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Third Status Report
from
LTA Consultant in Institutional Capacitation
regarding the period
1 January – 31 December 2011

within the framework of the

**AGREEMENT ON CONSULTING ON
INSTITUTIONAL CAPACITY BUILDING,
ECONOMIC STATISTICS AND RELATED AREAS**

between

INE and Scanstat

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Summary in English

The Terms of Reference for the present job are mainly to facilitate for INE achieving the following strategic goals of INE / SEN:

- Raise the level of knowledge and awareness of statistical habits and practices for national development.
- Facilitate the building and maintenance of robust information solutions and systems and communications technologies to collect, share, access and disseminate statistical information; as well as architecture for database and Internet management.
- Assist in the maintenance of a high motivation, personnel management and training environment.

The idea is to assist INE in its efforts to ensure the development of an efficient planning, management, monitoring and evaluation system for SEN in close cooperation with national and international partners.

The consultant has during the year advised the management of the INE regarding matters relating to institutional capacitation, and has mainly been working with:

- The Directorate of Integration and Statistical Coordination (DICRE), reporting to the director, to whom the consultant is accountable, according to the subject in question.
- And the Directorate of Administration and Human Resources (DARH), reporting to its Director, to whom the consultant is accountable.

Depending on the subject, the consultant has also coordinated with other Central Directorates of the INE and SEN.

Areas of responsibility:

1. Assist the INE in the development of efficient human resources, financial and property planning, monitoring and general management system; quality management and training of personnel.
2. Design and produce plans, manuals, work and training methods, as well as organising seminars and training programmes.
3. Assist in the establishment of an integrated database management systems and management information system.
4. Assist in the definition and management of specific programmes to be undertaken by short-term consultants that may be defined in the various areas.
5. Undertake any other activities that may be defined by INE.

In the following the activities were the consultant has been involved are described. The reports from the short term advisory missions referred to can be found at [INE Intranet](#) and on www.dst.dk/mozambique.

A list of Scanstat STA missions 2011 can be seen at the end of this document.

Resumo em Português

Nos Termos de Referência para o trabalho presente destacam-se a de facilitar para o INE atingir os seguintes objectivos estratégicos específicos do INE / SEN mas, não se limitando a:

- Elevar o nível de conhecimento, consciência, hábitos e práticas estatísticas para o desenvolvimento nacional.
- Facilitar a construção e manutenção de soluções robustas de sistemas e tecnologias de informação e comunicação para recolher, compartilhar, aceder e disseminar informação estatística, assente numa arquitectura de gestão de bases de dados e Internet.
- Estimular um ambiente de alta motivação, gestão e treinamento do pessoal.

A ideia é de ajudar INE em seus esforços para garantir o desenvolvimento de uma gestão eficiente de planeamento, monitoramento e avaliação do sistema do SEN, em estreita cooperação com parceiros nacionais e internacionais.

O consultor tem durante o ano assessorado a gestão do INE sobre questões relativas à capacitação institucional, e tem estado a trabalhar principalmente com:

- A Direcção de Integração e Coordenação Estatística (DICRE), subordinando-se ao respectivo Director, a quem, também prestará contas, em função das matérias em causa.
- E a Direcção de Administração e Recursos Humanos (DARH), subordinando-se ao respectivo Director, a quem prestará conta.

Em função dos assuntos, o consultor também articular-se-á com as outras Direcções dos Serviços Centrais e demais serviços do INE e SEN.

Áreas de responsabilidade:

1. Assistir o INE no desenvolvimento dum sistema eficiente de planeamento, monitoria e gestão geral, de recursos humanos, financeira e patrimonial; gestão de qualidade e formação de pessoal.
2. Conceber e produzir planos, manuais e metodologias de trabalho e treino, bem como orientar seminários e programas de treino.
3. Assistir no estabelecimento dum sistema integrado de gestão de bases de dados e sistema de informação de gestão.
4. Assistir na definição e gerir programas específicos a serem realizados por consultores de curto prazo que venham a ser definidos nas várias áreas.
5. Realizar outras actividades que venham a ser definidas pelo INE.

