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**Peer review on the implementation
of the
European Statistics Code of Practice**

Country visited: Portugal

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1. EXECUTIVE SUMMARY

Main findings: The objective of the peer review was to assess the degree of compliance of Statistics Portugal – Instituto Nacional de Estatística (INE) – with principles 1-6 and 15 of the European Statistics Code of Practice. The review team visited Statistics Portugal on 16-18 January 2008 and met with management, staff and external stakeholders (a full programme and attendance list is given at Annex A).

Statistics Portugal was founded in 1935. Its main office is in Lisbon, with branch offices (delegations) in Porto, Coimbra, Évora and Faro. The Regional Directorate of Statistics of Madeira and the Regional Statistical Office of Azores act as central bodies for regional statistics and as delegations of Statistics Portugal for the purpose of national statistics.

The current legal basis for official statistics in Portugal is set out in Law 6/89, adopted following EU accession in 1986. A new draft national statistical law is currently being considered by the Portuguese Parliament. This report includes recommendations relating to national statistical legislation – particularly in relation to questions of governance and independence of the statistical authority, resources for official statistics and statistical confidentiality. The review team considers it important that these recommendations be given serious consideration when finalising the text of the new national statistical law.¹

The review team found that Statistics Portugal faces a critical problem in relation to the recruitment of staff. Due to its position under the Framework Law for Public Institutes and national policies on public sector staff numbers, Statistics Portugal has been unable to recruit new staff for several years. The result is that, out of a total staff of 713, only nine are aged under 30. On the other hand, 213 staff is aged over 50. The consequences of not hiring junior staff (in particular those with relevant professional qualifications) to replace those who will retire from Statistics Portugal would be catastrophic. This is an urgent problem and it is essential that the institutional barriers to recruitment of new staff are addressed and resolved.

Overall, the review team found that Statistics Portugal is a highly professional organisation, committed to delivering an independent and high-quality statistical service. These values are reflected in the mission statement and vision of Statistics Portugal and in the long-term strategy set out by the Statistical Council (*General Guidelines of National Statistical Activity, 2008-2012*). They are also reflected in Statistics Portugal's statistical collection, processing and dissemination practices.

Statistics Portugal started a systematic quality approach as early as 1996, gearing itself towards ISO norms. The Quality Management Unit has put a range of quality procedures and instruments in place, including audits of statistical products and processes which have recently been given renewed impetus. The review team encourages these renewed efforts and has suggested that Statistics Portugal could compile and publish regular quality reports, according to the ESS components, on its statistical products.

In addition to renewing its work on quality management, the review team also identified a need for more documentation by Statistics Portugal of its day-to-day statistical work practices. In many instances, good practices are not backed up by written procedures or instructions.

¹ The review team's recommendations are highlighted in Section 3 of this report and are summarised in Section 6.

In relation to statistical confidentiality, the review team found that Statistics Portugal has a well established culture of awareness and respect for confidentiality principles. However, Law 6/89 provides for circumstances in which the confidentiality of business data may be set aside by the Statistical Council. The draft new law continues and extends the scope of this exception. This is an area of non-compliance with the Code of Practice and the review team's recommendation to address this issue is set out under Indicator 5.1.

Statistics Portugal's statistical dissemination strategy aims to give free online access to statistics via its website www.ine.pt. The website was revised in June 2007 and the review team found that it provides an excellent service to users, with easy access to data and to the related metadata and methodological documents. However, some users indicated that Statistics Portugal needs to make the commentary in its statistical releases more informative and raise the public profile of the information it publishes.

Statistics Portugal has responded innovatively to resource and organisational constraints over the course of recent years. This has included the creation of a centralised Data Collection Department in 2004/2005 and a growing emphasis on electronic data capture (web, CATI etc.). A good example of innovation is the Simplified Business Information project, in which annual returns by business to Statistics Portugal, the Bank of Portugal, the Ministry of Finance and the Ministry of Justice (registration of annual accounts) have been co-ordinated in a single electronic submission. This has reduced the reporting burden on enterprises while dramatically improving the coverage of structural business statistics.

The review team considers the Simplified Business Information project to be an example of good practice in the European Statistical System. While the full impact of the project, across all aspects of statistical quality, still needs to be evaluated, it shows the benefits to be gained from good co-ordination in the National Statistical System. The approach to co-ordination has improved in recent years. Statistics Portugal now has service-level agreements with numerous other public bodies involved in the production of statistics and, in 2006, it established the Network Group of Official Statistics Producers.

Statistics Portugal's annual plan for 2008 takes a co-ordinated approach, setting out the list of statistical activities and the dissemination plan for the full National Statistical System. This reflects the Statistical Council's strategy for 2008 to 2012, which also takes a whole-system view.

There are further opportunities to strengthen the national system. The draft national statistical law recognises international and EU quality standards and refers to specific aspects of statistical output quality (Articles 7 and 8). The new law also recognises the central role of INE (Statistics Portugal) in co-ordinating the technical and scientific aspects of the National Statistical System. The effective implementation of this co-ordination role will depend on the resources and organisational capacity of Statistics Portugal. The ability to respond quickly and flexibly to new and changing needs will also be a key challenge.

As indicated earlier, this report includes recommendations relating to the draft national statistical law. The relevant recommendations are set out under Indicators 1.1 and 1.2 (Professional Independence) and 5.1 (Statistical Confidentiality).

The review team also reiterates the need to resolve the institutional barriers to staff recruitment, as a matter of great urgency.

2. INTRODUCTION

With the adoption of the European Statistics Code of Practice, the Statistical Programme (SPC) committed itself to adhering to its principles. At its meeting on 25 May 2005, the SPC endorsed a stepwise monitoring procedure for the implementation of the Code over three years during which countries' self-assessments should be combined with elements of peer review, benchmarking and monitoring on the basis of the explanatory indicators added to each principle of the Code.

During December 2005 / January 2006 the National Statistical Institutes and Eurostat have completed their self-assessments, the results have been summarised by Eurostat in a report submitted to the Economic and Financial Committee in May 2006 which has been published on the Eurostat website.

As a next step towards implementation of the Code, the European Statistical System is organising peer reviews to complement the self-assessments starting with 2006. They are considered a vital element for the implementation of the Code of Practice given their capacity to encourage the sharing of best practice and to contribute to transparency in what is, essentially, a self-regulatory approach. This approach is designed to enhance accountability and to help building trust in the integrity of the European Statistical System, its processes and outputs.

The Code of Practice peer reviews follow a common methodology focusing on the institutional environment and dissemination part of the Code comprising the following principles: (1) Professional independence, (2) Mandate for data collection, (3) Adequacy of resources, (4) Quality commitment, (5) Statistical confidentiality, (6) Impartiality and Objectivity and (15) Accessibility and Clarity. In principle, the peer review is limited to the National Statistical Institute and its co-ordination role within a dispersed national statistical system. A short document provided by the National Statistical Institute which summarises key aspects of the functioning of the national statistical system is published together with this report.

During a three days visit on-site and on the basis of information material provided by the National Statistical Institute and Eurostat prior to the review, peer reviews yield a report assessing compliance with the Code of Practice at indicator level and by principle following a four point assessment scale. The report includes a refined set of improvement actions covering all principles of the Code which are being used to feed the monitoring process of the implementation of the Code in the European Statistical System.

While the peer reviewers will undertake to base their assessment to the extent possible on factual information, it is worth noting some of the limitations of the peer review process. For example, peer reviewers are dependent upon the resources made available to them (though experienced reviewers can be expected to identify where appropriate information is not forthcoming). In addition these reviews are conducted on a strategic, organisation-wide and system wide basis. Accordingly it is not straightforward to ascertain that certain practices or behaviours or systems operate in all statistical domains.

3. FINDINGS PER PRINCIPLE

Principle 1: Professional Independence

The professional independence of statistical authorities from other policy, regulatory or administrative departments and bodies, as well as from private sector operators, ensures the credibility of European Statistics.

Overall assessment: The review team's overall finding is that Statistics Portugal acts professionally and independently in fulfilling its statistical mandate. This was confirmed throughout our discussions with Statistics Portugal. The board members, senior managers and staff of Statistics Portugal all show a strong commitment to professional standards and independence. This commitment is reflected in Statistics Portugal's strategic vision as an independent and reliable organisation committed to providing high-quality statistical information. The perceived independence of Statistics Portugal was strongly confirmed in our discussions with external stakeholders.

However, Law 6/89 does not convey the necessary signals that professional independence is actually guaranteed by law. There are two areas of particular concern. First, the fact that the chairperson of the Statistical Council is, under law, a minister means that there is not a clear separation between the political system and the operation of the statistical system. Second, Law 6/89 does not specify any details in relation to the office of President of Statistics Portugal or the functions, tasks, authority and appointment process of that office.

These two issues are described in greater detail under Indicators 1.1 and 1.2 below, together with recommendations that they be addressed in the course of finalising the draft new national statistical law.

Indicator 1.1: The independence of the statistical authority from political and other external interference in producing and disseminating official statistics is specified in law.

Largely met

Comments: In the course of the review, the review team found that Statistics Portugal is fully committed to providing an independent and objective statistical service. Users of statistics and media representatives confirmed that Statistics Portugal is a trusted and respected organisation and that it operates independently of any political or other external interference.

The technical autonomy of Statistics Portugal is specified in Article 4 of Law 6/89. However, this technical autonomy is conditional. Under Article 14(3) (a) Statistics Portugal carries out its statistical duties "in the terms fixed by regulatory decree of the minister responsible, to be issued in the light of the general guidelines defined by the Higher Statistical Council". Articles 8 to 12 of the Law define the role of the Statistical Council. Article 9 specifies that this council is "presided over by the minister who supervises the INE or by the member of the Government to whom the respective functions have been delegated".

