

INTERNATIONAL  
CONSULTING

# ANNUAL REPORT

2022



  
STATISTICS  
DENMARK

Annual Report 2022  
– International Consulting

Published by Statistics Denmark  
August 2023

Web edition:  
ISBN 978-87-501-2400-9

Editors:  
Linnea Lue Kessing, Statistics Denmark  
Klaus Munch Haagensen, Statistics Denmark

Layout:  
Klaus Munch Haagensen, Statistics Denmark

© Statistics Denmark

Photo credits

Cover photo:  
*Ghana*. Photo by Colourbox

Portraits on the back side of the cover:  
*Jesper Ellemtose Jensen*: Photo by Vicotria-Louise Tilsted  
*Linnea Lue Kessing*: Photo by Linnea Lue Kessing  
Other portraits: Statistics Denmark unless stated otherwise above.

Other photo credits are given under each photo

# TABLE OF CONTENTS

Introduction:

- International Consulting and statistical capacity building*..... 4
- Map of project countries..... 4

Cooperating countries and achievements in 2022..... 6

- Ghana*..... 6
- Morocco*..... 7
- Vietnam..... 8
- Bosnia and Herzegovina*..... 9
- Jordan*..... 10
- Turkish Cypriot Community..... 11
- Pan-African Project (PAS II)..... 12

Our Team..... 13

# INTRODUCTION: INTERNATIONAL CONSULTING AND STATISTICAL CAPACITY BUILDING

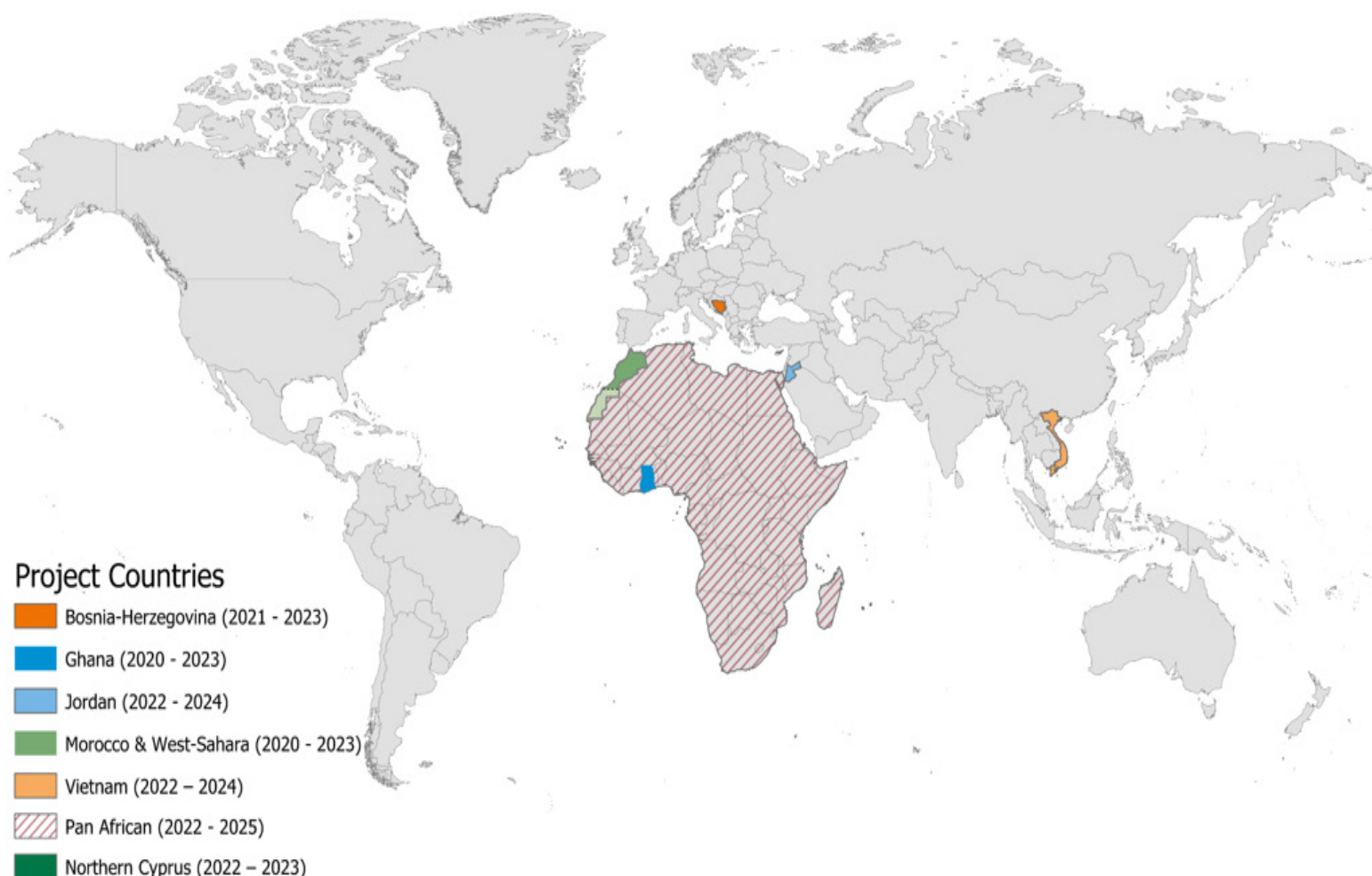
For more than 25 years, Statistics Denmark has supported National Statistical Institutions (NSIs) all over the world. Experts in areas such as national accounts, methodology, communication and many other areas has contributed and continue to contribute with their unique knowledge and insights to assist our partners with creating and disseminating independent, reliable and internationally comparable data and statistics. Data and statistics which give right holders a possibility to hold their duty bearers to account on an informed basis and which can be used by policy makers to make informed decisions and contribute to poverty reduction, a just green transition as well as many other key development issues.