A seguir uma descrição das actividades onde o consultor esteve envolvido. Os relatórios das missões de consultoria de curto prazo referidos são encontrados no [INE Intranet](#) e no www.dst.dk/mozambique.

A lista de missões STA de Scanstat 2011 pode ser visto no final deste documento.

1. Assist the INE in the development of efficient human resources, financial and property planning, monitoring and general management system; quality management and training of personnel and the establishment of the National School of Statistics.

Planning

A lot of work has been done to straighten up the structure of the planning processes of INE/SEN. Experiences gained from discussions within INE and visits to the DPINEs have been combined with the results of discussions with various experts on planning coming from donor organisations and Scanstat. Studies of current recommendations from PARIS21, UNSTATS and others have contributed to the elaboration of the manual. Results based planning is an issue nowadays, but looking at the INE PAAO (the budgeted annual plan) one sees that INE is already using a form of results based planning, a use which constantly is developing.

A first “final”, but not yet officially approved, version of the Planning Manual was ready in September 2010 and as it describes the 5-year planning cycle of INE / SEN it has been of great value for the work on the next Strategic Plan 2013-2017. The manual has been translated into English making it possible to discuss it with other NSOs within the region. It begins like this: *“The present Planning Manual is a guidance document for implementing the planning cycle of the National Statistical Institute (INE) and the National Statistical System (SEN) as a whole and is the result of a systematization of existing routines adopted by national statistical agencies for the planning and monitoring of their activities. The purpose of the manual is to promote the planning cycle as a principal cornerstone in the development of the statistical system in Mozambique.”*

Another component not yet included in the planning manual is cost accounting where all costs (including man time) at INE are attributed to a statistical product or programme. Today salaries to ordinary staff is handled as a lump sum and not attributed to products which makes it difficult to exactly specify the costs for making the annual yearbook or for the elaboration of the strategic plan, to take two examples that involves a lot of man time in relation to other direct costs. Together with consultants from Scanstat a system for this has been proposed and as the security system soon will be able to log when staff is entering and leaving the building cost accounting can soon be a reality. More components to the planning manual will surely be added in the future.

It is however important to not forget that INE is an institution within the Mozambican administration and thus has to align its routines with the ones recommended (and often imposed) by the Ministry of Public Affairs regarding general issues like SIGEDAP (the performance management system in public administration), the Ministry of Planning and Development regarding the “Scenario fiscal de médio prazo” (a 3 year rolling financial and activity planning

system), the Ministry of Finance through the SISTAFE (the government's public financial management system for annual financial planning and execution at central and provincial level) and the Ministry of Labour regarding employments and promotions. On top of this INE also have to align with the planning and monitoring required by the INE Common fund as specified in the Memorandum of Understanding between the ministry of Finance, INE and the development partners.

INE is actively taking part in the regional and international context. SADC is for example actualizing its 1998 Statistics Strategy “promoting regional integration by making available relevant, timely and accurate statistics that is used beneficially for policy formulating, decision making, and general use”. A task force composed by the SADC Secretariat and the SADC Member States of DR Congo, Lesotho, Mozambique, Mauritius, South Africa and Tanzania has been set up for this work, with INE Mozambique as chair. The most recent meeting of the task force was held in Maputo 12-13 of December where strategic issues were discussed in a constructive way that also will influence the manner in which INE will elaborate the national statistics strategic plan 2013-2017.

Reviews

The Common Fund Mid Term Review made by a team from PARIS21, UNFPA and the World Bank, and also the assessment made by the African Development Bank for their Country Statistical Profile, left INE with some interesting recommendations on how to meliorate the National Statistics System, recommendations that now are being incorporated in the next strategic plans. It was noted with satisfaction that most, if not all, findings made by the review teams already were identified by INE and under work within the current strategic plan or, in some few cases, deliberately postponed to the next 5-year period. It is nice to see that the internal strive for development of INE/SEN is so well aligned with the recommendations given by outside internationally recognised observers. A summary of the findings and recommendations as well as the INE response was presented at the INE Extended Consultative Council in March.

