

International Technical Support

Newsletter No. 2, December 2013



Editorial

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Participants at the conference to wind up the twinning operation with the Moroccan Foreign Exchange Office

The Maghreb countries are the stars of this issue of the International Technical Support newsletter of the French national statistical institute: half of the articles focus on the region, including a special report on a recently completed twinning operation between Morocco and the European Union with INSEE's active participation.

Jawad Hamri, Director of the Foreign Exchange Office of Morocco, and Jacques Fournier, Director General for Statistics at Bank of France, talk to us about their respective institutions' participation in the project.

This second issue also looks back over the first half of 2013 to the expertise INSEE provided on handling time series in Tunisia, Morocco and Algeria and on service producer price indices in Croatia.

A Turkstat statistician, on a six-month internship with the INSEE Directorate General, discusses what our institute

has taught him about seasonal adjustment.

INSEE representatives also went to the United Nations headquarters in New York this year to attend a meeting of users of ERETES, a tool developed by INSEE and Eurostat to produce national accounts and now used in many countries worldwide. The discussions, summed up here, addressed the tool's future.

Last but not least, we focus again on Afristat, the Economic and Statistical Observatory of Sub-Saharan Africa, this time as host of the economic analysis and forecasting seminars at which INSEE experts have regularly made presentations for the last fifteen years.

Our newsletter ends with 25 news-in-brief articles covering the latest on INSEE's international cooperation in all the countries we are working with. We hope you enjoy reading it!

Excellent outcomes for the twinning operation with the Moroccan Foreign Exchange Office

This article reviews the EU-Moroccan institutional twinning operation on which INSEE and the Bank of France worked from 2011 to 2013. The partnership helped the beneficiary Moroccan body, the Foreign Exchange Office, to improve its foreign trade statistics instruments and methods, align itself with international guidelines and step up its exchanges of expertise with Member State statisticians, including in France.

The closing conference for the EU-Moroccan institutional twinning operation was held in Rabat on 29 January 2013, chaired by Moroccan Minister for the Economy and Finance, Nizar Baraka.

Morocco and the European Union cooperate over foreign trade statistics

The two-year EU-funded twinning operation was set up to help the Foreign Exchange Office of Morocco produce foreign trade statistics and align Moroccan methods in this field with EU methods.

The Foreign Exchange Office's main brief is to control and monitor financial transactions with other countries. It is also responsible for compiling and disseminating statistics on the country's foreign trade, balance of payments and international investment position.

The Office is currently having to address some changes: growth in the volume and complexity of transactions between Morocco and the rest of the world; gradual deregulation of exchange controls; and alignment of its methods and practices with international guidelines.

The twinning operation therefore focused on introducing three systems of standards: the sixth edition of the International Monetary Fund (IMF) Balance of Payments Manual¹, the 2010 United Nations foreign trade recommendations and the European System of National and Regional Accounts (ESA, 2010) used in Morocco.

The operation was part of the EU-Morocco Action Plan Support Pro-



From left to right: Camelia Suica, Minister-Counsellor, Deputy Head of the European Union Delegation to Morocco, Nizar Baraka, Moroccan Minister for the Economy and Finance, and Jawad Hamri, Director of the Foreign Exchange Office

-gramme (P3A). This action plan, adopted in 2005 to implement the European Neighbourhood Policy, is underpinned by funding programmes designed to help Morocco achieve its target to align itself more closely with EU structures and economic standards.

All targets were met

Methodological improvements were made to the calculation of key items in the balance of payments and the rules for estimating the value of a certain number of specific balance of payments items are being revised (see interview with Jacques Fournier on page 4).

Statistical survey preparation and

implementation capacities were bolstered: for example, documentation on the methodology that should be used when conducting surveys was produced, with a focus on service sector businesses. Associative action was also developed with other Moroccan bodies to take advantage of existing data, including the Ministry for Tourism, the Moroccan Industrial and Commercial Property Office, and the High Commission for Planning (HCP).

New tools for analysing foreign trade statistics were developed: mirror flow asymmetry studies continued on EU-Moroccan trade² and seasonal adjustment methods were set up.

¹ The Foreign Exchange Office has been drawing up and publishing Morocco's balance of payments based on the fifth edition of the IMF manual (published in 1993) since 1995. Following the adoption of the sixth edition of this manual, Morocco is set to adopt this edition in 2014 in accordance with IMF recommendations and on the same date as France and most of the other countries. The twinning operation took a number of actions to help the Foreign Exchange Office

The twinning operation extended the studies of asymmetries, traditionally concerned with foreign goods flows, to trade in services. Morocco is now a benchmark in this field and seasonal adjustment in the region and beyond.

