STATISTICA MOLDOVEI

Cooperation project between National Bureau of Statistics of the Republic of Moldova and Statistics Sweden

Final Report April 2013 – December 2017

Final report

Project: Cooperation project between National Bureau of Statistics of the Republic of Moldova (NBS) and Statistics Sweden

Project funding: Swedish International Development Cooperation Agency (Sida)

Project partners: National Bureau of Statistics of the Republic of Moldova (NBS) and Statistics Sweden

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Table of content

Abbreviations and acronyms

EAA	Economic Accounts for Agriculture
EAF	Economic Accounts for Forestry
ETS	External Trade Statistics
EU	European Union
FA	Financial Accounts
GDP	Gross Domestic Product
HBS	Household Budget Survey
HRD	Human Resources Development
ICO	International Cooperation Office
ISS	Integrated Statistical Survey
LFS	Labour Force Survey
LTA	Long-term Advisor
MCA	Customs Service, Moldova
NACE	Classification of Economic Activities in the EU
NBS	National Bureau of Statistics of the Republic of Moldova
NBM	National Bank of Moldova
NSI	National Statistical Institute
NIS	National Institute of Statistics, Romania
QAF	Quality Assurance Framework
R&D	Research and Development
RBM	Result Based Management
RMF	Result and Monitoring Framework
SDNSS	Strategy for Development of National Statistical System
SBS	Structural Business Statistics
SDC	Swiss Agency for Development and Cooperation
SEEA	System of Environmental and Economic Accounts
Sida	Swedish International Development Cooperation Agency
SNA	System of National Accounts
STAC	Statistics in Action
STATREG	Improved Regional Statistics in Moldova" EU Project
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VAT	Value Added Tax

1   Summary

The cooperation project between National Bureau of Statistics (NBS) and Statistics Sweden began in April 2013, with the overall objective to improve NBS's institutional capacity to produce statistics in compliance with EU and other international standards.

The project support areas are aligned with the overall Swedish strategy for development cooperation with Moldova. Economic statistics together with other sector statistics are prerequisites for free and accessible information, necessary for the developing mechanisms for transparency and accountability, and present opportunities to influence decisions for a well-functioning and sustainable democracy.

The project objective was divided in two parts: one specifically targeting a technical and professional objective; and one targeting the organisational objectives of NBS:

Technical and professional objective
- Improved competence level of the staff at NBS to ensure production and dissemination of reliable statistics.

Organisational objectives
- Developed overall functioning of NBS, including management and planning
- Improved institutional competence, including policies, documentation and standardization
- Improved reputation and image of NBS in the Moldovan society

The project was organized in six components and 22 sub-components:

- Management and Human Resources development (1 sub-component)
- Statistical Methodology (3 -"-)
- External Trade Statistics (5 -"-)
- Business Statistics (5 -"-)
- Environment Statistics (5 -"-)
- National Accounts (3 -"-)

The project has delivered results in line with the overall objective through delivery of a number of outputs and also, in general, in line with expected outcomes per project component. The progress is described below by project component.

1.1 Project approach and methodology

The project implementation was organized as a regular partnership based cooperation in statistics between two statistical institutes. A long term advisor (LTA) was placed at NBS to coordinate project implementation.

All project activities were planned and followed up using a result and monitoring framework matrix and a list of operationally planned activities. The documents were continuously revised. Progress, plans and risks were discussed in quarterly meetings of the Project Steering Committee.

The project has benefited from 54 short term missions with experts from Statistics Sweden/other statistical government agencies as well as 19 work visits to Statistics Sweden and other institutions. Also, throughout the project period, NBS staff have participated in trainings and workshops such as Statistics Sweden and Örebro University Summer Schools in statistics.

1.2 Results summary

The following main results have been achieved in the project components:

Management and Human Recourse development

With the revised law on official statistics, national legislation is harmonized with the EU acquis in the field of statistics. In coordination with the EU-STATREG project, internal communication has been strengthened by the development and implementation of the NBS intranet. External communication is strengthened by the development of an NBS strategy for external user communication. NBS have been introduced to modern principles of time management, planning and prioritizing in IT operations of NSOs, with potential increases in effectiveness.

Statistical methodology

There is an increased level of quality and accuracy of estimates as NBS have implemented a number of improvements in survey methodology, as well as strengthened the statistical competence of its staff. NBS have strengthened its staff competence regarding the use of administrative data as part of the ambition to reduce the burden on respondents and make the statistical production more efficient. NBS have been introduced to modern principles of metadata management, as an important step towards a comprehensive metadata system.

External trade statistics

NBS is working independently towards full compliance with EU regulations regarding customs procedure codes and the standardization of external trade statistics with respect to nomenclatures and trade principles, according to an action plan defined in cooperation with Statistics Sweden. Good cooperation and data exchange practices between NBS and MCA are established. New software applications for data editing and processing is implemented, resulting in major increases in effectiveness and output quality.

Business statistics

Annual business statistics are harmonized in compliance with NACE Rev 2. Dissemination of quarterly and annual investment statistics are feasible as a result of training provided by the project. Dissemination of innovation statistics is feasible as NBS have developed survey and estimation methodology in cooperation with NIS Romania. Production of turnover statistics using administrative VAT-data is feasible.

Environmental statistics

NBS have carried out a pilot study on environmental expenditures by economical agents, enabling methodology tests and implementation of a full scale survey in 2018. Progress in water and waste statistics is halted as NBS lack the funds to carry out additional data collection in accordance with Statistics Sweden training and recommendations. Statistics on emissions to air are developed in cooperation with Statistics Sweden experts. In addition, as a first step towards the long-term goal to develop a system of integrated environmental and economic accounts (SEEA) in Moldova, available data and methodology for the calculation of air emission accounts was assessed and developed in cooperation with Statistics Sweden.

National accounts

NBS have aligned the national accounts with SNA 2008, with projected completion and dissemination in 2018. Regional GDP was developed with support from the EU-STATREG project after initial training provided by Statistics Sweden. Unfortunately, the development of financial accounts is halted as the ongoing public administration reform is obstructing necessary cooperation and division of responsibilities between data holders and stakeholders. Current progress, however, will be maintained and enable future work as the reform is achieved.

1.3 Budget follow up

The budget was proven a bit too ambitious from the beginning, but was balanced with a no-cost extension and an additional 12-months period with an LTA stationed in Chisinau. Budget reallocations were approved by SIDA in May 2016 and March 2017. In August 2017, however, LTA had to be reassigned to manage the project from the home office, yielding less costs for fees and reimbursements.

During the later stages of the project some activities were cancelled, deemed as redundant. In some cases NBS were unable to prepare properly, due to lack of time or funds or due to the partial standstill awaiting the finalization of the 2014 Population census and the unclear distribution of responsibilities during the ongoing public administration reform.

Item	Expenditure						Budget	Balance
	2013	2014	2015	2016	2017	2013-2017		
Fees	**2 294 000**	**3 391 000**	**3 393 000**	**3 411 000**	**1 999 000**	**14 488 000**	**15 214 900**	**726 900**
Long term advisor	808 000	1 101 000	1 071 000	1 266 000	799 000	5 045 000	5 622 700	577 700
Project management	421 000	397 000	375 000	375 000	451 000	2 019 000	1 912 600	-106 400
Short term advisors	1 065 000	1 893 000	1 947 000	1 770 000	749 000	7 424 000	7 679 600	255 600
Reimbursables	**281 000**	**509 000**	**588 000**	**549 000**	**316 000**	**2 243 000**	**3 093 800**	**850 800**
Long term advisor	121 000	228 000	217 000	291 000	159 000	1 016 000	1 770 800	754 800
Project management	9 000	10 000	26 000	47 000	53 000	145 000	138 900	-6 100
Short term advisors	151 000	271 000	345 000	211 000	104 000	1 082 000	1 184 100	102 100
Assignment costs	**340 000**	**557 000**	**629 000**	**562 000**	**221 000**	**2 309 000**	**2 437 000**	**128 000**
Local staff	0	0	0	0	0	0	0	0
Study tours	145 000	473 000	562 000	280 000	187 000	1 647 000	1 637 500	-9 500
Workshops	0	0	0	0	0	0	0	0
Local consultants	0	0	0	0	0	0	0	0
Investments	171 000	45 000	51 000	76 000	0	343 000	343 600	600
Operating costs	24 000	28 000	5 000	191 000	19 000	267 000	418 500	151 500
External evaluations	0	11 000	11 000	15 000	15 000	52 000	37 400	-14 600
Unforeseen costs	**0**	**0**	**0**	**293 000**	**0**	**293 000**	**515 000**	**222 000**
Grand total	**2 915 000**	**4 457 000**	**4 610 000**	**4 815 000**	**2 536 000**	**19 333 000**	**21 261 000**	**1 928 000**

1.4 Overall performance per component

Overall progress is assessed and rated per component in three aspects using the results and monitoring framework matrix, see chapter *2. Project review* below. The matrix has been reviewed in cooperation between Statistics Sweden's LTA and NBS's component representatives. Performance is graded as *satisfactory* or *below expectation* based on the targeted results in the matrix at the time of this reporting.

Out of 20 active sub-components, eight have a level of outputs below expectation. However, in five of them (C5, D2, D5, E1 and F3) there are tangible output results, at least in terms of established methodology. In two of them (E2 and E3) there will be no more outputs. Due to lack of funds, NBS have not been able to carry out collection of new data, and the planned follow-up mission were cancelled.

