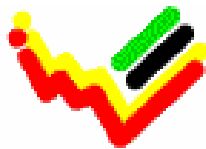




Short-term Mission by Coordination Office

4 – 11 December 2003

*Lars Erik Gewalli
Anja Løkken Stii*



Instituto Nacional de Estadística

This report contains
restricted information
and is for official use only.

Ref. no. 104.Moz.98

December, 2003

Lars Erik Gewalli, Statistics Denmark
Tel +45-3917 3156
Mobile: +45-2835 5156
leg@dst.dk

Anja Løkken Stiil, Statistics Denmark
Tel +45-3917 3922
als@dst.dk

Abbreviations

CEMPRE	Business Census 2002
DG	Director General
HBS	Household Budget Survey
HRD	Human Resources Development
IAF	Household Budget Survey (Portuguese abbreviation)
INE	Instituto Nacional de Estatistica, Mozambique
LDB	Live Database (World Bank)
LFA	Logical Framework Approach
LTA	Long Term Adviser
NA	National Accounts
PA	Project Assistant
PARPA	Action Plan for the Reduction of Absolute poverty
PINE	President INE
STA	Short Term Adviser
QIBB	CWIQ, Core Welfare Indicators Questionnaire (World Bank)
QNA	Quarterly National Accounts
SEN	The National Statistical System in Mozambique
STAC	Statistics in Action Course
TA	Technical Assistance

Table of contents

Table of contents	3
EXECUTIVE SUMMARY	4
1 INTRODUCTION.....	4
2 ACTIVITIES RELATED TO THE PROJECT	5
2.1 Steering Committee Meeting	5
2.2 Planned Missions and Study Visits	5
2.3 Scanstat Activity Areas	6
2.4 Home Offices	10
2.5 Other items.....	10
APPENDIX 1. List of persons met	11
APPENDIX 2. Programme for the Mission	12
APPENDIX 3 List of literature.....	13
APPENDIX 4. DRAFT Revised Terms of Reference for Steering Committee.....	14

EXECUTIVE SUMMARY

The project is proceeding very well in most areas even if the concerns from the previous report¹ are still valid.

The possibility to harmonize and coordinate the activities is of vital importance for INE. It is therefore proposed to include relevant stakeholders in the Steering Committee and to restructure the meetings.

INE's annual plan and 5-year plan primarily describe *what* to produce. This has to be complemented with plans on *how* to obtain a coordinated statistical production. IT is an indispensable tool in this connection and a key issue for the IT policy and the IT strategy is to describe these principles on *how* to harmonise the production in an efficient way.

The finalisation, approval and implementation of the IT policy and the IT strategy during the nearest future are therefore critical for the INE management considering the large number of donors and development projects.

Fruitful missions have been conducted during the last quarter. Plans for the economic statistics based on the business register have been promoted. The publication with results from the household survey has been prepared during extensive missions. We are also hopeful that the base for the future assistance of the national accounts will soon be agreed.

All four present long-term advisers are planned to terminate their assignments during 2004. The process to recruit replacements is going on.

1 INTRODUCTION

The Scandinavian Assistance to Strengthen the Institutional Capacity of the National Statistical Institute (INE)" started on July 22, 2003, after a bridging program during the period 8 May 2002 - 21 July 2003. It comprises both budget support and TA to INE. It is a large programme with a time horizon corresponding to INE's 5-year plan 2003-2007.

There were several objectives of this mission. Firstly, to meet with INE representatives and long and short-term consultants to discuss the project situation and plans for 2004. Secondly, to ensure that the economic and other administrative routines within the components of the project were harmonised. All long-term advisers (Team Leader Mr Altvall, Mr Nielsen (IT), Mr Graversen (NA) and Mr Teigland (social statistics) were on duty. The Steering Committee Meeting for December was postponed and therefore not attended.

– ¹ Home coordinators' Short-term mission, 29 September-3 October 2003, Chris Denell, Lars Erik Gewalli, Elisabeth Gulløy, MZ:2003:14

The consultants would like to express their thanks to all officials and individuals met for the kind support and valuable information and material which they received during their stay in Mozambique, and which highly facilitated the work.

This report contains the views of the consultants, which do not necessarily correspond to the views of Danida or INE.