The twinning project also introduced a metadata module into the Foreign Exchange Office's information system. The Office will soon boast an IT system including a data warehouse and a metadata server. In addition, the operation helped analyse and formalise the different data collection, statistical processing and information dissemination procedures. These were then compiled in an internal procedures manual, which includes a dictionary of metadata terms.

Stepping up exchanges with other Moroccan institutions and worldwide

In addition to the 413 days of assignments by some 30 experts from France, study visits were set up for

Moroccan managers in five Member States (Belgium, France, Poland, Sweden and the United Kingdom).

Participants took advantage of these visits to discuss ways of introducing new international standards and the different models for cooperation between foreign trade statistics institutions.

Four statistical conferences were also held in Morocco on key issues for the Foreign Exchange Office, where the Office was able to discuss its approach with leading partners in a move to learn best practices in the implementation of international standards.

First-rate cooperation between partners made for a successful twinning operation

The three French institutions involved in the twinning operation – INSEE, the Bank of France and the Directorate General of Customs and Excise – have a long-standing tradition of cooperation with Moroc-

co. The Moroccan High Commission for Planning (HCP) is INSEE's leading technical cooperation partner, across all geographic regions.

The French partners worked as a team, both in terms of expertise and project steering - project manager from INSEE and resident consultant from the Bank of France. The Foreign Exchange Office's management was closely involved, as were all the Moroccan and French experts. Together, they created a real twinning operation in all senses of the term.

These relations are set to continue beyond the twinning operation to ensure the sustainability of the operation's outcomes. The Foreign Exchange Office will carry on working with INSEE and the Bank of France on a two-year bilateral cooperation programme to conduct business surveys, take forward seasonal adjustment work and improve access to published information.

2 The mirror flow of exports from country 1 to country 2, as measured by country 1, corresponds to country 2's imports from country 1, as measured by country 2. Assuming there are no measurement errors, these flows should be very similar. The team set up mechanisms to regularly analyse EU-Moroccan mirror flows.

Interview with Jawad Hamri, Director of the Foreign Exchange Office of Morocco

What prompted you to request this twinning operation with the European Union?

First of all, allow me to thank INSEE for taking the initiative to publish a report on the Foreign Exchange Office of Morocco's twinning operation with the three French partner institutions – INSEE, the Bank of France and the Directorate General of Customs and Excise – on assistance to the Office with compiling foreign trade statistics.

As to why the Foreign Exchange Office requested this twinning operation, I would first mention that we were keen to further develop our statistical cooperation with the relevant European institutions to en-

force the provisions of the association agreement, which provides for the methodologies used by Morocco to be brought into line with those in effect in the European Union. The purpose of this agreement is to ensure the comparability of Moroccan data with data produced by the EU, our country's leading trade and financial partner.

Another aim is to help the Foreign Exchange Office implement new recommendations by international bodies as and when they are adopted by the EU countries.

Twinning operations moreover offer possibilities and advantages in that they can address all angles of the given issue. This makes them the

most suitable instrument when it comes to implementing the Foreign Exchange Office's new statistical guidelines, i.e. building our internal and institutional capacities in terms of organising working methods and human resources, and setting up business statistics surveys as our main source of information to produce our foreign trade statistics.

What, to your mind, are the most noteworthy results of this twinning operation?

Everyone involved in the twinning operation agrees that the outcome has been extremely positive and targets have been met. Basically, the operation transferred foreign trade statistics expertise and

experience from the French institutions to their Moroccan counterparts.

In this way, it brought methodologies and practices in Morocco more into line with international and European standards for the production and dissemination of foreign trade statistics.

Another important achievement is that it improved the Foreign Exchange Office's current information system with the introduction of new modules and the production of a manual of procedures, which describes all the data collection, processing and dissemination procedures. This manual, designed for use by Foreign Exchange Office staff, solves potential hiccups when staff are transferred among the different statistics department teams and gives new recruits the information they need.

From a purely human point of view, the twinning operation created sound bonds between the French experts from the participating institutions and their Foreign Exchange Office counterparts. This is promi-



*M. Jawad Hamri, Director of the Foreign Exchange Office of Morocco
signing for our future relations.*

Aside from the statistical field itself, how else was the twinning operation useful to the Foreign Exchange Office, especially with respect to strategy and organisation?