In nine sub-components, early or mid-term outcome is below expectation. In six of them (B3, D2, D4, D5, E1 and F1) outcomes are feasible during the project period, at least in terms of established methodology but with projected final implementation in 2018. In one component (B1) output and outcome is uncertain as data from the 2014 Housing and Population Census will be assessed by UNFPA for use in demographic projection and design of a new Master Sample.

A.1 Management and Human Recourse development
"Improving management, planning, HRD and communications at NBS"

Early and medium term outcome shows satisfactory institutional change and institutional effectiveness, e.g. the revised law on official statistics as national legislation is harmonized with the EU acquis in the field of statistics and the implementation and use of an intranet. The level of output is satisfactory, with only minor delays due to rescheduling.

B.1 Statistical methodology – Survey methodology
"Improving statistical surveys"

Early outcome shows increased accuracy of estimates and improved quality. The level of output, however, is below expectation due to rescheduled and cancelled activities. Cancellations are due to re-prioritization of activities in the no-cost extension of the project and to insufficient available data for demographic projections and design of a New Master Sample, as the completion of the 2014 Housing and Population Census was delayed. Available census data will be assessed with assistance from UNFPA.

B.2 Statistical methodology – Statistics competence

"Improved skills in statistics production and survey methodology using Current Best Methods in survey design "

Early outcome shows improved basic skills in statistics production and sampling methodology, realized as increased efficiency in estimation and disclosure control in Structural Business Statistics. This new methodology can be maintained within NBS even with the small number of staff thus having an impact on institutional effectiveness. The level of output is satisfactory.

B.3 Statistical methodology – Information structures

"To evaluate a metadata system that can be used for improved production of statistics and assess availability of administrative registers"

After assessment, it is evident that NBS is in need of a coherent metadata system to replace the current available metadata. NBS have obtained administrative data for statistical purposes from the national tax authority. The level of output is satisfactory, however, training in Statistics Sweden's MetaPlus system was insufficient as support towards reaching the outcome of implementing a comprehensive metadata system.

C.1 External Trade Statistics – Meeting EU regulations

"ETS comply with EU regulations and is standardized with respect to nomenclatures, procedure codes and trade principles"

Early outcome shows satisfactory institutional change, e.g. increased harmonization of ETS with EU requirements. The level of output is satisfactory.

C.2 External Trade Statistics – Customs procedure codes

"EU procedure codes for covering flow of goods crossing borders are implemented in the statistics"

Both early and mid-term outcome is satisfactory, i.e. with EU procedure codes for covering the flow of goods crossing borders implemented. Sub-component objective is reached. The level of output is satisfactory

C.3 External Trade Statistics – Data editing

"Errors reduced and production time shortened with data editing"

Both early and mid-term outcome is satisfactory, with significant increase in production standardization and efficiency with new application for data processing is implemented. Sub-component objective is reached. The level of output is satisfactory.

C.4 External Trade Statistics – Data confidentiality

"More data available through the NBS website while preserving data confidentiality "

Both early and mid-term outcome is satisfactory, with significant increase in production standardization and efficiency as a new application for data processing is implemented. Sub-component objective is reached. The level of output is satisfactory.

C.5 External Trade Statistics – External trade in services

"Adaption to the EU manual for external trade services "

Due to training provided by the project, NBS staff are equipped to adapt to the specific EU manual, and significant outcome is feasible. The level of output, however, is below expectation due to delayed updating of instructions to responding companies.

D.1 Business Statistics - Harmonize annual business statistics

"Annual structural business statistics in compliance with NACE Rev 2"

The level of output is satisfactory. Both early and mid-term outcome is satisfactory, with annual SBS in compliance with NACE Rev 2. Sub-component objective is reached.

D.2 Business Statistics - Business services and wholesale trade

"To introduce annual turnover surveys on business statistics and wholesale trade in compliance with NACE Rev 2"

The component was initially cancelled due to overlapping with the EU-STATREG project but was reentered as the need for support persisted. The originally planned implementation of new turnover surveys was replaced by implementation of editing and estimation methods to utilize available VAT-data, which has led to slight delays. This change in planning was deemed more beneficial to NBS as data was more readily available. Implementation will not be complete until 2018, thus output and outcome is considered below expectation, but is expected to have significant impact on NBS effectiveness.

D.3 Business Statistics - Regional statistics

"To produce regional structural business statistics as required by National Accounts"

Results are achieved with support from the EU-STATREG project and performance is not assessed.

D.4 Business Statistics - Investment statistics

"To produce annual and quarterly investment statistics with increased quality (SBS and STS)"

With new methodology developed, which has led to positive institutional change the level of output is satisfactory. Full implementation and dissemination will not be complete until 2018, thus outcome is considered below expectation.

D.5 Business Statistics - Innovation statistics

"To produce statistics and indices on innovations"

New methodology is introduced, indicating a clear path for institutional effectiveness. However, full implementation and dissemination will not be complete until 2018, thus output and outcome is considered below expectation.

E.1 Environment Statistics - Environmental protection expenditure
"To provide users with timely information on expenditures related to environmental protection"

There is potential for significant institutional change and increased institutional effectiveness, however full implementation and dissemination will be complete during 2018, thus output and outcome are considered below expectation.

E.2 Environment Statistics - Water statistics
"To provide users with timely information on water abstraction and use"

Due to lack of funds, NBS have not been able to carry out collection of new data. In case of future funding, NBS have the potential to obtain the objective.

E.3 Environment Statistics - Waste statistics
"To assess waste generation and treatment in urban and rural areas"

Due to lack of funds, NBS have not been able to carry out collection of new data. In case of future funding, NBS have the potential to obtain the objective.

E.4 Environment Statistics - Emissions to air
"To assess current situation and prepare for a National System"

Estimates on air emissions from households burning biomass are completed by the Moldovan Climate Change Office, using data collected by NBS. NBS will incorporate the estimates in the accounts of air emissions (E.5) to be disseminated in 2019. Despite collaboration with the Ministry of Environment on methodology and dissemination being delayed, the level of output and early outcome is satisfactory.

E.5 Environment Statistics - Environmental accounts
"To assess availability, quality and level of detail on environmental taxes and subventions in the National Accounts"

NBS is preparing to disseminate coherent accounts of air emissions in 2019. The sub-component objective is adjusted to include a coherent SEEAbeginning with accounts of air emissions, not only an indicator for environmental taxes and subsidies. There is potential for significant institutional change and increased institutional effectiveness as NBS continue to develop environmental accounts beyond accounts of air emissions. The level of output is satisfactory.

F.1 National Accounts – SNA2008
"Expenditures on R&D and military and MNB production volume introduced into accounts to align to the SNA 2008"

New methodology and indicators implemented renders NBS institutional effectiveness. The full compilation of indicators in alignment with SNA 2008 will not be complete until 2018, however the level of output and early outcome is satisfactory.

F.2 National Accounts – Regional GDP
"Regional GRP produced in according with SNA 2008"

Results are achieved with support from the EU-STATREG project and performance is not assessed.

F.3 National Accounts – Financial accounts
"Financial accounts produced in accordance with SNA 2008"

There is potential for significant institutional change and increased institutional effectiveness, considering that the Moldovan statistical system holds sufficient data and that NBS have obtained sufficient methodological competence to compile a coherent system of financial accounts. The level of output, however, is below expectation, as the final project activities were cancelled due to obstacles resulting from the ongoing public administration reform.

1.5 Results in relation to overall objectives

The overall project objective was to improve NBS's institutional capacity to produce statistics in compliance with EU and other international standards. The project has delivered results towards the technical and professional objective as well as the organisational objectives.

Technical and professional objective

NBS staff participated in English training courses, beginner to advanced level, with strengthened ability to partake in international activities. NBS have strengthened its competence in several methodological areas through training in non-response adjustment and variance estimation, questionnaire testing and cognitive interviews, non-sampling errors and the use of administrative data. The production of External Trade Statistics was made more efficient and standardized by the development and implementation of new software for data collection and processing. Also, training in EU regulations has strengthened NBS's ability to harmonize with EU standards. Since training in statistics on innovations in 2015, NBS have made progress by independently drafting methodology, questionnaires and quality reports and having the drafts reviewed in cooperation with NIS, Romania. NBS have strengthened the competence in environmental accounts and economic accounts in agriculture and in forestry, as a first step towards the long-term goal to develop a system of Integrated Environmental and Economic Accounts (SEEA) in Moldova.

Organisational objective

The project has contributed to NBS's ability to draft the revised Law on Official Statistics as an important step towards increased agency independence and efficiency. In coordination with the STATREG project, internal communication was strengthened by the development and implementation on an intranet. Training and assessment workshops in time management, planning and prioritizing in IT operations will potentially strengthen NBS's efficiency in production as well as in management. In alignment with the ambition to produce financial accounts, NBS together with Ministry of Finance, National Bank and the National Commission of Financial Markets have successfully cooperated with Statistics Sweden to assess existing data sources and the capability of NBS to compile financial accounts in Moldova. In regards to improved reputation and image of NBS in the Moldovan society, such impact level results are expected as a result of project accomplishments, however not tangible during the short term scope of this project.