2 ACTIVITIES RELATED TO THE PROJECT

2.1 Steering Committee Meeting

An extraordinary Steering Committee meeting was held at the end of November where the completion report from the bridging support programme was approved.

The ordinary December meeting was postponed to 18 December.

It is of extreme importance that the activities in INE are well coordinated. Propositions on how to include information from various projects in the Steering Committee meetings have been made. A proposal for an amendment of the terms of reference for the Steering Committee is included in Appendix 4.

2.2 Planned Missions and Study Visits

2.2.1 DG's from Scandinavia to visit INE

It is agreed that a visit from the DG's of the Scandinavian statistical offices would be beneficial for the project progress. End of April is proposed as a tentative date.

2.2.2 Long-term advisers

According to plan, all the present long-term advisers will terminate their contracts during 2004.

The long-term adviser (LTA) in economic statistics has terminated her duties and the LTA in NA will terminate in January 2004. No budget is foreseen for another two-year LTA in both of these areas. It has therefore been proposed to merge these areas and recruit an LTA to cover both economic statistics and NA.

The contract for the present social statistical adviser will terminate 29 February 2004. A recruitment procedure is underway. It has been stressed that demography was an important issue due to the forthcoming population census (scheduled for 2007).

The contract for the team leader will terminate 31 May 2004 and the contract for the IT adviser will terminate 31 August 2004.

The home offices will increase their activities to find suitable candidates for the forthcoming vacant positions.

It is foreseen that the number of LTA:s during the coming months are temporary reduced. There has therefore to be agreed on how to distribute the work between the remaining LTA:s. An alternative is that INE temporary will take over some of these duties.

2.2.3 Short Term Missions

The list of short term missions was discussed and reviewed. Forthcoming missions concern:

<i>Time</i>	<i>Subject</i>	<i>Main Counter-part</i>	<i>Consultant</i>
1st quarter 2004			
12/1-23/1	Use and Contents of HRD Information	Mungamba	ThomassenN
12/1-23/1	Network and Security Policy	Anastacia	Jespersen/ GuldagerD
February 3 w	LFS/Time Use Survey planning	Arão	
February	Systems Design/Documentation Course	Anastacia	
March/April 6w	Cartography		
	National Accounts	Saide	

2.2.4 Study visits to Scandinavia

The project document foresees some long study visits (2-3 months) to Scandinavia. Suitable subjects for these study visits will be discussed later, as well as the design of the visits in terms of tasks to be performed, the need for methodology studies etc.

2.3 Scanstat Activity Areas

2.3.1 Social Statistics

The work to analyse the data quality and the results from the Household Budget Survey and to produce the final report is ongoing. Scanstat is assisting in this work through two comprehensive short term missions (Mr Triebkorn and Mr Otto). The report writing is in the final phase and it is expected to be ready before Christmas.

A two week mission to perform a strategic review of poverty monitoring methods, including training is going on (Mr Opdahl). It is made in close cooperation with the PARPA-team in the Ministry of Finance.

2.3.2 National Accounts

The situation for the production of the national accounts (NA) was assessed during a mission in the first week of December (Mr Berner and Ms Simpson). The result of this mission confirmed that the present IT system based on a large number of Excel spreadsheets has grown considerably during the last couple of years. There are several obstacles in connection with the future use of this system. Several short-term missions have stressed that it is very complex and that it is unavoidable to make mistakes. It is not clear to what extent this affects the result of the compiled NA. The change of base year to 2002 with the inclusion of new data is also a cumbersome operation and it is likely that this will require a somewhat amended approach. The request to produce quarterly NA will stress this even more. The efforts in 2004 ought therefore to be concentrated on establishing the new bench-mark year.

Apart from the ongoing work on reporting and documentation of the project activities in the remaining period for the LTA, he will provide assistance to the planning of the change of base-year in 2004.

2.3.3 Economic Statistics

Short-term missions in the development of a new system for economic statistics have been conducted in September and October/November.

The system should produce short-term economic statistics on staff situation, production and turnover in manufacturing industry, construction industry and services. The results from this system will be one of the central inputs to the forthcoming NA (base year 2002).

Outline of systems structure

CEMPRE -> Business Register -> Annual Sampling -> Monthly Sample Surveys -> Quarterly publication -> Users (ministries, NA,...)

