



STATISTICS
DENMARK



Statistisk sentralbyrå
Statistics Norway



Statistiska centralbyrån
Statistics Sweden

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Second Status Report
from
LTA Consultant in Institutional Capacitation
regarding the period
1 January – 31 December 2010

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 to facilitate for INE to achieve the following strategic goals of INE / SEN, but not limited to:

- Raise the level of knowledge, awareness, 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 an efficient SEN management, planning, monitoring and evaluation of system, and 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 Administration and Human Resources (DARH), reporting to its Director, to whom the consultant is accountable.
- And the Directorate of Integration and Statistical Coordination (DICRE), reporting to the director, to whom the consultant also is accountable, according to the subject in question.

Depending on the subject, the consultant furthermore has 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 and the establishment of the National School of Statistics.
2. Design and produce plans, manuals and 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 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 STA missions 2010 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, partilhar, 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 Administração e Recursos Humanos (DARH), subordinando-se ao respectivo Director, a quem prestará contas.
- E a Direcção de Integração e Coordenação Estatística (DICRE), subordinando-se ao respectivo Director, a quem, também prestará contas, em função das matérias em causa.

Em função das matérias, o consultor, articular-se-á com as 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 e no estabelecimento da Escola Nacional de Estatística.
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 as actividades onde o consultor esteve envolvido são descritas. 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 2010 pode ser visto no final deste documento.

1. Assisting 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 Manual

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. In March Hans Viggo Saebo from statistics Norway was here on a mission on Quality Management and Planning. He was presented a draft of the manual and in response gave a lot of valuable inputs. Studies of current recommendations from PARIS21, UNSTATS and others have also contributed to the elaboration of the manual. Results Based Planning is an issue nowadays, but if you look at the INE PAAO, the budgeted annual plan, you can see that INE is already using a form of it. The driving force in the work has been the Director of DICRE and first “final” version of the Planning Manual was ready in September. In two seminars of one week each the planning manual was divulged and discussed by the university professor António Matlombe and INE staff during two seminars that were held at the new National Statistics School for staff involved in planning at INE centrally and in the provinces, a total of 60 persons. The seminars were then immediately followed by a one day SEN National Planning Meeting. Now the manual have been translated into English making it possible to discuss it with other NSOs. The manual starts 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 development of the statistical system in Mozambique.”

Mid Term Review

The Mid Term Review is part of the Strategic Plan 2008 – 2012 and preparations for it started during first quarter 2010. A proposal of Terms of Reference for the review was made and sent to the partners for comments. Contacts with possible financing and participating partners were done. Early in the preparations Norad, Danida, Italy and the World Bank were involved and Paris21 was also asked if they might contribute with experts. The objectives of this strategic plan mid-term review were:

- To identify any need to adjust the plan in terms of activities, outputs and inputs in order to achieve the objectives of the plan.
- To identify need to adjust plans to provide data in a timely manner for national planning processes.
- Give recommendations on possible rationalization on census and survey calendar. This should include possible merger of some surveys.
- To set up recommendations as an early input to the process of the next strategic plan 2013-2017.
- To identify issues and give recommendations to the on-going review of the statistics legislation in Mozambique.

The team of experts finally engaged for the review was: Charles Machinjili (PARIS21, Commissioner of Statistics, National Statistical Office of Malawi - Team Leader), Mady Biaye (UNFPA, Population and Development Adviser, South Africa), Olivier Dupriez (World Bank, Senior Economist/Statistician) and Graham Eele (World Bank, Consultant).

The review took place 19 – 30 July and INE received a draft report on August 17 which was then commented upon and further revised by the MTR team. The recommendations given reflect much of the actual INE priorities and will help to further concentrate the efforts to the activities that are crucial for a healthy national statistical system. As INE now is midway in its present 5 year strategic plan and most, if not all, of the recommendations given by the MTR team are being worked on it will be interesting to follow up this evaluation with a similar one just after the whole 5 year period have passed. In the INE/SEN Planning Manual it is also stated that the recommendations from the MTR should be used as an input to the work on preparing the next Strategic Plan 2013-2017. To facilitate this work the recommendations have been translated to Portuguese and presented in a 6 page long matrix showing Findings/Recommendations, Response, Responsible and Time frame. The matrix will be further discussed at a Directors meeting before taken to CCAINE in March.