1.6 Contribution to the development of a sustainable statistical system

A sustainable statistical system is dependent on the assurance that the statistics are reliable and independent. The project has contributed to such a development by improving the competence level of NBS staff, by implementing adequate methods and indicators, by supporting the drafting of necessary legislation and by promoting NBS's leading position in the statistical system.

In order to fulfill the technical, professional and organizational objectives and to contribute to the development of a sustainable statistical system in Moldova this cooperation project has had a concrete approach; e.g. improving the production, the quality, and the documentation; increasing the number of relevant indicators and disseminating the statistics in line with international regulations and recommendations. Also, the project has aimed at improving the work procedures at NBS to better utilize the resources by supporting management in the decision, planning and follow-up processes.

2 Project review

The project was originally planned to complete its operations by 31 December 2016. As it was clear that reaching all outputs and outcomes within this time was not feasible it was decided to allow for a no-cost extension until 31 December 2017. As implied by the no-cost extension, no additional budgetary funds were allocated to the project, forcing some re-prioritizations and cancellations of output activities due to the extended running costs of a resident LTA and personnel at the Statistics Sweden home office.

Also, it should be noted that reprioritizations of planned output activities have been made continuously according to NBS needs and absorption capacity.

For each sub-component, there is a matrix containing the objectives, outputs and outcomes for this project phase, and the results during the reporting period are elaborated in result summaries. The level of achievement for each individual output and outcome is illustrated through a system of color coding:

Green = Essentially achieved
Yellow = Partially achieved
Red = Results not achieved, problems encountered

2.1 Progress made in reaching outcomes and outputs

2.1.1 Management and Human Resources development

Component objective: Improved quality and efficiency of statistical production processes in accordance with national and international requirements

Specific objective: Improving management, planning, HRD and communications at NBS

A.1 Capacity development in the areas of management, HRD and communications					
LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
OUTCOME	Number of web downloads relevant to the component	Not systemized	Increasing	Increasing	
	A revised Statistics Law	Present Law	Established Q2 2016		Revised law approved by Parliament in June 2017
	A NBS unit for media, external and internal communication in operation	Media only	Established Q2 2016		
OUTPUTS	Quality Assurance Framework for NBS published	Non-existent		Established, Q4 2017	To be finalized by NBS without further support
	Management directives related to planning, HRD and communication published	Non-existent		Established, Q4 2017	To be finalized by NBS without further support
	An Intranet in place	Non-existent	Established Q2 2016		
	5 staff trained on systems for external communication with users and stakeholders	Not systemized		Q2 2017	Stakeholder communication excluded
	5 staff trained on QAF	No overall QAF	Q4 2015		
	15 managers trained on planning, RBM, HRD and communications	Overall need	Q3 2015		
	15 managers trained on European Code of Practise	Rather low	Q4 2014		
	40 staff trained in English	Low	Q2 2016		53 staff trained
	5 staff trained on systems for internal communication	Not systemized	Q1 2014		
	NBS needs assessment on conditions for implementing Intranet	Non-existent	Available Q4 2014		
	Improved IT-structure at NBS, with focus on applications and databases	Overall need	Available Q3 2016	Available Q1 2017	Was deemed obsolete and was redirected
	3 staff trained on making a proposal for a revised statistical law	Overall need	Q2 2016		

Progress made in reaching the outputs

Projected outputs were reached, with some slight delays and reprioritizations. In drafting user communication strategy, stakeholder communication was excluded. A mission aimed at improved IT-structure, with focus on applications and databases, was deemed obsolete, thus redirected towards assisting NBS in implementing a concept of administering time manage-ment, planning and prioritizing while undertaking daily routines plus new development issues. By the completion of the project period, management directives on planning, HRD and communication are yet to be completed, however feasible by NBS without further support, alongside NBS work to finalize and publish a Quality Assurance Framework.

Progress made in reaching the component objective

Projected outcomes were reached. With the revised law on official statistics, national legislation is harmonized with the EU acquis in the field of statistics. The English language competence of NBS staff is still heterogeneous, ranging from very low to very high, however the NBS capacity to participate in international activities is satisfactory. Internal communication and cooperation is more effective as the use of the intranet was implemented. When fully operationalized, the results of the training and workshops in time management, planning and prioritizing in IT operations could potentially have a significant impact of the quality and effectiveness of the production of statistics.

The operationalization of media-, external- and internal communication functions is, along with the implementation of a user communication strategy and the intranet, an important step towards the objective.

2.1.2 Statistical methodology

2.1.2.1 Survey methodology

Component objective: To improve the quality of statistics produced by NBS
Specific objective: To improve statistical surveys

B.1 Survey methodology					
LEVEL	**INDICATOR**	**BASE LINE**	**TARGET 2013 – 2016**	**TARGET 2017**	**COMMENTS**
OUTCOME	Increased accuracy of estimates	Varying	Increasing	Increasing	
	Number of quality improvement actions	Low knowledge	Increasing	Increasing	
OUTPUTS	Demographic projection has been made	Non-existent		Established, Q4 2017	Mission is cancelled as an assessment of possible use of Census data will be carried out by UNFPA
	Seasonal adjustment has been made	1 or 2		Q4 2017	Training and methodology done, not fully implemented
	New Master sample is designed (depending on census)	Non-existent	Q1 2016		Assessment of possible use of Census data will be carried out by UNFPA
	Best estimators are used in business surveys	No analysis done	Q3 2014		
	Non response adjustment introduced in household surveys	Only on PSU level	Q2 2016		
	A new sample design for SBS 2014	Non-existent	Q4 2013		
	Improved questionnaires (3) in statistical surveys	Lack of knowledge	Q2 2016		Training done, not fully implemented
	20 staff trained in data editing	0	Q1 2015		
	4 staff trained in non-sampling errors	0	Q3 2016		Mission is cancelled in the re-prioritization of activities in the no-cost extension of the project

Progress made in reaching the outputs
A majority of projected outputs were reached. Output in regards to demographic projections and Master Sample design have not been reached within the reach of the project. Previously available data have been deemed insufficient. UNFPA will assist NBS in assessing the possible use of the recently completed 2014 Housing and Population Census data for these purposes. Training in non-sampling errors was cancelled as a result of re-prioritization of activities in connection to the no-cost extension. Methodology for seasonal adjustment is in place, however operationalization is delayed due to current a staff shortage at the Statistical Methods unit.

Progress made in reaching the component objective
Projected outcomes are positive, however not at the expected level due to the missing outputs.
There is a significant increase in the estimation accuracy of both the Labor Force Survey and
the Household Budget Survey, since NBS have implemented adequate estimation software.
The Structural Business Statistics survey sampling method was improved, by implementing a
Neyman macro for sample size computation and sample allocation. As result, there was a
significant increase of sampling efficiency in terms of variation coefficient.

2.1.2.2 Statistics competence

Component objective: To contribute to raising statistics competence in basic statistics and
sampling theory

Specific objective: Improved skills in statistics production and survey methodology using
Current Best Methods in survey design

B.2 Statistics competence					
LEVEL	**INDICATOR**	**BASE LINE**	**TARGET 2013 – 2016**	**TARGET 2017**	**COMMENTS**
OUTCOME	Number of statistics produced in time and with good quality	Low	Increasing	Increasing	
	Number of surveys where quality has been improved	Low	Increasing	Increasing	LFS, HBS and SBS
OUTPUTS	Number of statistical products were new/revised methods are implemented	Low	Increasing	Increasing	-"-
	10 staff trained in sampling	0	Q1 2016, 4 staff		4 staff trained, no further training is planned
	50 staff trained through STAC courses, household statistics	0	Q4 2015, 25 staff	Q1 2017, 25 staff	Training Q1 2017 is cancelled
	25 staff trained through STAC course in economic statistics	0	Q1 2016		

Progress made in reaching the outputs
All projected outputs were reached, except from one additional training in general statistical
methodology (STAC-course). The course, with training of 25 NBS staff in household
statistics utilizing Statistical Methods staff as teachers, was cancelled as a consequence of the
Statistical Methods section shortage of staff and revised NBS focus towards developing the
use of administrative data.

Progress made in reaching the component objective
Component objectives were reached.

2.1.2.3 Information structures

Component objective: To implement a metadata system for improved production of statistics and extend the use of administrative data

Specific objective: To evaluate a metadata system that can be used for improved production of statistics and assess availability of administrative registers

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
B.3 Information structures					
OUTCOME	Indicator on external users satisfaction rating metadata available on internet	Low	Increasing	Increasing	No systemized assessments of user satisfaction of current metadata
	Number of statistics that meet national, EU and other international regulations and standards	Low	Increasing	Increasing	External trade statistics, Business statistics, Environmental statistics, National accounts
	A metadata system implemented	Some exist	Q4 2016	Q4 2017	Implementation delayed
	Legislation that allows access to admin-istrative data from Tax Authority and NSCI	Non-existing	Q1 2016		
OUTPUTS	Administrative registers used in production	Low	Increasing	Increasing	
	4 staff trained on MetaPlus	Non-existing		Q4 2017	

Progress made in reaching the outputs
The implementation of a comprehensive metadata system was delayed.

Progress made in reaching the component objective
Besides the implementation of a metadata system, component outcomes were reached as the use of administrative data was extended. In retrospect it is obvious that there was not enough project support for implementing a metadata system by providing training in MetaPlus.

