through the introduction of meaningful indicators of the quality and quantity of the interviewers' work. Also the stepwise introduction of manuals of interview guidelines, based on the principles of generic and specific manuals, will give improvements both regarding the quality of the collected data and the efficient use of the interviewer resources.

Regarding the questionnaires, the work has only started on the cognitive aspects. The cognitive aspect is especially relevant when designing internet questionnaires. This is a field where ICBS is only starting to develop the necessary infrastructure etc. Experience from many statistical bureaus, including Statistics Denmark and Statistics Netherlands who have guided the development of the data collection methods during the Twinning project, clearly indicates that a large share of the data collection from households can be obtained cheaply and in good quality by the internet – if the questionnaires are properly designed. Likewise, when moving reporting processes of the enterprises from paper to electronic questionnaires, more efficient use of resources will be made possible through properly designed questionnaires and built-in quality checks (logical checks, consistency checks) – and should also lead to improvements in the quality of the reported data.

The Twinning project has catalyzed the process of ICBS moving towards more electronic data collection. The guidelines on cognitive aspects of questionnaire design, and the specific example on a business statistics questionnaire, both serve as good starting points for the further development. Still, many decisions need to be taken for the process to really take off – among them the issues of how to introduce the necessary portals and the level of data security which is expected by the data suppliers.

The introduction of the generally accepted standard cost model in itself casts light on the response burden put on the Israeli enterprises. The model was developed at impressive speed by ICBS, and it should serve as a good indicator of the burden and for burden reduction initiatives, especially if the results are published on, for example, a yearly basis.

Benchmark O.3: Improved strategic planning and coordination of the NSS by 6th project quarter

The Twinning project has guided the process of ICBS developing the organization's first-ever official strategy. Numerous meetings between MS experts and the management group of ICBS has gradually led to the final draft of the 2015-2020 strategy paper, and in between these meetings the strategy has been frequently discussed within the management. The Public Council on Statistics has started discussing the strategic objectives and by the end of 2015, the strategy paper is expected to be agreed on by both ICBS and the PCS.

The existence of the ICBS strategy and related planning mechanisms will enable, and force, ICBS to prioritize its resources for the further development of the organization. It will thus indicate the clear direction and goals that are to be obtained in the next strategy period, i.e. in the case of the first strategy period before 2020.

The Twinning project has helped put focus on the concept of the National Statistical System and thereby gathering the organizations that are important and relevant for the NSS. Several events have been organized of which the conference for Statistics Producers during the Twinning project's C.3 activity may be seen as the, more or less official, beginning of the Israeli NSS. The role of ICBS in the NSS is not only as the dominant producer of statistics, but also as the expert organization with the needed overview of international classifications etc., and to whom the other organizations of the NSS can therefore turn for advice. In contrast, the formal responsibility of the co-ordination of the system is left with the Government Statistician and the Public Council on Statistics, as dictated by the Statistical Ordinance.

Benchmark O.4: Improved ICBS website by 6th project quarter

As discussed as part of the evaluation of MR24, the Twinning project did not get as involved as expected in the planning of the new website of ICBS. The implementation of the website was outsourced, following a tender procedure by the end of 2013, and it is expected that the new website will be launched to the public in May 2015.

The Twinning project's contribution to the development of the website nevertheless was valuable, especially regarding the definition of the topic structure into which all statistical products of ICBS will be logically placed. Furthermore, the strict connection between the main website and the dissemination data warehouse was stressed early in the process, and the strategic decision of ICBS to move toward data cubes must also clearly be seen as an outcome of the discussions during the Twinning project. Finally, the important issue of metadata and development of quality declarations for all statistical products which was taken up during the Twinning project is closely connected to the website and the dissemination as such.

* * *

Three purposes of the project were defined with each benchmark:

- To support the Israeli Central Bureau of Statistics (ICBS) in aligning National Accounts, Educations Statistics and Survey Methodology to the EU and other international organizations standards and guidelines
- To enable the ICBS to better coordinate the National Statistical System (NSS) and prepare strategic plan for official statistics, including dissemination and communication strategy
- To redesign the ICBS website to meet users' needs

Benchmark P.1: National Accounts (General Government Accounts, Financial Accounts, ESSPROS, Environmental accounts and Balance of Payment) and Education Statistics aligned with EU and international standards by 6th project quarter

See above – benchmark O.1.

Benchmark P.2: Strategic plan for ICBS including dissemination drafted by 6th project quarter

See above – benchmarks O.3 and O.4

Benchmark P.3: Plan for redesigning ICBS website according to users' needs by 6th project quarter

See above – benchmark O.4.

(b) List any unexpected results of the project.

As one general unexpected result, it was not quite foreseen how big an impact the Twinning project would have on the organization, as such. The project challenged ICBS' management and staff, who were forced to evaluate current processes and methodologies, and the long-term effects from this are substantial.

The discussion of quality turned out to be the core of the project, and the established ICBS internal steering committee and implementation group on quality and metadata is an example of this. Connected to this and to the development of the general ICBS strategy, it was not foreseen that ICBS would adopt the EU Statistics Code of Practice, in a slightly amended version, as the official principles according to which work is being carried out.

Good contact was established between the Bank of Israel and Danmarks Nationalbank (the Central Bank of Denmark), and there is reason to believe that the long-term IT solution regarding the

Twining Contract ENPI/2013/316-864

future reporting of important BoP and IIP statistics from Israeli enterprises to the Bank of Israel will take great inspiration from the Danish model.

2F – FOLLOW-UP AND SUSTAINABILITY

- (a) *In what way will the results of the project/recommendations be utilized by the BC administration?*
- (b) *How is the BC administration going to continue with the work started under the project?*
- (c) *In case of failure to achieve the mandatory results in their entirety, what future actions should the final BC administration take in order to achieve them?*

The results of the project are generally quite tangible, and will therefore result in new statistical indicators being published or improved planning procedures and business processes.

Mandatory Result		How will the output be utilized by ICBS?	How will ICBS continue the work?	Actions to be taken to finalize the MR?
1	Government Accounts	COFOG level 2 results to be published in 2015. Recommendations will go into the general developing plans	The cooperation with Min. of Interior will be further developed through a MoU with frequent data deliverances. Discrepancies between net borrowing/net lending will be explored. The “Freiburg model” may be explored re handling of unfunded pension schemes	-
2	Co-operation with Ministry of Finance	Cooperation with Ministry improved. More data from the Min. of Fin. will be available to ICBS	Data exchange between Min. of Fin. and ICBS will be governed by common agreement, as annex to general MoU	-
3	Financial Accounts	Results to be published in 2015. Cooperation with BoI improved	Following BoI’s new data collection the methodology will be further developed according to detailed plan	-
4	Balance of Payments	The planning of BoP developments in both ICBS and BoI has been largely affected by the output. Daily cooperation routines improved. Contact to the central bank in Denmark established regarding the long-term development	Methodologies (ex: FDI in real estate, revision of questionnaires) will be further developed, and the results gradually introduced in the BoP	-
5	Welfare Accounts	Results to be published 2015. Network created and Welfare Accounts Steering Committee established	Data collection on personnel and beneficiaries (receivers of welfare services) will be considered in the longer run, and methodologies will then be developed accordingly. SOCX reporting to OECD will be analyzed further to ensure consistency with the welfare accounts	-
6				
7	Env. Accounts	The development of the air emissions accounts (expected publishing in 2016) and the waste accounts (expected publishing in 2017-18) will continue according to the outlined plans.	ICBS existing data collection will be expanded, and methodologies developed, including input-output. The cooperation with the Ministry of Environmental Protection will continue, including an on-going elaboration of the possibilities for utilizing the Ministry’s data for statistical purposes if the Ministry	-

Twining Contract ENPI/2013/316-864

			extends its data collection	
8	Early school drop-outs	Newly developed statistics on annual drop-out to be published in 2015. Improved co-operation with Ministry of Education	Development of further indicators to continue: Cohort drop-out rates, already reported to OECD, will be further developed and published in 2015, while educational attainment, drop-out prediction model as well as indicator on disengagement are to be expected in 2016.	-
9	Higher education	Newly developed statistics on new entrants already published, Sept. 2014. The methodologies related to new grade statistics and statistics on prior education achievements are developed, and expected to be published in 2015.	The co-operation with the Council for Higher Education continues. Methodology on new statistics on part time students as well as three different indicators related to higher education drop-out will continue, and these statistics may be published in 2016.	-
10	Adult education	Decisions to prioritize an adult education register based on micro data, and to stop mixing survey-data and administrative micro data when producing statistics. Improved internal co-ordination with ISOPED (micro data warehouse on education)	As a general project within Education Statistics Dept., mapping of existing national education programs will be done to constitute a basis for a general framework of qualifications.	-
11	R&D	Pilot for the higher education sector designed and implemented during the Twining project period, and the planning for the remaining sectors undertaken. Future general survey on R&D discussed, based on the example of Statistics Denmark.	The development of the methodology will continue in ICBS. Cooperation with Council on Higher Education and the Ministry of Science and Technology will be utilized to maximize the usefulness of the R&D statistics.	-
12	Culture and sport	The plan laid out during the B.6 activity will guide the next years' work, including the distinction between long term and short term goals, including preparation for the 2017 time use survey	The co-operation with external data suppliers is essential because most, by far, of the data will have to be already existing data in the public or semi-public sector. The contacts that have been established with the potential users will be used in the development of the methodologies	-
13	Strategic planning	The strategic plan that has been produced outlines the major directions of the development of the ICBS for the years 2015-2020. It is based on the European Code of Practice, and specifically 7 out of the 15 principles have been given priority.	The strategic goals of the strategy plan generally will help define the developing projects that will bring the organization forward, in a clearly focused way, and prioritize these goals.	-
14	Long and short term planning	The existing procedures and planning rules are formalized and will be used in a more systematic way, in particular in connection with the ICBS strategy.	The long- and short term planning system will in particular be used to monitor the projects initiated by the strategy, in order to use the resources in an efficient way	-
15	National Statistical System	The Twining project has been instrumental in gathering the users, producers and suppliers of statistical information. A common	The Public Council of Statistics will be the body under which the National Statistical System will work, and the ICBS will in practice	-

Twining Contract ENPI/2013/316-864

		understanding of the importance of complying with the international standards and to coordinate the statistics in Israel was obtained.	be the organization from whom the other participants in the system will expect guidance.	
16	Field interviewers	Indicators of quality and quantity re field interviews developed. Contract system with the interviewers introduced to govern the daily managing of the interviewers (aligning the expectations)	CAWI to be adopted as part of the data collection. Training programmes to be considered in the light of e-learning possibilities which may reduce the training time and the costs related hereto	-
17	Telephone interviewers	Indicators of quality of the interviews and standard reports from the IT system have been developed. More focus has been put on testing the questionnaires. The supervisor-interviewer relation has been developed to be more communicative and feedback oriented	Plan for on-going evaluation of permanent surveys will be developed. Development of more indicators of quality, cf. project recommendations.	-
18	Interview guidelines	New concept of symmetric, generic and specific, guidelines adopted. Generic manuals have been written. Specific guides in process	Specific guidelines to be developed and tested gradually.	-
19	Web questionnaires	Best practices re design of web questionnaire documented in realistic example in a preliminary Power Point format.	Strategic decision re electronic data collection will be prepared for the management. Team with the needed qualifications for a successful implementation will be put together, and the strong connection to MR 20 is realized, A <i>data provider policy</i> will be drafted.	When the strategic decision is taken and the relevant infrastructure is in place, web questionnaires developed in the right tools will gradually be put into production.
20	Cognitive aspects	The translated guidelines from Statistics Netherlands will serve as inspiration for ICBS's own guidelines. The cognitive aspect has until the Twining not been given enough attention	Strategic decision re questionnaire design will be prepared for the management. Team with the needed qualifications will be put together. Structural feedback procedures to be established in order to assess the quality of the questionnaires from different perspectives	The guidelines will be completed and circulated.
21	Response burden	Baseline measurement using the standard cost model approach for the year 2013 performed.	Strategic decision re electronic data collection will be prepared for the management. Data provider policy will be drafted. Further refinements of the standard cost model methodology. Possible inclusion of questions on questionnaires re respondents' perceived burden	-
22	Dissemination strategy	Dissemination strategy developed as part of overall ICBS strategy, cf. MR13. Dissemination policy describing the practices of ICBS drafted. Specific focus on the need for metadata has kick-started this work during, and mainly as a	Initiatives outlined in the ICBS strategy will be implemented in the next strategy period. Work on metadata and quality declarations for all statistical products of ICBS will continue	-