Common Fund

The Common Fund has now been up and running since 2008. Three Partnership Committee meetings have been held during the year. The Annual Report 2009 has been presented, including activity and financial reports. The External Audit 2009 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 Norway, Italy, Canada, Portugal, UNFPA, UNICEF, FAO and IMF. At one occasion also CDC, Ireland, Japan and EU participated. The set up now works relatively well and on one meeting representatives from INE at São Tomé e Príncipe were present as a way of getting experience of how a common fund works. Inside INE there is work going on to find the best forms of coordination between the three principal executive parts of its work related to the common fund. The External Relations at the President's Cabinet that is responsible for the direct contacts with the development partners; The Department for Administration and Human Resources responsible for financial management and planning; and the Directorate of Coordination that is responsible for the overall planning, coordination and follow up of the activities undertaken.

2. Designing and producing plans, manuals and work and training methods, as well as organising seminars and training programmes.

Quality Manual

Producing quality statistics is of ultimate importance for INE/SEN and quality has also been a prioritized concept since the very beginning of INE. But quality is, also for the many of the INE staff, still something abstract and less tangible. The UNSTAT has recently been discussing a model describing the components of quality in statistics built on the Data Quality Assurance Framework, DQAF, which in general is widely accepted by most NSOs. The new proposed framework is called the National Quality Assurance Framework, NQAF, 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 Generic Statistical Business Process Model, Version 4.0, GSBPM, approved by the UNECE/METIS Steering Group in April 2009 can help. INE has in fact already begun to use the GSBPM while setting up the steps of implementing Territorial Statistics. The model has now been translated into Portuguese and practical guidelines of 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 Statistics in Action courses, STAC, 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 STAC and GSBPM are describing the same reality of producing statistics. INE is therefore now planning to develop its own short term general course Estatísticas em Acção, ESTAC, to be given at the National Statistics School, ENE. The course should be built on the INE/SEN Quality Manual and act as one of the ways of disseminating 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 Territorial Statistics, the ENE and other units have been involved. Several consultants and other experts have also been involved in this work. An example is Hans Viggo Saebo from statistics Norway that was here for the eighth time now in March. Also 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.

STAC – Statistics in Action

There was a two week STAC course in April, held by Gunilla Davidsson and Pernilla Andersson from Statistics Sweden together with the future (E)STAC trainers Elísio Mazive, Arnaldo Chefe and Carlos Creva Singano from INE. The National Statistics School hosted the course and participants were mainly newcomers to INE and other institutions producing statistics. Most course material was translated into Portuguese and will constitute a base for the development of the national version ESTAC of the course.

Human Resources Development

To further discuss and develop a Human Resources Policy at INE a one week workshop for INE Human Resource's personnel. The workshop was held at the National Statistics School in September and participating were 2 HR staff from each province plus the central HR staff. Besides discussing the proposal on a HR-policy for INE that a group at INE centrally had produced, the aim of the workshop was to give an update on current global ideas in the area of human resources. Dag Roll-Hansen from Statistics Norway and Atanázio Klironomos from Mozambican Airways LAM assisted in that context. Also discussed was the new Mozambican Human Resources system SIGEDAP, the System for Performance Management within Public Administration.

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

Network

The INE internal network has grown and various old and new types of equipment are now attached and the functioning of the network is being more and more hampered by the higher volumes of data transmitted over the network, both due to real workload and due to viruses and spam. An interesting study visit to the Ministry of Education was organised. Their server and network seems to work fine and can probably be looked upon as a model for the system to be installed at the new INE premises. But INE still remains in the old premises and Niels Poulin from Statistics Denmark came here in January/February to

make a necessary maintenance of the network and the Exchange server. He also made adjustments to the network and helped to install some network management packages. Regarding the growing problem with e-mail spam contacts were taken with the spam filter manufacturer Cyberoam. A system was bought and the spam problem is resolved.

NADABAS

Søren Netterstrøm from Denmark Statistics was here two weeks in February for Maintenance of the NADABAS system, the National Accounts Database system, securing a more robust environment for the system and preparing for the new base year. The mission was followed up by another 2 week mission in November as the NADABAS system is the central base for creating National Accounts at INE. The system is built on Excel and SQL server and it is important that INE now gets its own expertise on SQL. It is planned Søren will return for some weeks this year to verify that all is OK when all the parts of the revised system for national accounts have been assembled.

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.