2.1.3 External Trade Statistics

2.1.3.1 Meeting EU requirements

Component objective: ETS comply to a greater extent with EU regulation and are more harmonized with EU standards

Specific objective: ETS comply with EU regulations and is standardized with respect to nomenclatures, procedure codes and trade principles

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
C.1 Meeting EU requirements					
	Level of user satisfaction with ETS	Not systemized	Increasing	Increasing	
OUTCOME	Statistics on goods flow harmonized with EU requirements	Most statistics harmonized	Increasing	Increasing	
	All statistics on mode of transport broken down on country and commodities	Exists, not disseminated to public		Q4 2017	
OUTPUTS	ETS manuals updated according to EU regulations	Not updated		Q4 2017	
	5 staff trained on EU regulations	0	Q2 2016		

Progress made in reaching the outputs
Component outputs were reached. With support from Statistics Sweden, NBS have defined an action plan towards compliance with EU requirement and regulations regarding the standardization of external trade statistics with respect to nomenclatures and trade principles.

Progress made in reaching the component objective
Component objectives were reached.

2.1.3.2 Customs procedure codes

Component objective: ETS comply to a greater extent with EU regulation and are more harmonized with EU standards

Specific objective: EU procedure codes for covering flow of goods crossing borders are implemented in the statistics

C.2 Customs procedure codes					
LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
OUTCOME	Eurostat evaluation on the correct use of procedure codes in the statistics	Eurostat evaluation 2012		Q4 2017	Not in the project action plan. NBS is prepared for evaluation
	Improved system in place between NBS and MCA on handling procedure codes	Cooperation exists	Increasing	Increasing	Good cooperation between NBS and NBS
OUTPUTS	Procedure codes revised	Most codes revised	Q4 2014		
	5 staff from NBS and MCA trained on the interpretation of procedure codes	Lack of knowledge	Q1 2014		

Progress made in reaching the outputs
Component outputs were reached

Progress made in reaching the component objective
Component objectives were reached

2.1.3.3 Data editing

Component objective: ETS comply to a greater extent with EU regulation and are more harmonized with EU standards

Specific objective: Errors reduced and production time shortened with data editing

C.3 Data editing					
LEVEL	**INDICATOR**	**BASE LINE**	**TARGET 2013 – 2016**	**TARGET 2017**	**COMMENTS**
OUTCOME	Production time reduced by 30%	42 days	Continuously 2015-2016	Q4 2017	
	New application for data editing implemented and evaluated	Non-existing	Q4 2016, first version	Q4 2017, final version	Follow up mission 2017 obsolete and cancelled
OUTPUTS	Error reduction down with 50% (e.g. 2%-1%)	Not identified	Increasing	Increasing	
	3 staff trained on the new application for data editing	0		Q1 2017	Follow up mission 2017 cancelled
	3 staff trained on the EU validation handbook in relevant parts	0	Q2 2015		

Progress made in reaching the outputs
Component outputs were reached. The follow up mission to train staff on the application for data editing was deemed obsolete.

Progress made in reaching the component objective
Component objectives were reached.

2.1.3.4 Data confidentiality

Component objective: ETS comply to a greater extent with EU regulation and are more harmonized with EU standards

Specific objective: More data available through the NBS website while preserving data confidentiality

C.4 Data confidentiality					
LEVEL	**INDICATOR**	**BASE LINE**	**TARGET 2013 – 2016**	**TARGET 2017**	**COMMENTS**
OUTCOME	Production time reduced by 20%	42 days	Q4 2016	Q4 2017	
	Number of detailed statistics published on the website increased with 10%	Unclear	Q4 2016	Q4 2017	
OUTPUTS	Manual data checking decreased with 20%	Varying	Continuously 2015-2016	Q4 2017	
	3 staff trained on new ET application for data processing	0		Q1 2017	Follow up mission 2017 cancelled
	3 staff trained on specific methods and routines for passive confidentiality according to EU regulations	Some knowledge	Q2 2015		

Progress made in reaching the outputs
Component outputs were reached. The follow up mission to train staff on the application for data processing was deemed obsolete.

Progress made in reaching the component objective
Component objectives were reached.

2.1.3.5 External trade in services

Component objective: ETS comply to a greater extent with EU regulation and are more harmonized with EU standards

Specific objective: Adaption to the EU manual for external trade services

C.5 External trade in services					
LEVEL	**INDICATOR**	**BASE LINE**	**TARGET 2013 – 2016**	**TARGET 2017**	**COMMENTS**
OUTCOME	Level of user satisfaction with manual	National Bank only user	Q4 2016	Q4 2017	Delayed updating of instructions to responding companies
OUTPUTS	New and improved instructions to companies available	Not updated		Q4 2017	Implementation delayed
	3 staff trained on the interpretation of the EU manual	0	Q3 2015		Study visit to Hungary regarding the production of External Trade in Services Statistics (from companies), including; collection, processing and dissemination of data.

Progress made in reaching the outputs
Component output was reached.

Progress made in reaching the component objective
Component objectives were reached.

2.1.4 Business Statistics

2.1.4.1 Harmonize annual business statistics

Component objective: To harmonize annual business statistics and produce in compliance with NACE Rev 2

Specific objective: Annual structural business statistics in compliance with NACE Rev 2

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
D.1 Harmonize annual business statistics					
OUTCOME	SBS applied (Nace rev 2) and level of user satisfaction	Low	Increasing	Increasing	
	Statistics published regarding the 2013 survey	Low	Q4 2014		
OUTPUTS	Business Register recoded to NACE Rev 2	Non-existent	Q1 2014		
	All SBS data for 2013 elaborated according to NACE Rev 2	Non-existent	Q4 2014		
	5 staff trained on NACE Rev 2	Unsatisfactory	Q1 2014		

Progress made in reaching the outputs
Component outputs were reached.

Progress made in reaching the component objective
Component objectives were reached.

2.1.4.2 Business services and wholesale trade

Component objective: To harmonize annual business statistics and produce in compliance with NACE Rev 2

Specific objective: To introduce annual turnover surveys on business statistics and wholesale trade in compliance with NACE Rev 2

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
D.2 Business services and wholesale trade					
OUTCOME	Annual quality turnover statistics are produced	Non-existent		Q4 2017	Dissemination will be realized 2018
OUTPUTS	Number of statistics disseminated	Non-existent	Increasing	Increasing	Dissemination will be realized 2018
	Annual surveys designed for turnover calculations	Non-existent		Q1 2017	Work visit rescheduled Q4 2017

Progress made in reaching the outputs

The component was initially cancelled due to overlapping with the EU-STATREG project. In a mission to NBS (*sub-component B.3*), however, Statistics Sweden provided an overview of how a system of administrative data can be constructed including an assessment of the availability of administrative registers in Moldova and discussion about the possibilities to use administrative VAT-data in statistical production. NBS have access to administrative VAT data from the Tax Authority. As the need for support persisted, the component was reentered into the project plan, however with subsequent delays.

Progress made in reaching the component objective

By support from Statistics Sweden, NBS have made initial assessment of available data methodology for producing turnover statistics. Implementation, however, was delayed until 2018 as NBS will continue the development without further support

2.1.4.3 Regional statistics

Component objective: To harmonize annual business statistics and produce in compliance with NACE Rev 2

Specific objective: To produce regional structural business statistics as required by National Accounts

D.3 Regional statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
OUTCOME	Web downloads of timely published regional business statistics	Not systemized			Cancelled
	Number of statistical indicators on regional level	Only legal unit			Cancelled
OUTPUTS	Number of regional indicators included	Low			Cancelled
	5 economic regions complete in the Business Register	0			Cancelled
	4 staff trained on development of regional statistics	0			Cancelled

Progress made in reaching the outputs
Project activities were cancelled due to overlapping with the EU-STATREG project.

Progress made in reaching the component objective
Project activities were cancelled due to overlapping with the EU-STATREG project.

2.1.4.4 Investment statistics

Component objective: To produce business statistics in line with EU and national requirements

Specific objective: To produce annual and quarterly investment statistics with increased quality (SBS and STS)

D.4 Investment statistics					
LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
OUTCOME	Web downloads of (timely) published investment statistics	Low	Increasing	Increasing	Dissemination realized 2018 without assistance
	Methodology regarding gross and net investment statistics are being used	Low		Q4 2017	To be realized 2018 without assistance
OUTPUTS	Number of indicators on annual and quarterly investment statistics compiled	Lack knowledge		Q2 2017	Mission is cancelled as NBS have prioritized innovations statistics in the no-cost extension. To be realized 2018 without assistance.
	3 staff trained in harmonized investment statistics	0	Q4 2015		

Progress made in reaching the outputs
In connection to the no-cost extension, further assistance beyond the initial training in harmonized statistics was cancelled in accordance to NBS prioritization.

Progress made in reaching the component objective
Since the training in Q4 2015 there has been some progress in the development of methodology. Dissemination will be realized without support, however delayed to 2018 due to NBS work load.