From a governance perspective, this structure does not convey a clear sense that Statistics Portugal is legally independent in professional matters. In particular, the fact that the chairperson of the Statistical Council is, under law, a minister means that there is not a clear separation between the political system and the operation of the statistical system.

The review team heard a range of views on how the Statistical Council works in practice. The council has six Standing Sections (effectively technical sub-groups) and two ad-hoc Sections (for revision of the national statistical law and planning of the 2011 census respectively). The council's work is of value both to Statistics Portugal and the broader national statistical system. On the other hand, some external stakeholders had a different viewpoint – seeing the council

as largely unrepresentative, inefficient, dominated by official nominees, and generally irrelevant to their needs.

The draft new Law will make the council more representative of the users of statistics. It also offers the opportunity to strengthen the work of the council, to support the co-ordinated development of the national statistical system, including Statistics Portugal. However, it does not alter the core governance issue of professional statistical independence in the operation of the council.

The review team emphasises that it found no evidence of political interference, in practice, in the production and dissemination of statistics.

*The review team **recommends** that the law should more clearly demonstrate the principle of professional statistical independence of Statistics Portugal, including professional independence in its role of providing operational support to and implementing the decisions of the Statistical Council.*

Indicator 1.2: The head of the statistical authority has sufficiently high hierarchical standing to ensure senior level access to policy authorities and administrative public bodies. He/She should be of the highest professional calibre.

Partly met

Comments: The Minister responsible for Statistics Portugal appoints the President and the two vice-Presidents of the office. These appointments are made under the terms of Law 3/2004, the Framework Law for Public Institutes. The current President and vice-Presidents are of the highest professional calibre, with qualifications and experience directly relevant to the role of managing a national statistical institute.

The office of President of Statistics Portugal has the rank of the highest level public servant. The appointment is for a 3-year term, which can be renewed up to three times (i.e. up to a possible total of 12 years).² The last two Presidents of Statistics Portugal resigned. This review did not examine any aspect of these resignations.

As the appointment of President of Statistics Portugal is made under a general law on public sector organisations, the national statistical law (No. 6/89) does not specify any details in relation to the office of President of Statistics Portugal or the functions, tasks and authority of that office.

Many external stakeholders expressed concern at the legal status and appointment process for the President of Statistics Portugal. These concerns did not relate to the individuals in charge of Statistics Portugal; all indications are that their personal statistical professionalism and managerial drive are respected and appreciated. However, the independence and effectiveness of the President of Statistics Portugal is not underpinned by law.

*The review team **recommends** that the office of President of Statistics Portugal, together with its role, authority and tasks, its technical independence and the appointment process, should be defined in the national statistical law.*

² Formally, appointments under Law 3/2004 also lapse upon a change of Government.

Indicator 1.3: The head of the statistical authority and, where appropriate, the heads of its statistical bodies have responsibility for ensuring that European Statistics are produced and disseminated in an independent manner.

Fully Met

Comments: The review team was satisfied that Statistics Portugal ensures, in practice, that the European statistics within its remit are produced and disseminated in an independent manner. However, senior managers of Statistics Portugal are concerned at the increasing demands of EU statistical legislation and their capacity to keep pace with requirements. The resource constraints faced by Statistics Portugal are described in detail under Principle 3.

In January 2006, the roles of Statistics Portugal, the Bank of Portugal and the Ministry of Finance in relation to EDP statistics were clarified in a new inter-institutional agreement.

Looking to the future, Article 7 of the draft new statistical Law states that “*official statistics shall comply with national and international statistical quality standards*” while Article 8 specifies principles for access to statistical results which are consistent with international standards and the European Statistics Code of Practice. In addition, the new Law specifies the technical and scientific co-ordination role of Statistics Portugal in the National Statistical System (Article 3(3)) and recognises the statistical roles of the Bank of Portugal in the National Statistical System and in the European System of Central Banks (Articles 19, 20 and 21).

These measures will incorporate a direct recognition of European statistical requirements into national legislation. Taken together with the strategic objectives of quality improvement and institutional co-ordination, they will strengthen the framework for producing European statistics.

Indicator 1.4: The head of the statistical authority and, where appropriate, the heads of its statistical bodies have the sole responsibility for deciding on statistical methods, standards and procedures, and on the content and timing of statistical releases.

Fully met

Comments: The review team is fully satisfied that, in practice, Statistics Portugal takes sole responsibility for statistical methods, standards, procedures and classifications and for the contents and timing of statistical releases. (Legally, this happens under the overall supervision of the Statistical Council, so the assessment is subject to the remarks about the overall legal framework set out under Indicators 1.1 and 1.2.)

While users were very positive about the independence of Statistics Portugal, they expressed some doubts about the consistency of approach taken by other national statistical producers. The review team has noted the strengthening of co-ordination of the National Statistical System foreseen in the new national statistical law, as well as Statistics Portugal’s active promotion of the European Statistics Code of Practice. These actions will make a positive contribution to this indicator across the National Statistical System.

Indicator 1.5: The statistical work programmes are published and periodic reports describe progress made.

Fully met

Comments: The review team examined the statistical work programme for 2008, which Statistics Portugal published in December 2007. This programme sets out all statistical activities and the full dissemination plan for the entire national statistical system in 2008. This programme is also the subject of an annual report by Statistics Portugal.

In addition, the Statistical Council has published a strategic plan in its *General Guidelines of National Statistical Activity, 2008 to 2012*. This strategy sets out a vision for transforming the national statistical service between now and 2012. In summary, the high-level objectives of this plan are:

- Quality improvement in the NSS
- Optimising the functioning of the NSS, through institutional co-ordination and co-operation and the improvement of human resource skills
- Statistical production in relevant areas, with an emphasis on spatial data.

These objectives are further elaborated into action points, many of which are included, for implementation, in the Statistics Portugal work programme for 2008. The review team has identified the strategic planning of the Portuguese statistical system as an example of good practice in European Statistics (see Section 5 of this report) – notably because it is a strategy for the entire national system.

Indicator 1.6: Statistical releases are clearly distinguished and issued separately from political/policy statements.

Fully met

Comments: There is full compliance with this indicator. Statistics Portugal's releases are clearly identifiable: they contain the Statistics Portugal logo and follow a standard layout which has recently been updated with the re-design of the Statistics Portugal website. Users were unanimous in saying that they trusted Statistics Portugal and found that it reported its statistics objectively. Staff were also well aware of their role in preparing statistical releases which are objective and do not include political or policy comment.

Indicator 1.7: The statistical authority, when appropriate, comments publicly on statistical issues, including criticisms and misuses of official statistics.

Fully met

Comments: The staff and managers of Statistics Portugal described a prudent and constructive approach to dealing with criticisms. Generally, Statistics Portugal does not respond publicly to criticisms or misquotation of figures; instead it contacts the person making the criticism directly, to discuss and explain the figures. Some users consider Statistics Portugal's approach to be too conservative and suggested that there are instances in which the office needs to engage more actively in the discussion and defence of its figures.

Principle 2: Mandate for Data Collection

Statistical authorities must have a clear legal mandate to collect information for European statistical purposes. Administrations, enterprises and households, and the public at large may be compelled by law to allow access to or deliver data for European statistical purposes at the request of statistical authorities.

Overall assessment: The mandate to collect information for statistical purposes is specified in Law 6/89. Article 6 gives Statistics Portugal the power to conduct surveys and request information. This includes the authority to use administrative records. Articles 17 to 19 define a procedure for direct collection, whose effect is to make response obligatory for all surveys.

In the draft new statistical law, the mandate for data collection is specified in Article 4, which will place an obligation on all services and bodies, individuals and organisations to provide statistical returns.

Indicator 2.1: The mandate to collect information for the production and dissemination of official statistics is specified in law.

Fully met

Comments: The mandate to collect information for the production and dissemination of official statistics is clearly specified in Law 6/89. Article 6 empowers Statistics Portugal to conduct surveys and to collect information from government officials, authorities, departments and bodies, and from individual persons or corporate bodies. The only exception is in relation to sensitive personal information, as defined in sub-Article 6(2). Articles 17 to 19 further define the procedures for direct collection of statistical information.

Indicator 2.2: The statistical authority is allowed by national legislation to use administrative records for statistical purposes.

Fully met

Comments: In addition to Article 6 of Law 6/89, described above, Article 7 places an obligation on public bodies to “*co-operate with INE and its bodies, with the aim of ensuring the efficient functioning of the National Statistical System and the observance of its guiding principles*”. There is also a well-elaborated strategic vision for the statistical use of administrative data.³

Indicator 2.3: On the basis of a legal act, the statistical authority may compel response to statistical surveys.

Fully met

Comments: On the basis of Articles 6 and 17 to 23 of Law 6/89 response is always obligatory. In the draft new statistical law, the obligation is specified in one article. Article 4 will specify that statistical authorities may require, obligatorily and free of charge, the provision of information needed for official statistics.

Principle 3: Adequacy of Resources

The resources available to statistical authorities must be sufficient to meet European Statistics requirements.

Overall assessment: The most urgent resource problem facing Statistics Portugal relates to the inability to recruit new staff. If not addressed, this problem will seriously limit the capacity of Statistics Portugal to meet its core commitments or to fulfil its co-ordination role in the National Statistical System.

*The review team **recommends** that the institutional barriers to recruitment should be lifted urgently.*

³ Further information is given in Section 4 of this report, Co-Ordination Role of the National Statistical Institute .

Indicator 3.1: Staff, financial, and computing resources, adequate both in magnitude and in quality, are available to meet current European Statistics needs.