The Strategic Plan for Statistics in Mozambique 2013-2017

The elaboration of the previous Strategic Plan 2008-2012 involved big changes at the time. The Scandinavian and Italian projects were to be replaced by a fully integrated national program funded mainly by the Government of Mozambique and the newly established INE Common Fund. The next Strategic Plan 2013-2017 will not include as wide-ranging changes. Rather, the experience of the present period will be consolidated and the good things in the plan retained and further developed. At the same time every effort is made to anchor the plan firmly among producers and consumers of official statistics in Mozambique.

According to the Planning Manual the work on assembling the Strategic Plan should have started already in the third quarter 2010 but that start was delayed due to various factors. Some further delays have also been encountered due to the change in management of the INE coordinating

directorate DICRE. Originally the idea, as expressed in the Planning Manual, was to have a draft preliminary strategic plan ready to be presented already in August 2011, but as we see now this can hardly be done before the end of February 2012. One reason for INE not to accelerate the work even more is the crucial importance that stakeholder participation has in the strategic planning for a national statistic system. To make the stakeholders responsible for their part of the plan, and thus to make them fight for the true implementation of it, we have to make them feel that they have contributed to the plan, recognizing their own wordings in it. Stakeholder participation has to be given time and if speeded up the whole idea might be spoiled. At INE a central group for the elaboration of the strategic plan has been set up. Members are staff from the planning department at DICRE, the management of DICRE and the Human Resources directorate DARH and the Scanstat consultants.

A first initial visit explaining the ideas behind the strategic plan concept was made to each of the following units producing and/or using statistics: Ministry of Education, Ministry of Science and Technology, Ministry of Labour, Ministry of Health, Ministry of Fishery, Ministry of Agriculture, Bank of Mozambique, Ministry of Finance, Ministry for Coordination of Environmental Issues, Ministry for Public Work and Housing, Ministry Civil Service, Ministry of Tourism, Ministry of Justice, Ministry of Culture, Ministry of Energy, Ministry of Planning and Development, Ministry of State Administration, Ministry of Former Combatants, Ministry of Youth and Sport, Ministry of Transport and Communication, Ministry of Industry, Ministry of Mineral Resources, National Institute of Communication, Tax Authority, the lead for the Cooperating Partners in the INE Common Fund, University of Eduardo Mondlane (UEM), Higher Polytechnic Institute and University (ISPU), Confederation of Business Associations of Mozambique (CTA), Provincial Directorate of INE in Gaza, Provincial Directorate of INE in Inhambane, Provincial Directorate of INE in Maputo City, Provincial Directorate of INE in Maputo Province and of course the central directorates of INE; Directorate for Administration and Human Resources (DARH), Directorate for Census and Surveys (DCI), Directorate for National Accounting and Global Indicators (DCNIG), Directorate for Demographic, Vital, and Social Statistics (DEMOVIS), Directorate for Sectorial Statistics and Business Statistics (DESE), Directorate for Integration, Coordination, and External Relations (DICRE) and the Cabinet of the INE management (GPINE). During the visits two types of questionnaires were handed out. One type based on the current strategic plan was given to the INE directorates and the units being delegated producers of official statistics (BM, MINED, MINAG, MISAU, MCT, MITRAB and MPESCA) asking them to evaluate the activities of the current strategic plan and indicate what activities they foresee for the next period.

On the 21 November a one day national planning meeting was held with the stakeholders to further discuss the results of the main actions realized during the present five year plan 2008-2012. This was followed by a debate about the foreseen challenges for the next five years. A proposed statement of the mission, vision and values was also presented as well as a proposed structure of the Strategic Plan 2013-2017.