Twinning Contract ENPI/2013/316-864

		consequence of, the Twinning project.		
23	Web user satisfaction	Methods already in use in ICBS were evaluated and discussed, and based on these methods a systematic methodology for measuring the user satisfaction was drafted.	The methodology will be introduced and used in connection with the introduction of the new website, i.e. as snapshots taken a few months before and some months after its introduction in order to evaluate the change in users' satisfaction with the changed website. Based on this improvements will be planned, designed and implemented.	-
24	The web site	General topic structure for ICBS dissemination decided upon. Specification of new website for the outsourced implementation (limited input from Twinning project)	The web site is expected to be launched in May 2015.	-
25	Data warehouse	The strategic decision to disseminate data cubes, rather than time series, has been taken by ICBS. Work plan has been drafted	The data cubes will influence the whole organization, primarily the subject matter divisions' business processes. An implementation team will coordinate the work. A pilot is foreseen for 2015. All data expected to be in data warehouse by end-2016	-

2G – CONCLUSIONS

Make a one-paragraph evaluation of the project, its progress and impact.

The impact of the Twinning project is visible not only through the achievement of the large number of results, but also at the organizational level regarding both the business processes and co-operation with external partners. In particular, the development of a strategy for ICBS has outlined what will be the direction of the development of the organization and its policies during the coming five year period). The project catalyzed many development fields within the ICBS through the intensive consultations and recommendations that were agreed upon after each mission. The progress made during the implementation was significant, and the expected impact for the next 2-3 years, when additional planned progress is being realized, will be of great importance. As an additional output from the project, it should be noted that the MS Experts more often than not took with them great inspiration and concrete ideas from their colleagues at ICBS to be elaborated and further developed in their home administration.

2H – RECOMMENDATIONS: lessons learned

Recommendations for future actions necessary to be undertaken in the area the Twinning operates in.

One of ICBS' most crucial focus areas for the coming years should be data security and data confidentiality. This is already recognized by ICBS management, and was stressed during the project's high-level meetings with ICBS management. It is a challenge for all statistical bureaus to receive, treat and store data in a secure way in order to maintain its all-decisive credibility and trustworthiness.

Another related focus is micro-data. In recent years there has been an increased demand from the research environment to have anonymized micro-data available for analysis. Researchers are a special but very important segment of the users. Also in Israel researchers will continue to press for making the micro-data available in a flexible way. This raises several questions that have to be answered by ICBS – both regarding the practical way the services to the researchers can be met and with respect to the Law (the Statistical Ordinance).

Related to this, ICBS should strive to obtain even more micro-data from the partners in the National Statistical System in the future, not only for researchers but also to obtain a higher quality statistics and in order to reduce response burden and to reduce the costs connected to data collection.

Electronic reporting from enterprises has not really taken off in ICBS. For this to succeed, efficient reporting solutions through portals or as system-to-system solutions should be developed. This, again, points to the question of data security if enterprises should wish to report their confidential data electronically.

Twining Contract ENPI/2013/316-864

Annex1: Overview mandatory results achieved

Component	Activity		Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
A. National Accounts Government Accounts	A.1	Review of general government accounts	MR1. Definition of the structure of improved government finance accounts cross-classified by sub-sectors and COFOG functions	6 th quarter	-	<u>A.1</u> Report with recommendations for a work plan for improving General Government Accounts	Activities implemented as planned.	HS
	A.2	Study visit on general government accounts and financial accounts				<u>A.2</u> Report from ICBS participants on knowledge gained and how this can be used as inspiration for methods used in Israel	MR1 achieved	
	A.3	Cooperation with the Ministry of Finance	MR2. Presentation of EU experience on inter-institutional arrangements between National Statistics Offices and Ministries of Finances with regard to cooperation and data exchange			<u>A.3</u> Mission report with recommendation on how to improve the cooperation with the Ministry of Finance based on European experience.	Activity implemented as planned.	HS
						MR1. General government accounts improved by 6 th project quarter	MR2 achieved	
						MR2. ICBS and Ministry of Finance aware of options for inter-institutional arrangements and EU best practices by 6 th project quarter		

Twining Contract ENPI/2013/316-864

Component	Activity		Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
A. National Accounts Financial Accounts	A.4	Review on financial accounts and their data sources	MR3. Preparation of detailed work plan for the development of financial accounts by SNA	6th quarter	-	A.4 Recommendations regarding work plan for the acquisition of the data presently missing; recommendations on methods for treatment of missing data A.5 Report with recommendations and work plans regarding the implementation of new data sources and methods for their treatment and integration into the Financial Accounts MR3. General government accounts improved by 6th project quarter	Activities implemented as planned. MR3 achieved	HS
	A.5	Improvement of data sources for financial accounts						

Twining Contract ENPI/2013/316-864

Component	Activity	Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
A. National Accounts Balance of Payments	A.6	Balance of Payments: Direct investments	6th quarter	-	<p><u>A.6</u> Report with recommendations on how to obtain improvements in the realm of FDI data with a better accordance to the BPM6 and the BMD4 manuals</p> <p><u>A.7</u> Report with recommendations on how to obtain improvements in the realm of revenues from direct investments with a better accordance to the BPM6 and the BMD4 manuals</p> <p><u>A.8</u> Report from ICBS staff on knowledge gained and how this can be used as inspiration for methods used in Israel.</p> <p>MR4. ICBS and Ministry of Finance aware of options for inter-institutional arrangements and EU best practices by 6th project quarter</p>	<p>Activities implemented as planned.</p> <p>MR4 achieved</p>	HS
	A.7	Balance of Payments follow-up on activity A.6					
	A.8	Study visit on Balance of Payments: direct investments and revenues from direct investments					

Twining Contract ENPI/2013/316-864

Component	Activity	Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
A. National Accounts Welfare Accounts	A.9	MR5. Definition of indicators on the provision of welfare services	6 th quarter	-	<u>A.9</u> Mission report with recommendations for data sources, on the structure of welfare accounts and on indicators.	Activities implemented as planned.	HS
	A.10				<u>A.10</u> Report with recommendations on further work to utilize administrative sources and to adapt to international standards and definitions of concepts in welfare satellite accounts	MR5 achieved	
	A.11	MR6. Definition of the structure of a satellite account on welfare, presenting expenditure and financing of welfare by sector			<u>A.11</u> Report from ICBS participants on knowledge gained and how this can be used as inspiration for methods used in Israel	MR6 achieved	HS
					MR5. Indicators on provision of welfare services prepared by 6th project quarter		
					MR6. Structure of satellite accounts on welfare (ESSPROS) defined by 6th project quarter		

Twining Contract ENPI/2013/316-864

Component	Activity	Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
A. National Accounts Environmental Accounts	A.12	MR7. Definition of the structure of waste and air environmental accounts	6th quarter	-	<u>A.12</u> Report with recommendations on work to be done to develop accounts on waste and air; to adapt to international standards and definitions of concepts in environment accounts <u>A.13</u> Report with recommendations on work to shift from NAMEA to SEEA as well as the opportunities for the use of air and waste accounts <u>A.14</u> Report from ICBS participants on knowledge gained and how this can be used as inspiration for methods used in Israel MR7. Structure of waste and air environmental accounts defined by 6th project quarter	Activities implemented as planned. MR7 achieved	HS
	A.13						
	A.14						

Twining Contract ENPI/2013/316-864

Component	Activity		Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
B. Education Statistics Student drop-out statistics	B.1	Evaluation of student drop-out statistics	MR8. Detailed plan established for better estimates of early school dropouts	6th quarter	-	<u>B.1</u> Mission report on recommendations on how to improve student drop-out statistics and its alignment with European and international standards MR8. Plan for improved estimates of early school dropout prepared by 6th project quarter	Activity implemented as planned. MR8 achieved	HS
B. Education Statistics Higher education statistics	B.2	Higher education statistics	MR9. Definition of new indicators of higher education statistics	6th quarter	-	<u>B.2</u> Mission report on recommendations on definitions of new series of higher education statistics, and how to improve higher education drop-out statistics and its alignment MR9. Proposal for methods, definitions and sources for higher education indicators prepared by 6th project quarter	Activity implemented as planned. MR9 achieved	HS

Twining Contract ENPI/2013/316-864

Component	Activity	Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
B. Education Statistics Adult Education Statistics	B.3	Study visit on administrative sources for education statistics	6th quarter	-	<p>B.3. Participants briefed on the Danish use of administrative source for producing education statistics. ICBS report on lessons learned from study visit</p> <p>B.5. Mission report on how to include adult education in the central education register</p> <p>MR10. Work plan for the development of adult education statistics prepared by 6th project quarter, including scope, data sources and principles for presenting adult educational attainment within the Register</p>	<p>Activities implemented as planned.</p> <p>MR10 achieved</p>	HS
	B.5	Establishment of a register of adult education					
B. Education Statistics R&D statistics	B.4	Production of statistics on R&D and researchers involved in R&D	6th quarter	-	<p>B.4 Mission report on how to improve statistics on personnel and positions working in R&D.</p> <p>MR11. Leading principles and detailed plan for the development of indicators on personnel and positions engaged in R&D prepared by 6th project quarter</p>	<p>Activity implemented as planned.</p> <p>MR11 achieved</p>	HS
B. Education Statistics Culture and sports statistics	B.6	Culture and sports statistics	6th quarter	-	<p>B.6. Mission report on Recommendations on how to implement UNESCO and other international guidelines on culture and sports and how to prioritize among the many statistics on culture and sports that could be produced</p> <p>MR12. Culture and sports indicators identified by 6th project quarter</p>	<p>Activity implemented as planned.</p> <p>MR12 achieved</p>	HS

Twining Contract ENPI/2013/316-864

Component	Activity	Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
C. Strategy and National Statistical System Strategy	C.1	Mission, vision and objectives for long-term strategy	6th quarter	-	<p><u>C.1</u> Mission report on identified mission, vision and objectives for the long-term strategy; recommendations for development of quality frameworks, strategic planning and its monitoring</p> <p><u>C.2</u> Participants briefed on the Danish strategy, its development and monitoring mechanisms including work plans. ICBS report on lessons learned from study visit</p> <p><u>C.5</u> Feedback received on the draft strategy; mission report on recommendation for improving the draft long-term strategy</p> <p>MR13. Long term strategic plan drafted by 6th project quarter</p> <p>MR14. Planning procedures established by 6th project quarter</p>	<p>Activities implemented as planned.</p> <p>MR13 achieved</p> <p>MR14 achieved</p>	HS
	C.2	Study visit on strategic planning and work plans					HS
	C.5	Review and discussion on long-term strategy and its adoption					HS