Partly met

Comments: As of December 2007, Statistics Portugal had 713 staff and an annual budget for 2008 of €38m. This is broadly comparable to other NSIs in countries of similar size. In terms of overall budget and staff, Statistics Portugal has reduced in size in recent years – there were over 1,000 staff in 2001. Through innovation and new work practices (for example the centralised data collection department) Statistics Portugal has been able to fulfil its mandate with reduced resources.

At this point, the major resource issue facing Statistics Portugal is its inability to recruit new staff. This is a result of Statistics Portugal's institutional status and national policies restricting public sector recruitment. For several years, Statistics Portugal has been unable to recruit staff. Out of a total staff of 713, only nine are aged under 30. Similarly, only nine people have been working with Statistics Portugal for less than five years. On the other hand, 213 staff is aged 50 or over; and 107 are aged 55 or over. Clearly, there is a need to plan for the replacement of experienced staff as they retire; and this need is not currently being addressed.

Current arrangements under which some junior professional staff are employed, on special loan arrangements from other institutions and on different terms and conditions from Statistics Portugal's general staff, do not address the core problem. It is vital that the institutional barriers to recruitment be addressed and resolved. A positive solution will ensure that Statistics Portugal can fulfil its core statistical mandate and support the work of the National Statistical System, in line with the vision of the Statistical Council and the objectives of the draft new national statistical law.

The institutional constraints facing Statistics Portugal influence more issues than staff recruitment. They have a broader impact on the achievement of the vision for Statistics Portugal and the NSS.

*Accordingly, the review team **recommends** that Statistics Portugal and the appropriate authorities review the institutional status of Statistics Portugal, with a view to identifying how Statistics Portugal can be enabled to respond flexibly and effectively to the needs of national and European statistics.*

The review team noted that Statistics Portugal has prepared a comprehensive training plan, comprising internal and external professional training courses. This is available to staff at Statistics Portugal and to participants in the National Statistical System. In practice, however, staff at Statistics Portugal considers the training made available to them to be insufficient. In 2007, there were 724 staff attendances at 150 training courses.

Historically, there has been relatively limited staff mobility at Statistics Portugal, with many staff working in the same subject areas for several years – often for an entire career. Often, managers are reluctant to facilitate mobility because of the short-term loss of expertise which this entails. However, this also means that the benefits of more mobility – to staff and to Statistics Portugal – do not accrue. While there has been greater internal mobility in recent years, a more pro-active approach to mobility, supported by a written policy, will complement the training and staff development policies.

The review team **recommends** that Statistics Portugal prepare a staff mobility policy and actively implement its training plan, as key elements of its overall staff / skills development policies.

In relation to the annual budget of Statistics Portugal, the review team noted that about 10% of the projected revenue for 2008 is to be based on “own revenue” – i.e. EU-funded projects, funding from other ministries for specific projects and a small amount from sales of statistical products. The review team noted the need to ensure continuity of funding for statistical projects, contributing to European Statistics, currently supported from outside the core State Budget of Statistics Portugal.

The evidence available to the review team is that Statistics Portugal has made good investments in its IT capability, for data collection, processing and dissemination.

Finally the review team noted that the gender composition at senior management and board levels of Statistics Portugal shows practical evidence of equality of opportunity.

Indicator 3.2: The scope, detail and cost of European Statistics are commensurate with needs.

For European level reply

Indicator 3.3: Procedures exist to assess and justify demands for new European Statistics against their cost.

For European level reply

Indicator 3.4: Procedures exist to assess the continuing need for all European Statistics, to see if any can be discontinued or curtailed to free up resources.

For European level reply

Principle 4: Quality commitment

All ESS members commit themselves to work and co-operate according to the principles fixed in the Quality Declaration of the European Statistical System.

Overall assessment: The mission statement and vision of Statistics Portugal show a clear quality commitment. Quality improvement of statistics is recognised as the first objective in the Statistical Council’s strategic plan, *General Guidelines of National Statistical Activity, 2008 to 2012*. In the draft version of the new Statistical Law, Articles 7 and 8 are devoted to quality. A clear and strong commitment to quality was observed in interviews with INE’s board, staff members and stakeholders.

Statistics Portugal started a systematic quality approach as early as 1996. The implementation of a Quality Management System was geared towards ISO norms, as well as the EFQM Excellence Model. The main objective of Statistics Portugal’s Quality Management System is continuous improvement of the quality of products, processes and services for customers through involvement of all levels of the organisation. A Quality Management Unit and a system of internal auditors were set up. Equally, Statistics Portugal put into place a number of quality instruments and procedures to monitor quality issues, such as internal and external quality audits, handbooks, methodological documentation, quality reports, customer satisfaction surveys and a suggestions/complaints system. Other national producers of official statistics are aware of and involved in Statistics Portugal’s quality activities. Statistics Portugal’s approach to quality is an example of good practice in the ESS.

Statistics Portugal focused on internal quality audits of statistical outputs in the years 2000 and 2001. However, during the period 2002-2005 no further internal audits were carried out. In 2006 Statistics Portugal continued with an internal audit of the dissemination process. Recently a revised version of the *Statistical Production Procedures Handbook*, which serves as an instrument for internal audits, is available. In 2004 Statistics Portugal began external quality audits: Labour Force Survey, 2004/2005; and International Trade Statistics, 2006/2007.

Although some information on quality is included in Statistics Portugal's "Methodological Documents", there is no standardised template for reporting product quality for all statistical outputs according to the ESS quality components.

As elements of further improvement, the review team recommends that renewed efforts be made in the area of quality audits and that regular quality reports according to the ESS quality components, covering all statistical domains, should be compiled and published.

Indicator 4.1 Product quality is regularly monitored according to the ESS quality components.

Largely met

Comments: Improvement of quality is part of Statistics Portugal's strategic plans. With regard to product quality the verdict of users interviewed was positive: high quality of Statistics Portugal's statistics was confirmed. Much of the groundwork for monitoring quality regularly is in place, especially instruments such as the auditing system, handbooks and methodological documents. Concerning further quality assessments, a clear strategy to give priority to monitoring accuracy and timeliness/punctuality can be observed. Standardised methodological documents - available for approximately 75% of Statistics Portugal's statistical products - include a specific chapter on product quality evaluation (Chapter 31) covering ESS quality components. However, not all methodological documents cover the criteria in Chapter 31 fully and systematically; therefore a plan for the further improvement of product quality evaluation according to the ESS quality components has still to be specified. The compilation of standardised quality reports covering the ESS quality criteria for all statistical products (as recommended in our overall assessment for this principle) would serve as a basis for further quality assessments. These steps will depend on the level of resources which Statistics Portugal can allocate to its quality management work programme.

Indicator 4.2 Processes are in place to monitor the quality of the collection, processing and dissemination of statistics.

Fully met

Comments: Statistics Portugal has a clear approach of monitoring statistical processes. In 2006 an internal audit of the dissemination process was carried out. It is planned to continue with a second (after 1998) internal audit of the data collection process in 2008, including the corresponding sub-processes as laid down in the revised *Statistical Production Procedures Handbook*. The procedures for internal audits are standardised and based on an audit plan according to ISO norm 19.011. The handbook serves as an appropriate instrument for guiding, planning, collecting, processing and disseminating statistics, including requirements for documentation.

There is a workflow implemented for assurance of quality in the dissemination process. This was confirmed in interviews with staff members during the peer review.

Indicator 4.3 Processes are in place to deal with quality considerations, including trade-offs within quality, and to guide planning for existing and emerging surveys.

Largely met

Comments: With the *Statistical Production Procedures Handbook*, Statistics Portugal possesses a detailed guidance document for planning and carrying out statistical surveys. The handbook requires the incorporation of quality considerations and measures within statistical processes and the involvement of all relevant units in Statistics Portugal.

User consultation processes are in place, especially by discussions of methods in the Statistical Council working groups. In interviews with main users it was confirmed that there is a dialogue with users with regard to quality considerations, and that Statistics Portugal is open to discussion of potential for improvements.

Interviews with staff members showed that they are familiar with the ESS quality declaration, as well as with the ESS quality criteria. However, there is less evidence of a systematic approach to dealing with trade-offs between quality criteria.

Indicator 4.4 Quality guidelines are documented and staff is well trained. These guidelines are spelled out in writing and made known to the public.

Fully met

Comments: Quality guidelines within Statistics Portugal's *Statistical Production Procedures Handbook* are available in written form and ready to be published.

Statistics Portugal's internal training programme includes quality-related issues. Statistics Portugal's staff members participate in the European Statistics Training Program (ESTP), including training in quality (actively and passively).

Interviews with junior staff showed that they would appreciate more training. In the context of the recommendation on training (see Principle 3) the review team's opinion is that Statistics Portugal needs to deliver more training courses on quality management and related topics, in line with its staff training plan.

Indicator 4.5 There is a regular and thorough review of the key statistical outputs using external experts where appropriate.

Largely met

Comments: Statistics Portugal focused on internal quality audits of key statistical outputs in the years 2000 and 2001. However, during the period 2002-2005 no further internal audits were carried out. In 2006 Statistics Portugal continued with an internal audit of the dissemination process. Recently, a revised version of the *Statistical Production Procedures Handbook*, which serves as an instrument for internal audits, has been made available. Since 2004, Statistics Portugal has commissioned two external quality audits: Labour Force Survey, 2004/2005; and International Trade Statistics, 2006/2007.

With the organisation of a quality audit function within Statistics Portugal, an appropriate structure for regular reviews of key statistical outputs has been put in place. However, a concrete plan for further reviews of key statistical outputs has still to be specified. The review team is recommending (see overall assessment for this Principle) that a regular programme of quality audits and quality reporting be put in place. Making available the resources needed to

support such a programme, across the full range of statistical domains / outputs, will be a considerable challenge for Statistics Portugal.