The business census 2002 (CEMPRE) is to the largest extent completed. Only minor enterprises remain. High data quality is vital. A coverage check is therefore recommended and expected to be conducted in July/August 2004. The CEMPRE constitutes the major input from which the new business register is created. Administrative sources are used in addition.

This business register will form an important source for the sampling of business units. Sampling of 2,050 business units (of which 800 in Maputo) for the 2004 survey has already been made. It has in practice been complicated to act in accordance with some of the recommendations from the missions. The questionnaires have therefore only to a minor degree been simplified and the monthly (instead of the suggested quarterly) data collection will be maintained.

It is planned to update the business register once a year with the assistance from the provincial offices. This is a cumbersome activity since it requires visits to all enterprises and a detailed local knowledge.

It was stressed by INE that the Scandinavian assistance has been of vital importance for new system for economic statistics. There has however not been any long-term adviser in this area since mid July. This has been

insufficient in spite of the very supportive short-term missions. Any replacement for the LTA has not yet been found. The suggestions to combine the LTA's in economic structural statistics and NA will probably only to a lesser degree fulfil the requirements.

There is a shortage of expertise in some areas. Sampling in surveys is therefore often carried out by external consultants. It would be an advantage if the sampling skills could be enhanced e.g. through training courses.

2.3.4 Training

The second comprehensive course on survey planning and performance has successfully been carried out.

2.3.5 IT

IT Policy and IT Strategy

A draft IT strategy is underway. This includes the overall plan with visions and results. A draft IT policy has been prepared. This contains regulations and standards and how they can be upheld. An IT council is e.g. proposed in order to ensure coordination of activities within the IT-area.

The fruitfulness of the development activities depend on if the IT policy and the IT strategy are implemented. It is therefore of extreme importance that they can be approved as soon as possible.

Both documents have been discussed in INE. Comments have been taken into account. New versions are expected to be circulated to INE management and all Directors not later than 17 December. It is proposed to have a meeting/workshop in mid February in order to provide for the possibility to have a final approval of both the IT Policy and the IT strategy by 1 March 2004.

After the approval, it is indispensable that the intentions of the strategy be supported. This means that staff must understand the strategy and be aware that it has to be considered in future development activities. This is essential considering the large number of support projects in all areas initiated by different donors.

Infrastructure and information architecture

It is planned to establish data transmission facilities from the provincial branches to the headquarters in Maputo through the internet. The installation in Maputo province will take place this year and Manica and Sofala will follow during the 1st quarter 2004.

The financing of all installations are not yet solved (20,000 USD/province). It is not clear how to finance the maintenance either (cost estimation is being prepared).

Installation of networks is a good example on issues that have to be coordinated among the donors.

Other important related to infrastructure are:

- All security policies are expected to be implemented in the first 2 quarters in 2004. This includes among other policies for central back-up and storage of data, policies for handling confidential data.
- Planning and implementation of migration from Windows NT to Windows 2000

A crucial topic related to information architecture is the storage of statistical information in databases accessible from the internet. To avoid troublesome and costly maintenance of several software systems, a well-defined structure is necessary. Different solutions are being reviewed.

A tender procedure has been initiated to restructure the webpage. Three offers are investigated. It is the intention that this should be hooked up to a common active database for external and internal use. The existing systems have to be considered as well. A short term mission on this is ongoing (Mr Ellemose and Ms Wulff).

Standards

A manual about documentation standards has been prepared. An integration of the documentation standard is a part of the efforts to improve quality. It is therefore planned to create a documentation database for all statistical areas and processes.

The standards for documentation (including the establishment of a documentation database) are expected to play a crucial role:

- in building systems for the creation of CD-ROM,
- in part of the implementation of disaster recovery plan
- as part of the dissemination of statistics at the Internet
- as part the implementation of the IT-policy that stresses the importance of the use of standards.

A manual about development of statistical applications must be prepared. This work is expected to start in the beginning of February. The work includes coursed in system design, but also discussions about how development of applications at the subject areas can be integrated in the overall information architecture.

2.3.6 Project Management

A project assistant (PA), Mr André E. O. Manhique has been on duty from 8 December, initially for a six months probation period. The PA is contracted by INE but financed by the local project budget. He was introduced in the job with active participation from this mission. This consisted also of training in the local TA budget and administration system.