Twining Contract ENPI/2013/316-864

Component	Activity		Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
C. Strategy and National Statistical System National Statistical System	C.3	Coordination and cooperation with statistics producers in the NSS	MR14. Enhancement of ICBS engagement in the NSS	6th quarter	-	<u>C.3</u> Mission report on recommendation on how ICBS should move forward with strengthening its role within the NSS and how the NSS Coordination Committee could be established; meeting held with producers of official statistics	Activities implemented as planned. MR15 achieved	HS
	C.4	Cooperation with users and data providers				<u>C.4</u> Mission report on recommendations on how to deal with users' needs and improvement of cooperation with public data providers		
	C.6	Awareness about the NSS				<u>C.6</u> Mission report with recommendations on how to raise awareness of the NSS partners regarding their important role in the system and the derived implications for quality and use of international standards MR15. Mapping of partners in the NSS by 6 th project quarter, including the partners' possible contribution to the statistical system and a coordination mechanism		

Twining Contract ENPI/2013/316-864

Component	Activity		Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
D. Survey Methodology	D.1	Management and monitoring of field interviewers	MR16. Establishment of quality control methods and tools for monitoring field interviewers	6th quarter	-	D.1 Mission report on methods for managing and monitoring field interviewers and input to a manual for interviewers	Activities implemented as planned. MR16 achieved MR17 achieved MR18 achieved	HS
	D.2	Management and monitoring of telephone interviewers (CATI)	MR17. Establishment of quality control methods and tools for monitoring telephone interviewers			D.2 Mission report on methods for managing and monitoring telephone interviewers and input to a manual for interviewers		HS
			MR18. Establishment of a manual of guidelines for interviewers			D.5 Participants briefed on Dutch methods for survey management and monitoring. ICBS report on lessons learned from study visit		HS
	D.5	Study visit on CATI and CAPI				MR16. Report on plans for organization of interviews prepared by 6 th project quarter		MR17. Report on plans for organization of interviews prepared by 6 th project quarter

Twining Contract ENPI/2013/316-864

Component	Activity	Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
D. Survey Methodology	D.3	Design of web-based survey and questionnaire (CAWI)	6th quarter	-	<u>D.3</u> Mission report on recommendations for improving response rate in web-based surveys, including how to improve web-questionnaire MR19. One designed web questionnaire based on MS input prepared by 6 th project quarter	Activities implemented as planned. MR16 partly achieved	S
	D.4	Cognitive aspects in questionnaire design			<u>D.4</u> Mission report on guidelines on cognitive aspects in questionnaire design MR20. Guidelines prepared by 6 th project quarter	MR20 partly achieved	S
	D.6	Measuring and reducing response burden			<u>D.6</u> Mission report on recommendations for measuring and reducing response burden; input to guideline on response burden it MR21. Guidelines prepared by 6 th project quarter	MR21 achieved	HS

Twining Contract ENPI/2013/316-864

Component	Activity		Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
E. Dissemination and website Dissemination	E.1	Study visit on dissemination	MR22. Drafting of an ICBS dissemination and communication strategy document	6th quarter	-	E.1 Participants briefed on Danish strategy and methodology regarding dissemination. ICBS report on lessons learned from study visit.	Activities implemented as planned. MR22 achieved MR23 achieved	HS
	E.2	Assessment of current situation of dissemination and website				E.2 Participants briefed on Danish strategy and methodology regarding dissemination. ICBS report on lessons learned from study visit.		
	E.5	Development of dissemination strategy	MR23. Establishment of mechanisms for continuous monitoring of user satisfaction with the website			E.5. Mission report on recommendations for how to develop the dissemination strategy; identification of priorities		HS
	E.4.1	Building metadata system				E.4.1. Report with recommendations on how to organize the metadata work as part of the dissemination strategy of the ICBS		
	E6.2	Metadata integration				E.6.2. Mission report with recommendations regarding the metadata and quality strategy, data formats and software solutions		
			MR22. Evaluation report drafted by 3 rd project quarter. Strategy drafted by 6 th project quarter					
			MR23. Methodology of measuring and monitoring users' satisfaction in the new website, drafted by 6 th project quarter					

Twining Contract ENPI/2013/316-864

Component	Activity		Expected MANDATORY RESULTS (components)	Deadline	Delay +/- [months]	Expected BENCHMARKS (activities)	ASSESSMENT to date	Self-assessment Rate HS (highly satisfactory) S (satisfactory) U (unsatisfactory)
E. Dissemination and website	E.3	Workshop on user satisfaction	MR24. Establishment of a plan for redesigning of the website, including an improved search function	6th quarter	-	<u>E.3</u> Mission report with recommendations on how ICBS best can measure the satisfaction of its on-line users	Activities implemented as planned.	HS
	E.4	Adapted ESTP training course				<u>E.4</u> ICBS experts trained	MR24 achieved	
	E.6.1	Integration with data warehouse	MR25. Establishment of rules for updating of the website, including linkage of the data warehouse to the website			<u>E.6.1</u> Mission report with recommendations regarding the integration between the ICBS website and the data warehouse	Activity implemented as planned.	HS
						MR25. Rules and linkages to data warehouse established by 6 th project quarter	MR25 achieved	

Twining Contract ENPI/2013/316-864

Section 3: Expenditure

Twinning Contract ENPI/2013/316-864

Twinning Contract no, IS12ENPAPFI08
Support to the ENP Action Plan 2009 (Israel) - ENPI/2009/021-537

Actions to be undertaken under the Twinning project	Original budget			Budget after side letter 8	Amount paid in EUR						Total amount paid
	Unit costs	No of units	Total MS costs		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 5	Qtr 6	Final report
1, Resident Twinning Advisor Remuneration Mr, Thomas Bie											
Basic salary and non-wage labour costs	€ 9,236.50	20	€ 184,730.00	€ 184,730.00	27,709.50	27,709.50	36,946.00	27,709.50	36,946.00	27,709.50	€ 184,730.00
6% of salary and non-wage labour costs	€ 554.19	20	€ 11,083.80	€ 11,083.80	1,662.57	1,662.57	2,216.76	1,662.57	2,216.76	1,662.57	€ 11,083.80
Total budget section 1			€ 195,813.80	€ 195,813.80	€ 29,372.07	€ 29,372.07	€ 39,162.76	€ 29,372.07	€ 39,162.76	€ 29,372.07	€ 195,813.80
2, Resident Twinning Advisor Allowances											
Daily allowances (50 %)	€ 145.00	609	€ 88,305.00	€ 88,305.00	13,195.00	13,340.00	17,690.00	13,050.00	17,835.00	13,485.00	€ 88,595.00
Allowances for RTA for first 22 days	€ 290.00	22	€ 6,380.00	€ 6,380.00	6,380.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,380.00
Allowances for spouse for first 22 days at 50 %	€ 145.00	22	€ 3,190.00	€ 3,190.00	3,190.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 3,190.00
Allowances for children for first 22 days at 50 %	€ 145.00	22	€ 3,190.00	€ 3,190.00	3,190.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 3,190.00
Health and accident insurance for RTA	€ 200.00	20	€ 4,000.00	€ 4,000.00	4303.26	0	0	0	5696.74	0	€ 10,000.00
Health and accident insurance for spouse	€ 200.00	20	€ 4,000.00	€ 4,000.00							
Health and accident insurance for child	€ 100.00	20	€ 2,000.00	€ 2,000.00							
Accommodation	€ 2,500.00	19	€ 47,500.00	€ 47,500.00	€ 5,331.80	€ 6,818.56	€ 9,075.45	€ 6,818.56	€ 9,175.88	€ 6,935.32	€ 44,155.57
Estate Agent's Fee	€ 2,485.34	1	€ 2,485.34	€ 2,485.34	€ 2,485.34	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 2,485.34
Removal Costs / Other associated costs	€ 12,000.00	1	€ 12,000.00	€ 12,000.00	€ 3,497.60	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 5,851.76	€ 9,349.36
Storage Costs	€ 2,500.00	1	€ 2,500.00	€ 2,500.00	€ 393.64	€ 393.65	€ 532.59	€ 405.08	€ 540.61	€ 426.29	€ 2,691.86
Excess Luggage (up to 50 kg)	€ 20.00	50	€ 1,000.00	€ 1,000.00	€ 352.10	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 384.62	€ 736.72
Travel to and from place of duty/one-way – RTA	€ 400.00	2	€ 800.00	€ 800.00	€ 277.25	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 185.23	€ 462.48

Twinning Contract ENPI/2013/316-864

Travel to and from place of duty/one-way – spouse	€ 400.00	2	€ 800.00	€ 800.00	€ 277.25	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 185.23	€ 462.48
Travel to and from place of duty/one-way – child	€ 400.00	2	€ 800.00	€ 800.00	€ 225.21	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 154.87	€ 380.08
Annual return trip – RTA	€ 813.32	1	€ 813.32	€ 813.32	€ 813.32	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 813.32
Annual return trip – spouse	€ 813.32	1	€ 813.32	€ 813.32	€ 813.32	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 813.32
Annual return trip – child	€ 642.69	1	€ 642.69	€ 642.69	€ 642.69	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 642.69
School fees (1 child. 1 year 8 months)	€ 14,000.00	1.6	€ 22,400.00	€ 22,400.00	€ 17,169.05	€ 0.00	€ 0.00	€ 0.00	€ 6,844.89	€ 0.00	€ 24,013.94
Total budget section 2			€ 203,619.67	€ 203,619.67	€ 62,536.83	€ 20,552.21	€ 27,298.04	€ 20,273.64	€ 40,093.12	€ 27,608.32	€ 198,362.16
3, RTA Training											
Return fare Brussels	€ 1,073.07	1	€ 1,073.07	€ 1,073.07	€ 1,073.09	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,073.09
3 per diem BE	€ 232.00	3	€ 696.00	€ 696.00	€ 696.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 696.00
Total budget section 3			€ 1,769.07	€ 1,769.07	€ 1,769.09	€ 0.00	€ 1,769.09				
4, RTA Assistant											
Assistant salary (months)	€ 2,500.00	9	€ 22,500.00	€ 22,500.00	€ 7,500.00	€ 7,500.00	€ 7,500.00	€ 0.00	€ 0.00	€ 0.00	€ 22,500.00
Total budget section 4			€ 22,500.00	€ 22,500.00	€ 7,500.00	€ 7,500.00	€ 7,500.00	€ 0.00	€ 0.00	€ 0.00	€ 22,500.00
5, Project Preparation											
Project Preparation											
Mission of Project leader Lars Thygesen											
Expert fees	€ 550.00	4	€ 2,200.00	€ 2,200.00	2,200.00						€ 2,200.00
Project management Costs	€ 825.00	4	€ 3,300.00	€ 3,300.00	3,300.00						€ 3,300.00
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00	1,450.00						€ 1,450.00
Airfare	€ 634.05	1	€ 634.05	€ 634.05	634.05						€ 634.05
Total			€ 7,584.05	€ 7,584.05	€ 7,584.05	€ 0.00	€ 7,584.05				
Mission of RTA Thomas Bie											