2.1.4.5 Innovation statistics

Component objective: To produce business statistics in line with EU and national requirements

Specific objective: To produce statistics and indices on innovations

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
D.5 Innovation statistics					
OUTCOME	Web downloads of relevant statistics	Not systemized	Increasing	Increasing	Dissemination to be realized 2018
	Standard methodology for innovations statistics is used	Low		Q4 2017	
OUTPUTS	Number of statistical indicators on innovations	Lack knowledge		Q4 2017	
	Questionnaire formed together with a pilot study	Non-existent		Q4 2017	Rescheduled in the prioritization of the no-cost extension
	3 staff trained on innovation statistics	Lack of knowledge	Q4 2015		

Progress made in reaching the outputs
Component outputs were reached.

Progress made in reaching the component objective
The drafted methodology, questionnaire and quality report is in place, however dissemination is delayed to 2018.

2.1.5 Environment Statistics

2.1.5.1 Environmental protection expenditure

Component objective: NBS produces environment statistics in accordance with EU regulations and international conventions annually

Specific objective: To provide users with timely information on expenditures related to environmental protection

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
E.1 Environmental protection expenditure					
OUTCOME	Web downloads of relevant statistics	Non-existent		Increasing	No data published, hence no downloads
	Methodology tests	Unsatisfactory		Increasing	
OUTPUTS	Necessary information sources and new research implemented	Unsatisfactory		Q4 2017	
	Environmental expenditure data published	Unsatisfactory		Q4 2017	To be realized 2018
	3 staff trained on relevant method-ology	0	Q2 2015		
	3 staff trained on environmental protection expenditures	0	Q4 2014		

Progress made in reaching the outputs
Dissemination will be realized during 2018, as the pilot survey was delayed due to NBS work load.

Progress made in reaching the component objective
NBS have collected data in a pilot survey. The results are to be analyzed and the full regular survey is to be implemented during 2018 without further support.

2.1.5.2 Water statistics

Component objective: NBS produces environment statistics in accordance with EU regulations and international conventions annually

Specific objective: To provide users with timely information on water abstraction and use

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
E.2 Water statistics					
OUTCOME	Information on water abstraction and use available in different dissemination formats	Unsatisfactory	Increasing	Increasing	Cancelled due to the absence of new data
	Calculations of indicators agreed with specialists from Ministry of Env.	Start-up	Increasing	Increasing	Cancelled due to the absence of new data
OUTPUT	New survey on water in use in rural areas	Non-existent		Q2 2017	Cancelled due to the absence of new data
	Improved survey on water use in the communal sector	Unsatisfactory		Q2 2017	Cancelled due to the absence of new data
	4 staff trained on water abstraction and use	0	Q2 2015		

Progress made in reaching the outputs
Due to the lack of funds NBS have not carried out the recommended news survey and there is no progress towards objective outputs beyond the initial training on water abstraction and use surveys.

Progress made in reaching the component objective
No progress towards component objectives.

2.1.5.3 Waste statistics

Component objective: NBS produces environment statistics in accordance with EU regulations and international conventions annually

Specific objective: To assess waste generation and treatment in urban and rural areas

E.3 Waste statistics					
LEVEL	**INDICATOR**	**BASE LINE**	**TARGET 2013 – 2016**	**TARGET 2017**	**COMMENTS**
OUTCOME	Information on waste generation and treatment available in different dissemination formats	Unsatisfactory	Increasing	Increasing	Cancelled due to the absence of new data
	Calculations of indicators agreed with specialists from Ministry of Env.	Start-up	Increasing	Increasing	Cancelled due to the absence of new data
OUTPUT	Pilot survey on waste generation and treatment implemented	Non-existent		Q2 2017	Cancelled due to the absence of new data
	3 staff trained on assessment on waste generation and treatment	0	Q2 2015		

Progress made in reaching the outputs

Due to the lack of funds NBS have not carried out the recommended news survey and there is no progress towards objective outputs beyond the initial training on waste generation and treatment surveys.

Progress made in reaching the component objective

No progress towards component objectives.

2.1.5.4 Emissions to air

Component objective: NBS produces environment statistics in accordance with EU regulations and international conventions annually

Specific objective: To assess current situation and prepare for a National System

E.4 Emissions to air					
LEVEL	**INDICATOR**	**BASE LINE**	**TARGET 2013 – 2016**	**TARGET 2017**	**COMMENTS**
OUTCOME	Information on emissions to air available in different dissemination formats	Unsatisfactory	Q4 2016	Dissemination projected 2017	Estimates will be incorporated in the accounts of air emissions (E.5)
	Calculations of indicators agreed with specialists from Ministry of Env.	Start-up	Q4 2016	Projected 2017	Estimates will be incorporated in the accounts of air emissions (E.5)
OUTPUT	Estimates prepared on emissions from households and other required sectors	Unsatisfactory	Q1 2016		
	4 staff trained/committed to emissions to air	0	Q1 2016		

Progress made in reaching the outputs
Component outputs were reached.

Progress made in reaching the component objective
Dissemination of statistics on emissions was delayed, as data collection was initially aborted due to lack of NBS funds. Since then, the Moldovan Climate Change Office have estimated the volume of emissions caused by households burning biomass, using data collected by NBS. NBS will incorporate those estimates in the accounts of air emissions (E.5).

2.1.5.5 Environmental accounts

Component objective: NBS produces environment statistics in accordance with EU regulations and international conventions annually

Specific objective: To assess availability, quality and level of detail on environmental taxes and subventions in the National Accounts

E.5 Environmental accounts					
LEVEL	**INDICATOR**	**BASE LINE**	**TARGET 2013 – 2016**	**TARGET 2017**	**COMMENTS**
OUTCOME	Action plan coordinated with Ministry of Env, to establish indicator for environmental taxes and subsidies	Unsatisfactory	Q4 2016	Rescheduled Q4 2017	Rescheduled due to the adjusted objective
	NBS draft action plan for establishing an indicator for environmental taxes and subsidies	Start-up	Q4 2016	Rescheduled Q4 2017	Rescheduled due to the adjusted objective
OUTPUT	List of data available from National Accounts	Unsatisfactory		Q2 2017	Rescheduled due to the adjusted objective
	3 staff trained/committed to environmental accounts	0	Q2 2016		

Progress made in reaching the outputs
After benchmarking with other NSIs, NBS have concluded that it is preferred to begin by implementing accounts of air emissions, thus the objective is adjusted. Component output is reached as available data and methodology is assessed and developed.

Progress made in reaching the component objective
The objective is adjusted to include a coherent SEEA, not only an indicator for environmental taxes and subsidies. NBS have data and methodology in place for accounts of air emissions. At this point, accounts of air emissions in 2015 are being calculated. Accounts of air emissions in 2014 and 2016 will be calculated during 2018 and NBS plan to disseminate in 2019.

NBS are contemplating forest accounts as the next step towards a coherent SEEA, however further coordination with the Ministry of Environment is necessary.

2.1.6 National Accounts

2.1.6.1 SNA 2008
Component objective: More complete system on National Accounts aligned with SNA 2008

Specific objective: Expenditures on R&D and military and MNB production volume introduced into accounts to the SNA 2008

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
F.1 SNA 2008					
OUTCOME	Web downloads of relevant statistics	None	Increasing	Increasing	Possible after dissemi-nation of complete compilation of indicators
	Macroeconomic indicators compiled in accordance with SNA 2008	Non-existent	Increasing	Increasing	To be complete 2018
OUTPUT	GDP indicators for expenditure on R&D, military, MNB production volume produced	0	Q1 2016		
	Database created for indicators for expenditure on R&D, military, MNB production volume	Non-existent	Q1 2016		
	Macroeconomic indicators updated in accordance with SNA 2008	Non-existent	Q1 2016		
	7 staff trained on methodological changes in SNA 2008 compared with SNA 1993	0	Q1 2015		

Progress made in reaching the outputs
Component outputs were reached.

Progress made in reaching the component objective
The compilation of macroeconomic indicators in accordance with SNA 2008 is moving forward, but will be delayed. Estimated completion is now at 50%, with a projected full completion during Q1 2018.

2.1.6.2 Regional GDP

Component objective: NBS produces Regional GDP

Specific objective: Regional GRP produced in according with SNA 2008

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
F.2 Regional GDP					
OUTCOME	Gross Regional Products according to economic areas with GDP	Non-existent			Cancelled
	Prices on Gross Regional Products	Non-existent			Cancelled
OUTPUT	Database available on GRP (STATREG project)	Non-existent			Cancelled
	Report on existing data sources on regional GDP (STATREG project)	Non-existent			Cancelled
	Documented selection of methods for calculating GDP (STATREG project)	Non-existent			Cancelled
	5 staff trained in GDP production	0	Q1 2015		

Progress made in reaching the outputs
Following the initial training in DGP production, project activities were cancelled due to overlapping with the EU-STATREG project.

Progress made in reaching the component objective
Project activities were cancelled due to overlapping with the EU-STATREG project.

2.1.6.3 Financial accounts

Component objective: NBS produces Financial Accounts

Specific objective: Financial accounts produced in accordance with SNA 2008

LEVEL	INDICATOR	BASE LINE	TARGET 2013 – 2016	TARGET 2017	COMMENTS
F.3 Financial accounts					
OUTCOME	NBS produces Financial Accounts	Non-existent		Increasing	To be realized without assistance
	Financial accounts produced in accordance with SNA 2008	Non-existent		Increasing	To be realized without assistance
OUTPUT	Database available on FA	Non-existent		Q4 2017	To be realized 2018
	Report on existing data sources for FA	Non-existent	Q4 2016		
	Guidelines on the methodology for calculating FA according to country conditions	Non-existent		Q2 2017	Rescheduled Q2 2017
	4 staff trained on FA methods	0	Q1 2016		

Progress made in reaching the outputs
Progress was halted as the public administration reform is posing obstacles to necessary cooperation and division of responsibilities between data holders and stakeholders. Current progress, however, will be maintained and enable future work as the reform is achieved. Existing data is assessed to be sufficient for compiling the accounts.