PC-Axis Reference group meeting 2010 in Maputo, Mozambique

The PC-Axis Reference Group annual meeting took place in the beginning of October. INE, being host this year, and Statistics Sweden arranged the meeting. According to participants it turned out to be some intense and pleasant days in Maputo. Over 50 users from 26 different nations participated. The reference group meeting gives an opportunity for all PC-Axis users to get information about what is going on and also a chance to exchange experience and establish contacts. Several interesting presentations were held during the three days. Among other things the FAO told about their extensive [CountryStat](#) project in Africa where PC-Axis is used to disseminate the statistics on the web. Actually about 20 countries are using the system (including [Mozambique](#)) and plans are to extend to another 13 countries within short.

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

Foreign Trade

A new type of short-term missions is emerging. During the mission March INE together with the experts, Hans Kristian Østereng from Statistics Norway and Krassimira Jeneva from NSI Bulgaria, decided to arrange a Long-Distance support Agreement. The Foreign Trade System staffs at INE still need basic training and assistance to be able to handle the pilot Foreign Trade System production system. The first test covered the period of 1 July to 31 December, 2010. Terms of Reference were been elaborated and signed by INE. The volume of work was maximized to 15 full work days for Hans Kristian Østereng and Krassimira Jeneva. The goal with this support was to supervise and secure that the INE Foreign Trade

System staffs are enabled to proceed and that the quality of the work and output should be up to a reasonable standard. The Scanstat experts have assisted in solving daily problems that the Foreign Trade System staffs faced. The Foreign Trade System staffs and the experts had together seen to that the production time table and outputs were followed. This way of working appears to function well, but a more thorough evaluation might be made this year. Maybe distance training and coaching can be a new interesting way of fulfilling the deliveries specified in the INE-Scanstat contract?

Publications

In the Strategic Plan 2008/2012 the INE and the National Statistic System, SEN, is given the task of responding timely to users information needs and to promote national statistics awareness. The production of consistent publications facilitating an organized, easy reading, interpretation and analysis is one way to ensure the implementation of the mission as defined in the current plan, enabling decision-makers and citizens in general to be supplied with relevant statistical information. A revision of the publications was initiated at DICRE and Jan Erik Kristiansen from Statistics Norway was invited for a mission on Presentation Techniques and Yearbooks in August mainly working with the contents of the publications while the Mozambican consultant António Xerinda was contracted to work with the creation of a coherent visual identity for INE publications. To get an update of user demands on the content several visits to both users and producers were made. Although the demands and expectations on the INE publications were different, all institutions visited were very interested in contributing to better INE publications. At *DPINE Maputo Province* we found a good number of different INE publications on display. They could be used within the building for reference or be bought. The *DPINE Maputo City* told us that users searching statistics rather visit the INE Central premises than the DPINE. It was recognised that the INE yearbook could be developed further and that content, use and the format could be revised. The *Ministry of Education* told us that the tables could to some extent be substituted by time series and that it would be fine to add a glossary and make some more comments. The ministry's own two yearly publications could be referred to from the Yearbook for those who need more information. The staffs at the *Bank of Mozambique* dealing with statistics do not receive a draft of the INE Yearbook for control before it is published. Neither do they receive a copy of the final version. The Bank has its own publications which is sufficient for the needs. The tables in the INE yearbook should indicate if they are showing current or constant prices. At the *Ministry of Agriculture* the data available is mainly from the yearly agricultural survey. Although agriculture is the dominating activity on Mozambique only 3 pages of agricultural statistics are to be found in the yearbook. The head of statistics at agriculture was asked to provide proposals on more information to include. One addition could be prices on agricultural products. The *Ministry of Health* has several specialized publications containing statistics, but no regular one. Therefore there exists a special interest in developing the health chapter of the INE yearbook. More time series, more comments and a dictionary would help the reader of the statistics to better understand the information. At the *Ministry of Tourism* the problem is the lack of information. There is really not yet much to publish. Work on collecting more information is planned but now the sources are the monthly survey of establishments, the arrival formulary at the borders and the border survey. Combining the sources might give some interesting information to publish in the yearbook. The tables currently presented in the yearbook should be taken away. At a meeting with the *Gabinete de Estudos at the Presidency* we learnt that the information needed is of two types. First they need *current* information on the value of a set of indicators, and then they also need information on *trends over longer periods including forward reaching projections*. None of these needs are satisfied in publications like the standard yearbook and have to be addressed by other means. In parallel with the discussions of the

content of the publications the consultant António Xerinda has been working with layout. Proposals have been discussed and finally a manual for graphic standards at INE was elaborated. The standard covers the use of colours, fonts, pictures and other graphical instruments. A group at DICRE is still working with defining the standards for tables and diagrams. Several examples worldwide have been presented for the group as examples.