Principle 5: Statistical confidentiality

The privacy of data providers (households, enterprises, administrations and other respondents), the confidentiality of the information they provide and its use only for statistical purposes must be absolutely guaranteed.

Overall assessment: In practice, the review team found a well established culture of awareness and respect of confidentiality principles. This culture is however not well formalised: many written guidelines are missing; some roles and control processes are not defined; and disclosure control tools are not yet fully implemented. External perception shows a complete confidence in the practices established by Statistics Portugal. The respect of the confidentiality principle is completed by a set of economic penalties in case of breach and the specification of the obligation in the staff regulations.

Law 6/89 sets out the legal provisions relating to statistical confidentiality. Under these provisions, the confidentiality of individual data is absolutely protected. However, data on the public administration is not covered by the principle of statistical confidentiality, unless there are specific legal provisions. Business data are, in general, confidential but the law provides for circumstances in which the confidentiality of business data may be set aside by the Statistical Council “*whenever the needs of planning and economic co-ordination or external economic relations are involved*”. Therefore, this legal framework does not provide the absolute guarantee of confidentiality required in Principle 5, which is set out above.

With respect to the supply of micro-data to researchers for scientific purposes, the measures in place seem to offer sufficient protection, although it is worth noting that the legal basis in this case is the corresponding European legislation as the national legal framework does not cover this aspect.

Indicator 5.1 Statistical confidentiality is guaranteed in law.

Largely met

Comments: Article 5 of the Law 6/89 regulates statistical confidentiality. The legal provisions guarantee satisfactorily the protection of individual data from disclosure.

These legal provisions articulate properly with the national legislation on Personal Data Protection. All data collections referring to personal data are to be reported to the Data Protection Authority of the country.

The perception from different stakeholders interviewed (respondents, users and producers) is that confidential data is adequately protected and that the risk of breach is not a matter of concern. Furthermore, some users expressed the belief that the criteria to determine a dataset as confidential could be too restrictive, thus preventing maximising the statistical utility of the data collected.

However, Law 6/89 contemplates two important exceptions. Article 5(4) specifies the non-confidential character of data from public institutions. Article 5(5) concerns the capacity of the Statistical Council to grant access to confidential data on enterprises and other collective organisation in case of request from public bodies for reasons related to planning, economic co-ordination or external economic relations. It can be concluded that this power of the Statistical Council is not in agreement with the confidentiality principle as stated in this Code.

The peer review team has inquired in detail on the implementation of the exception specified in Article 5(5) and has identified practices that mitigate to a large extent its non-conformity with the Code. Firstly, the data supplied has been anonymised in order to make identification impossible. Secondly, the data is supplied only for statistical purposes. Thirdly, the section of the council deciding on accepting or refusing a data request includes representatives from enterprise associations and issues its opinion by unanimity. These practices are however not part of the basic law and therefore the national statistical law does not offer protection against any potential changes in future practice.

It should be noted that the draft text of the new legal act that was provided to the peer review team maintains these exceptions and enlarges the cases in which the exception for business data could be applied – Article 6(6).

It is finally worth noting that our interviews with members of the Statistical Council, who participated in the relevant standing Committee, provided a clearer insight into how Article 5(5) of Law 6/89 is implemented than our interviews with Statistics Portugal. From the information available to the review team, it appears that data provided under Article 5(5) is used exclusively for statistical purposes. There is no evidence of use of data, under this article, for non-statistical purposes.

Accordingly, the review team is making a recommendation, which it believes will not in any way reduce the availability of data for necessary statistical research or analysis purposes. The team's recommendation will, however, address a serious gap in compliance with the principle of confidentiality in the European Statistics Code of Practice.

*The review team **recommends** that the new legislation indicate explicitly that the release of micro-data by statistical authorities may only be granted for statistical purposes and must be subject to procedures to prevent disclosure of identifiable data or the use of the data for non-statistical purposes.*

Indicator 5.2 Statistical authority staff sign legal confidentiality commitments on appointment.

Largely met

Comments: During our interviews it was clear that staff are fully aware of their commitment on statistical confidentiality. Although a document was signed in the past, it was discontinued long ago as knowledge of the Law is assumed. Furthermore, the staff regulations specify in article 14(j) the confidentiality requirement and the penalties in case of breach that could even imply dismissal. The staff regulations are a binding part of the employment contract. For those staff not covered by these staff regulations, a specific confidentiality document is actually signed. Nevertheless, Statistics Portugal mentioned that it plans to re-establish the signature of a confidentiality commitment, separate from the staff regulations, upon entry into service and the review team welcomes this development.

Indicator 5.3 Substantial penalties are prescribed for any wilful breaches of statistical confidentiality.

Fully met

Comments: Penalties in respect of breaching the principle of statistical secrecy are indicated in Article 21(3) of the Law. It should be noted that the text of the draft new law increases substantially the amounts of these penalties (up to €50000 for persons and €100000 for enterprises).

Neither Statistics Portugal staff nor stakeholders are aware of breaches in confidentiality. For this reason, no penalties have been imposed.

Indicator 5.4 Instructions and guidelines are provided on the protection of statistical confidentiality in the production and dissemination processes. These guidelines are spelled out in writing and made known to the public.

Largely met

Comments: The staff members interviewed showed a satisfactory knowledge of the procedures in place and gave evidence of having the adequate reflexes to deal with any contingency in this regard.

Nevertheless, written guidelines and instructions are not available. Moreover, the different roles concerning confidentiality (data owners, confidentiality co-ordinator) are not formalised and there are no plans to systematically assess compliance with the procedures.

Finally, no description was found of the methods used by Statistics Portugal to check the disclosure risk of anonymised data-sets, supplied to researchers under contract for scientific purposes.

*The review team **recommends** that Statistics Portugal implement plans to formalise guidelines on confidentiality, assign roles and responsibilities relating to confidentiality, and carry out periodic controls and audits.*

Indicator 5.5 Physical and technological provisions are in place to protect the security and integrity of statistical databases

Fully met

Comments: The measures for protecting confidentiality are satisfactory. Statistics Portugal is currently implementing disclosure control software (Argus) in order to assess the disclosure risk of data-sets and has mechanisms that prevent the non-authorized access to confidential information. Furthermore, IT tools are able to trail all uses of the data, although in practice this is not done.

These measures are formalised in writing only in the case of data from administrative sources transmitted to Statistics Portugal by another public institution.

The peer review team noted that Statistics Portugal plans to set out its measures for security and integrity of statistical databases, in written form, following the layout of its corresponding document on administrative data and welcomed this development.

Indicator 5.6 Strict protocols apply to external users accessing statistical microdata for research purposes.

Fully met

Comments: Portugal has in place a good system for the access of micro-data for research purposes. This system is based on a protocol between Statistics Portugal and the Ministry of Science and Technology signed in 1999. The protocol expired in October 2007 and is now in renewal phase. It should be noted that this protocol includes the secondment of staff to Statistics Portugal to compensate for the resources needed to prepare the data-sets to researchers.

The system is based in three pillars: accreditation of those researchers requiring access to micro-data (done by the Ministry); examination of the specific request (by Statistics Portugal); and signature of a contract between Statistics Portugal and the researcher.

Those researchers interviewed mainly expressed satisfaction with the fast response provided by Statistics Portugal and the utility for statistical analysis of the micro-data provided. However,

some users had found the procedures for getting access to micro-data bureaucratic and slow. Recent experience of users appears to be more positive.

Finally it should be noted that the national law does not make provisions for the access of micro-data for researchers. The legal basis used by Statistics Portugal for this activity is the European legislation, specifically Regulation 831/2002.

*The review team **recommends** that the new legal act in preparation include appropriate provisions for access to micro-data by researchers.*

Principle 6: Impartiality and objectivity.

Statistical authorities must produce and disseminate European Statistics respecting scientific independence and in an objective, professional and transparent manner in which all users are treated equitably.

Overall assessment: There are no doubts about the objectivity of the data and releases produced by Statistics Portugal. New projects are set up by Statistics Portugal technical experts, involving users and other stakeholders when needed, and eventually requesting the opinion and support of the Statistical Council. These projects are thus driven by statistical considerations.

Shortage of adequate resources is a factor that hampers the capacity of Statistics Portugal to co-ordinate projects delegated to other public administration entities. Stakeholders showed more doubts about the objectivity of these delegated statistics.

The information that Statistics Portugal provides on methods is complete and easy to access. This aspect is considered by the peer review team to be an example of good practice.

The release calendar is comprehensive and well respected although the time of publication may change (from 11h to 15h) and this change is only decided on the day of release. An arrangement for pre-release under embargo exists; but seems to be limited.

There is a public perception that data produced by Statistics Portugal is less interesting compared to that provided by other sources, in particular the Bank of Portugal. Statistics Portugal should work on improving this aspect of public perception of its releases.

Indicator 6.1: Statistics are compiled on an objective basis determined by statistical considerations.

Fully met

Comments: The review team found that there is a good framework for the objective compilation of statistics by Statistics Portugal. This is evidenced by the metadata and information on statistical methodologies which Statistics Portugal publishes. Our discussions with staff and stakeholders confirmed that Statistics Portugal acts objectively at all stages of the statistical process and is a trusted professional source of official statistics. There is no evidence of any inappropriate influence on Statistics Portugal in relation to professional statistical decisions.

Indicator 6.2: Choices of sources and statistical techniques are informed by statistical considerations.

Fully met

Comments: Staff and stakeholders were unanimous in stating that all statistics are compiled and sources are chosen according to statistical considerations. The credibility of Statistics Portugal is in this sense complete.

The team inquired about the process in place to develop new statistical domains. Usually, it includes the setting up of a project team including representatives of users and other stakeholders. The technical project is submitted to the Board for approval. In some cases, usually upon request of Statistics Portugal, the Statistical Council may participate in the process, providing advice and supporting the implementation.