The Sustainable Development Goals (SDGs) was launched in 2015 with the goal of ensuring that all people enjoy peace and prosperity by 2030. In 2022 half the time to reach the SDGs has gone by. It is therefore, absolutely crucial that the opportunity to monitor and asses the SDGs

through data and statistics. SDG monitoring is a requested key concern in all of our capacity building projects and will continue to be at the core of our work forward-going.

Besides SDG monitoring, digitalization, the use of administrative registers, methodology, communication and dissemination of statistics and not the least the production of statistics supporting a just green transition continue to be central areas where Statistics Denmark can support our partners. In turn, when our experts go on missions and host study visits, our partners bring different views, new questions and other solutions which fosters awing technical and strategic discussions and provide us with new input. Thus strengthening the continued development of serving users of data and statistics.

In 2022, we continued our efforts to contribute to continuous learning and increased coordination in development cooperation. In the beginning of the year, we hosted a meet-



ing with Statistics Sweden, Statistics Norway and Statistics Finland on Data for Development. The meeting focused on Nordic perspectives on integrating statistics into development policymaking. The purpose of the meeting was to ensure that the final step in the statistics value chain is reached by inviting donors and external partners to help in making statistics relevant and meeting demands, so it can be used in order to realise its full potential.

In the name of Nordic cooperation, Statistics Denmark, Statistics Norway and Statistics Sweden also met with the UN refugee agency, UNHCR, and representatives from the Refugee Councils in Denmark and Norway to investigate possibilities for cooperation within the area of statistics on forced displacement. A cooperation that will be further explored in the years to come.

The green agenda continued to be central to our endeavors. In the Strategic Sector Collaboration, funded by the Danish Ministry of Foreign Affairs, with our Moroccan partner Le Haut Commissariat au Plan, we started a new activity on the development of water accounts. Water is a scarce resource in Morocco, particularly during droughts. Setting up Moroccan water accounts will enhance insight and awareness of access to and use of water across the country, ensuring not only availability and sustainable management of water, but also sustainable consumption and production patterns.

In Vietnam, phase I of our Strategic Sector Cooperation was commenced focusing on administrative data for social statistics, big data, and green accounts on energy and emissions. In Ghana, we introduced work on Green Goods and Services to include environmental related questions in the general business survey with a final aim to contribute to Ghana's development of the system of environmental-economic accounting.

With Covid-19 restrictions being lifted around the world during 2022, physical missions and study visits again became numerous. To mention a few examples: A team of IT experts went to Morocco on a mission to assist the national statistical office in developing a new IT and Digitalization strategy; a fruitful mission to Vietnam focused on establishing a small-scale pilot project on a set-up for digital transmission of education data; and multiple study visits about the use of administrative data in statistical productions were hosted at Statistics Denmark.