Twinning Contract ENPI/2013/316-864

Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00	1,788.00						€ 1,788.00
Project management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00	2,682.00						€ 2,682.00
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00	1,450.00						€ 1,450.00
Airfare	€ 888.00	1	€ 888.00	€ 888.00	888.00						€ 888.00
Total			€ 6,808.00	€ 6,808.00	€ 6,808.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,808.00
Total budget section 5			€ 14,392.05	€ 14,392.05	€ 14,392.05	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 14,392.05
6,Project Coordination Costs											
Project Co-ordination Costs											
Mission of Lars Thygesen											
Expert fees	€ 550.00	2	€ 1,100.00	€ 1,100.00		1,100.00					€ 1,100.00
Project Management Costs	€ 825.00	2	€ 1,650.00	€ 1,650.00		1,650.00					€ 1,650.00
Per diems	€ 309.00	3	€ 927.00	€ 927.00		927.00					€ 927.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00		517.36					€ 517.36
Total			€ 4,277.00	€ 4,277.00	€ 0.00	€ 4,194.36	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 4,194.36
Project Co-ordination Costs											
Mission of Lars Thygesen											
Expert fees	€ 550.00	1	€ 550.00	€ 550.00					550.00		€ 550.00
Project Management Costs	€ 825.00	1	€ 825.00	€ 825.00					825.00		€ 825.00
Per diems	€ 309.00	2	€ 618.00	€ 618.00					309.00		€ 309.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00					565.58		€ 565.58
Total			€ 2,593.00	€ 2,593.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 2,249.58	€ 0.00	€ 2,249.58
Visibility costs	€ 5,000.00	1	€ 5,000.00	€ 5,000.00	€ 1,901.13	€ 624.04				€ 2,250.95	€ 4,776.12
Leaflet	€ 1,969.64	1	€ 1,969.64	€ 1,969.64	€ 1,969.64						€ 1,969.64
Audit certificate costs	€ 7,000.00	1	€ 7,000.00	€ 7,000.00						€ 6,695.32	€ 6,695.32
Translation	€ 12.00	500	€ 6,000.00	€ 6,000.00					1,362.45		€ 1,362.45

Twining Contract ENPI/2013/316-864

Total			€ 19,969.64	€ 19,969.64	€ 3,870.77	€ 624.04	€ 0.00	€ 0.00	€ 1,362.45	€ 8,946.27	€ 14,803.53
Total budget section 6			€ 26,839.64	€ 26,839.64	€ 3,870.77	€ 4,818.40	€ 0.00	€ 0.00	€ 3,612.03	€ 8,946.27	€ 21,247.47
7, Project Activities											
7, Kick-off and Closure Meetings											
Mission of Lars Thygesen											
Expert fees	€ 550.00	2	€ 1,100.00	€ 1,100.00						825.00	€ 825.00
Project Management Costs	€ 825.00	2	€ 1,650.00	€ 1,650.00						1,237.50	€ 1,237.50
Per diems	€ 290.00	3	€ 870.00	€ 870.00						618.00	€ 618.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00						632.75	€ 632.75
Total			€ 4,220.00	€ 4,220.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 3,313.25	€ 3,313.25
Total for Component 7, Kick-off and Closure Meetings			€ 4,220.00	€ 4,220.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 3,313.25	€ 3,313.25
A,1 Review of general government accounts											
Mission of Gitte Frej Knudsen											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00		1,788.00					€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00		2,682.00					€ 2,682.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00		1,545.00					€ 1,545.00
Airfare	€ 897.92	1	€ 897.92	€ 897.92		897.92					€ 897.92
Total			€ 6,912.92	€ 6,912.92	€ 0.00	€ 6,912.92	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,912.92
A,1 Review of general government accounts											
Mission of Kristina Stæhr Vest											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00		1,788.00					€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00		2,682.00					€ 2,682.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00		1,545.00					€ 1,545.00
Airfare	€ 970.68	1	€ 970.68	€ 970.68		970.68					€ 970.68
Total			€ 6,985.68	€ 6,985.68	€ 0.00	€ 6,985.68	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,985.68

Twinning Contract ENPI/2013/316-864

Total for Component A,1			€ 13,898.60	€ 13,898.60	€ 0.00	€ 13,898.60	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 13,898.60
A,2 Study visit on general government accounts and financial accounts											
Mission of Natalia Miskevitch											
Per diems	197.80	4	€ 791.20	€ 791.20		792.00					€ 792.00
Airfare	679.41	1	679.41	€ 679.41		679.41					€ 679.41
Incidental costs	10.00	3	€ 30.00	€ 30.00		30.00					€ 30.00
Total			€ 1,500.61	€ 1,500.61	€ 0.00	€ 1,501.41	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,501.41
A,2 Study visit on general government accounts and financial accounts											
Mission of Galina Braverman											
Per diems	197.80	4	€ 791.20	€ 791.20		720.00					€ 720.00
Airfare	547.41	1	547.41	€ 547.41		547.41					€ 547.41
Incidental costs	10.00	3	€ 30.00	€ 30.00		30.00					€ 30.00
Total			€ 1,368.61	€ 1,368.61	€ 0.00	€ 1,297.41	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,297.41
A,2 Study visit on general government accounts and financial accounts											
Mission of Nitzan Shechter											
Per diems	197.80	4	€ 791.20	€ 791.20		788.00					€ 788.00
Airfare	679.41	1	679.41	€ 679.41		679.41					€ 679.41
Incidental costs	10.00	3	€ 30.00	€ 30.00		30.00					€ 30.00
Total			€ 1,500.61	€ 1,500.61	€ 0.00	€ 1,497.41	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,497.41
A,2 Study visit on general government accounts and financial accounts											
Mission of Shelly Reiss											
Per diems	197.80	4	€ 791.20	€ 791.20		804.00					€ 804.00
Airfare	679.41	1	679.41	€ 679.41		679.41					€ 679.41
Incidental costs	10.00	3	€ 30.00	€ 30.00		30.00					€ 30.00
Total			€ 1,500.61	€ 1,500.61	€ 0.00	€ 1,513.41	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,513.41
A,2 Study visit on general government accounts and financial accounts											

Twinning Contract ENPI/2013/316-864

Mission of Meital Peretz											
Per diems	197.80	4	€ 791.20	€ 791.20		852.00					€ 852.00
Airfare	679.41	1	679.41	€ 679.41		679.41					€ 679.41
Incidental costs	10.00	3	€ 30.00	€ 30.00		30.00					€ 30.00
Total			€ 1,500.61	€ 1,500.61	€ 0.00	€ 1,561.41	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,561.41
Total for Component A,2			€ 7,371.05	€ 7,371.05	€ 0.00	€ 7,371.05	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 7,371.05
A,3 Cooperation with the Ministry of Finance											
Mission of Martin Rasmussen											
Expert fees	447.00	4	€ 1,788.00	€ 1,788.00				1,788.00			€ 1,788.00
Project Management Costs	670.50	4	€ 2,682.00	€ 2,682.00				2,682.00			€ 2,682.00
Per diems	290.00	5	€ 1,450.00	€ 1,450.00				1,545.00			€ 1,545.00
Airfare	600.00	1	€ 600.00	€ 600.00				313.89			€ 313.89
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,328.89	€ 0.00	€ 6,328.89
A,3 Cooperation with the Ministry of Finance											
Mission of Martin Ausker											
Expert fees	447.00	4	€ 1,788.00	€ 1,788.00				1,788.00			€ 1,788.00
Project Management Costs	670.50	4	€ 2,682.00	€ 2,682.00				2,682.00			€ 2,682.00
Per diems	290.00	5	€ 1,450.00	€ 1,450.00				1,545.00			€ 1,545.00
Airfare	600.00	1	€ 600.00	€ 600.00				277.93			€ 277.93
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,292.93	€ 0.00	€ 6,292.93
Total for component A,3 Cooperation with the Ministry of Finance			€ 13,040.00	€ 13,040.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 12,621.82	€ 0.00	€ 12,621.82
A,4 Review on financial accounts and their data sources											
Mission of Katja Møller Hjelvang											
Expert fees	447.00	4	€ 1,788.00	€ 1,788.00	1,788.00						€ 1,788.00
Project Management Costs	670.50	4	€ 2,682.00	€ 2,682.00	2,682.00						€ 2,682.00
Per diems	312.00	5	€ 1,560.00	€ 1,560.00	1,560.00						€ 1,560.00

Twinning Contract ENPI/2013/316-864

Airfare	808.48	1	€ 808.48	€ 808.48	808.48						€ 808.48
Total			€ 6,838.48	€ 6,838.48	€ 6,838.48	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,838.48
A,4 Review on financial accounts and their data sources											
Mission of Mathias Dybdahl Bluhme											
Expert fees	447.00	4	€ 1,788.00	€ 1,788.00	1,788.00						€ 1,788.00
Project Management Costs	670.50	4	€ 2,682.00	€ 2,682.00	2,682.00						€ 2,682.00
Per diems	312.00	5	€ 1,560.00	€ 1,560.00	1,560.00						€ 1,560.00
Airfare	808.48	1	€ 808.48	€ 808.48	808.48						€ 808.48
Total			€ 6,838.48	€ 6,838.48	€ 6,838.48	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,838.48
Total for Component A,4											
			€ 13,676.96	€ 13,676.96	€ 13,676.96	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 13,676.96
A,5 Improvement of data sources for financial accounts											
Mission of Mathias Dybdahl Bluhme											
Expert fees	447.00	4	€ 1,788.00	€ 1,788.00				1,788.00			€ 1,788.00
Project Management Costs	670.50	4	€ 2,682.00	€ 2,682.00				2,682.00			€ 2,682.00
Per diems	290.00	5	€ 1,450.00	€ 1,450.00				1,545.00			€ 1,545.00
Airfare	600.00	1	€ 600.00	€ 600.00				681.37			€ 681.37
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 6,696.37	€ 0.00	€ 0.00	€ 6,696.37
A,5 Improvement of data sources for financial accounts											
Mission of Katja Møller Hjelvang											
Expert fees	447.00	4	€ 1,788.00	€ 1,788.00				1,788.00			€ 1,788.00
Project Management Costs	670.50	4	€ 2,682.00	€ 2,682.00				2,682.00			€ 2,682.00
Per diems	290.00	5	€ 1,450.00	€ 1,450.00				1,545.00			€ 1,545.00
Airfare	600.00	1	€ 600.00	€ 600.00				681.37			€ 681.37
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 6,696.37	€ 0.00	€ 0.00	€ 6,696.37
Total for component A,5 Improvement of data sources for financial accounts											
			€ 13,040.00	€ 13,040.00	€ 0.00	€ 0.00	€ 0.00	€ 13,392.74	€ 0.00	€ 0.00	€ 13,392.74
A,6 Balance of Payment: Direct investments											