It is worth noting that the co-ordination role of Statistics Portugal towards other statistical producers may imply its involvement in the preparatory phase of statistical projects. The shortage of adequate resources will very likely hamper seriously the performance of this function.

Indicator 6.3: Errors discovered in published statistics are corrected at the earliest possible date and publicised.

Fully met

Comments: The procedure in place to deal with errors is fully satisfactory. Examples provided show that it has worked properly in the rare cases when errors were released. The procedure provides transparency in the information provided to users in these situations. There are future plans to formalise in writing these practices.

Users did not show concerns about this aspect; but stressed their concern about size of revisions in some statistics, in particular external trade. It should be noted that amongst the plans of Statistics Portugal for 2008 there is the project of developing a Revision Policy throughout all statistical domains.

*The peer review team **recommends** that Statistics Portugal's plans for formalising its correction procedures and for developing a common revision policy be carried out.*

Indicator 6.4: Information on the methods and procedures used by the statistical authority are publicly available.

Fully met

Comments: The review team considers Statistics Portugal's metadata system to be an example of good practice in the European Statistical System. It is complete as regards contents and coverage of statistical domains. The metadata system was well explained by experts from Statistics Portugal and external users were happy with the information available. There are current plans to align the metadata to the SDMX standard. It is available on the Statistics Portugal website (www.ine.pt) and there are also plans for a complete translation into English.

Indicator 6.5: Statistical release dates and times are pre -announced.

Largely met

Comments: Statistics Portugal provides a very complete release calendar including indicators, yearly statistics, publications and even important events. The calendar forecast spans for a whole year and is confirmed every fortnight.

The yearly statistical plan includes a calendar co-ordinated with other national entities.

It is worth noting that the time of press releases is either 11h or 15h. The decision on either time is taken by Statistics Portugal in function of the time the senior management needs to validate the text of the release (apparently every release must be approved by one of the three board members before it is published).

The media representatives interviewed did not show any concerns on this aspect, although they mentioned that releases at 15h gave them very limited time to include the information into next day's printed edition.

Indicator 6.6: All users have equal access to statistical releases at the same time and any privileged pre-release access to any outside user is limited, controlled and publicised. In the event that leaks occur, pre-release arrangements should be revised so as to ensure impartiality.

Largely Met

Comments: There are some pre-releases albeit very limited. Press agencies receive the data 15 minutes before release. Paper journalists are not benefiting from this arrangement. The Prime Minister's Office and those of three Ministers (Presidency, Labour and Finance) receive the data the evening before. The information is placed in the restricted intranet by the secretary of the Board of Statistics Portugal. These pre-release arrangements are not publicised.

The media and other representatives reported on two cases of leaks. The review team discussed these with Statistics Portugal senior management and Board members. One of the leaks referred actually to a forecast of unemployment data made by a ministry and consequently is not to be attributed to Statistics Portugal. The other one was due to an old practice of discussing the National Accounts figures in a technical working group involving other institutions before their publication. This practice has been stopped since summer 2007 so that the risk of this source of leaks has been eliminated.

Indicator 6.7: Statistical releases and statements made in Press Conferences are objective and non-partisan.

Fully met

Comments: There was no concern on this issue from any of the stakeholders interviewed. It seems that the objectivity of Statistics Portugal is not put into question.

It should be noted however some remarks about the perceived lack of interest of commentaries produced by Statistics Portugal due to their limited informational "value added". Furthermore, several stakeholders stressed the contrast between the releases made by the Bank of Portugal and those made by Statistics Portugal, the first ones receiving much more attention from the media and analysts. It is the opinion of the peer review team that Statistics Portugal should reflect on how it can improve this aspect of public perception of its products.

Principle 15: Accessibility and clarity

European Statistics should be presented in a clear and understandable form, disseminated in a suitable and convenient manner, available and accessible on an impartial basis with supporting metadata and guidance.

Overall assessment: The assessment of Statistics Portugal's compliance with this principle is by and large very positive. Since June 2007 the revised website – www.ine.pt – has been online. All information available on the web is free of charge. Users are provided with a pre-announced release calendar (including major publications) on the website.

In 2004/2005 Statistics Portugal prepared a Dissemination Policy Document for the whole National Statistical System. It was discussed but its approval was not finalised at the Statistical Council. This first document, and the comments made by the Statistical Council, are being

used as an input to the new policy being prepared, according to the commitment already made in the 2008 work programme. This dissemination policy is also taking into consideration the best practices of other National Statistical Institutes.

As was established in interviews, users are highly content with Statistics Portugal's new website, both with regard to substance and scope as well as with regard to the user-friendly way the information can be accessed.

Users are also very satisfied with the integrated system of metadata (metadata linked with data) and with the methodological documents published on the web.

Other data producers are aware of Statistics Portugal's metadata system and the extension of the metadata system to other national producers is to be encouraged.

Statistics Portugal has a system of suggestions/complaints in place, including an efficient internal workflow which is designed to deal with suggestions/complaints of users.

ALEA, Statistics Portugal's joint project with a Secondary School, is considered by the review team to be an example of good practice for promoting statistical literacy.

Indicator 15.1: Statistics are presented in a form that facilitates proper interpretation and meaningful comparisons.

Fully met

Comments: All statistical areas are covered by web dissemination, free of charge. An online statistical database is also available, free of charge. Interviews with users showed that the Statistics Portugal website is considered a major source of information. Generally, users are happy with the presentation of statistics as well as with the presentation of metadata and methodological documents on the web, which help users to interpret statistical results correctly and to fully exhaust their information potential.

Users and the media are also satisfied with Statistics Portugal's press releases. However, some users indicated that the commentaries written by Statistics Portugal need to be more informative. This aspect of the public perception of its products needs to be considered by Statistics Portugal.

In order to support journalists in their use of statistical data, workshops were offered to the representatives of the media. Statistics Portugal has also provided internal staff training in writing releases in English.

Indicator 15.2: Dissemination services use modern information and communication technology and, if appropriate, traditional hard copy.

Fully met

Comments: The review team's assessment of this indicator is positive, largely as set out above. There is good presentation of statistical results on the www.ine.pt website, with comprehensive metadata and documentation of methods. Users gave positive feedback in relation to this.

Statistics Portugal's publications are also available in hard copy and/or CD-Rom. A catalogue including price information is available on the web. Published information can be acquired at Statistics Portugal's premises or ordered on-line, by fax or e-mail. Statistics Portugal's libraries in Porto, Coimbra, Lisboa, Évora and Faro enable access to all published information of Statistics Portugal in hard copy and/or CD-Rom.

Indicator 15.3: Custom-designed analyses are provided when feasible and are made public.

Fully met

Comments: It was confirmed during the interviews that Statistics Portugal provides custom-designed analyses, some of which are published. In particular, results of new surveys ordered and paid by customers are made public. General users and researchers confirmed that they were satisfied with the level of service available in relation to customised tables and analyses.

Indicator 15.4: Access to microdata can be allowed for research purposes. This access is subject to strict protocols.

Fully met

Comments: Researchers have access to micro-data for research purposes (25-30 requests per year). Since the Portuguese Law does not foresee access to confidential statistical data for scientific research, the text of EU Regulations 322/97 and 831/2002 is applied in Portugal and the criteria established concerning researchers, institutions and access are being applied to all requests done by researchers. As already mentioned under Indicator 5.6, the new national law will not alter this situation.

For researchers, accreditation by the Ministry of Science, Technology and Higher Education is involved. An agreement between Statistics Portugal and the Ministry concerning access to micro-data for researchers, terminated at the end of October 2007, is planned to be renewed.

Interviews during the peer review showed that researchers are in principle happy with access to micro-data. However, some users complained that they found access to be rather bureaucratic and to take a long time. This appeared to be based on past rather than recent experience of using statistical micro-data. In any case, Statistics Portugal indicated that it is working on ways to improve the specialised services provided to users of micro-data.

Indicator 15.5: Metadata are documented according to standardised metadata systems.

Fully met

Comments: The peer review team found good practices in this area, which was confirmed by users in interviews. Metadata are documented according to a standardised system on Statistics Portugal's website. There is complete integration of statistical data and metadata, for all statistical areas, covering Statistics Portugal's online database, main tables, main indicators and thematic files. Statistics Portugal's metadata include information on, for example, regularity/periodicity, source, first available period, last available period, next update date, dimensions, concepts, measure unit, observations, classifications, and data collection instruments. Comprehensive methodological documents, including comprehensive metadata in standardised form (for approximately 75% of Statistics Portugal's statistical products) are available on the web. Statistics Portugal plans to use the SDMX-Format to follow European standards. Feedback about satisfaction with metadata is gathered from user satisfaction surveys and interviews with users. There are plans to extend Statistics Portugal's integrated metadata system to other national data providers.

Indicator 15.6: Users are kept informed on the methodology of statistical processes and the quality of statistical outputs with respect to the ESS quality criteria.

Largely met

Comments: Users are kept informed on the methodology of statistical processes and on the methods to determine quality (including ESS quality criteria) by standardised methodological documents on Statistics Portugal's website. Approximately 75% of Statistics Portugal's statistical projects are covered by these documents and full coverage is planned. Methodological documents are known and used by users, users are satisfied with this.

In general there are good foundations for evaluating and reporting on quality of statistical processes and products (see comments on Principle 4, concerning Statistics Portugal's auditing system). However, quality reports are only elaborated if this is required by EU legislation. Under Principle 4, the peer review team is recommending that Statistics Portugal elaborate quality reports for all statistical outputs, following a standardised template with respect to the ESS quality criteria. Publication of structured quality reports on this basis would fit well with Statistics Portugal's web dissemination system.