A new Twinning-project initiated and financed by the European Union was launched in Amman, Jordan. The

aim of the project is to strengthen Jordan's Department of Statistics' capacity in the compilation, analysis and reporting of statistics in line with international and European best practices. The new project in Northern Cyprus started to further develop statistics in the Turkish Cypriot community and finally, the new Pan-African project was kicked off with an inception phase that resulted in an informative report advising on forthcoming project activities.

This year, 2023, will see a continued large number of missions and activities as part of our existing projects and a continued and expanded focus on statistics supporting a just green transition. We will continue our capacity building efforts on digitalization, communication and the use of administrative data in the production of statistics and support the development of statistics that feed into the system of environmental-economic accounting. We will explore new avenues and seek to uphold the good cooperation with partners and other NSIs alike.

Finally, we would like to thank our partners, the NSIs in the countries we cooperate with and our colleagues in other NSIs, for a successful collaboration during 2022. Further, we would like to thank all the stakeholders and institutions that have been engaged in and has supported our projects. We look forward to continued strong cooperation, working in favor of the development and communication of relevant and trustworthy official statistics ■



Carsten Zangenberg  
Director, Communication and Sales

# GHANA

## OBJECTIVE

The Strategic Sector Cooperation between Ghana Statistical Service (GSS), Statistics Denmark (SD) and the Ministry of Foreign Affairs (MFA) of Denmark lays down the foundation for a statistical system that should ultimately be based on fewer surveys, while at the same time ensuring more data and higher data quality. This is to strengthen the foundation for evidence-based decision making in Ghana and improving monitoring and reporting of the UN SDGs.

## Key achievements in 2022

- **Administrative data**  
GSS's focus on the use of administrative data was supported through workshops in Ghana and by a high level visit to Denmark where top managers from the statistical system met major Danish stakeholders and got an introduction to how digitalization of the broader society shapes the national data ecosystem.
- **Income generation**  
Detailed analytical work using census data has a large potential for opening up a revenue stream for GSS through providing paid services to both private and public entities in Ghana. We worked on how these services can be provided and how they should be prized. Working with data of high granularity raises a number of interesting challenges in ensuring confidentiality.
- **Working with mass media**  
Mass media plays an important role when it comes to making sure that the statistical information is actually put to use in society. A workshop was conducted to sensitize GSS staff on how mass media works and how this shapes the way they communicate statistical information to the broader public.
- **R-training**  
The open source statistical software R is an extremely important part of GSS Data Science Strategy. Basic R training was completed for a number of statisticians and

data scientist. R is slowly but steadily becoming part of the production process in the GSS.

- **Microdata sharing**  
Under the umbrella of the Strategic Sector Cooperation with the Embassy of Denmark in Ghana, we held a stakeholder meeting at the premises of the Vice President of the Republic of Ghana with major stakeholders in Ghana. In a fruitful partnership with GSS and a range of key ministries and government agencies in Ghana, a dialogue was opened on strengths, incentives and ways forward for the National Statistical System in Ghana. The main focus was on the development of an integrated register based system for using administrative micro-data for the production of official statistics at GSS.

## What's next?

In 2023 the preparation of the next framework program between GSS and Statistics Denmark will be in focus. The modality will enhance the cooperation underpinning common priorities on digitalization, green transition, poverty reduction and human rights.

Combining census data with other data sources using geo coordinates will allow GSS to provide new knowledge and open revenue streams. During the first part of 2023 GSS will launch a web service exposing all the data of the 2021 population and housing census in machine readable form.

We will also continue on the Green goods and Services track, seek to start a pilot project on administrative data from schools, and keep supporting and contributing to the development of a new Index of Industrial Production ■

## PROJECT FACTS

<b>Project name</b>	Strengthening official statistics in Ghana.
<b>Key topics</b>	Use of administrative data sources for statistical production, IT infrastructure, quality management, economic statistics, environmental accounts, dissemination and communication.
<b>Partner</b>	Ghana Statistical Service (GSS)
<b>Donor</b>	Danish Ministry of Foreign Affairs (MFA)
<b>Period</b>	2020–2023

# MOROCCO

## Key achievements in 2022

2022 was a busy year with nearly 20 activities implemented including a fall that again enabled physical missions to Morocco. Some of the key activities included:

- **IT & Communication & Dissemination strategies**  
Experts from Statistics Denmark finalized HCP's first ever IT strategy ready for publication and implementation in 2023. Experts also assisted in the finalization of the communication strategy and a new web-site which was launched in the fall of 2022.
- **Data management centre**  
Danish experts supported HCP's establishment of a data management centre with everything from the conceptual frame to the practical implementation including a system to manage internal access to systems and data. The first study visit in the project took place within this component and included amongst other things a presentation by the Danish Digital Hub on Denmark's digital journey.
- **The use of administrative registers**  
This component started up in the spring of 2022 with a mission to Rabat followed by a study visit to Statistics Denmark and another mission to Rabat in the fall of 2022. During the study visit the delegation from HCP and a representative from the Moroccan Tax Authority, amongst many other activities, met with a data provider namely the Danish Agency for Higher Education and Science.
- **A new business register**  
During 2022 the Moroccan, Danish and Norwegian experts installed the first version of a new Statistical Business Register, using a generic system developed by the Norwegian NSI (SSB) called STATBUS. The new register will enable HCP to compile more detailed and solid information on Moroccan businesses. Data on business units have been transferred to the system and the system is still being tested.
- **Water account**  
In 2022 the green component of the project was initiated with a first mission to Rabat with experts from Statistics Denmark and the Danish Environmental Protection Agency in order to take the first steps in establishing a water account for Morocco - an important satellite account within the overall system of environmental economic accounts (SEEA).

## OBJECTIVE

The main objective of the strategic sector cooperation between the Moroccan statistical office (HCP), Statistics Denmark (SD) and the Ministry of Foreign Affairs of Denmark (MFA) is to ensure that the public debate in Morocco builds upon relevant and easily accessible statistics that support informed decision-making.

## What's next?

During 2023 focus will be on finalizing the work done on the quality management system and on IT-security issues. Work will carry on within the components that were initiated during 2022, e.g. the statistical business register, administrative registers and water accounts. In addition activities will continue on setting up user groups to increase user involvement and to identify user needs. In the spring 2023 the plan is to produce some video material on the results in the project up to now and on the statistical business register in particular ■



Rabat harbour, Morocco  
Photo: Klaus Munch Haagensen

## PROJECT FACTS

**Project name**

Support to Morocco's ongoing efforts to improve the quality and digitalisation of official statistics.

**Key topics**

Focus is to allow the Moroccan statistical office (HCP) to take advantage of the ongoing digitalisation of the Morocco society in general and the public administration especially. This involves developing a new IT strategy for HCP, electronic data collection, improving the use of administrative data and modernising the statistical business register. Also, quality management and environmental statistics are addressed.

**Partner**

Haut Commissariat au Plan (HCP).

**Donor**

Danish Ministry of Foreign Affairs (MFA)

**Period**

2020–2023

# VIETNAM

## OBJECTIVE

The overall objective of the Strategic Sector Cooperation project is to contribute to the development of the Vietnamese society by providing adequate and trustworthy statistics, which is built on international standards and trends.

## Key achievements in 2022

The project started in July 2022 and during the autumn of 2022 all components of the project have started successfully with fruitful meetings held in both Hanoi and Copenhagen. External key stakeholders have been closely involved in all activities.

- **Population data**  
The initial activity focused on ways to modernize the costly population census in Vietnam by integrating existing administrative data. The next population census in Vietnam will be carried out in 2029. The Ministry of Public Security in Vietnam seems to hold all necessary variables for a population register, and the only obstacle seems to be getting access to the relevant data. The legal basis for sharing of data with General Statistics Office of Vietnam (GSO) seems to be in place already. If access to the relevant data is obtained, Statistics Denmark recommends the following stepwise approach:
  - Agreement on the deliverance of test data containing all specified variables for a couple of provinces only.
  - Test of usability and quality by GSO and comparison with 2019-census data. Alternatively, by comparing to an ad-hoc survey on selected municipalities.
  - Drafting agreement (Memorandum of Understanding) with the Ministry of Public Security on transmission of data on a frequent basis.
  - Getting access to data from the Ministry of Public Security is seen as a vital step for the success of not only this component, but for the entire project where cooperation and re-cycling of existing administrative data from external data owners is vital.