Twinning Contract ENPI/2013/316-864

Mission of Jens Hald											
Expert fees	447.00	4	€ 1,788.00	€ 1,788.00	1,788.00						€ 1,788.00
Project Management Costs	670.50	4	€ 2,682.00	€ 2,682.00	2,682.00						€ 2,682.00
Per diems	312.00	5	€ 1,560.00	€ 1,560.00	1,560.00						€ 1,560.00
Airfare	583.13	1	€ 583.13	€ 583.13	583.13						€ 583.13
Total			€ 6,613.13	€ 6,613.13	€ 6,613.13	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,613.13
Total for Component A,6			€ 6,613.13	€ 6,613.13	€ 6,613.13	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,613.13
A,7 Balance of Payment follow-up on activity A,6											
Mission of Kristian Nørgaard Bentsen											
Expert fees	447.00	4	€ 1,788.00	€ 1,788.00	1,788.00						€ 1,788.00
Project Management Costs	670.50	4	€ 2,682.00	€ 2,682.00	2,682.00						€ 2,682.00
Per diems	309.00	5	€ 1,545.00	€ 1,545.00	1,545.00						€ 1,545.00
Airfare	590.95	1	€ 590.95	€ 590.95	590.95						€ 590.95
Total			€ 6,605.95	€ 6,605.95	€ 0.00	€ 6,605.95	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,605.95
Total for Component A,7			€ 6,605.95	€ 6,605.95	€ 0.00	€ 6,605.95	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,605.95
A,8 Study visit on Balance of Payments: direct investments and revenues from direct investments											
Mission of Liran Kalif											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00					1,080.00		€ 1,080.00
Airfare	€ 600.00	1	€ 600.00	€ 477.88					478.40		€ 478.40
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00					30.00		€ 30.00
Total			€ 1,710.00	€ 1,587.88	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,588.40	€ 1,588.40
A,8 Study visit on Balance of Payments: direct investments and revenues from direct investments											
Mission of Vered Tayar											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00					1,080.00		€ 1,080.00
Airfare	€ 600.00	1	€ 600.00	€ 477.88					478.40		€ 478.40
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00					30.00		€ 30.00

Twinning Contract ENPI/2013/316-864

Total			€ 1,710.00	€ 1,587.88	€ 0.00	€ 1,588.40	€ 1,588.40				
A,8 Study visit on Balance of Payments: direct investments and revenues from direct investments											
Mission of Hanady Azzam											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00						1,080.00	€ 1,080.00
Airfare	€ 600.00	1	€ 600.00	€ 318.10						318.44	€ 318.44
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00						30.00	€ 30.00
Total			€ 1,710.00	€ 1,428.10	€ 0.00	€ 1,428.44	€ 1,428.44				
A,8 Study visit on Balance of Payments: direct investments and revenues from direct investments											
Mission of Yosef Grisi											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00						832.00	€ 832.00
Airfare	€ 600.00	1	€ 600.00	€ 477.88						478.40	€ 478.40
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00						30.00	€ 30.00
Total			€ 1,710.00	€ 1,587.88	€ 0.00	€ 1,340.40	€ 1,340.40				
A,8 Study visit on Balance of Payments: direct investments and revenues from direct investments											
Mission of Gennady Ackerman											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00						816.00	€ 816.00
Airfare	€ 0.00	1	€ 0.00	€ 477.88						478.40	€ 478.40
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00						30.00	€ 30.00
Total			€ 1,110.00	€ 1,587.88	€ 0.00	€ 1,324.40	€ 1,324.40				
A,8 Study visit on Balance of Payments: direct investments and revenues from direct investments											
Mission of Miri Ben-Tulila											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00						828.00	€ 828.00
Airfare	€ 0.00	1	€ 0.00	€ 477.88						478.40	€ 478.40
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00						30.00	€ 30.00
Total			€ 1,110.00	€ 1,587.88	€ 0.00	€ 1,336.40	€ 1,336.40				
Total for Component A,8 Study visit on Balance of Payments: direct investments and revenues from direct investments			€ 9,060.00	€ 9,367.50	€ 0.00	€ 8,606.44	€ 8,606.44				

Twinning Contract ENPI/2013/316-864

A,9 Improve data scope and quality of welfare accounts (expenses and financing of welfare measures)											
Mission of Preben Etwil											
Expert fees	€ 447.00	3.5	€ 1,564.50	€ 1,564.50			1,564.50				€ 1,564.50
Project Management Costs	€ 670.50	3.5	€ 2,346.75	€ 2,346.75			2,346.75				€ 2,346.75
Per diems	€ 309.00	4	€ 1,236.00	€ 1,236.00			1,236.00				€ 1,236.00
Airfare	€ 570.55	1	€ 570.55	€ 570.55			570.55				€ 570.55
Total			€ 5,717.80	€ 5,717.80	€ 0.00	€ 0.00	€ 5,717.80	€ 0.00	€ 0.00	€ 0.00	€ 5,717.80
A,9 Improve data scope and quality of welfare accounts (expenses and financing of welfare measures)											
Mission of Jesper Feddersen											
Expert fees	€ 339.00	3.5	€ 1,186.50	€ 1,186.50			1,186.50				€ 1,186.50
Project Management Costs	€ 508.50	3.5	€ 1,779.75	€ 1,779.75			1,779.75				€ 1,779.75
Per diems	€ 309.00	4	€ 1,236.00	€ 1,236.00			1,236.00				€ 1,236.00
Airfare	€ 556.23	1	€ 556.23	€ 556.23			556.23				€ 556.23
Total			€ 4,758.48	€ 4,758.48	€ 0.00	€ 0.00	€ 4,758.48	€ 0.00	€ 0.00	€ 0.00	€ 4,758.48
A,9 Improve data scope and quality of welfare accounts (expenses and financing of welfare measures)											
Total											
			€ 10,476.28	€ 10,476.28	€ 0.00	€ 0.00	€ 10,476.28	€ 0.00	€ 0.00	€ 0.00	€ 10,476.28
A,10 Compiling welfare accounts											
Mission of Jesper Feddersen											
Expert fees	€ 339.00	4	€ 1,356.00	€ 1,017.00						1,017.00	€ 1,017.00
Project Management Costs	€ 508.50	4	€ 2,034.00	€ 1,525.50						1,525.50	€ 1,525.50
Per diems	€ 290.00	5	€ 1,450.00	€ 1,160.00						927.00	€ 927.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00						287.91	€ 287.91
Total			€ 5,440.00	€ 4,302.50	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 3,757.41	€ 3,757.41
A,10 Compiling welfare accounts											
Mission of Jarl Quitzau											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,017.00						1,017.00	€ 1,017.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 1,525.50						1,525.50	€ 1,525.50

Twinning Contract ENPI/2013/316-864

Per diems	€ 290.00	5	€ 1,450.00	€ 1,160.00						927.00	€ 927.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00						308.28	€ 308.28
Total			€ 6,520.00	€ 4,302.50	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 3,777.78	€ 3,777.78
Total for A,10 Compiling welfare accounts			€ 11,960.00	€ 8,605.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 7,535.19	€ 7,535.19
A,11 - Study visit on welfare accounts											
Mission of Nava Brenner											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00					792.00		€ 792.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00					527.73		€ 527.73
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00					30.00		€ 30.00
Total			€ 1,710.00	€ 1,710.00	€ 0.00	€ 0.00	€ 0.00	€ 1,349.73	€ 0.00	€ 0.00	€ 1,349.73
A,11 - Study visit on welfare accounts											
Mission of Lior Moshe El Al											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00					832.00		€ 832.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00					527.73		€ 527.73
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00					30.00		€ 30.00
Total			€ 1,710.00	€ 1,710.00	€ 0.00	€ 0.00	€ 0.00	€ 1,389.73	€ 0.00	€ 0.00	€ 1,389.73
Total for component A,11 - Study visit on welfare accounts			€ 3,420.00	€ 3,420.00	€ 0.00	€ 0.00	€ 0.00	€ 2,739.46	€ 0.00	€ 0.00	€ 2,739.46
A,12 Methodology on environmental accounting with emphasis on air and waste accounts											
Mission of Jukka Muukkonen											
Expert fees	€ 350.00	4	€ 1,400.00	€ 1,400.00				1,400.00			€ 1,400.00
Project Management Costs	€ 525.00	4	€ 2,100.00	€ 2,100.00				2,100.00			€ 2,100.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00				1,545.00			€ 1,545.00
Airfare	€ 640.98	1	€ 640.98	€ 640.98				606.08			€ 606.08
Total			€ 5,685.98	€ 5,685.98	€ 0.00	€ 0.00	€ 5,651.08	€ 0.00	€ 0.00	€ 0.00	€ 5,651.08
Total for Component A,12 Methodology on environmental accounting with emphasis on air and waste accounts			€ 5,685.98	€ 5,685.98	€ 0.00	€ 0.00	€ 5,651.08	€ 0.00	€ 0.00	€ 0.00	€ 5,651.08
A,13 Compilation of air and waste accounts and their usage											

Twinning Contract ENPI/2013/316-864

Mission of Brigitte Karigl											
Expert fees	€ 447.00	3	€ 1,341.00	€ 1,323.00				1,323.00			€ 1,323.00
Project Management Costs	€ 670.50	3	€ 2,011.50	€ 1,984.50				1,984.50			€ 1,984.50
Per diems	€ 290.00	4	€ 1,160.00	€ 1,160.00				1,236.00			€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				498.35			€ 498.35
Total			€ 5,112.50	€ 5,067.50	€ 0.00	€ 0.00	€ 0.00	€ 5,041.85	€ 0.00	€ 0.00	€ 5,041.85
A,13 Compilation of air and waste accounts and their usage											
Mission of Jukka Muukkonen											
Expert fees	€ 350.00	3	€ 1,050.00	€ 1,050.00				1,050.00			€ 1,050.00
Project Management Costs	€ 525.00	3	€ 1,575.00	€ 1,575.00				1,575.00			€ 1,575.00
Per diems	€ 290.00	4	€ 1,160.00	€ 1,160.00				1,236.00			€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				566.03			€ 566.03
Total			€ 4,385.00	€ 4,385.00	€ 0.00	€ 0.00	€ 0.00	€ 4,427.03	€ 0.00	€ 0.00	€ 4,427.03
Total for component A,13 Compilation of air and waste accounts and their usage			€ 9,497.50	€ 9,452.50	€ 0.00	€ 0.00	€ 0.00	€ 9,468.88	€ 0.00	€ 0.00	€ 9,468.88
A,14 Study visit on environmental accounts											
Mission of Moshe Yanai											
Per diems	€ 244.00	4	€ 976.00	€ 976.00					740.00		€ 740.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00					571.08		€ 571.08
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00					30.00		€ 30.00
Total			€ 1,606.00	€ 1,606.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,341.08	€ 0.00	€ 1,341.08
A,14 Study visit on environmental accounts											
Mission of Roeë Abudi											
Per diems	€ 244.00	4	€ 976.00	€ 976.00					896.00		€ 896.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00					552.43		€ 552.43
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00					30.00		€ 30.00
Total			€ 1,606.00	€ 1,606.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,478.43	€ 0.00	€ 1,478.43