Progress made in reaching the component objective
Progress was halted as the public administration reform is posing obstacles to necessary cooperation and division of responsibilities between data holders and stakeholders. NBS is currently working together with the National Bank, the Ministry of Finance and National Commission of Financial Markets to determine roles and responsibilities regarding the preparation and dissemination of the financial accounts.

2.2 Risk analysis and risk management

Throughout the project period, risks have been assessed and monitored to allow for preemptive actions to mitigate or prevent negative effects to project execution. The following is a description of risks that occurred and the actions taken.

Lack of staff at NBS

This risk factor includes unforeseen increase in workload. Potential effects were perceived as major, with possible critical delays. Due to the extended production time of the 2014 Housing and Population census, project activity in the component of Statistical Methodology was rescheduled since key staff was unavailable. Rescheduled tentative plans have mitigated the effects.

Overlapping with other projects

Potential effects were perceived as major, with NBS less able to engage in project implementation, as well as possible ineffective use of project funds. Overlapping occurred as the EU-STATREG project covered support in regional statistics. Effects were mitigated through donor coordination and flexibility in planning of project activities.

Insufficient budget for NBS

Potential effects were perceived as major in case of budget cuts. There were no such cuts effecting the project implementation, however in the context of sub-components *E.2 Water statistics* and *E.3 Waste statistics* lack of funds made it impossible for NBS to collect new data as suggested by Statistics Sweden's consultants. Further progress was therefore stopped. Statistics Sweden's LTA made attempts to find funding outside of the scope of the project to possibly mitigate the effects, however without success.

2014 Housing and Population census

Potential effects were perceived as major, with project activities disrupted during the production. To some extent project implementation was delayed since key NBS staff were busy with census tasks. Also, the delays of the census production affected the implementation as outputs were dependent on census data being available.

Political situation in Moldova

Potential effects were perceived as major in case of political instability. Although project implementation was not affected by any political unrest, progress in the Financial Accounts component was hampered by uncertainty in connection to the ongoing public administration reform.

Personnel changes

Disregarded in the risk assessments, major changes in Statistics Sweden staff in connection to the project posed a risk to project implementation as the project coordinator resigned late towards end of project operations and the project LTA relocated to Sweden. Effects were mitigated by close cooperation between Statistics Sweden and NBS in planning and coordinating the remaining project activities.

2.3 Donor coordination

The reform of the national statistical system of the republic of Moldova is performed with substantial assistance of international organizations and in partnership with other national statistical offices. Thus, the NBS have benefitted from cooperation and support from World Bank, International Monetary Fund, Eurostat, United Nations, (including UNCEF, UNIFEM, UNESCO, FAO, ILO) and multiple bilateral relations with statistical offices in countries such as the Russian Federation, Romania, Great Britain and Northern Ireland, Sweden, Norway and Estonia.

Throughout the project period, coordination with other donors has been an integral part of the planning and executing of project activities. To ensure adequate and effective use of project funds and personnel, the project LTA have liaised continuously with representatives from other donor organizations.

The donor coordination has resulted in the project vacating from supporting the development of regional statistics, as the EU-funded STATREG-project provided extensive support during 2014-2017. Gender statistics have not been part of project support due to ongoing support via UNDP and the Joint UN Project on Strengthening the National Statistical System.

Project support to assist in NBS's transformation to SNA 2008 in the national accounts was aligned to previous support by IMF. Support in strengthening NBS's internal communication by the implementation of an intranet system was carried out jointly with representatives from the STATREG-project, utilizing recourses from both donors. UNDP provided support to NBS regarding strategic planning in the development of the *Strategy for Development of the National Statistical System 2016-2020* prior to project support in operationalization and prioritization of strategy activities.

2.4 Analysis of project implementation, challenges and opportunities

As depicted in chapters *1.4 Overall progress (...)* and *2 Project review,* some projected outcomes and objectives have not been reached per the end of the project period. In *Information structures (B.3), Annual turnover surveys (D.2), Investment statistics (D.4), Innovation statistics (D.5)*, *Environmental expenditure statistics (E.1)* and *National Accounts (F.1, F.3)* final results will be realized in 2018 without the possibility to follow up within the scope of this project.

The prospect of reaching outputs regarding demographic projections and designing a new Master Sample in sub-component Survey methodology (B.1) is undetermined as it remains to be assessed if data from the 2014 Household and Population census are sufficient for these purposes. In the sub-components *E.2 Water statistics* and *E.3 Waste statistics* objectives have not been reached due to lack of funds.

2.5 Conclusions

The objective of the project is to improve NBS's institutional capacity to produce statistics in compliance with EU and other international standards. Overall, the project has delivered good progress towards the technical and professional objective as well as the organisational objectives.

However, in some sub-components the projected outcomes and objectives have not been reached by the end of the project period, but with feasible realization by NBS. In two sub-components progress was hampered by lack of funds and the prospects of future progress is undetermined.

Generally, output was satisfactory and the outcome of the project is expected to contribute to further institutional change and institutional effectiveness, as NBS continues to manage important development. Further realization of projected but still not reached outcomes and objectives will be possible given the obtained level of competence and organisational capacity.

On 31 January 2017 NSB presented a Strategy for Development of the National Statistical System 2016-2020 (SDNSS). The SDNSS represents the strategic framework for institutional strengthening and sustainable development of national statistics by providing human and technological resources and by adopting modern managerial practices and international standards. The SDNSS envisages the strengthening of the role of NBS as the main producer of statistics and coordinator of the national statistical system (NSS) as well as the provision of reliable, relevant, impartial and opportune statistics to the benefit of the entire society.

Appendix 1 List of missions conducted by Statistics Sweden or other consultants

List of missions

DATE	Component	Subject	Consultant(s)
10-14 Jun. 2013	Environment statistics	General	Kaisa Ben Daher, Anna-Karin Nyström
9-13 Sep. 2013	Management	General	Lisa Thiel, Cecilia Weststrom
24-27 Sep. 2013	Statistical methodology	General	Ann-Marie Flygare, Tiina Orusild
16-20 Sep. 2013	Business statistics	General	Daniel Lennartsson, Fredrik Nilsson
23-27 Sep. 2013	National accounts	General	Maria Falk, Andreas Lennmalm
24-27 Sep. 2013	External trade statistics	General	Jennie Bergman, Ebba Hartzell, Ari Mansikkaviita
2-6 Dec. 2013	Statistical methodology	Survey methodology	Tiina Orusild
10-12 Jan. 2014	Environment statistics	Environment protection expenditure	Nancy Steinbach, Elin Törnqvist
4-7 Mar. 2014	External trade statistics	Customs procedure codes	Jennie Bergman, Margareta Uhlín
17-21 Mar. 2014	Management	Code of Practice	Marie Collin, Håkan Wilén
24-28 Mar. 2014	Management	Internal communication	Anna Molander, Cecilia Weststrom
24-28 Mar. 2014	Business statistics	Harmonize annual business statistics	Daniel Lennartsson, Fredrik Nilsson
23-24 April 2014	Statistical methodology	Survey methodology	Pernilla Andersson
18-22 Aug. 2014	Statistical methodology	Survey methodology	Stefan Berg
27-31 Oct. 2014	Environment statistics	Environment protection expenditure	Karin Lindgren, Elinor Lindblad
10-14 Nov. 2014	Management	Code of Practice	Marie Collin, Håkan Wilén
17-21 Nov. 2014	Environment statistics	Waste statistics	Jonas Allerup, Malin Johansson
1-3 Dec. 2014	Management	Statistical Law	Cathy Krüger, Åke Bruhn
1-4 Dec. 2014	Management	Internal communication	Anna Molander, Sara Brinakberg
9-13 Feb. 2015	Statistical Methodology	Data editing and Disclosure control	Magnus Ohlsson, Lars-Erik Almberg
16-20 Mar. 2015	National Accounts	SNA 2008	Birgitta M Wärmark, Jonas Zeed
14-16 April 2015	Management	Management course - part one	Cecilia Weststrom, Christina Cronsioe
21-24 April 2015	National Accounts	Regional GDP	Annika Damm, Linda Kollberg
21-24 April 2015	National Accounts	Central Bank Calculation	Leyth Ameri
28-30 April 2015	External trade statistics	Data editing	Jennie Bergman, Magnus Ohlsson
28-30 April 2015	External trade statistics	Data confidentiality	Lei Sun
30 Mar. - 3 Apr., 11-15 May 2015	Statistical Methodology	STAC-course	Ari Mansikkaviita, Gabrielle Larsson
25-28 May 2015	Environment statistics	Waste and water statistics, rural areas	Jonas Allerup, Malin Johansson
25-29 May 2015	Management	Software solutions within NBS	Björn Berglund, Henrik Sandberg
30 Jun.-2 Jul. 2015	Environment statistics	Environment protection expenditures	Karin Lindgren, Elinor Lindblad
13-15 Jul. 2015	Management	Statistical law	Mike Hughes
22-24 Sep. 2015	Management	Management course - part two	Cecilia Weststrom, Christina Cronsioe
10-13 Nov. 2015	Business statistics	Investments	Barbro von Hofsten, Stefan Berg