As I mentioned earlier, in addition

to the other outcomes, the twinning operation helped restructure the foreign trade statistics department, which now has new structures to meet the twinning operation's recommendations, mainly from the point of view of the statistical surveys.

This twinning operation also stepped up cooperation with the other national statistics producers, forming working committees on specific issues, and with foreign producers in terms of the Foreign Exchange Office's participation in study visits to statistics institutions in five European countries. This cooperation promoted the development of teamwork with all the partners and looks set to continue after the twinning operation.

Last but not least, the Foreign Exchange Office's twinning operation gave the French experts the opportunity to have a look at the Foreign Exchange Office's statistical system, which they found to be of good quality and easily able to take on board the new international standards.

Interview with Jacques Fournier, Bank of France, Director General for Statistics

What was the Bank of France's role in this twinning operation and how did it set about working with INSEE?

This ambitious, multidimensional twinning operation was set up to help the Moroccan Foreign Exchange Office produce its foreign trade statistics. The Bank of France's Directorate General for Statistics, the Directorate General of Customs and Excise and INSEE were selected for their wealth of experience in the field. They pooled their expertise, working together on this twinning operation for two years (February 2011 to January 2013) to successfully meet all the goals set by the Foreign Exchange Office.

The project manager (INSEE) and the resident twinning consultant

(Bank of France) worked closely with the Foreign Exchange Office and partner institution experts to coordinate and closely supervise all the work to be done.



Jacques Fournier, Director General of Statistics, Bank of France

Yet their overarching goal was to

organise the transfer of know-how between French and Moroccan experts. The work done demonstrated the many qualities of the Foreign Exchange Office's statistical system, especially the robustness of the data collected, the suitability of the statistical processing and the broad dissemination of data to users. This set the stage for a successful transition to the new international standards.

What were the best outcomes in terms of foreign trade statistics?

The experts from the partner institutions managed to get through a great deal of methodological work, especially developing statistical surveys and methodological notes on harmonising standards and practices and collecting, processing and disseminating data. The sta-

-tistical surveys set up will eventually replace the administrative information and will decisively improve the estimates of the most important items in the balance of payments.

The twinning operation also made for closer cooperation between the different Moroccan institutions in all areas associated with foreign

trade statistics surveys and analysis (asymmetries, regional breakdowns and seasonally adjusted data).

The success of this twinning operation was guaranteed by close, constructive cooperation between partner institution experts and Foreign Exchange Office experts and the fact that the Office created a

real partnership-friendly atmosphere. And then, of course, the project could not have done it without valuable support from the Moroccan supervisory body (P3A) and assistance from the European Union delegation in Rabat.

The ERETES users are encouraged to become involved in its development to ensure its future

ERETES, a national accounts production tool, is currently used by close on 30 countries and sites. Its users recently got together to find ways to guarantee the tool's longevity.

The international organisations recommend pooling statistical tools to cut costs and smooth international comparisons. ERETES, a tool developed by Eurostat and INSEE to produce national accounts, is perfectly suited to this. It is used across nearly 30 countries and sites in Africa, the Maghreb, Latin America and the French overseas territories. Yet when an application is this widespread, longevity becomes a key concern.

Eurostat, one of the two historical co-owners of ERETES, may no longer be able to meet the costs of developing the tool alone. So resources need to be found quickly to secure the system's future. User countries have rallied to the call,

holding a meeting alongside the 44th session of the UN Statistical Commission to draft blueprints for a community of ERETES user countries. The representatives of this future user group and the current co-owners are now discussing a Memorandum of Understanding (MoU), which provides for two representatives from the group to join the ERETES board in charge of running the unit. One of these two representatives is also slated to become a co-owner of ERETES, on behalf of all the user countries, alongside Eurostat and INSEE.

Following discussion and amendments, the user group regulations and the MoU will be sent to all of those who were unable to attend

the New York meeting to invite them to join the movement. Regional organisations that provide support for the project will also be asked to join. These coming months should therefore see the user group set up and immediately start working on the future of ERETES.



UN building in New York

Cooperation with Croatia on service producer price indices

Croatia joined the EU on 1 July 2013 and is currently completing work on bringing its legislation into line with the body of EU law, especially on official statistics. The Croatian Bureau of Statistics (CBS) is working on this with special European funding, initially made available under the pre-accession process, following a number of calls for tender.