- **Integrated student register**  
The overall approach for Statistics Denmark is to investigate how to start building a register based statistical production system in Vietnam, with an integrated student register in GSO based on micro data from the key ministries. Based on meetings and dialogue with GSO and external stakeholders, it has been concluded that all the necessary building blocks are available for GSO to make a first draft small-scale pilot project of an integrated student register in line with Danish recommendations.
- **Big data**  
The overall approach for Statistics Denmark have been to investigate the status of the use of big data in Vietnam and to identify different projects which could be used as pilot projects for big data. The focal area for the project will mainly be on developing a Consumer Price Index (CPI) based on digital scanner and barcode data from the Vietnamese supermarkets. In order to proceed with more in-depth workshops at the following missions, GSO has been encouraged to pursue the opportunity to receive scanner data – or at least some test data for a historic period – from a greater supermarket chain.
- **Energy balance and air emissions**  
The first mission on energy balances and air emissions statistics showed that the GSO has a good starting point for developing green national accounts in Vietnam. The mission had the purpose to fully understand the needs of GSO and to find an intelligent way of initiating the development of green statistical indicators in close cooperation with relevant national stakeholders and data owners.

## What's next?

During 2023 around 10 missions to Hanoi will take place. In addition 3 study visits will take place in Copenhagen for relevant staff of GSO and external key stakeholders.

The activities in 2023 will closely follow up on the findings from the first four missions carried out in 2022 ■

## PROJECT FACTS

<b>Project name</b>	Support to Vietnam's ongoing efforts to improve the quality of official statistics.
<b>Key topics</b>	Inception phase with a view to build a longer-term collaboration around population and migration statistics, education, Big Data and Environmental Accounts.
<b>Partner</b>	General Statistics Office of Vietnam (GSO).
<b>Funding</b>	Danish Ministry of Foreign Affairs (MFA)
<b>Period</b>	2022 - 2024



# BOSNIA AND HERZEGOVINA

## Key achievements in 2021

2022 was the first full year not affected by COVID so the project partners caught up on a lot of work having the possibility to meet face to face. It was decided to prolong the project to the end of 2023 to get more time to catch up on the initial delays.

- **Agricultural census**  
Bosnia and Herzegovina is planning a major agricultural census. The census will be supported by a technical assistance contract funded by the EU. The project therefore worked on analyzing and optimizing the project design and is looking into the findings from the census pilot which have already been conducted.
- **Administrative data**  
Shifting to the use of administrative data is among other items an economic imperative as surveys are becoming increasingly expensive together with a need to reduce time in the process from publication to dissemination. The main focus is on mapping available data sources and discussing quality issues "fit for use".
- **Balance of Payment**  
The Central Bank of Bosnia and Herzegovina works with the Bank of Finland on putting in place the necessary methodology and data to allow the dissemination for a monthly Balance of Payment.
- **Taxes**  
After careful analysis of the situation it was decided to remove the component on indirect taxes from the project. The resources were then reallocated to extending the project implementation period.

## What's next?

The project will end during 2023 but it is already confirmed that the work will be continued in a 5th Twinning project. This and the new project will be run back to back. Efforts on business statistics and Balance of Payments will continue. ICT and Tourism will be included as new subjects ■

## OBJECTIVE

The project is the fourth Twinning project between Statistics Denmark (SD) and the partners of National Statistical System (NSS) of Bosnia and Herzegovina. The overall objective is to modernise the NSS and align its products to European standards, thereby underpinning the country's status as an EU candidate country.



Sarajevo, Bosnia and Herzegovina  
Photo: Signelements

## PROJECT FACTS

<b>Project name</b>	Support to the reform of the statistics system in Bosnia and Herzegovina - BA 15 IPA ST 01 20.
<b>Key topics</b>	Business Statistics, Balance of Payment, Wages and Taxes.
<b>Partner</b>	Statistical System of Bosnia and Herzegovina.
<b>Funding</b>	EU – Twinning project
<b>Period</b>	2021–2023 (24 months in total)

# JORDAN

## OBJECTIVE

The project is the second EU-Twinning project between Statistics Denmark (SD) and the partners of the Department of Statistics of the Hashemite Kingdom of Jordan (DoS). The current project is implemented by the DoS as Beneficiary, Statistics Denmark as lead Member State partner, and the German Federal Statistical Office (Destatis), the Italian National Institute of Statistics (Istat), Statistics Lithuania – State Data Agency as Junior Partners with additional support from Statistics Finland. The overall objective of the project is to strengthen the capacity of Jordan's Department of Statistics to compile, analyse and report statistical data in line with International and European best practices and contribute, to delivering the strategic goals of the statistical system in Jordan.