Meanwhile the answers from units producing official statistics (INE and ODINE) were compiled into an INE/SEN preliminary action plan for the years 2013-2017 and sent back to the respondents for confirmation/correction. Right now we are waiting for their answers.

A second planning meeting with stakeholders will be made in February. After that the activities have to be budgeted, based on previous experience and relevant estimates.

Another type of questionnaires based on the INE User survey has been given to producers/users of statistics outside the inner INE/ODINE group. Although the activities of this group of producers/users not in detail will be part of the strategic plan it is important that their opinions are regarded. These answers are being compiled into a document using the widely accepted Generic Statistical Business Process Model (GSBPM) to facilitate the overview.

The goal is to have the next Strategic Plan for Statistics in Mozambique 2013-2017 ready for the High Counsel of Statistics meeting in March.

Common Fund

The Common Fund has now been up and running since 2008. Two Partnership Committee meetings have been held during the year. The Annual Report 2010 has been presented, including activity and financial reports. The External Audit 2010 has been presented. Preparatory technical meetings have also been held. Participating at the Partnership Committee meetings have been the INE Presidency, Directors and advisors and from the cooperating partners Canada, Denmark, Italy, Norway, Portugal, UNFPA and UNICEF. The Memorandum of Understanding governing the Common Fund activities is made for the period 2008-2012 and has to be actualized and extended. Some ideas on formalizing the technical group have been raised and there are of course both pros and cons doing that. It is also necessary to discuss how to secure the long term financing of statistical activities in such a way that there will be room for new emerging issues not foreseen today. Another thing to consider is the optimal number of Common Fund members. Having many members is good for the discussions and input of ideas but also makes the financial contribution of the each Cooperating Partner so relatively small that it becomes difficult for them to motivate a 100% participation in the activities around the common fund. On the other hand if there will be only a few Cooperating Partners contributing to the financing of the Common Fund the risk is that old-fashioned project thinking will return.

2. Design and produce plans, manuals and work and training methods, as well as organising seminars and training programmes.

A Quality Manual

To produce quality statistics is important for INE/SEN and quality has also been a prioritized concept since the very beginning of INE. But quality is, also for many of the INE staff, something abstract and less tangible. The UNSTAT has recently been adopting a model describing the components of quality in statistics built on the Quality Assurance Framework that in general is accepted by most NSOs. The new framework is called the National QAF and covers most aspects of the work at a modern NSO. But while the NQAF describes the components there also need to be some hints on how to make the components fit together. Here the GSBPM, the Generic Statistical Business Process Model Version 4.0, approved by the UNECE/METIS Steering Group in April 2009 can help. INE has already begun to use the GSBPM in its programme for territorial statistics. The model is translated into Portuguese and practical guidelines on how to use it at INE have been added. The processes in GSBPM are in fact very similar to the steps (chapters) that are trained in the courses STAC, Statistics in Action, that Scanstat has been given several times here at INE (and all over the world!). This similarity is of course not just accidentally as both GSBPM and STAC are describing the same reality of producing statistics. INE is planning to develop its own short term general course, Estatísticas em Acção, ESTAC, to be given at the National Statistics School. The course will be built on the INE/SEN Quality Manual and act as one channel for the dissemination of the manual in a practical and efficient way. The principal force behind the quality work at INE has traditionally been the Director of DICRE but recently also the programme for territorial statistics, the National Statistics School and other units have been involved. The Mid Term Review team gave important inputs to the quality work at INE/SEN as they confirmed that the GSBPM is the right model to choose.

Analysis - Food Security

It has since long been a request from INE staff to learn more about analysis and as the workload at the DEMOVIS directorate became a bit more normal this year a workshop on food security using data from the household budget survey was held. FAO has previously assisted INE in producing food security reports. Such information is important to describe the overall level and nature of hunger in Mozambique, and to design effective policies for reducing hunger and poverty and it is felt as important that INE staff is well familiarized with the analytic steps needed to produce this type of reports. FAO agreed to provide the SPSS programmes needed and to give technical backstopping from their headquarters in Rome, at no extra cost to the project. Scanstat contributed with two experts acting as teachers and moderators during the workshop.