Two of these bids were awarded in 2012 to a consortium specially formed for the project by German consultants GOPA. ADETEF (Assistance for the Development of Exchanges in Economic and Financial

Technologies), attached to the French Ministry for the Economy and Finance, is a member of this consortium.

One of the contracts provides for the development of four service producer price indices, coordinated by an Honorary Inspector-General of INSEE, Hugues Picard, assisted by two experts currently working at the institute.

These price indices cover the following services: legal and accounting activities, programming services, consultancy, and IT and information services. There are two main chal-

lenges associated with producing the indices. The first is how to accurately determine the price for the service, since the notion of price in these areas differs from the usual concept in other areas. The second is that the NSI does not work closely enough with the businesses operating in the country and their representative organisations.

All in all, however, a great deal of progress has been made with cooperation between the CBS and INSEE: a pilot survey has been launched and a local firm is developing the software required to conduct the survey online, process the data and calculate the indices.

Seasonal time series: adjusting to the particularities of Maghreb countries

Muslim countries observing the Islamic calendar need to include special procedures in their seasonal adjustment applications to produce their economic time series data. This article describes the cooperation built in this area between INSEE and the economic and statistical

The conventional seasonal adjustment applications (such as Demetra+, TSW and X-13-AS) were designed mainly for the needs of Western countries to easily factor in their calendar years and religious festivals. These calendars tend to have a small number of religious and public holidays which either fall on the same day every year (such as Bastille Day in France) or can be calculated from algorithms (such as Easter Monday).

Yet Muslim countries need special procedures since the Islamic calendar is based on lunar phases and includes one month, Ramadan, during which production and consumption are affected. The Maghreb countries' economic analysts set to work on this task with INSEE's support in 2006.

From 2006 to 2008, a team comprising the National Institute for Economic Analysis (INAC) attached to the Moroccan High Commission for Planning, the Tunisian National Statistics Institute's Economic Observatory (OCE) and INSEE worked together to define a methodological approach. They first needed to paint as full a picture as possible of the religious calendars observed in the two countries (starts of months, as determined by the observation of the first quarter

moon, differ by country and year) and the rules on public holidays. Once they had this information, the INAC and OCE teams set to work on estimating special tools (regressors).

The INSEE experts consulted by the two institutes ensured that the Moroccan and Tunisian statisticians were in touch with each other right from the start. This drove a regional teamwork dynamic, subsequently bringing on board Algeria's National Office of Statistics, the Moroccan Foreign Exchange Office and the Tunisian Central Bank.

A number of European-assisted projects included the time series method in their work to drive the approach forward: the INSEE/OCE twinning operation on economic analysis in 2006, Medstat 2 and 3, the "Algerian Economic Management Assistance" programme (Ameco), and the twinning operation between INSEE, the Bank of France, the Directorate General of Customs and Excise, and the Moroccan Foreign Exchange Office. These projects held methodological conferences and gave training courses to promote results dissemination.

Bilateral cooperation mainly took the form of regional workshops. INSEE hosted seasonal adjustment

conferences in Paris from 2008 to 2011 for teams to discuss problems encountered and project progress among themselves and with INSEE experts.

The project has now passed the first milestone. A robust seasonal adjustment method has been developed to cater for the particularities of the Islamic calendar. Partner institutes in Tunisia and Morocco are already using it. The next step could be to roll out this expertise with train-the-trainer workshops and to introduce the method in all Muslim countries.

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Interview with Alper Dag, Turkstat statistician on a six-month internship with INSEE

Tell us about what you have done on your internship.

The short-run statistics department uses Demetra+ for seasonal adjustment. This application is recommended by both Eurostat and the European Central Bank. We first spent a few days studying the documentation available on the CROS portal³. I then worked under



Alper Dag, statistician from Turkstat

the supervision of Dominique Ladiray and Ketty Attal-Toubert to gain more experience in two major seasonal adjustment methods: X-12-ARIMA and TRA-MO-SEATS, using Demetra+ and in particular its Java version, J-Demetra+.

Has it been useful?

INSEE has excellent seasonal

adjustment expertise, and this internship was a good opportunity for me. I was able to compare the two seasonal adjustment methods TRAMO-SEATS and X-12-ARIMA.

As we worked hard on finding the best models for the long time series, I was able to try out a lot of things with J-Demetra+, an application that we could also use at Turkstat. We compared the results obtained with those returned by SAS macros. That was an eye-opener for me. So the experience I gained on this internship, especially in seasonal adjustment, will be extremely useful to me.