Twinning Contract ENPI/2013/316-864

A,14 Study visit on environmental accounts											
Mission of Yaniv Sharabi											
Per diems	€ 244.00	4	€ 976.00	€ 976.00					844.00	€ 844.00	
Airfare	€ 600.00	1	€ 600.00	€ 600.00					556.69	€ 556.69	
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00					30.00	€ 30.00	
Total			€ 1,606.00	€ 1,606.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,430.69	€ 0.00	€ 1,430.69
Total for Component A,14 Study visit on environmental accounts			€ 4,818.00	€ 4,818.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 4,250.20	€ 0.00	€ 4,250.20
Total for Component A			€ 129,163.45	€ 126,070.95	€ 20,290.09	€ 27,875.60	€ 16,127.36	€ 25,601.08	€ 16,872.02	€ 16,141.63	€ 122,907.78
B,1 Evaluation of drop-out statistics											
Mission of Christian Vittrup											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00			1,788.00			€ 1,788.00	
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00			2,682.00			€ 2,682.00	
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00			1,545.00			€ 1,545.00	
Airfare	€ 653.20	1	€ 653.20	€ 653.20			722.57			€ 722.57	
Total			€ 6,668.20	€ 6,668.20	€ 0.00	€ 0.00	€ 6,737.57	€ 0.00	€ 0.00	€ 0.00	€ 6,737.57
B,1 Evaluation of drop-out statistics											
Mission of Peter Bohnstedt Anan Hansen											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00			1,788.00			€ 1,788.00	
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00			2,682.00			€ 2,682.00	
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00			1,545.00			€ 1,545.00	
Airfare	€ 722.70	1	€ 722.70	€ 722.70			722.70			€ 722.70	
Total			€ 6,737.70	€ 6,737.70	€ 0.00	€ 0.00	€ 6,737.70	€ 0.00	€ 0.00	€ 0.00	€ 6,737.70
Total for Component B,1 Evaluation of drop-out statistics			€ 13,405.90	€ 13,405.90	€ 0.00	€ 0.00	€ 13,475.27	€ 0.00	€ 0.00	€ 0.00	€ 13,475.27
B,2 Higher education statistics. particularly drop-out											
Mission of Christian Vittrup											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00				1,788.00		€ 1,788.00	

Twining Contract ENPI/2013/316-864

Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00				2,682.00			€ 2,682.00
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00				1,545.00			€ 1,545.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				1,078.04			€ 1,078.04
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 7,093.04	€ 0.00	€ 0.00	€ 7,093.04
B,2 Higher education statistics. particularly drop-out											
Mission of Peter Bohnstedt Anan Hansen											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00				1,788.00			€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00				2,682.00			€ 2,682.00
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00				1,545.00			€ 1,545.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				860.89			€ 860.89
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 6,875.89	€ 0.00	€ 0.00	€ 6,875.89
Total for Component B,2 Higher education statistics. particularly drop-out			€ 13,040.00	€ 13,040.00	€ 0.00	€ 0.00	€ 0.00	€ 13,968.93	€ 0.00	€ 0.00	€ 13,968.93
B,3 Study visit on administrative sources for education statistics											
Mission of Edna Shimoni											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00				848.00			€ 848.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				423.05			€ 423.05
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00				30.00			€ 30.00
Total			€ 1,710.00	€ 1,710.00	€ 0.00	€ 0.00	€ 0.00	€ 1,301.05	€ 0.00	€ 0.00	€ 1,301.05
B,3 Study visit on administrative sources for education statistics											
Mission of Dan Scheinberg											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00				908.00			€ 908.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				423.05			€ 423.05
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00				30.00			€ 30.00
Total			€ 1,710.00	€ 1,710.00	€ 0.00	€ 0.00	€ 0.00	€ 1,361.05	€ 0.00	€ 0.00	€ 1,361.05
B,3 Study visit on administrative sources for education statistics											
Mission of Avraham Eli Kransler											

Twining Contract ENPI/2013/316-864

Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00				848.00			€ 848.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				423.05			€ 423.05
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00				30.00			€ 30.00
Total			€ 1,710.00	€ 1,710.00	€ 0.00	€ 0.00	€ 0.00	€ 1,301.05	€ 0.00	€ 0.00	€ 1,301.05
B,3 Study visit on administrative sources for education statistics											
Mission of Silvia Lipiewski											
Per diems	€ 270.00	4	€ 1,080.00	€ 1,080.00				752.00			€ 752.00
Airfare	€ 0.00	0	€ 0.00	€ 0.00				423.05			€ 423.05
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00				30.00			€ 30.00
Total			€ 1,110.00	€ 1,110.00	€ 0.00	€ 0.00	€ 0.00	€ 1,205.05	€ 0.00	€ 0.00	€ 1,205.05
Total for component B,3 Study visit on administrative sources for education statistics			€ 6,240.00	€ 6,240.00	€ 0.00	€ 0.00	€ 0.00	€ 5,168.20	€ 0.00	€ 0.00	€ 5,168.20
B,4 Production of statistics on R.D and researchers involved in R.D											
Mission of Karin Blix											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00			1,788.00				€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00			2,682.00				€ 2,682.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00			1,545.00				€ 1,545.00
Airfare	€ 420.40	1	€ 420.40	€ 420.40			420.40				€ 420.40
Total			€ 6,435.40	€ 6,435.40	€ 0.00	€ 0.00	€ 6,435.40	€ 0.00	€ 0.00	€ 0.00	€ 6,435.40
B,4 Production of statistics on R.D and researchers involved in R.D											
Mission of Jens Brodersen											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00			1,788.00				€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00			2,682.00				€ 2,682.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00			1,545.00				€ 1,545.00
Airfare	€ 439.19	1	€ 439.19	€ 439.19			439.18				€ 439.18
Total			€ 6,454.19	€ 6,454.19	€ 0.00	€ 0.00	€ 6,454.18	€ 0.00	€ 0.00	€ 0.00	€ 6,454.18
Total for Component B,4 Production of statistics on R.D and researchers involved in R.D			€ 12,889.59	€ 12,889.59	€ 0.00	€ 0.00	€ 12,889.58	€ 0.00	€ 0.00	€ 0.00	€ 12,889.58

Twining Contract ENPI/2013/316-864

B,5 Establishment of a register of adult education											
Mission of Christian Vittrup											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00					1,788.00		€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00					2,682.00		€ 2,682.00
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00					1,545.00		€ 1,545.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00					281.55		€ 281.55
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,296.55	€ 0.00	€ 6,296.55
B,5 Establishment of a register of adult education											
Mission of Susanne Mainz Sørensen											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00					1,788.00		€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00					2,682.00		€ 2,682.00
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00					1,545.00		€ 1,545.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00					281.55		€ 281.55
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,296.55	€ 0.00	€ 6,296.55
Total for component B,5 Establishment of a register of adult education			€ 13,040.00	€ 13,040.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 12,593.10	€ 0.00	€ 12,593.10
B,6 Culture and sports statistics											
Mission of Thomas Lauterbach											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00					1,788.00		€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00					2,682.00		€ 2,682.00
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00					1,545.00		€ 1,545.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00					296.97		€ 296.97
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,311.97	€ 0.00	€ 6,311.97
Total for Component B,6 Culture and sports statistics			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,311.97	€ 0.00	€ 6,311.97
Total for Component B			€ 65,135.49	€ 65,135.49	€ 0.00	€ 0.00	€ 26,364.85	€ 19,137.13	€ 18,905.07	€ 0.00	€ 64,407.05
C,1 Mission. vision and objectives for long-term strategy											
Mission of Lars Thygesen											

Twinning Contract ENPI/2013/316-864

Expert fees	€ 550.00	4	€ 2,200.00	€ 2,200.00	2,200.00						€ 2,200.00
Project Management Costs	€ 825.00	4	€ 3,300.00	€ 3,300.00	3,300.00						€ 3,300.00
Per diems	€ 312.00	5	€ 1,560.00	€ 1,560.00	1,560.00						€ 1,560.00
Airfare	€ 853.30	1	€ 853.30	€ 853.30	856.13						€ 856.13
Total			€ 7,913.30	€ 7,913.30	€ 7,916.13	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 7,916.13
C,1 Mission. vision and objectives for long-term strategy											
Mission of Kirsten Wismer											
Expert fees	€ 550.00	4	€ 2,200.00	€ 2,200.00	2,200.00						€ 2,200.00
Project Management Costs	€ 825.00	4	€ 3,300.00	€ 3,300.00	3,300.00						€ 3,300.00
Per diems	€ 312.00	5	€ 1,560.00	€ 1,560.00	1,560.00						€ 1,560.00
Airfare	€ 853.30	1	€ 853.30	€ 853.30	853.30						€ 853.30
Total			€ 7,913.30	€ 7,913.30	€ 7,913.30	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 7,913.30
Total for Component C,1			€ 15,826.60	€ 15,826.60	€ 15,829.43	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 15,829.43
C,2 Study visit on strategic planning and work plans											
Mission of Tazahi Frankovitz											
Per diems	€ 163.08	4	€ 652.32	€ 652.32		338.00					€ 338.00
Airfare	€ 520.17	1	€ 520.17	€ 520.17		509.19					€ 509.19
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00		30.00					€ 30.00
Total			€ 1,202.49	€ 1,202.49	€ 0.00	€ 877.19	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 877.19
C,2 Study visit on strategic planning and work plans											
Mission of Daniel Thomas Pfeffermann											
Per diems	€ 163.08	4	€ 652.32	€ 652.32		591.00					€ 591.00
Airfare	€ 520.17	1	€ 520.17	€ 520.17		557.19					€ 557.19
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00		30.00					€ 30.00
Total			€ 1,202.49	€ 1,202.49	€ 0.00	€ 1,178.19	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,178.19
C,2 Study visit on strategic planning and work plans											

Twinning Contract ENPI/2013/316-864

Mission of Yoel Finkel											
Per diems	€ 163.08	4	€ 652.32	€ 652.32		1,028.00					€ 1,028.00
Airfare	€ 520.17	1	€ 520.17	€ 520.17		494.14					€ 494.14
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00		30.00					€ 30.00
Total			€ 1,202.49	€ 1,202.49	€ 0.00	€ 1,552.14	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,552.14
Total for Component C,2			€ 3,607.52	€ 3,607.52	€ 0.00	€ 3,607.52	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 3,607.52
C,3 Coordination and cooperation with statistics producers in the NSS											
Mission of Lars Thygesen											
Expert fees	€ 550.00	3.5	€ 1,925.00	€ 1,925.00		1,925.00					€ 1,925.00
Project Management Costs	€ 825.00	3.5	€ 2,887.50	€ 2,887.50		2,887.50					€ 2,887.50
Per diems	€ 309.00	4	€ 1,236.00	€ 1,236.00		1,236.00					€ 1,236.00
Airfare	€ 412.21	1	€ 412.21	€ 412.21		412.21					€ 412.21
Total			€ 6,460.71	€ 6,460.71	€ 0.00	€ 0.00	€ 6,460.71	€ 0.00	€ 0.00	€ 0.00	€ 6,460.71
C,3 Coordination and cooperation with statistics producers in the NSS											
Mission of Kirsten Wismer											
Expert fees	€ 550.00	3.5	€ 1,925.00	€ 1,925.00		1,925.00					€ 1,925.00
Project Management Costs	€ 825.00	3.5	€ 2,887.50	€ 2,887.50		2,887.50					€ 2,887.50
Per diems	€ 309.00	4	€ 1,236.00	€ 1,236.00		1,236.00					€ 1,236.00
Airfare	€ 412.21	1	€ 412.21	€ 412.21		412.21					€ 412.21
Total			€ 6,460.71	€ 6,460.71	€ 0.00	€ 0.00	€ 6,460.71	€ 0.00	€ 0.00	€ 0.00	€ 6,460.71
Total for Component C,3 Coordination and cooperation with statistics producers in the NSS			€ 12,921.42	€ 12,921.42	€ 0.00	€ 0.00	€ 12,921.42	€ 0.00	€ 0.00	€ 0.00	€ 12,921.42
C,4 Cooperation with users and data providers											
Mission of Lars Thygesen											
Expert fees	€ 550.00	4	€ 2,200.00	€ 1,925.00				1,925.00			€ 1,925.00
Project Management Costs	€ 825.00	4	€ 3,300.00	€ 2,887.50				2,887.50			€ 2,887.50
Per diems	€ 290.00	5	€ 1,450.00	€ 1,160.00				1,236.00			€ 1,236.00