The Household Budget Survey – IOF

Regarding IOF, INE asked Scanstat to contract James Otto to assist with the final organisation of the data. James Otto was contacted, contracted and worked here during April/May. That the release of the IOF became delayed meant that the mission by Statistics Norway on further analyse and training using the new IOF-data also has been delayed and is now expected to take place in June this year when the staff at DEMOVIS finally will have some time free for training. The focus of the training and analyse will be on food deprivation, being an important dimension of poverty and also suitable as a means of building capacity with respect to poverty analyses at INE. In relation to the IOF the national accounts expert Jan Redeby from Statistics Sweden has been here twice, in July and October, assisting in analysing and preparing the IOF results for use within the national accounts and the development of quarterly estimates. Up to 9 weeks are planned for the continuation of this work next year.

Vital Statistics

The vital statistics system of Mozambique has been virtually unchanged for more than fifty years. Although there is a comprehensive system for registering births, deaths and other vital events, these data have not yet been used for statistical purposes. One major reason for this is that the INE has not yet had the capacity to start working on this, but another perhaps more important reason is that the coverage and quality of the administrative vital statistics have been too discouragingly low to merit any attempt to use these data for statistics. However, with many positive developments now occurring, it is time for INE to begin receiving data from the National Civil Registry (DNRN) and to analyse, tabulate and disseminate statistics on this. This should be done both to give INE the necessary experience with this kind of data, and to monitor the trends and regional differences in the number of registered births and deaths. To help INE to sort out the possibilities that arises in this “new” field of statistics Helge Brunskog from Statistics Norway was here during two weeks in October/November. Meeting were held with the *Direcção Nacional dos Registos e Notariado*, the *Ministério da Ciência e Tecnologia*, the *1a Conservatoria do Registo Civil Cidade da Maputo*, the *DPINE Gaza*, the *Conservatoria do Registo Civil Xai-Xai Distrito* and the *Conservatoria do Registo Civil Chibuto Distrito*. To get an idea of current possibilities and future plans.

The Millennium development goals - MDG

Statistics Norway are 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 fits well with the work of disseminating the data to a wider public. The work for INE is to give access to already collected data and assist in contacts with other data providers where necessary. Statistics Norway will then assist in documenting and presentation of the data, both at national and global level. A lot of the work will actually be done in Norway by Siv Irene Pedersen and Stein Opdahl from Statistics Norway. Siv and Stein were here during two weeks in November to discuss with the INE focal point who will continue the work afterwards. The resulting database will be translated into Portuguese and presented on a seminar here in Maputo later this year.

5. Undertaking other activities 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 *CCAINE*, 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 a new human resources policy* has met and discussed the role of human resources at INE. A proposal of a policy has been discussed at the HR seminar described above. Right now the group is awaiting input and opinions from the DPINEs. DPINE Sofala has so far given an interesting contribution. The work within the *group for discussing the planning situation* at INE has finally resulted in the Planning Manual, also described above. The *group for creating a dissemination policy* has produced a draft, ready to be taken. This group has recently had other external help in its work. The *group for a mid-term evaluation of the current strategic plan* has met several times to produce a SWOT analyse of the situation so far. It is interesting to see that this work has several similarities with the external mid-term review. The *group for discussing quality aspects* has (unfortunately) not been as active as hoped. The proposal of a quality manual is a tentative to revitalise the quality work at INE. If the manual is combined with short term courses at the ENE and there is an appointment of focal points within every process of the GSBPM the chances of success are good.

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.

Statistics Norway Section 140

Every second year the Statistics Norway Division for Development Cooperation places its annual planning seminar in one of the countries where SSB have projects. This year it was in Mozambique. Even if the program mainly dealt with internal issues within the division it also gave time for a one day meeting with INE where INE proudly presented the actual status in several different interesting areas. Among the SSB participants many had worked as LTA and STA experts at INE and both formal and informal communication between the two INEs seemed to be excellent. I was invited to participate during the whole seminar and it was really interesting to sense the professional and dedicated way in which the discussions were held. The parts of the meeting not related to INE were of course not debited by Scanstat.