## Key achievements in 2022

The two-year long project started in September 2022 and by the end of the year the Initial Work Plan, specifying the activities for the first 6 months of the project, was approved by the Project Steering Committee.

Leading up to the approval of the initial work plan, four planning Missions were carried out to assist DoS and the Member State consortium. This in order to get a common understanding of the situation, vision and challenges in the project as well as the level of compliance with relevant EU regulations and other international standards. In accordance with the objectives, the focus areas for the four planning missions were:

- An integrated administrative data system for population and business statistics
- Missing and erroneous data and modernization of existing surveys
- Dataflow and IT-infrastructure
- Small Area Estimations

Improving statistics through adaptation of international standards and best practices has been in focus in all activities, as well as keeping in mind the aim of achieving concrete and operational outputs during the project implementation. At all the missions carried out, both the beneficiary country and the Member State experts have been well prepared, engaged and dedicated.

Besides the mandatory results of the Twinning project, the project will complement many other initiatives already planned or ongoing in DoS. Among others a World Bank project, a National Account project, a project implemented by the British Office for National Statistics (ONS), the MEDSTAT Programme for the Southern Neighborhood countries, and potentially also a USAID project. Synergies between the Twinning project and parallel projects will be ensured by thorough and careful cooperation and coordination between the projects.

## What's next?

The Twinning project will in 2023 follow the initial work plan approved in late 2022. The achievements of benchmarks and indicators will be followed up closely, and actions will be taken by the project management to ensure implementation of relevant and sustainable solutions for DoS ■



The Roman Theatre seen from the Citadel in downtown Amman  
Photo: Peter Bohnstedt Anan Hansen

## PROJECT FACTS

<b>Project name</b>	Strengthening the capacity of Jordan's Department of Statistics in terms of compilation, analysis and reporting of statistical data in line with International and European best practices.
<b>Key topics</b>	Administrative data for Business Statistics and Population Statistics, Small Area Estimations, Missing and Erroneous data.
<b>Partner</b>	Department of Statistics of the Hashemite Kingdom of Jordan (DoS)
<b>Funding</b>	EU-Twinning project
<b>Period</b>	2022-2024 (24 months in total)

# TURKISH CYPRIOT COMMUNITY

## Key achievements in 2022

The start of the project was delayed to November 2022 due to the pandemic and various scheduling issues among stakeholders. However, the project includes activities on:

- **Business register**

The main trust of the project is to establish a new coherent statistical business register. It is expected to be build using the generic statistical business register software STATBUS (See <https://www.statbus.org/>)

- **Data sharing**

To feed information into STATBUS data sharing agreements – so called Memorandum of Understandings (MOUs) will be implemented between the authorities in the Turkish Cypriot Community allowing regular data transmissions among relevant authorities.

- **SAS Training**

Using technical assistance funding from the EU the “SI” is modernizing its hardware and IT infrastructure. Our project supports the modernization process with hands on training in SAS and information security management.

## What's next?

The project will continue at least to the end of April 2024.

The project may be extended further to support digitalization and communication activities ■

## OBJECTIVE

To improve statistical actions regarding administrative data sources management and governance, and further develop statistics in the Turkish Cypriot Community.



Ancient columns at Salamis, Greek and Roman archaeological site, Famagusta, North Cyprus  
Photo: Signelements

## PROJECT FACTS

<b>Project name</b>	Technical Assistance on Statistics for the Turkish Cypriot Community
<b>Key topics</b>	Business statistics, administrative data sources management and governance, communication strategy and branding, building partnerships
<b>Partner</b>	The newly established Statistical Institute of the Turkish Cypriot Community
<b>Funding</b>	The European Union, represented by the European Commission
<b>Period</b>	18 months from November 2022

# PAN-AFRICAN PROJECT (PASII)

## OBJECTIVE

To support African integration through strengthening the African Statistical System and ensure the use of quality statistical data in the decision-making process and policy monitoring, in order to facilitate monitoring of societal progress in Africa, with a special focus on the social domain.