Twinning Contract ENPI/2013/316-864

Airfare	€ 600.00	1	€ 600.00	€ 600.00					459.32		€ 459.32
Total			€ 7,550.00	€ 6,572.50	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,507.82	€ 0.00	€ 6,507.82
C,4 Cooperation with users and data providers											
Mission of Søren Schiønning Andersen											
Expert fees	€ 550.00	4	€ 2,200.00	€ 1,564.50					1,564.50		€ 1,564.50
Project Management Costs	€ 825.00	4	€ 3,300.00	€ 2,346.75					2,346.75		€ 2,346.75
Per diems	€ 290.00	5	€ 1,450.00	€ 1,160.00					1,236.00		€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00					459.32		€ 459.32
Total			€ 7,550.00	€ 5,671.25	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 5,606.57	€ 0.00	€ 5,606.57
Total C,4 Cooperation with users and data providers			€ 15,100.00	€ 12,243.75	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 12,114.39	€ 0.00	€ 12,114.39
C,5 Review and discussion on long-term strategy and its adoption											
Mission of Lars Thygesen											
Expert fees	€ 550.00	4	€ 2,200.00	€ 2,200.00						1,925.00	€ 1,925.00
Project Management Costs	€ 825.00	4	€ 3,300.00	€ 3,300.00						2,887.50	€ 2,887.50
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00						1,236.00	€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00						461.09	€ 461.09
Total			€ 7,550.00	€ 7,550.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,509.59	€ 6,509.59
Total for C,5 Review and discussion on long-term strategy and its adoption			€ 7,550.00	€ 7,550.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,509.59	€ 6,509.59
C,6 Awareness about the NSS											
Mission of Lars Thygesen											
Expert fees	€ 550.00	2.5	€ 1,375.00	€ 1,375.00				1,375.00			€ 1,375.00
Project Management Costs	€ 825.00	2.5	€ 2,062.50	€ 2,062.50				2,062.50			€ 2,062.50
Per diems	€ 290.00	3	€ 870.00	€ 870.00				927.00			€ 927.00
Airfare	€ 400.00	1	€ 400.00	€ 400.00				340.63			€ 340.63
Total			€ 4,707.50	€ 4,707.50	€ 0.00	€ 0.00	€ 0.00	€ 4,705.13	€ 0.00	€ 0.00	€ 4,705.13
Total for Component C,6 Awareness about the NSS			€ 4,707.50	€ 4,707.50	€ 0.00	€ 0.00	€ 0.00	€ 4,705.13	€ 0.00	€ 0.00	€ 4,705.13

Twinning Contract ENPI/2013/316-864

Total for Component C			€ 59,713.04	€ 56,856.79	€ 15,829.43	€ 3,607.52	€ 12,921.42	€ 4,705.13	€ 12,114.39	€ 6,509.59	€ 55,687.48
D,1 Management and monitoring of field interviewers											
Mission of Maria Vosmer											
Expert fees	€ 350.00	4	€ 1,400.00	€ 1,400.00	1,400.00						€ 1,400.00
Project Management Costs	€ 525.00	4	€ 2,100.00	€ 2,100.00	2,100.00						€ 2,100.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00	1,545.00						€ 1,545.00
Airfare	€ 501.00	1	€ 501.00	€ 501.00	501.00						€ 501.00
Total			€ 5,546.00	€ 5,546.00	€ 5,546.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 5,546.00
D,1 Management and monitoring of field interviewers											
Mission of Cornelis Vanberkel											
Expert fees	€ 350.00	4	€ 1,400.00	€ 1,400.00	1,400.00						€ 1,400.00
Project Management Costs	€ 525.00	4	€ 2,100.00	€ 2,100.00	2,100.00						€ 2,100.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00	1,545.00						€ 1,545.00
Airfare	€ 501.00	1	€ 501.00	€ 501.00	501.00						€ 501.00
Total			€ 5,546.00	€ 5,546.00	€ 5,546.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 5,546.00
Total for Component D,1			€ 11,092.00	€ 11,092.00	€ 11,092.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 11,092.00
D,2 Management and monitoring of telephone interviewers (CATI)											
Mission of Peter Linde											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00			1,788.00				€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00			2,682.00				€ 2,682.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00			1,545.00				€ 1,545.00
Airfare	€ 596.84	1	€ 596.84	€ 596.84			596.84				€ 596.84
Total			€ 6,611.84	€ 6,611.84	€ 0.00	€ 0.00	€ 6,611.84	€ 0.00	€ 0.00	€ 0.00	€ 6,611.84
D,2 Management and monitoring of telephone interviewers (CATI)											
Mission of Ida Charlotte Salomonsson											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00			1,788.00				€ 1,788.00

Twinning Contract ENPI/2013/316-864

Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00			2,682.00			€ 2,682.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00			1,545.00			€ 1,545.00
Airfare	€ 596.84	1	€ 596.84	€ 596.84			596.84			€ 596.84
Total			€ 6,611.84	€ 6,611.84	€ 0.00	€ 0.00	€ 6,611.84	€ 0.00	€ 0.00	€ 6,611.84
Total for Component D,2 Management and monitoring of telephone interviewers (CATI)			€ 13,223.68	€ 13,223.68	€ 0.00	€ 0.00	€ 13,223.68	€ 0.00	€ 0.00	€ 13,223.68
D,3 Design of web-based survey and questionnaire (CAWI)										
Mission of Peter Linde										
Expert fees	€ 447.00	3	€ 1,341.00	€ 1,341.00			1,341.00			€ 1,341.00
Project Management Costs	€ 670.50	3	€ 2,011.50	€ 2,011.50			2,011.50			€ 2,011.50
Per diems	€ 290.00	4	€ 1,160.00	€ 1,160.00			1,236.00			€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00			890.95			€ 890.95
Total			€ 5,112.50	€ 5,112.50	€ 0.00	€ 0.00	€ 0.00	€ 5,479.45	€ 0.00	€ 5,479.45
D,3 Design of web-based survey and questionnaire (CAWI)										
Mission of Michael Specht										
Expert fees	€ 447.00	3	€ 1,341.00	€ 1,341.00			1,341.00			€ 1,341.00
Project Management Costs	€ 670.50	3	€ 2,011.50	€ 2,011.50			2,011.50			€ 2,011.50
Per diems	€ 290.00	4	€ 1,160.00	€ 1,160.00			1,236.00			€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00			845.59			€ 845.59
Total			€ 5,112.50	€ 5,112.50	€ 0.00	€ 0.00	€ 0.00	€ 5,434.09	€ 0.00	€ 5,434.09
Total for Component D,3 Design of web-based survey and questionnaire (CAWI)			€ 10,225.00	€ 10,225.00	€ 0.00	€ 0.00	€ 0.00	€ 10,913.54	€ 0.00	€ 10,913.54
D,4 Cognitive aspect in questionnaire design										
Mission of Deirdre Giesen										
Expert fees	€ 350.00	3	€ 1,050.00	€ 1,050.00			1,050.00			€ 1,050.00
Project Management Costs	€ 525.00	3	€ 1,575.00	€ 1,575.00			1,575.00			€ 1,575.00
Per diems	€ 290.00	4	€ 1,160.00	€ 1,160.00			1,236.00			€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00			392.85			€ 392.85

Twining Contract ENPI/2013/316-864

Total			€ 4,385.00	€ 4,385.00	€ 0.00	€ 0.00	€ 0.00	€ 4,253.85	€ 0.00	€ 0.00	€ 4,253.85
Total for Component D,4 Cognitive aspect in questionnaire design			€ 4,385.00	€ 4,385.00	€ 0.00	€ 0.00	€ 0.00	€ 4,253.85	€ 0.00	€ 0.00	€ 4,253.85
D,5 Study visit on CATI and CAPI											
Mission of Nitzan Hacoen											
Per diems	€ 263.00	4	€ 1,052.00	€ 1,052.00				496.00			€ 496.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				620.52			€ 620.52
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00				30.00			€ 30.00
Total			€ 1,682.00	€ 1,682.00	€ 0.00	€ 0.00	€ 0.00	€ 1,146.52	€ 0.00	€ 0.00	€ 1,146.52
D,5 Study visit on CATI and CAPI											
Mission of Yoel Domb											
Per diems	€ 263.00	4	€ 1,052.00	€ 1,052.00				460.00			€ 460.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				620.52			€ 620.52
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00				30.00			€ 30.00
Total			€ 1,682.00	€ 1,682.00	€ 0.00	€ 0.00	€ 0.00	€ 1,110.52	€ 0.00	€ 0.00	€ 1,110.52
D,5 Study visit on CATI and CAPI											
Mission of Zohar Chessakov											
Per diems	€ 263.00	4	€ 1,052.00	€ 1,052.00				484.00			€ 484.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				620.52			€ 620.52
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00				30.00			€ 30.00
Total			€ 1,682.00	€ 1,682.00	€ 0.00	€ 0.00	€ 0.00	€ 1,134.52	€ 0.00	€ 0.00	€ 1,134.52
D,5 Study visit on CATI and CAPI											
Mission of Efrat Friedrich											
Per diems	€ 263.00	4	€ 1,052.00	€ 1,052.00				460.00			€ 460.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				617.56			€ 617.56
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00				30.00			€ 30.00
Total			€ 1,682.00	€ 1,682.00	€ 0.00	€ 0.00	€ 0.00	€ 1,107.56	€ 0.00	€ 0.00	€ 1,107.56

Twinning Contract ENPI/2013/316-864

D,5 Study visit on CATI and CAPI											
Cancellation fee. air ticket (SL6)	€ 0.00	0	€ 0.00	€ 125.00				€ 123.56			€ 123.56
Total			€ 0.00	€ 125.00	€ 0.00	€ 0.00	€ 0.00	€ 123.56	€ 0.00	€ 0.00	€ 123.56
Total for component D,5 Study visit on CATI and CAPI			€ 6,728.00	€ 6,853.00	€ 0.00	€ 0.00	€ 0.00	€ 4,622.68	€ 0.00	€ 0.00	€ 4,622.68
D,6 Measuring and reducing response burden											
Mission of Søren Schiønning Andersen											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00			1,788.00				€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00			2,682.00				€ 2,682.00
Per diems	€ 309.00	5	€ 1,545.00	€ 1,545.00			1,545.00				€ 1,545.00
Airfare	€ 1,175.89	1	€ 1,175.89	€ 1,175.89			1,175.89				€ 1,175.89
Total			€ 7,190.89	€ 7,190.89	€ 0.00	€ 0.00	€ 7,190.89	€ 0.00	€ 0.00	€ 0.00	€ 7,190.89
Total for Component D			€ 52,844.57	€ 52,969.57	€ 11,092.00	€ 0.00	€ 20,414.57	€ 19,790.07	€ 0.00	€ 0.00	€ 51,296.64
E,1 Study visit on dissemination											
Mission of Mirit Cohen											
Per diems	€ 214.00	4	€ 856.00	€ 856.00	836.00						€ 836.00
Airfare	€ 773.95	1	€ 773.95	€ 773.95	773.95						€ 773.95
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00	30.00						€ 30.00
Total			€ 1,659.95	€ 1,659.95	€ 1,639.95	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,639.95
E,1 Study visit on dissemination											
Mission of Yael Nathan											
Per diems	€ 214.00	4	€ 856.00	€ 856.00	880.00						€ 880.00
Airfare	€ 773.95	1	€ 773.95	€ 773.95	773.95						€ 773.95
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00	30.00						€ 30.00
Total			€ 1,659.95	€ 1,659.95	€ 1,683.95	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1,683.95
E,1 Study visit on dissemination											
Mission of Sara Paz											