4. CO-ORDINATION ROLE OF THE NATIONAL STATISTICAL INSTITUTE

Law 6/89 sets out the current legal basis for the Portuguese National Statistical System. This system comprises Statistics Portugal and the Statistical Council. Other public service departments are also included in the national statistical system, via the delegation powers set out in Article 16 of the Law. The Statistical Council presides over, guides and co-ordinates the National Statistical System (Article 8).

As indicated earlier in this report, the review team heard mixed views about the functioning of the Council. The six Standing Sections and two ad-hoc Sections implement a strategic and technical role which is of value to Statistics Portugal and to the NSS. However, some external stakeholders see the council as largely irrelevant to their needs. It is to be hoped that the changes envisaged in Article 10 of the draft new national statistical law, which broaden the composition of the council, will help the council to play a stronger co-ordination role and improve its perceived relevance to users.

The Statistical Council's *General Guidelines of National Statistical Activity, 2008 to 2012* sets out a vision for transforming the national statistical service between now and 2012. The strategy includes high-level objectives in relation to quality improvement in the NSS; institutional co-ordination and co-operation (including the improvement of human resource skills); and the production of relevant statistics (with an emphasis on spatial data). Statistics Portugal's annual work programme for 2008 is coherent with these objectives and incorporates statistical activity plans and the dissemination plan for the entire NSS.

The co-ordination of the NSS and the use of administrative data for statistical purposes have both encountered practical difficulties in the past.⁴ In the meantime, co-ordination has improved considerably and Statistics Portugal now has service-level agreements with numerous other public bodies involved in the production of statistics. A significant step was the signing, in January 2006, of an inter-institutional agreement between Statistics Portugal, the

⁴ Some of these difficulties were described in an external review conducted in 2004: *Peer Review of the National Statistical System (2004)*, Ivan Fellegi and Jacob Ryten, Statistics Canada.

Bank of Portugal and the Ministry of Finance, setting out the respective roles in relation to the EDP notification process.

Also in 2006, the Network Group of Official Statistics Producers was established to provide a more formal mechanism for statistical co-ordination. Statistics Portugal has briefed other constituent agencies of the NSS about the European Statistics Code of Practice and, in October 2007, these agencies were invited by Statistics Portugal to complete the self-assessment questionnaire on compliance with the Code of Practice.

Looking to the future, the draft national statistical law contains a more comprehensive definition of the NSS, including the Regional Statistical Services of the Autonomous Regions of the Azores and Madeira, the Bank of Portugal, and bodies which are delegated by INE (Statistics Portugal) to produce statistics (Article 3(1)).

The Statistical Council and Statistics Portugal will have important complementary roles in developing the NSS. Article 3(2) specifies the council's role as the Government body which oversees and co-ordinates the NSS. Article 3(3) designates Statistics Portugal as the central body which co-ordinates technical and scientific matters within the NSS. Articles 7 and 8 recognise international and EU quality standards and specific aspects of statistical output quality. Article 9 relates to co-operation between national statistical authorities. The changes to the composition of the Statistical Council were already mentioned above; an important feature is the inclusion of a representative of the National Data Protection Commissioner, recognition of the growing statistical use of administrative data.

Overall, the new law will provide a more coherent legal basis for co-ordination of the NSS.⁵ There are major challenges ahead for Statistics Portugal in its co-ordination tasks. While the roll-out of the European Statistics Code of Practice to other agencies has begun, with the self-assessment questionnaire, the implementation of a quality framework across the NSS and the provision of technical and scientific support will draw heavily on Statistics Portugal's resources.

The review team's recommendations in relation to resources – and the ability to recruit the necessary staff – are clearly as relevant for the future success of the National Statistical System as they are for Statistics Portugal.

5. GOOD PRACTICES TO BE HIGHLIGHTED

The structure adopted by Statistics Portugal for **Quality Assurance** is an example of good practice in the European Statistical System. A quality management system was introduced in 1996, geared towards ISO norms. The Quality Management Unit has put in place quality instruments and procedures to promote continuous improvement of products, processes and services for customers, with involvement at all levels of the organisation. These include the recently revised *Statistical Production Procedures Handbook* and a renewed programme of internal and external audits.

The documentation and integration of **metadata** on the Statistics Portugal website, www.ine.pt, is considered by the review team to be another example of good practice. The website was revised in June 2007 and it provides easy access to data and to the related metadata and methodological documents.

The **Simplified Business Information** project is a good example of innovation and co-ordination in the National Statistical System. Annual returns by business to Statistics Portugal, the Bank of Portugal, the Ministry of Finance and the Ministry of Justice (registration of annual

⁵ This comment is subject to the review team's recommendations in relation to Professional Independence, see Sections 3 and 6 of this report.

accounts) have been co-ordinated in a single electronic submission, reducing response burden while improving the coverage of structural business statistics.

The review team has identified the approach being taken to **strategic planning** in the Portuguese statistical system as an example of good practice in European Statistics. In particular, the team noted that there is an overall strategy for the National Statistical System – i.e. the Statistical Council's *General Guidelines of National Statistical Activity, 2008-2012*. Statistics Portugal's work programme for 2008 sets out all statistical activities and the full dissemination plan for the entire national system.

ALEA is a statistical literacy project jointly developed by Statistics Portugal and a secondary school. The project website, www.alea.pt, provides a range of educational resources aimed mainly at secondary school teachers and pupils. The project is an example of good practice in promoting statistical literacy and awareness in education and in society generally.

6. RECOMMENDATIONS OF THE PEER REVIEW TEAM

Professional Independence

1. The review team **recommends** that the law should more clearly demonstrate the principle of professional statistical independence of Statistics Portugal, including professional independence in its role of providing operational support to and implementing the decisions of the Statistical Council. (*Indicator 1.1*)
2. The review team **recommends** that the office of President of Statistics Portugal, together with its role, authority and tasks, its technical independence and the appointment process, should be defined in the national statistical law. (*Indicator 1.2*)

Resources

3. The review team **recommends** that the institutional barriers to recruitment should be lifted urgently. (*Principle 3*)
4. The review team **recommends** that Statistics Portugal and the appropriate authorities review the institutional status of Statistics Portugal, with a view to identifying how Statistics Portugal can be enabled to respond flexibly and effectively to the needs of national and European statistics. (*Indicator 3.1*)
5. The review team **recommends** that Statistics Portugal prepare a staff mobility policy and actively implement its training plan, as key elements of its overall staff / skills development policies. (*Indicator 3.1*)

Statistical Confidentiality

6. The review team **recommends** that the new legal act in preparation include appropriate provisions for access to micro-data by researchers (in addition to provisions for the statistical use of anonymised micro-data). (*Indicator 5.6*)
7. In this regard, the review team **recommends** that the new legislation indicate explicitly that the release of micro-data by statistical authorities may only be granted for statistical purposes and must be subject to procedures to prevent disclosure of identifiable data or the use of the data for non-statistical purposes. (*Indicator 5.1*)
8. The review team **recommends** that Statistics Portugal implement plans to formalise guidelines on confidentiality, assign roles and responsibilities relating to confidentiality, and carry out periodic controls and audits. (*Indicator 5.4*)

Quality Standards and Documentation

9. The review team **recommends** that renewed efforts be made in the area of quality audits and that regular quality reports according to the ESS quality components, covering all statistical domains, should be compiled and published. (*Principle 4*)
10. The review team **recommends** that Statistics Portugal's plans for formalising its correction procedures and developing a common revision policy be carried out. (*Indicator 6.3*)

7. LIST OF IMPROVEMENT ACTIONS BY PRINCIPLE OF THE CODE

Principle 1: Professional Independence Improvement actions

Timetable

Statistics Portugal will explore ways to influence the final draft of the Law, taking into account the recommendations, in particular concerning a stronger statement on the professional independence.

Immediately

Following the approval of the new Law, Statistics Portugal will sign contracts for delegation powers with other National Producers. This will include specific quotations of the Code of Practice, particularly the Principle on Professional Independence. Statistics Portugal gives the highest importance to these principles, from which important obligations will apply to other producers. Co-ordination, supervision and audit functions are also foreseen to be included in the contract.

Following the approval of the new Law

Given the perception that Statistics Portugal approach in dealing with criticisms or misquotation of figures may be weak, Statistics Portugal Dissemination Policy will have a chapter on relations with the Media, and a more pro-active approach will be considered.

2008

Principle 2: Mandate for Data Collection Improvement actions

Timetable

Early participation of Statistics Portugal in the concept and design of administrative data instruments will continue – as per the recently created Simplified Business Information project.

2008 - 2012

Intensification of production of statistics using administrative data has been set as a major strategic goal for 2008 – 2012, as a consequence of previous steps in this same direction.

2008 - 2012

Principle 3: Adequacy of Resources Improvement actions

Timetable

The Training Plan for 2007-2008 under implementation is opened to all National Statistics Authorities. This plan is oriented towards the needs of all areas of activity in the National Statistical System, and aims at a major step in the re-qualification of Statistics Portugal staff.

2008

Statistics Portugal struggles for hiring new experts in statistical fields and this lack of resources is a major weakness at the moment. The recent Public Administration reform process will enable Statistics Portugal to take some strides towards this process (yet with limited impact).