Maputo 2011-02-22

Lars Carlsson

Scanstat Short Term Advisory missions to INE during 2010.

Cód.	Direcção	Assistência de Curto Prazo (Áreas)	Previsão de início	Duração	Situação actual / relatório	Contra-partes	Consultores	Financiamento
3.1.1	DICRE/DISI	Manutenção do rede interno e do servidor Exchange	2010-01-25 - 02-05	2 semanas	MZ:2010:01	Tomás Bernardo Salomão	SCANSTAT Niels Poulin	PAAO10
1.3.1	DCNIG	Avaliação e actualização da Base de dados para CN (NADABAS)	2010-02-05 - 10	2 semanas	MZ:2010:02	Monica Magaua	SCANSTAT Sören Netterström	PAAO10
4.3.1	DICRE	Gestão da Qualidade e Planificação	2010-03-03 - 12	2 semanas	MZ:2010:03	Amélia Muendane	SCANSTAT Hans Viggo Saebo	PAAO10
1.3.5	DESE	Comercio Externo, continuação	2010-03-15 - 26	2 semanas	MZ:2010:04	Azarias Nhanzimo	SCANSTAT Hans Kristian Ostereng	PAAO10
4.1.2	DARH	Curso: STAC	2010-04-19 - 30	2 semanas	MZ:2010:05	Leonette Mabjaia	SCANSTAT Gunilla Davidsson e Pernilla	PAAO10
1.3.4	DESE	Desenvolvimento de um motor de pesquisa para o SIE FUE (2ª fase)	2010-05-24 - 06-04	2 semanas	MZ:2010:06	Azarias Nhanzimo	SCANSTAT Laurent Tavares	PAAO10
1.4.6	DEMOVIS e DCI	IOF - verificação final dos dados	2010-04-22 - 05-28	5 semanas	MZ:2010:07	Arão Balate Fátima Zacarias	SCANSTAT James Otto	PAAO10
1.3.1	DCNIG	Analisar e Preparar os Resultados do IOF e da População	2010-07-26 - 08-13	3 semanas	MZ:2010:08	Saide Dade	SCANSTAT Jan Redeby	PAAO10
2.2.1	DICRE	Técnicas de Apresentação de publicações, Anuarios	2010-08-23 - 09-03	2 semanas	MZ:2010:09	Amélia Muendane	SCANSTAT Jan Erik Kristianssen	PAAO10
4.3.1	DICRE	Training course on planning and management with the new INE Planning Manual as base	2010-09-20 - 10-01	2semanas	MZ:2010:10	Amélia Muendane	SCANSTAT António Matlombe	PAAO10
2.1.1	DICRE	Técnicas de Apresentação de publicações, Anuarios. Layout and design.	2010-09-23 - 11-23	4 semanas	MZ:2010:11	Amélia Muendane	SCANSTAT António Xerinda	PAAO10
4.1.1	DARH	Gestão de Recursos Humanos e de Competências	2010-09-23 - 10-01	1 semana	MZ:2010:12	Luís Mungamba	SCANSTAT Dag Roll-Hansen	PAAO10
1.4.4	DEMOVIS	Estatísticas Vitais	2010-10-25 - 11-05	2 semanas	MZ:2010:13	Cassiano Chipembe	SCANSTAT Helge Brunborg	PAAO10
1.3.1	DCNIG	Estudo de Viabilidade da Compilação do QRE e das Estimativas Trimestrais a Preços Correntes	2010-10-25 - 11-12	3 semanas	MZ:2010:14	Saide Dade	SCANSTAT Jan Redeby	PAAO10
1.3.1	DCNIG	The production of new software for Anual and Quarterly National Accounts	2010-11-08 - 16	2 semanas	MZ:2010:15	Saide Dade	SCANSTAT Sören Netterström	PAAO10
1.4.4	DEMOVIS	Estudo dos Indicadores do MDG	2010-11-11 - 24	2 semanas	MZ:2010:16	Cassiano Chipembe	SCANSTAT Siv Irene Pedersen, Stein Opdahl	NORAD
1.3.5	DESE	Comercio Externo, 15 dias de suporte de distancia	2010-07-01 - 12-31	3 semanas	Em execução	Azarias Nhanzimo	SCANSTAT Hans Kristian Ostereng	PAAO10