Twinning Contract ENPI/2013/316-864

Per diems	€ 214.00	4	€ 856.00	€ 856.00	852.00						€ 852.00
Airfare	€ 773.95	1	€ 773.95	€ 773.95	773.95						€ 773.95
Incidental costs	€ 10.00	3	€ 30.00	€ 30.00	30.00						€ 30.00
Total			€ 1,659.95	€ 1,659.95	€ 1,655.95	€ 0.00	€ 1,655.95				
Total for Component E,1			€ 4,979.85	€ 4,979.85	€ 4,979.85	€ 0.00	€ 4,979.85				
E,2 Assessment of current situation of dissemination and website											
Mission of Jesper Ellelose											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00	1,788.00						€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00	2,682.00						€ 2,682.00
Per diems	€ 312.00	5	€ 1,560.00	€ 1,560.00	1,560.00						€ 1,560.00
Airfare	€ 473.51	1	€ 473.51	€ 473.51	473.51						€ 473.51
Total			€ 6,503.51	€ 6,503.51	€ 6,503.51	€ 0.00	€ 6,503.51				
E,2 Assessment of current situation of dissemination and website											
Mission of Annegrete Wulff											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00	1,788.00						€ 1,788.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00	2,682.00						€ 2,682.00
Per diems	€ 312.00	5	€ 1,560.00	€ 1,560.00	1,560.00						€ 1,560.00
Airfare	€ 473.51	1	€ 473.51	€ 473.51	473.51						€ 473.51
Total			€ 6,503.51	€ 6,503.51	€ 6,503.51	€ 0.00	€ 6,503.51				
Total for Component E,2			€ 13,007.02	€ 13,007.02	€ 13,007.02	€ 0.00	€ 13,007.02				
E,3 Workshop on user satisfaction											
Mission of Jesper Ellelose Jensen											
Expert fees	€ 447.00	0.5	€ 223.50	€ 223.50				223.50			€ 223.50
Project Management Costs	€ 670.50	0.5	€ 335.25	€ 335.25				335.25			€ 335.25
Per diems	€ 290.00	1	€ 290.00	€ 290.00				309.00			€ 309.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				571.59			€ 571.59

Twinning Contract ENPI/2013/316-864

Total			€ 1,448.75	€ 1,448.75	€ 0.00	€ 0.00	€ 0.00	€ 1,439.34	€ 0.00	€ 0.00	€ 1,439.34
E,3 Workshop on user satisfaction											
Mission of Annegrete Wulff											
Expert fees	€ 447.00	0.5	€ 223.50	€ 223.50				223.50			€ 223.50
Project Management Costs	€ 670.50	0.5	€ 335.25	€ 335.25				335.25			€ 335.25
Per diems	€ 290.00	1	€ 290.00	€ 290.00				309.00			€ 309.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00				571.59			€ 571.59
Total			€ 1,448.75	€ 1,448.75	€ 0.00	€ 0.00	€ 0.00	€ 1,439.34	€ 0.00	€ 0.00	€ 1,439.34
Total for Component E,3 Workshop on user satisfaction			€ 2,897.50	€ 2,897.50	€ 0.00	€ 0.00	€ 0.00	€ 2,878.68	€ 0.00	€ 0.00	€ 2,878.68
E,4 Adapted ESTP training course											
Mission of Jesper Ellemose Jensen											
Expert fees	€ 447.00	2	€ 894.00	€ 894.00				894.00			€ 894.00
Project Management Costs	€ 670.50	2	€ 1,341.00	€ 1,341.00				1,341.00			€ 1,341.00
Per diems	€ 290.00	2	€ 580.00	€ 580.00				618.00			€ 618.00
Total			€ 2,815.00	€ 2,815.00	€ 0.00	€ 0.00	€ 0.00	€ 2,853.00	€ 0.00	€ 0.00	€ 2,853.00
E,4 Adapted ESTP training course											
Mission of Annegrete Wulff											
Expert fees	€ 447.00	2	€ 894.00	€ 894.00				894.00			€ 894.00
Project Management Costs	€ 670.50	2	€ 1,341.00	€ 1,341.00				1,341.00			€ 1,341.00
Per diems	€ 290.00	2	€ 580.00	€ 580.00				618.00			€ 618.00
Total			€ 2,815.00	€ 2,815.00	€ 0.00	€ 0.00	€ 0.00	€ 2,853.00	€ 0.00	€ 0.00	€ 2,853.00
Total for Component E,4 Adapted ESTP training course			€ 5,630.00	€ 5,630.00	€ 0.00	€ 0.00	€ 0.00	€ 5,706.00	€ 0.00	€ 0.00	€ 5,706.00
E,4,1 Metadata - milestones in a work plan											
Mission of Mogens Grosen											
Expert fees	€ 447.00	2.5	€ 1,117.50	€ 1,117.50			1,117.50				€ 1,117.50
Project Management Costs	€ 670.50	2.5	€ 1,676.25	€ 1,676.25			1,676.25				€ 1,676.25

Twinning Contract ENPI/2013/316-864

Per diems	€ 309.00	3	€ 927.00	€ 927.00			927.00				€ 927.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00			439.44				€ 439.44
Total			€ 4,320.75	€ 4,320.75	€ 0.00	€ 0.00	€ 4,160.19	€ 0.00	€ 0.00	€ 0.00	€ 4,160.19
Total for Component E,4,1 Metadata - milestones in a work plan			€ 4,320.75	€ 4,320.75	€ 0.00	€ 0.00	€ 4,160.19	€ 0.00	€ 0.00	€ 0.00	€ 4,160.19
E,5 Development of dissemination strategy											
Mission of Annegrete Wulff											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00						1,564.50	€ 1,564.50
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00						2,346.75	€ 2,346.75
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00						1,236.00	€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00						618.70	€ 618.70
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 5,765.95	€ 5,765.95
E,5 Development of dissemination strategy											
Mission of Jesper Ellemosen Jensen											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00						1,564.50	€ 1,564.50
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00						2,346.75	€ 2,346.75
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00						1,236.00	€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00						618.70	€ 618.70
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 5,765.95	€ 5,765.95
Total for E,5 Development of dissemination strategy			€ 13,040.00	€ 13,040.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 11,531.90	€ 11,531.90
E,6,1 Integration with data warehouse											
Mission of Lars Knudsen											
Expert fees	€ 447.00	4	€ 1,788.00	€ 1,788.00						1,564.50	€ 1,564.50
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 2,682.00						2,346.75	€ 2,346.75
Per diems	€ 290.00	5	€ 1,450.00	€ 1,450.00						1,236.00	€ 1,236.00
Airfare	€ 600.00	1	€ 600.00	€ 600.00						938.86	€ 938.86
Total			€ 6,520.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,086.11	€ 6,086.11

Twining Contract ENPI/2013/316-864

E,6,1 Integration with data warehouse											
Mission of Jesper Ellemose											
Expert fees	€ 447.00	4	€ 1,788.00	€ 0.00							€ 0.00
Project Management Costs	€ 670.50	4	€ 2,682.00	€ 0.00							€ 0.00
Per diems	€ 290.00	5	€ 1,450.00	€ 0.00							€ 0.00
Airfare	€ 600.00	1	€ 600.00	€ 0.00							€ 0.00
Total			€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00
Total for E,6,1 Integration with data warehouse			€ 13,040.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,086.11	€ 6,086.11
E6,2 Metadata Integration											
Mission of Kim Duncan Bendix											
Expert fees	€ 0.00	0	€ 0.00	€ 1,788.00						1,788.00	€ 1,788.00
Project Management Costs	€ 0.00	0	€ 0.00	€ 2,682.00						2,682.00	€ 2,682.00
Per diems	€ 0.00	0	€ 0.00	€ 1,450.00						1,545.00	€ 1,545.00
Airfare	€ 0.00	0	€ 0.00	€ 600.00						254.00	€ 254.00
Total			€ 0.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,269.00	€ 6,269.00
E6,2 Metadata Integration											
Mission of Mogens Grosen Nielsen											
Expert fees	€ 0.00	0	€ 0.00	€ 1,788.00						1,788.00	€ 1,788.00
Project Management Costs	€ 0.00	0	€ 0.00	€ 2,682.00						2,682.00	€ 2,682.00
Per diems	€ 0.00	0	€ 0.00	€ 1,450.00						1,545.00	€ 1,545.00
Airfare	€ 0.00	0	€ 0.00	€ 600.00						310.39	€ 310.39
Total			€ 0.00	€ 6,520.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 6,325.39	€ 6,325.39
Total for E,6,2 Development of dissemination strategy			€ 0.00	€ 13,040.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 12,594.39	€ 12,594.39
Total for component E			€ 56,915.12	€ 63,435.12	€ 17,986.87	€ 0.00	€ 4,160.19	€ 8,584.68	€ 0.00	€ 30,212.40	€ 60,944.14
Total budget section 7			€ 367,991.67	€ 368,687.92	€ 65,198.39	€ 31,483.12	€ 79,988.39	€ 77,818.09	€ 47,891.48	€ 56,176.87	€ 358,556.34
PROJECT SUBTOTAL			€ 832,925.90	€ 833,622.15	€ 184,639.20	€ 93,725.80	€ 153,949.19	€ 127,463.80	€ 130,759.39	€ 122,103.53	€ 812,640.91

Twining Contract ENPI/2013/316-864

Amount changed to the provision for changes in prices			€ 17,074.10	€ 16,377.85							€ 0.00
PROJECT TOTAL			€ 850,000.00	€ 850,000.00							€ 812,640.91

Budget summary

	Amount paid	Budget
BUDGET SECTION 1: RTA Remuneration	€ 195,813.80	€ 195,813.80
BUDGET SECTION 2: RTA Allowances	€ 198,362.16	€ 203,619.67
BUDGET SECTION 3: RTA Training	€ 1,769.09	€ 1,769.07
BUDGET SECTION 4: RTA Assistant	€ 22,500.00	€ 22,500.00
BUDGET SECTION 5: Project Preparation	€ 14,392.05	€ 14,392.05
BUDGET SECTION 6: Project Coordination	€ 21,247.47	€ 26,839.64
BUDGET SECTION 7: kick off/closure meeting	€ 3,313.25	€ 4,220.00
BUDGET SECTION 7: Component A	€ 122,907.78	€ 126,070.95
BUDGET SECTION 7: Component B	€ 64,407.05	€ 65,135.49
BUDGET SECTION 7: Component C	€ 55,687.48	€ 56,856.79
BUDGET SECTION 7: Component D	€ 51,296.64	€ 52,969.57
BUDGET SECTION 7: Component E	€ 60,944.14	€ 63,435.12
PROJECT SUBTOTAL	€ 806,831.55	€ 833,622.15
Contingencies	€ 5,809.36	€ 16,377.85
PROJECT TOTAL	€ 812,640.91	€ 850,000.00

For the administration of the Member State

Lars Thygesen, Director, Statistics Denmark

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[date]

For the administration of the BC

Olivia Blum, Director of International Relations & Statistical Coordination Department

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[date]