2008

Statistics Portugal will give a serious consideration to adopting a formal Mobility

2008 - 2009

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|---|--|
| Principle 3: Adequacy of Resources | Timetable |
| Improvement actions Policy. | |
| | |
| Principle 4: Quality commitment | Timetable |
| Improvement actions Implementation of a Standard Quality Report for all statistical surveys, covering the ESS quality components, on a stepwise approach. | 2008 (start of the process) and beyond |
| 100% coverage of methodological documents, according to the template already approved for the National Statistical System. | 2008 - 2009 |
| Application of the Quality Reports and the Handbook for Statistical Production Process at National Statistical System level. | 2008 - 2012 |
| A proposal will be made to include in the training programme a course on quality components / quality management. | 2009 |
| A plan for internal and external audits to be carried out in 2008 is to be approved by the end of February. The frequency of internal audits will depend upon staff/resources availability. This action reflects main emphasis given to this matter by the National Strategy 2008-2012. | 2008 |
| | |
| Principle 5: Statistical Confidentiality | Timetable |
| Improvement actions In order to address the legal issue under Indicator 5.1, Statistics Portugal will explore ways to translate in legal terms its culture and practices either by: | Immediately |
| i) suggesting an amendment to the draft law under consideration by the Parliament; or | |
| ii) Proposing to the Statistical Council a deliberation regarding the ways and modalities to operationalize the provision for exemptions in exceptional circumstances. | |
| Statistics Portugal will re-establish the mandatory signature of a confidentiality commitment, separate from the staff regulations, upon entry into service, as soon as it will begin recruiting new staff, or when it gets staff from any other partnership relation. In addition, Statistics Portugal will take action in order to strengthen the importance of this principle amongst current staff. | 2008 and beyond |
| In the context of the 2008 Work Plan, the Handbook on Procedures on Confidentiality will be produced, bearing in mind the recommendations of this report, with the systematization of the practices already in place. Ways and means will be explored of how to check and control the disclosure risk amongst information supplied to researchers. | 2008 - 2009 |
| Moreover, the Statistical Council is preparing a regulation for the application of the principle of Statistical Secrecy following the approval of the new Law, to be applied by Statistics Portugal and other Entities of the National Statistical System. | Following the approval of the new Law |
| | |
| Principle 6: Impartiality and objectivity | Timetable |
| Improvement actions A Revisions Policy is foreseen in the context of the 2008 Work Programme. | 2008 - 2009 |
| Statistics Portugal will assess the practice of two potential release times a day. | 2008 |
| In future Press Agencies and Journalists will have equal access in time to press releases. | 2008 |

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|---|-----------------------------|
| Principle 6: Impartiality and objectivity | Timetable |
| Improvement actions | |
| Pre-release arrangements will be clearly publicised at Statistics Portugal Dissemination Policy and on the Website. | 2008 |
| Statistics Portugal has initiated actions towards improving the analytical content of its publications. In the current Annual Work Programme, specific areas were identified to develop further the analytical content and broaden the analysis in some social and economic statistics. This effort is to be enlarged, translating the emphasis and the actions lines of the National Strategy for 2008-2012. | 2008 - 2012 |
| Principle 7: Sound Methodology | Timetable |
| Principle 8: Appropriate Statistical Procedures | |
| Improvement actions | |
| Increase of data collection through internet / webbing tools and CATI. | Continuous activity |
| More pro-active stance within the "respondent management" unit (under the data collection department), regarding the responses coming from the most important business units. | Per the 2008 Work Programme |
| Adoption of recommended practices in questionnaire design. | 2008 (start of the process) |
| Principle 9: Non-Excessive burden on respondents | Timetable |
| Improvement actions | |
| Development of a sampling management system of statistical units, in order to better control the response burden. | |
| Development of actions towards an increased use of administrative data for statistical purposes in different areas. | Continuous activities |
| Benchmarking with other NSIs of the ESS to define, measure and monitor the response burden. | |
| The increase of IT solutions in data collection processes (Webbing/CATI). | |
| The management of respondent process. | |
| Principle 10: Cost Effectiveness | Timetable |
| Improvement actions | |
| Development of a new IT solution in order to integrate human resources allocation, budget and work plan per activity. | Under conception in 2008 |
| Improvement of the overall technological IT infrastructure. | Continuous activity |
| Principle 11: Relevance | Timetable |
| Improvement actions | |
| In pursuing user orientation and building upon past experience, Statistics Portugal is preparing an action plan for future satisfaction surveys of different target groups (the plan will include an updated online questionnaire on the website and a survey towards customers who request tailored statistics). | 2008 Action Plan |
| Adoption of a Dissemination Policy for Statistics Portugal. | 2008 - 2009 |
| Development of a Dissemination Policy for the National Statistical System, per the National Strategy for 2008-2012. | 2008 – 2012 |
| Implementation of a CRM system is being put in place in the new website. | 2008 |

| | |
|---|-----------------------------|
| Principle 11: Relevance | Timetable |
| Improvement actions Improvement of data dissemination via website, making available databases per selected themes. | Continuous activity |
| Principle 12: Accuracy and Reliability | Timetable |
| Improvement actions Implementation of a Standard Quality Report for all statistical surveys, covering the ESS quality components, on a stepwise approach. | 2008 (start of the process) |
| Principle 13: Timeliness and Punctuality | Timetable |
| Improvement actions Further improvement in order to increase performance concerning timeliness and punctuality of all products and services at National Statistical level, within the Statistical Council. | 2008 - 2012 |
| Improvement of the current system of indicators and tools for management of timeliness and punctuality | 2008 - 2009 |
| Enlargement of application of the management system to other national producers. | 2009 |
| Principle 14: Coherence and Comparability | Timetable |
| Improvement actions Adoption of a Revisions Policy for Statistics Portugal. | 2008 |
| Development of a Revisions Policy for the National Statistical System, per the National Strategy for 2008-2012. | 2008 - 2012 |
| Principle 15: Accessibility and clarity | Timetable |
| Improvement actions Further development of the Metadata Integrated System, for use by internal and external users. | 2008 |
| Extending the Metadata Integrated System to the other national producers. | 2008-2012 |
| Full conformity with W3C Web Content Accessibility Guidelines. (The Statistics Portugal and Statistics Council websites have already an "AA" classification. Since some areas of the website, such as Alea, Digital Library and Webbing are not in full conformity, efforts are being made to finalize this within 2 months.) | 2008 |
| The new website, launched in mid 2007, constitutes a big improvement for better accessibility of statistical information, following customer suggestions over the years. | Continuous activity |
| Statistics Portugal will do its utmost to simplify and speed up the access to micro-data by researchers. This also depends on researchers being precise and specific concerning their demands. | 2008 – 2009 |
| Statistics Portugal is exploring ways to grant remote micro-data access to researchers. | |
| Although the accreditation system of researchers is beyond Statistics Portugal powers, in the context of revising the protocol with the Ministry of Science, Technology and Higher Education, Statistics Portugal will discuss this matter. | 2008 |
| During 2008, Statistics Portugal will prepare its systems for the use of SDMX. | |

8. ANNEX A: PROGRAMME OF THE VISIT AND LIST OF PARTICIPANTS

| January 16th 2008 - Discussion with internal stakeholders | |
|---|---|
| 09.30 – 10.00 | <p>Welcome and introduction of Programme, organizational matters: The Board and Statistics Portugal Peer Review Team</p> <p>The Board: Alda de Caetano Carvalho Helena Cordeiro Pedro Dias</p> <p>Internal Peer Review Team: Maria Graça Bento – Statistical Council Secretariat Margarida Rosa – Dissemination Unit Conceição Veiga – External Relations and Cooperation Unit Teresa Clode – External Relations and Cooperation Unit Vera Morais – Planning, Control and Quality Unit Maria João Zilhão - Planning, Control and Quality Unit</p> |
| 10.00 – 11.30 | <p>Meeting with management and senior staff, Principles 1 (Professional Independence), 2 (Mandate for Data Collection), 3 (Adequacy of Resources): João Farrajota – Data Collection Department Margarida Madaleno – Economic Statistics Department Leonor Pereira – Demographic and Social Statistics Department Sónia Torres - Demographic and Social Statistics Depart/ Porto Carlos Coimbra – National Accounts Department Idílio Freire - National Accounts Department Isabel Rhodes – Administration and Management Depart/Financial Area Madalena Oliveira – Administration and Management Depart/Human Resources Area</p> |
| 11.30 – 12.30 | <p>Meeting with management and senior staff, Principle 5 (Statistical Confidentiality): Conceição Matos - Methodology and Information Systems Fernanda Perpétuo - Methodology and Information Systems Joaquim Machado - Methodology and Information Systems Teresa Crespo - Methodology and Information Systems Maria Fátima Neves – Legal Support Unit Emília Saleiro - Demographic and Social Statistics Department Ana Dulce Pinto – Statistical Council Secretariat Nuno Correia – Data Collection Department / Évora</p> |
| 13.30 – 14.30 | <p>Meeting with management and senior staff, Principles 6 (Impartiality and Objectivity) and 15 (Accessibility and Clarity): Pinto Martins – Dissemination Unit - Lisbon Margarida Rosa – Dissemination - Lisbon Cláudia Guerreiro – Dissemination/Clients' Service – Lisbon Manuela Martins – Communication and Image Unit Sérgio Bacelar – Methodology and Information Systems Department /Systems and Metadata Service Humberto Pereira - Economic Statistics Department</p> |
| 14.30 – 15.30 | <p>Interview with DG and Quality Manager , Principle 4 (Quality Commitment): President: Alda de Caetano Carvalho Planning, Control and Quality Unit/Quality Manager: Maria João Zilhão Methodology and Information Systems Department/Systems and Metadata: Isabel Morgado</p> |
| 15.30 – 16.30 | <p>Meeting with junior staff, Principles 1-6, 15</p> <ul style="list-style-type: none"> - Sérgio Domingos – National Accounts Department – Institutional Sector Accounts - Sílvia Mina – Methodology and Information Systems Department – Statistical Methods - Mónica Isfan – Methodology and Information Systems Department – Systems and Metadata - Maria João Pereira – Economic Statistics Department – International Trade, Industry and Construction Statistics - Tânia Correia – Data Collection Department – Interview Surveys - Susana Neves – Demographic and Social Statistics Department - Knowledge and Information Society Statistics - Rita Lages – Economic Statistics Department – International Trade, Industry and Construction Statistics |
| 16.30 – 17.15 | <p>Statistics Portugal presentation on the master plan for 2008 - 2012: General Guidelines of National Statistical Activity 2008-2012 - The Board</p> |