## Key achievements in 2022

The Pan-African project is part of an EU funded programme counting two projects headed by Statistics Denmark and Statistics France respectively. The Danish-headed project focuses on support to producing official statistics within the social domains of education, health, and labour and counts consortium partners from the NSIs of France, Finland, Spain and Poland. Denmark is consortium partner in the French-headed project focusing on support to SBR and national accounts.

2022 was the first project year of PAS II and the main focus was on the inception phase. During the fall, communication with relevant NSIs in Africa was initiated and activities started to take shape.

### • Inception phase and country selection

In the inception phase, the focus was to identify partner countries based on a variety of criteria including needs, absorption capacity, and expected impact. The country selection process was based on a kick off meeting and a questionnaire that was sent out to 55 African NSIs in order to assess their interest in taking part in the PAS II program. A total of 37 countries responded confirming and detailing their interest with a majority of responses from Western and Southern Africa.

### • PX-web in Rwanda

An introduction meeting was held with the National Institute of Statistics in Rwanda (NISR). During the mission to Rwanda, the NISR emphasized their focus on developing their communication and dissemination activities and their request for capacity building within this area especially a strengthening of digital tools and the use of infographics. The activities will focus on the installation of PX-web and training in how to use PX-web

to publicize tables in a databank on the NISR web site. The activity is planned to commence in the second half of 2023.

### • Media training in Tunisia

The National Institute of Statistics in Tunisia has showed interest in being part of PAS II and especially in the communication component. This led to an introductory meeting during which it was decided that Statistics Denmark will facilitate a training in communicating with the press. The training will most likely take place in Tunisia in the second half of 2023.

### • SBR support to Senegal

Senegal's National Statistical Institute (ANSD) showed great dedication during the inception mission. ANSD has a high SPI score and access to administrative data, and therefore has the potential to become a frontrunner within Statistical Business Registers and Statbus (an open source solution for SBR developed by Statistics Norway) for francophone countries in Africa. In August 2022, a planning meeting was held in Helsinki as the component is a joint effort between Statistics Norway and Statistics Finland. Besides an introductory meeting was held with ANSD at the end of 2022.

### • Visibility efforts

A great focus of PAS II is visibility and communication of the project. During 2022, the consortium hosted an online Side Event on the United Nations 53rd Statistical Commission (UNSC), an online presentation during the 2022 meeting of the Management Group on Statistical Cooperation (MGSC) led by Eurostat and held a presentation during the 2022 African statistical commission in Addis-Ababa.

## What's next?

In 2023, the collaboration with Rwanda, Tunisia and Senegal will continue and in the second half of 2023, first missions and trainings will be held. A partner country to collaborate on administrative data sources will be chosen and introductory meetings will be held. Besides, Statistics Denmark will contribute to support with experts to activities led by other consortium members within the topics of alternative data, labour force statistics and tourism satellite accounts ■

## PROJECT FACTS

<b>Project name</b>	Pan-African Statistics Programme II: Developing social statistics, economic and business statistics in African national statistical offices.
<b>Key topics</b>	Statistics within health, education, labour, national accounts, and Statistical Business Register (SBR).
<b>Partner</b>	Senegal, Tunisia, Rwanda. More countries will be identified during the project.
<b>Funding</b>	Eurostat
<b>Period</b>	44 months starting from 28 February 2022



Photo: Signelements

# OUR TEAM

## CONTACT

Statistics Denmark  
Sejrøgade 11  
DK-2100 Copenhagen  
[www.dst.dk/consulting](http://www.dst.dk/consulting)  
[lke@dst.dk](mailto:lke@dst.dk)



Mikael Skovbo  
Head of Division



Klaus Munch Haagensen  
Chief Advisor



Linnea Lue Kessing  
Senior Advisor, Team Leader



Peter Bohnstedt Anan Hansen  
Chief Advisor



Jesper Ellemose Jensen  
Chief Advisor



Niels Madsen  
Resident Twinning Advisor,  
Bosnia & Hercegovina



Amalie Mylenberg Skovengaard  
Head of section



Trine Mosgaard Lavrsen  
Head of Section



Charlotte Nielsen  
Resident Twinning Advisor,  
Jordan



Kira Vest Lyberth Nielsen  
Head Clerk



Thomas Rune Nielsen  
Senior Head Clerk