23-25 Nov. 2015	Statistical Methodology	Introductory Course on Conducting Business Surveys - Part I	Tiina Orusild, Marie George
14-18 Dec. 2015	Management	Internal communication - Intranet	Anna Molander, Åsa Arrhén, Edon Abasi
14-18 Dec. 2015	Management	Quality Assurance Framework	Marie Collin
25-29 Jan. 2016	National Accounts	System for National Accounts 2008	Birgitta M Wärmark, Jonas Zeed
1-5 Feb. 2016	Statistical Methodology	Sampling	Tiina Orusild
2-5 Feb. 2016	Environment statistics	Emissions to Air	Jonas Bergström, Jonas Allerup
8-11 Feb. 2016	Statistical Methodology	Introductory Course on Conducting Business Surveys - Part II	Tiina Orusild, Marie George
18-22 Apr. 2016	Statistical Methodology	Variance estimation	Claes Andersson
25-28 Apr. 2016	Management	Intranet	Anna Molander, Åsa Arrhèn
26-28 Apr. 2016	External trade statistics	EU requirements	Jennie Bergman, Marie George
3-6 May 2016	Management	Statistical law	Mike Hughes
10-13 May 2016	Statistical Methodology	Administrative data	Ulf Durnell, Claus-Göran Hjelm
30 May-3 Jun. 2016	Statistical Methodology	Questionnaire design	Jennica Wallenborg, Linda Björneskog
8-11 Nov. 2016	National Accounts	Financial Accounts	Caroline Ahlstrand, Nicolai Nystrand
6-10 Feb. 2017	Management	Administering time management	Christina Lekeborn, Ligia Godymirska
25-28 Apr. 2017	National Accounts	Financial Accounts	Nicolai Nystrand
2-4 May 2017	Management	Operational planning of SDNSS action plan	Martin Schmidt
15-19 May	Environment statistics	Environmental accounts	Veronica Eklund, Maria Lidén
12-16 Jun. 2017	Management	Communication with users	Kristina Almström, Anna Molander
19-22 Jun. 2017	Statistical Methodology	Seasonal adjustment	Yingfu Xie
27-30 Nov. 2017	Statistical Methodology	Implementation of a metadata system	Allan Henrysson

Appendix 2 List of other activities where NBS staff participated

List of other activities

DATE	COMPONENT	ACTIVITY	STAFF	LOCATION
17-19 Sept. 2013	Management	General study visit	Lucia Spoiala, Igor Mocanu, Inna Maslo	Statistics Sweden
10-15 Oct. 2013	Environment statistics	General study visit	Elena Orlova, Aurora Garabaiju, Ludmila Lungu, Stela Derivolcov (interpreter)	Statistics Sweden
7-9 Oct. 2013	Management	RBM workshop	Pernilla Trägårdh, Eliecen Gomez, Madeleine Elmqvist, LTA, NBS staff	Statistics Sweden
14-17 Jan. 2014	External Trade	General study visit	Mariana Eni, Tatiana Grosu, Galina Ciubanu, Galina Rudenco (interpreter)	Statistics Sweden
27-31 Jan. 2014	Business statistics	Study visit: Structural Business Statistics, Coordinated samples	Iurie Mocanu, Ludmila Petras, Tatiana Afteni, Stela Derivolcov (interpreter)	Statistics Sweden
27-31 Jan. 2014	Statistical methodology	Study visit: Structural Business Statistics, Coordinated samples	Lilian Galer, Ana Grecu	Statistics Sweden
24-28 Mar. 2014	National Accounts	General study visit	Valentina Gidilica, Cristina Secu, Angela Cervatiuc, Galina Rudenco (interpreter)	Statistics Sweden
27 Apr. - 1 May 2014	Statistical methodology	Methodology seminar	lilian Galer	Paris, France
6-9 May 2014	National Accounts	Meeting of the Group of Experts on National Accounts, related to the implementation of SNA 2018	Irina Cemirtan	Geneva, Switzerland
15-16 May 2014	Statistical methodology	Workchop on LFS methodology	lilian Galer	Rome, Italy
19-23 May 2014	Environment statistics	General study visit	Liubovi S, Galina T, Aurora G, Elena O, Ludmila L, Tatiana S, Galina R (I), Elena M (I)	Statistics Sweden
20-22 Oct. 2014	External Trade	Study visit: External trade of goods	Galina Ciobanu, Liliana Petrusca, Elena Maleru (interpreter)	Statistics Sweden
10-12 Mar. 2015	Statistical Methodology	International Biennial Scientific Conference, EUROSTAT	lilian Galer	Brussels, Belgium
7-10 Apr. 2015	Business statistics	Study visit: Investment statistics	Iurie Mocanu, Svetlana Bulgac, Oxana Mocanu, Elena Maleru (interpreter)	Statistics Sweden
29-30 Apr. 2015	Statistical Methodology	Workshop on data collection methods within LFS	Vladimir Ganta, Oxana Gavrilita	Prague, Czech Republic
26-28 Aug. 2015	Statistical Methodology	Statistics Sweden and Örebro University Summer Schools in statistics	Lilian Galer, Ana Grecu, Ana Grecu, Olga Moraru	Örebro, Sweden
7-11 Sept. 2015	Statistical Methodology	Balkan Summer School	Ana Grecu, Olga Moraru, Galina Ostapenco	Ohrid, Macedonia
16-18 Sept.2015	Statistical Methodology	Study visit: Questionnaire design	L Galer, I Emelianova, M Alergus, L Bors, O Mocanu, E Maleru (interpreter)	Statistics Sweden
29 Sept.-1 Oct. 2015	External Trade	Study visit: External trade of services	Mariana Eni, Liliana Petrusca, Natalia Siminovici	Budapest, Hungary
7-9 Oct. 2015	Management	Study visit: Quality Assurance Framework	L Spoiala, I Maslo, F Condurari, M Eni, N Saragov, E Maleru (interpreter)	Statistics Sweden
12-13 Nov. 2015	Management	24th Annual PC-Axis Reference Group Meeting		Stockholm, Sweden

18-20 Jan. 2016	Management	Study visit: Statistical Law	L Spoiala, I Maslo, R Gorea, S Derivolcov, C Vlas	London, England
15-17 Feb. 2016	National Accounts	Study visit: Financial Accounts	Valentina Gidilica, Olga Sirbu, Andrei Craciun, Ion Veverita, Stela Derivolcov (Interpreter)	Statistics Sweden
5-8 Apr. 2016	National Accounts	Workshop on SNA 2008	Ludmila Habasescu	Minsk, Belarus
23-26 May 2016	Environment statistics	Study visit: Environmental accounts and EAA, EAF	Elena Orlova, Ludmila Lungu, Svetlana Adrienco, Aurora Garabajiu, Elvina Butmalai, Olga Sirbu, Maria Cojoharenco (Interpreter)	Statistics Sweden
5-9 Sept. 2016	Statistical Methodology	Balkan Summer School	Galina Ostapenco, Olga Moraru	Budva, Montenegro
5-7 Oct. 2016	Management	Workshop in data dissemination and communication, Statistics Netherlands	Lilia Racu	The Hauge, Netherlands
21-23 Mar. 2017	Business statistics	Study visit: Innovation statistics	Dmitrii Calincu, Oxana Mocanu	NIS, Romania
19-21 June 2017	Statistical Methodology	Statistics Sweden and Örebro University Summer Schools in statistics	Olga Moraru	Örebro, Sweden
28-30 June 2017	Management	Workshop on Statistical Data Dissemination and Communication	Lilia Racu	Geneva, Switzerland
7-10 Nov. 2017	Environment statistics	Study visit: Air emission accounts	Elena Orlova, Svetlana Andrienco, Stela Derivolcov(interpreter), Aurora Garabajiu, Ludmila Lungu	Statistics Sweden
12-14 Dec. 2017	Business statistics	Study visit: Turnover statistics	Dmitrii Calincu, Andrei Craciun, Lilian Galer	Statistics Sweden