What are the main differences between the Turkish and French short-run statistical systems?

Although my internship has focused on seasonal adjustment methods, I have learnt a great deal about short-run statistics. The main difference is in the methods used to calculate the indices. INSEE uses a mixed chain index calculation method for its industrial output index, whereas Turkstat uses a Laspeyres method with a fixed base year. The seasonal adjustment methods are also different.

INSEE prefers to use the X12 method, while Turkstat uses TRAMO-SEATS. And then in classifications, INSEE uses the NACE 3 standard, where Turkstat publishes its data based on the NACE Rev. 2. Yet aside from these few differences, the two NSIs have a very similar data collection and control process.

3 Collaboration in Research and Methodology for Official Statistics, website dedicated to the collaboration between researchers and statisticians from Eurostat (<http://www.cros-portal.eu/>).

Fifteen years of economic analysis and forecasting conferences

Afristat⁴ has been holding economic analysis and forecasting conferences every six months for the last 15 years. These conferences, initiated and funded by UEMOA and CEMAC, two regional economic integration institutions, serve two main purposes: to monitor economic trends in Central Africa and West Africa and to train these countries' national statistics institute managers in economic analysis.

An INSEE expert is regularly involved in steering the macroeconomic scoping work. The events consistently attract three types of target audiences to discuss and compare their approaches: forecasters, national accountants and data production statisticians.

Economic analysis presented by country is especially important in a region where the economic situation can change in a flash. It is not unusual to see peaks and troughs in certain indicators such as consumer prices from one year to

the next. These African economic particularities can be disconcerting for experts working for the international organisations, donors and observers. It is the job of cyclical economists to reassure these stakeholders by pointing out similar trends in neighbouring countries. For example, a 10% inflation rate in Burkina Faso might look like a statistical error on its own, but when taken together with an inflation rate of 11% in Mali and 12% in Niger, it becomes an economic element worth considering.

Alignment of economic data production and analysis methods also helps the African regional banks (BCEAO and BEAC), responsible for issuing the two common currencies used in the French franc zone (Central and West Africa), in their quest for a supranational and regional analysis. Yet despite these harmonisation efforts and progress made over the last 15 years, new economic indicators are still nee-

ded for rigorous analysis and consistent forecasts in the region.



List of abbreviations used:

Afristat: Economic and Statistical Observatory of Sub-Saharan Africa
UEMOA: West African Economic and Monetary Union
CEMAC: Economic and Monetary Community of Central Africa
BCEAO: Central Bank of West African States
BEAC: Bank of Central African States

⁴ See the box for the definition of all the abbreviations used in this article.

News in Brief – January to August 2013

Algeria

INSEE experts conducted two survey data processing missions in June, one on using the 2012 structural business survey and the other on disseminating the results of the time use survey conducted the same year.

Morocco

On 29 January, the closing conference was held for the twinning operation with the Foreign Exchange Office of Morocco (see the special report on this twinning project on pages 2 to 5). Certain twinning activities will continue within bilateral programmes. For example, a first off-twinning mission was conducted in June 2013 to train Foreign Exchange Office managers in writing techniques and make recommendations to improve “the readability of the publications”.

A technical assistance mission was conducted in June on processing the 2012 time use survey. Another mission on writing up the survey results (for publication) was conducted in October 2013.

In July, the Statistics and Monitoring Department at the Ministry for Industry, Trade and New Technologies received a technical assistance mission on organising and processing business surveys.

Tunisia

In August, an INSEE statistician conducted a mission to provide expertise on the geographic information system set up to manage the population census.

Maghreb countries

- In April, INSEE computer engineers and their Maghrebi colleagues attended a workshop on software and hardware manage-

ment and security, application development and database management.

- In June, ERETES database (national accounts production tool) administrators attended another training workshop on the new modules added to the application.

Lebanon

A mission was conducted in January to set up a national accounts calculation application at the Central Statistics Administration (ACS). With the forthcoming publication of the accounts for the 2004-2011 period, the project to transfer the handling of the national accounts to the ACS is now complete. This project was launched by a Northern Ireland Cooperation Overseas twinning operation in which INSEE was involved.

Afristat

A half a dozen actions were conducted in liaison with Afristat:

- In February-March, an INSEE expert took part in the two economic conferences held by Afristat in Cameroon and Burkina Faso on CEMAC and UEMOA funding (see the article opposite).