Survey sequence

Many users of official statistics need more continuous information on the actual state of the nation, and the challenge for INE now is to find the best balance between big intermittent surveys/censuses, smaller continuous surveys and administrative data. When the nations of the region were young the big surveys created a mobilising and unifying effect on the citizens. It showed that the government cared also to listen to ordinary people. I am not sure that the big surveys play this role today. Another thing that have made big surveys popular is that they are perfect to execute in the form of big projects and thus easy for donors to finance with full control, as the budget, start, end and evaluation frames are fixed already from the very beginning. With common funds and integrated financial management systems this might be less attractive in the future. Introducing continuous multipurpose surveys is maybe not primarily a way of reducing costs but more a way of raising the timeliness of the information gathered while at the same time a more continuous effort of quality work can be implemented. Probably a combination will give the best results.

For poverty studies the Ministry of Planning and Development has suggested a program that fits well within the capacities of INE if properly supported and budgeted. To put in place a more active poverty monitoring program increased frequency of collection of core poverty analysis data is needed. For example a core program built on a three year rotation with the following surveys: The first year a demographic and health survey, or similar like the multiple indicator cluster survey, can be made. The second year is for a household budget survey. The third year a full agricultural survey should be made in rural areas and a labour force survey in urban areas. Then the sequence should be repeated. Following this proposal significant dimensions of poverty could be investigated every year.

Agriculture statistics might need a special consideration. Mozambique being so dependent of the agricultural production made by subsistence farmers this sector has to be monitored well, both through early warning systems and yearly follow ups on real production. The Ministry of Agriculture has created a master plan for agricultural statistics that within short will be turned into a sector strategic plan and action plans. This work has to be closely monitored by INE so that it fits well into the National Statistics System. But so far it looks promising. Another work influencing the survey sequence s is the emerging use of administrative data that for example can be seen in the programme for territorial statistics and in the compilation of vital statistics. Better correlation between administrative and survey data will enhance the usefulness of both.

3. Assist in the establishment of an integrated database management systems and management information system.

NADABAS

Søren Netterstrøm from Denmark Statistics was during March working from distance with the NADABAS system, the National Accounts Database System. The system is built on Excel and SQL server and it is important that INE now gets its own expertise on SQL. The purpose of the mission was to re-establish the NADABAS system that was lost due to a server failure and to implement procedures in order to avoid such a situation in the future. To reach the goal communication with INE IT staff was established using the Team Viewer software. After inspection and discussions with INE IT staff and Scanstat long and short term consultants it was decided that the server should be reinstalled with MS Windows 2003 Server and MS SQL 2008. This was done by INE IT staff.

The INE website

The website is getting more and more important as a way of disseminating data and INE has therefore recruited several new experts on web publishing. But when going through all the databases at the INE website it was found that much of it was not very up to date. Since then a lot of updating has been done and the situation is actually better. The task now is to build up a system where the responsibilities for the data published are totally clear. A new website has also been created by an external firm and it will be very interesting to see how it is received once it becomes operational.

The Network

As INE moved to a new site, some kilometres away from the old one, several changes to the ICT environment occurred. The old and patched network was substituted by a new one and the server room was completely new and built for its purpose. During the move Bo Guldager, IT specialist from Statistics Denmark, was here to assist in resolving any problems that might emerge. Related to the move to the new building his terms of reference included things like:

Verify the work done by the installation firm. Secure good operation of the file servers in the new environment. Secure the operation of the mail server, its connection to the Internet and internal network. Secure the operation of the firewall system. Secure the operation Nadabas server. Check the operation of the systems for power and cooling. And related to the general work regarding the development of ICT at INE he should review the recommendations of the last visit, assess the actual general situation and give new relevant recommendations. Related to this Bo and I discussed the recent Canadian procurement for a consultancy to assess how statistical information is stored at INE in different formats, and how this can be harmonized to facilitate the analysis and dissemination of official statistical information. The consultancy should also look on the appropriateness of the current IT organizational structure, staffing and training needs to determine if it is still optimally organized to meet the SEN's maturing business objectives. We think the requested services are very important for INE and SEN and to avoid further delays Scanstat is willing to assist any winner of the bidding process, facilitating the fulfilment of the objectives and securing a "statistics" touch on the plans, even if the winner has less experience regarding the peculiarities of statistics.