| January 17th 2008 – Discussion with external stakeholders | |
|---|---|
| 9.30 – 10.30 | <p>Meeting with other National Producers:</p> <ul style="list-style-type: none"> - Ministry of Labour and Social Solidarity (GEP – Office for Strategy and Planning); Dr. Manuel João Duarte - Ministry of Justice (DGPJ – Directorate-General for Justice Policy); Dr^a Maria João Morgado Costa - Ministry of Education (GEPE – Educations’ Planning and Statistics Office); Dr. Nuno Rodrigues - Ministry of Science and Technology (GPEARI – Office for Planning, Strategy, Evaluation and International Relations); Dr. Alexandre Paredes - Statistical Regional Offices from the Autonomous Regions from Açores and Madeira: <ul style="list-style-type: none"> - SREA – Statistical Regional Office from the Autonomous Region Açores: Dr. Augusto Elavai; Dr^a. Isabel Cristina; - DREM – Statistical Regional Office from the Autonomous Region Madeira: Dr^a Ângela Gouveia; Dr^a Emília Alves |
| 10.30 – 11.30 | <p>Meeting with the Statistical Council: Presidents of three Standing Sections and the Ad-hoc Section of Monitoring the 2011 Censuses:</p> <ul style="list-style-type: none"> - Sectoral Economic Statistics – Dr^a Manuela Proença – Ministério do Ambiente, Ordenamento do Território e Desenvolvimento Regional (Ministry of Environment, Spatial Planning and Regional Development); - Macroeconomic Statistics – Prof. Pedro Telhado Pereira - Conselho de Reitores das Universidades Portuguesas (Council of Portuguese University Rectors); - Territorial Base Statistics – Prof. J. Cadima Ribeiro – Conselho de Reitores das Universidades Portuguesas (Council of Portuguese University Rectors); - Ad-hoc Section of Monitoring the 2011 Censuses – Prof^a. Silvia Frazão – Associação Nacional de Municípios (National Association of Portuguese Municipalities). |
| 11.30 – 12.30 | <p>Representatives of users from different sectors:</p> <ul style="list-style-type: none"> - The National Central Bank - Banco de Portugal; Prof. Manuel Sebastião - Ministry of Finance – Direcção Geral do Orçamento (Directorate-General for the Budget) - Dr. Luís Morais Sarmiento - AICEP – Agência para o Investimento e Comércio Externo de Portugal / Ministério da Economia e Inovação (Business Development Agency / Ministry of Economy and Innovation); Dr. João Manuel Tabarra Santos - Associação Industrial Portuguesa (Portuguese Industrial Association). Dr. Rui Madaleno - DECO – Associação Portuguesa para a Defesa do Consumidor (Portuguese Association for Consumer Protection); Prof. Henrique Vasconcelos; Prof. João Andrade e Silva |
| 14.00 – 15.00 | <p>Meeting with main users: Researchers:</p> <ul style="list-style-type: none"> - ISEGI – Instituto Superior de Estatística e Gestão da Informação (Statistics and Information Management High Institute) – Prof. Marco Painho; - ISEG (Economics and Management High Institute) – Prof. Vitor Escária; - Universidade Nova de Lisboa – Faculdade de Economia – (Faculty of Economics and Management) Prof. Pedro Pitta Barros. |
| 15.00 – 16.00 | <p>Meeting with the Media and Opinion Makers</p> <p>Media: - Dr. Sérgio Aníbal – Público - Dr. Bruno Proença – Diário Económico</p> <p>Opinion Makers: - Prof. Teodora Cardoso - Prof. João Ferreira do Amaral - Prof. Luís Campos e Cunha</p> |
| 16.00 – 17.00 | <p>Meeting with representatives of respondents/Clients:</p> <ul style="list-style-type: none"> - CIP – Confederação da Indústria Portuguesa (Portuguese Industrial Confederation); Dr^a Emília Espírito Santo - CGTP (Trade Union) – Dr. Fernando Marques <p>Companies that reply to Statistics Surveys:</p> <ul style="list-style-type: none"> - Galp-Energy – Dr^a Carla Couto; Sr. José Vilela |

| January 18th 2008 - Conclusions | |
|---|--|
| 09.30 – 11.30 | Meeting with management to sum-up and detailed review of list of improvement actions for all principles: João Farrajota – Data Collection Department Margarida Madaleno – Economic Statistics Department Leonor Pereira – Demographic and Social Statistics Depart. Carlos Coimbra – National Accounts Department Conceição Matos - Methodology and Information Systems Humberto Pereira - Economic Statistics Department Pinto Martins – Dissemination Unit Manuela Caetano - Communication and Image Unit Maria João Zilhão - Planning, Control and Quality Unit |
| 11.30 – 13.00 | Meeting with the Board: conclusions, recommendations and follow-up (improvement actions) Alda de Caetano Carvalho Helena Cordeiro Pedro Dias |

9. ANNEX B: LIST OF PARTICIPANTS

Internal stakeholders

The Board

Alda de Caetano Carvalho - **President**

Helena Cordeiro – **Vice-President**

Pedro Dias – **Vice-President**

Internal Peer Review Team

Maria Graça Bento – Statistical Council Secretariat

Margarida Rosa – Dissemination Unit

Conceição Veiga – External Relations and Cooperation Unit

Teresa Clode – External Relations and Cooperation Unit

Vera Morais – Planning, Control and Quality Unit

Maria João Zilhão - Planning, Control and Quality Unit

Other Participants

João Farrajota – Data Collection Department - Director

Nuno Correia – Data Collection Department / Évora

Tânia Correia – Data Collection Department

Margarida Madaleno – Economic Statistics Department -Director

Humberto Pereira - Economic Statistics Department – Deputy Director

Maria João Pereira – Economic Statistics

Rita Lages – Economic Statistics Department

Leonor Pereira – Demographic and Social Statistics Department - Director

Emília Saleiro - Demographic and Social Statistics Department - Deputy Director

Sónia Torres - Demographic and Social Statistics Depart/ Porto

Susana Neves – Demographic and Social Statistics Department

Carlos Coimbra – National Accounts Department - Director

Idílio Freire - National Accounts Department

Sérgio Domingos – National Accounts Department
Conceição Matos - Methodology and Information Systems - Director
Fernanda Perpétuo - Methodology and Information Systems
Joaquim Machado - Methodology and Information Systems
Teresa Crespo - Methodology and Information Systems
Isabel Morgado - Methodology and Information Systems Department
Mónica Isfan – Methodology and Information Systems Department
Sílvia Mina – Methodology and Information Systems Department
Sérgio Bacelar – Methodology and Information Systems Department
Madalena Oliveira – Administration and Management Depart/Human Resources Area - Deputy Director
Isabel Rhodes – Administration and Management Depart/Financial Area
Ana Dulce Pinto – Statistical Council Secretariat
Pinto Martins – Dissemination Unit
Cláudia Guerreiro – Dissemination Unit
Manuela Martins – Communication and Image Unit

External stakeholders

Other National Producers

Manuel João Duarte - Ministry of Labour and Social Solidarity (GEP – Office for Strategy and Planning)
Maria João Morgado Costa - Ministry of Justice (DGPJ - Directorate-General for Justice Policy)
Nuno Rodrigues - Ministry of Education (GEPE – Education's Planning and Statistics Office) Alexandre Paredes -
Ministry of Science, Technology and Higher Education (GPEARI –Office for Planning, Strategy, Evaluation and
International Relations)
Augusto Elavai and Isabel Cristina (SREA – Statistical Regional Office from the Autonomous Region Açores)
Ângela Gouveia and Emília Alves (DREM - Statistical Regional Office from the Autonomous Region Madeira)

Statistical Council

Manuela Proença (Standing Section of Sectoral Economic Statistics – Ministry of Environment, Spatial Planning
and Regional Development)
Pedro Telhado Pereira (Standing Section of Macroeconomic Statistics – Council of Portuguese University Rectors)
J. Cadima Ribeiro (Standing Section of Territorial Base Statistics – Council of Portuguese University Rectors)
Sílvia Frazão (Ad-hoc Section of Monitoring the 2011 Censuses – National Association of Portuguese
Municipalities)

Representatives of users/respondents from different sectors

Manuel Sebastião (Banco de Portugal)
Luís Morais Sarmento (Ministry of Finance – Directorate-General for the Budget)
João Manuel Tabarra Santos (AICEP – Business Development Agency / Ministry of Economy and Innovation)
Rui Madaleno (Portuguese Industrial Association)
Henrique Vasconcelos and João Andrade e Silva (DECO – Portuguese Association for Consumer Protection)
Emília Espírito Santo (CIP - Portuguese Industrial Confederation)
Fernando Marques (CGTP – Trade Union)

Carla Couto and José Vilela (Galp – Energy)

Researchers

Marco Painho (ISEGI - Statistics and Information Management High Institute)

Vitor Escária (ISEG - Economics and Management High Institute)

Pedro Pitta Barros (Universidade Nova de Lisboa – Faculty of Economics and Management)

Media and Opinion Makers

Media:

Sérgio Aníbal – Público

Bruno Proença – Diário Económico

Opinion Makers:

Teodora Cardoso (Consultant - BPI – Investment Bank)

João Ferreira do Amaral (ISEG - Economics and Management High Institute)

Luís Campos e Cunha (Universidade Nova de Lisboa – Faculty of Economics and Management)