- In June, INSEE and Afristat gave a joint advanced training course to Côte d'Ivoire NSI managers on the new features of the ERETES application for the production of national accounts.

The INSEE expert concerned also gave an introductory course on ERETES in Benin in July.

- In February, the working group on including the informal economy in the system of national accounts carried on with the task at hand at a workshop held in Luxembourg; the six countries in the group represent three continents: Latin America (Mexico and Peru), Africa (Morocco, Cameroon and Madagascar) and Asia (Vietnam).

- In May, a final social statistics conference was held in Turin (Italy) with the participation of two INSEE experts to wind up the RECAP pro-

ject to build capacities to devise and analyse decent work indicators (RECAP project).

Last but not least, ten African countries attended a conference on business statistics in France in July with the participation of the expertise of a dozen INSEE statisticians. The mechanism designed to put together the different French business indicators was presented to 17 Sub-Saharan African managers working in national statistics institutes, economic institutes and central banks.

Ivory Coast

A delegation from Côte d'Ivoire was hosted in May as part of a bilateral cooperation project to present INSEE's regional action and local statistics system.

Haïti

A mission was conducted in January along with a study visit in May for the project to evaluate the impact of the earthquake on household living conditions (EISHA). A conference was held in Haiti in September to report on the initial findings.

Poland*

The first half of the year saw two French-Polish cooperation actions on exclusion and poverty. This cooperation is briefed to produce a joint publication in 2014 examining the relative French and Polish situations in these areas.

Croatia

Two INSEE experts are working on a European-funded project to overhaul the service producer price indices (see the article on page 7). Three actions were taken in the first six months, one of which was a visit by a delegation of Croatian statisticians who met all the French stakeholders involved in drawing up the industrial service price index in France.

*Although Poland is a EU Member State since 2004, the International Technical Support Division continues to manage cooperation between INSEE and the Polish Statistics Office.

Macedonia **

Under Destatis' current twinning project in Macedonia, in which INSEE is involved, four INSEE experts conducted three missions in the first half of the year on producer price indices and geographic information systems.

Serbia

- In January, an INSEE team conducted a mission on processing the 2012 business purchasing survey and including its results in the national accounts.
- In May, INSEE hosted the Serbian technical team in charge of setting

** Former Yugoslav Republic of Macedonia.

up the SILC, survey on income and living conditions.

In June, a team of Serbian statisticians were given a training session on the Demetra+ application.

Turkey

In June, INSEE hosted a delegation on the European-funded USST III programme (Upgrading the Statistical System of Turkey). The visit studied the different facets of INSEE's training system.

From March to September, the institute also hosted a Turkish intern working on seasonal adjustment (interview on page 7).

Ukraine

In June, Statistics Denmark and INSEE submitted a proposal to set up a twinning operation with SSSU, the Ukrainian NSI. The proposal was accepted. The technical activities are scheduled to start in late 2013 and continue through to 2015. INSEE is set to provide around ten experts for a total of approximately 100 man-days of expertise. This twinning project extends the cooperation between INSEE and the SSSU, funded by INSEE's bilateral cooperation budget in recent years.

Publication

Statéco No. 107 is now available online (www.epsilon.insee.fr and search "statéco"). It features methodological articles on the system of quarterly national accounts in Senegal and on handling seasonal effects in Morocco (see the article on this subject on page 6). It also addresses socioeconomic issues such as Senegalese migrant networks and the impact of education on the labour market in the Republic of the Congo. The last article reviews a book on the reliability of African statistics, especially the statistics used in the African countries' gross domestic product and economic growth figures.

Who does what at the International Technical Support Unit, September 2013:

- Unit Head : François Coûté
- Regional managers
 - André Rémy: Mediterranean Basin
 - Constance Torelli: Sub-Saharan Africa and Overseas Communities
 - Emmanuel Héry: Central Europe and the Commonwealth of Independent States
- Experts
 - Jean-Samy Aziz and Jean Louis: national accounts experts

... and a new recruit



Jean-Samy Aziz,
national accounts expert

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- Publication Manager: Jean-Luc Tavernier
- Editorial Manager: Raoul Depoutot
- Editor-in-Chief: Serge Darriné

Contributors:

- Editorial team: François Coûté, Serge Darriné, Christian Girier, Emmanuel Héry, André Rémy, Charlotte Schiltz, Constance Torelli (INSEE) and Hervé Grandjean (Banque de France).
- Layout: Nicole Manon and Karine Hubert