Helpdesk

The experience gained when re-establishing the NADABAS system from distance were encouraging as it showed that INE and Scanstat staff can work well together in the same machine although a distance of 10.000 km is separating them. New technologies and a better Internet creates new possibilities. As a result from this experience a proposed Terms of Reference within the Scanstat contract was elaborated. The background is that INE for long has tried to have staff at the IT department certified for the software and hardware that is used. But after certification it has been difficult to retain the staff. Of course a permanent solution to this have to be found, but meanwhile a temporary solution could be to set up an intermediate Help Desk at Scanstat where INE IT staff can get experienced help. Questions to the Help Desk could normally be answered the same day either by e-mail, VoIP and/or using Team Viewer or similar communication directly within the INE network. The proposal is still under consideration by INE. Such Help Desks are used at the Scandinavian INEs and the experience of them is very positive as it reduces the time needed to reach a solution and thus the frustration of the final user. In Statistics Sweden the Helpdesk is outsourced and localised far away from Stockholm but this really does not matter if communications are good. What matter is how the work is organised. All contacts with the helpdesk are categorised and logged, creating a learning system that can take advantage of previous solutions. Today the system acts towards internal Statistics Sweden users but it could as well have parallel instances directed towards external users and producers of statistics. After gaining experience I can imagine the computer department DICRE/DISI having its technical helpdesk for central and provincial INE users, the dissemination department DICRE/DDD having a user oriented helpdesk answering on all kind of questions regarding official statistics and finally the department for planning, integration and dissemination DICRE/DPCRE having a helpdesk for the producers of statistics regarding methodological questions. The same software could be used and as long as questions and answers are classified and organized this will contribute to INE acting as a truly learning organisation.

4. Assist in the definition and management of specific programmes to be undertaken by short-term consultants that may be defined in the various areas.

National Accounts

The, now retired, Statistics Sweden expert Jan Redeby visited INE three times during 2011. First he was here for preparing the Agricultural Census data and Annual Business Survey data for analysis, then for a review of the institutional sector accounts and finally for changing the base year and making backward projections of the national accounts series. As Redeby now is living in Lesotho the travel cost is not so high.

Foreign Trade

Hans Kristian Østereng from Statistics Norway and Krassimira Jeneva from NSI Bulgaria, have been here making continuation of the Foreign Trade System program. This time they mainly worked with developing the new production system and training INE staff to base the processes on own IT skills using SPSS software. The ultimate goal of the system is a regular dissemination where a Press Release is published according to a calendar at pre-set date and time. The reason for this is to “force” the staff to keep the work in a fixed cycle so they get accustomed to stick to predefined deadlines.

The recent initiative on development of the SADC Regional Strategy for Development of Statistics is interesting for as SADC allocates top priority to development of Foreign Trade System harmonisation. This cooperation could result in a big push for INE, reaching an international quality level within the area. It could even make INE Mozambique the focal site of excellence regarding Foreign Trade Systems together with Zambia. In that case Scanstat would be most pleased to assist in the further development of the area.

The Millennium development goals - MDG

Statistics Norway were hired by the Norwegian Norad to help a set of developing countries to keep track on the MDGs as it has been noted that international and national values sometimes differs a lot. For INE this initiative fitted well with the on-going work of disseminating the data to a wider public. INE gave access to already collected data and assisted in contacts with other data providers where necessary. In May the database was officially presented in Oslo, Norway, and 2 experts from INE/DEMOVIS, Laura Gomes and Dionisia Khossa, assisted the event and also participated in a workshop working with the data

5. Undertake other activities that may be defined by INE.

Participating in INE meetings

The *CCRINE*, the INE restricted advisory board, meets on a monthly schedule to discuss the activity and financial reports regarding the previous month, actual plans and any other for INE important task. Participating is the Precedency, the Directors, special invited persons and the Scanstat long term consultants.