Appendix 3 List of printed mission/work visit reports

List of printed mission/study visit reports

DATE	COMPONENT	SUBJECT	AUTHOR	REPORT
10-14 Jun. 2013	Environment statistics	General	Kaisa Ben Daher, Anna-Karin Nyström	MOLDSTAT 2013:01
9-13 Sep. 2013	Management	General	Lisa Thiel, Cecilia Weststrōm	MOLDSTAT 2013:02
24-27 Sep. 2013	Statistical methodology	General	Ann-Marie Flygare, Tiina Orusild	MOLDSTAT 2013:03
16-20 Sep. 2013	Business statistics	General	Daniel Lennartsson, Fredrik Nilsson	MOLDSTAT 2013:04
23-27 Sep. 2013	National accounts	General	Maria Falk, Andreas Lennmalm	MOLDSTAT 2013:05
24-27 Sep. 2013	External trade statistics	General	Jennie Bergman, Ebba Hartzell, Ari Mansikkaviita	MOLDSTAT 2013:06
10-15 Oct. 2013	Environment statistics	General	Elena Orlova, Aurora Garabaiju, Ludmila Lungu	MOLDSTAT 2013:08
2-6 Dec. 2013	Statistical methodology	Survey methodology	Tiina Orusild	MOLDSTAT 2013:07
10-12 Jan. 2014	Environment statistics	Environment protection expenditure	Nancy Steinbach, Elin Törnqvist	MOLDSTAT 2014:01
14-17 Jan. 2014	External Trade	General	Mariana Eni, Tatiana Grosu, Galina Ciubanu	NBS approved study visit report
27-31 Jan. 2014	Business statistics	SBS, coordinated samples	Iurie Mocanu, Ludmila Petras, Tatiana Afteni	MOLDSTAT 2014:03
27-31 Jan. 2014	Statistical methodology	SBS, coordinated samples	Lilian Galer, Ana Grecu	NBS approved study visit report
4-7 Mar. 2014	External trade statistics	Customs procedure codes	Jennie Bergman, Margareta Uhlín	MOLDSTAT 2014:05
17-21 Mar. 2014	Management	Code of Practice	Marie Collin, Håkan Wilén	MOLDSTAT 2014:02
24-28 Mar. 2014	Management	Internal communication	Anna Molander, Cecilia Weststrōm	MOLDSTAT 2014:06
24-28 Mar. 2014	Business statistics	Harmonize annual business statistics	Daniel Lennartsson, Fredrik Nilsson	MOLDSTAT 2014:04
24-28 Mar. 2014	National Accounts	General	Valentina Gidilica, Cristina Secu, Angela Cervatiuc	NBS approved study visit report
23-24 Apr. 2014	Statistical methodology	Survey methodology	Pernilla Andersson	MOLDSTAT 2014:07
19-23 May 2014	Environment statistics	General	Liubovi Stoianov, Galina Talmaci, Aurora Garabaiju, Elena Orlova, Ludmila Lungu, Tatiana Sobcovschi	NBS approved study visit report
20-22 Oct. 2014	External Trade	External trade of goods	Galina Ciobanu, Liliana Petrusca	NBS approved study visit report
27-31 Oct. 2014	Environment statistics	Environment protection expenditure	Karin Lindgren, Elinor Lindblad	MOLDSTAT 2014:08
10-14 Nov. 2014	Management	Code of Practice	Marie Collin, Håkan Wilén	MOLDSTAT 2014:09
17-21 Nov. 2014	Environment statistics	Waste statistics	Jonas Allerup, Malin Johansson	MOLDSTAT 2014:10
1-3 Dec. 2014	Management	Statistical Law	Cathy Krüger, Åke Bruhn	MOLDSTAT 2014:11
1-4 Dec. 2014	Management	Internal communication	Anna Molander, Sara Brinkberg	MOLDSTAT 2014:12
9-13 Feb. 2015	Statistical Methodology	Data editing and Disclosure control	Magnus Ohlsson, Lars-Erik Almberg	MOLDSTAT 2015:01

16-20 Mar. 2015	National Accounts	SNA 2008	Birgitta M Wärmark, Jonas Zeed	MOLDSTAT 2015:04
7-10 Apr. 2015	Business statistics	Investment statistics	Iurie Mocanu, Svetlana Bulgac, Oxana Mocanu	NBS approved study visit report
14-16 Apr. 2015	Management	Management course - part one	Cecilia Weststrom, Christina Cronsioe	MOLDSTAT 2015:09
21-24 Apr. 2015	National Accounts	Regional GDP	Annika Damm, Linda Kollberg	MOLDSTAT 2015:06
21-24 Apr. 2015	National Accounts	Central Bank Calculation	Leyth Ameri	MOLDSTAT 2015:05
28-30 Apr. 2015	External trade statistics	Data editing	Jennie Bergman, Magnus Ohlsson	MOLDSTAT 2015:08
28-30 Apr. 2015	External trade statistics	Data confidentiality	Lei Sun	MOLDSTAT 2015:02
30 Mar. - 3 Apr., 11-15 May 2015	Statistical Methodology	STAC-course	Ari Mansikkaviita, Gabrielle Larsson	MOLDSTAT 2015:03
25-28 May 2015	Environment statistics	Waste and water statistics, rural areas	Jonas Allerup, Malin Johansson	MOLDSTAT 2015:10
25-29 May 2015	Management	Software solutions within NBS	Björn Berglund, Henrik Sandberg	MOLDSTAT 2015:11
30 Jun.-2 Jul. 2015	Environment statistics	Environment protection expenditures	Karin Lindgren, Elinor Lindblad	MOLDSTAT 2015:12
13-15 Jul. 2015	Management	Statistical law	Mike Hughes	MOLDSTAT 2015:07
16-18 Sep. 2015	Statistical Methodology	Questionnaire design	Lilian Galer, Inna Emelianova, Mariana Alergus, Larisa Bors, Oxana Mocanu	NBS approved study visit report
22-24 Sep. 2015	Management	Management course - part two	Cecilia Weststrom, Christina Cronsioe	MOLDSTAT 2015:13
29 Sep.-1 Oct. 2015	External Trade	External trade of services	Mariana Eni, Liliana Petrusca, Natalia Siminovici	NBS approved study visit report
7-9 Oct. 2015	Management	Quality Assurance Framework	Lucia Spoială, Inna Maslo, Feodora Condurari, Marianna Eni, Natalia Saragov	NBS approved study visit report
10-13 Nov. 2015	Business statistics	Investments	Barbro von Hofsten, Stefan Berg	MOLDSTAT 2015:15
23-25 Nov. 2015	Statistical Methodology	Introductory Course on Conducting Business Surveys - Part I	Tiina Orusild, Marie George	MOLDSTAT 2016:02
14-18 Dec. 2015	Management	Internal communication - Intranet	Anna Molander, Åsa Arrhén, Edon Abasi	MOLDSTAT 2015:14
14-18 Dec. 2015	Management	Quality Assurance Framework	Marie Collin	Missing report
18-20 Jan. 2016	Management	Statistical Law	Lucia Spoială, Inna Maslo, Radion Gorea, Stela Derivolcov	NBS approved study visit report
25-29 Jan. 2016	National Accounts	System for National Accounts 2008	Birgitta M Wärmark, Jonas Zeed	MOLDSTAT 2016:01
2-5 Feb. 2016	Environment statistics	Emissions to Air	Jonas Bergström, Jonas Allerup	MOLDSTAT 2016:03
8-11 Feb. 2016	Statistical Methodology	Introductory Course on Conducting Business Surveys - Part II	Tiina Orusild, Marie George	MOLDSTAT 2016:02

15-17 Feb. 2016	National Accounts	Financial Accounts	Valentina Gidilica, Olga Sirbu, Andrei Craciun, Ion Veverita	NBS approved study visit report
18-22 Apr. 2016	Statistical Methodology	Variance estimation	Claes Andersson	MOLDSTAT 2016:07
25-28 Apr. 2016	Management	Intranet	Anna Molander, Åsa Arrhèn	MOLDSTAT 2016:04
26-28 Apr. 2016	External trade statistics	EU requirements	Jennie Bergman, Marie George	MOLDSTAT 2016:08
3-6 May 2016	Management	Statistical law	Mike Hughes	MOLDSTAT 2016:06
10-13 May 2016	Statistical Methodology	Administrative data	Ulf Durnell, Claus-Göran Hjelm	MOLDSTAT 2016:09
23-26 May 2016	Environment statistics	Environmental accounts and EAA, EAF	Elena Orlova, Ludmila Lungu, Svetlana Adrienco, Aurora Garabajiu, Elvina Butmalai, Olga Sirbu	NBS approved study visit report
30 May-3 Jun. 2016	Statistical Methodology	Questionnaire design	Jennica Wallenborg, Linda Björneskog	MOLDSTAT 2016:05
8-11 Nov. 2016	National Accounts	Financial Accounts	Caroline Ahlstrand, Nicolai Nystrand	MOLDSTAT 2016:10
6-10 Feb. 2017	Management	Administering time management	Christina Lekeborn, Ligia Godymirska	MOLDSTAT 2017:01
21-23 Mar. 2017	Business statistics	Innovation statistics	Dmitrii Calincu, Oxana Mocanu	NBS approved study visit report
25-28 Apr. 2017	National Accounts	Financial Accounts	Nicolai Nystrand	MOLDSTAT 2017:03
2-4 May 2017	Management	Operational planning of SDNSS action plan	Martin Schmidt	MOLDSTAT 2017:08
15-19 May	Environment statistics	Environmental accounts	Veronica Eklund, Maria Lidén	MOLDSTAT 2017:04
12-16 Jun. 2017	Management	Communication with users	Kristina Almström, Anna Molander	MOLDSTAT 2017:06
19-22 Jun. 2017	Statistical Methodology	Seasonal adjustment	Yingfu Xie	MOLDSTAT 2017:05
7-10 Nov. 2017	Environment statistics	Air emission accounts	Elena Orlova, Svetlana Andrienco, Aurora Garabajiu, Ludmila Lungu	NBS approved study visit report
27-30 Nov. 2017	Statistical Methodology	Implementation of a metadata system	Allan Henrysson	MOLDSTAT 2017:07
12-14 Dec. 2017	Business statistics	Turnover statistics	Dmitrii Calincu, Andrei Craciun, Lilian Galer	NBS approved study visit report