The *CCAINNE*, the INE extended advisory board, meets once a year during 3 days to disseminate and discuss the plans for the present year, the PAAO, as well as the reports from previous year and any other for INE/SEN important question. Participating is the Precedency, the Directors, the DPINE Delegates, the ODINES, special invited institutions and the Scanstat long term consultants.

Participating in informal working groups

The *group for creating the next Strategic Plan 2013/2017* has since September been very active and take a lot of my work hours. Informally I have also participated in the work of the *Task Force for developing a new SADC Statistics Strategy* by making comments on the papers that are circulating and by participation in the Maputo meeting. Also informally I participated in the third meeting of the *African Group on Statistical Training and Human Resource* (AGROST) that was held in Maputo. It is encouraging to see that regional and interregional concepts are starting gain weight.

Translating and proofreading

This is done whenever quick translations or proofreading of texts are requested. In some special occasions also proofreading of statistical publications has been done.

Maputo 2012-01-06

Lars Carlsson

Annex 1 - Scanstat Short Term Advisory missions to INE during 2011.

Scanstat: Assistência Técnica de Curto Prazo, Workshops e Seminários 2011									
Cód.	Direcção	Assistência de Curto Prazo (Areas)	Período	Duração	Situação actualv / relatório	Contra-partes	Consultores	Financia-mento	
1.3.1	DCNIG	Apoio de distancia ao restauração do Servidor de NADABAS (correio electrónico e TeamViewer)	2011-03-08 - 04-01	1 semana	MZ:2011:02	Monica Magaua, Salomão Muianga	SCANSTAT Netterstrøm DK, Jensen DK, Poulin DK	PAAO11	
1.3.1	DCNIG	Contas Nacionais: Análise e Preparação dos dados do CAP e IAE	2011-03-28 - 04-12	2 semanas	MZ:2011:03	Saide Dade	SCANSTAT Redeby SE	PAAO11	
1.4.4	DEMOVIS	MDG: Participação no MDG launching workshop em Oslo	2011-05-09 - 13	1 semana	MZ:2011:04	Laura Duarte, Dionisia Khossa	SCANSTAT Pedersen NO	NORAD	
1.3.1	DCNIG	Contas Nacionais: Revisão das Contas Sectoriais Institucionais.	2011-05-03 - 17	2 semanas	MZ:2011:05	Saide Dade	SCANSTAT Redeby SE	PAAO11	
1.4.4	DEMOVIS	Análise do IOF iii) analisar pobreza baseada na depravação alimentar	2011-06-03 - 17	2 semanas	MZ:2011:07	Cassiano Chipembe	SCANSTAT Vican NO, Øvensen NO	PAAO11	
1.3.5	DESE	Comercio Externo: Continuation on the FTS program for developing a new production system based on own IT skills and using SPSS software	2011-09-19 - 30	4 semanas	MZ:2011:06	Azarias Nhanzimo	SCANSTAT Østereng NO, Jeneva NO	PAAO11	
1.3.1	DCNIG	Contas Nacionais: Mudança do ano base das CN e Retropolação da Série	2011-11-28 - 12-09	2 semanas	MZ:2011:08	Saide Dade	SCANSTAT Redeby SE	PAAO11	
3.1.1	DICRE	Segurar, ajustar e modificar a rede após a mudança para novas instalações, em cooperação com a equipe DICRE / DISI.	2011-12-02 - 12-11	1 semana	MZ:2011:09	Tomas Bernardo, Salomão Muianga	SCANSTAT Guldager Clausen DK	PAAO11	

Full reports are accessible at www.dst.dk/mozambique