The procedures for reporting were discussed. *Reports from short-term missions* are prepared by each short-term adviser (STA). A first draft is discussed the counterpart during the mission. INE will submit its comments to the STA not later than one week after the mission. The project assistant is available for translation of crucial parts of the report (at least the executive summary). The STA will afterwards send the report to the Coordination Office (CO) in Statistics Denmark in Copenhagen where the final editing and

numbering takes place. The CO will submit the final report to all receivers electronically. Users in Scandinavia will receive a number of copies of the printed version. The project assistant in Maputo will ensure that the report will be circulated in the requested amount of copies to users in Maputo.

The distribution of selected reports on a regular base to other stakeholders should be considered.

Distribution list for printed copies of reports

Receiver	Number of printed copies	Submitted from
Danida, Copenhagen	3	CO, Copenhagen
Statistics Denmark	10	CO, Copenhagen
Statistics Norway	5	CO, Copenhagen
Statistics Sweden	5	CO, Copenhagen
INE, Maputo	20	Project, Maputo
Danida, Maputo	2	Project, Maputo
Norad, Maputo	2	Project, Maputo
Sida, Maputo	2	Project, Maputo

Mission reports are prepared in accordance with the agreed template. The contents of them are very varied due to the different purpose and structure of the mission. Very long reports have however a tendency to be overlooked and it is therefore recommended to restrict the length to 15-20 pages (+appendices).

A satisfactory check of the *inventory* of equipment and furniture purchased by the TA budget was conducted during the mission.

2.4 Home Offices

Practical issues were discussed and agreed during a meeting between the home coordinators and the administrators in Stockholm 16 October.

2.5 Other items

One of the project vehicles was crashed in April. All outstanding questions regarding the police and implemented parties in the accident are solved.

The only remaining issue is the indemnity from the insurance company. The car was fully insured but there is a disagreement with the insurance company on how to evaluate of the car.

APPENDIX 1. List of persons met

- Dr João Dias Loureiro, Presidente do INE
- Ms Destina Uinge, Program director of the Scandinavian program
- Mr Azarias Marcos Nhanzimo, Director Sectorial Statistics and Registers
- Mr Cirilo Tembe, Head Business Register
- Ms Natercia Macucule, Sectorial Statistics
- Ms Alda Rocha, International Coordination
- Ms Anastasia Judas Honwana, Head of IT

Scanstat Consortium, LTA

- Mr Hans Erik Altvall, Team Leader
- Mr Mogens Grosen Nielsen, long term consultant, IT
- Mr Timmi Graversen, long term consultant, NA
- Mr Jon Teigland, long term consultant, Social Statistics

Scanstat consortium, STA

- Mr Erwin Triebkorn, short term consultant, Household Budget Survey
- Mr Ole Berner, short term consultant, NA
- Ms Liv Simpson, short term consultant, NA
- Ms Stein Opdahl, short term consultant, Poverty monitoring
- Ms Annegrete Wulff, short term consultant, internet database
- Mr Jesper Ellemose Jensen, short term consultant, internet database

Scantstat, Project assistant

- Mr André E. O. Manhique, project assistant

APPENDIX 2. Programme for the Mission

- Thursday 4 December* Arrival
- Friday 5 December* Meeting with Danida (cancelled)
Meeting with Team leader (Altvall)
Meeting with NA experts (Graversen, Berner, Simpson)
- Monday 8 December* Meeting with PINE (Loureiro)
Meeting with Project Assistant (Manhique)
- Tuesday 9 December* Meeting with LTA Social statistics (Teigland, Opdahl)
Training in local TA budget and accounting routines, Project Assistant (Manhique)
Meeting with Structural Statistics and Business Register (Azarias, Cirilo, Natercia)
- Wednesday 10 December* Meeting with short-term adviser HBS (Triebkorn)
Verification of the existence of purchased goods in the project (LTA's)
Training in local TA budget and accounting routines, Project Assistant (Manhique)
- Thursday 11 December* Debriefing LTA
Departure

APPENDIX 3 List of literature

- Home coordinators' Short-term mission, 29 September-3 October 2003, Chris Denell, Lars Erik Gewalli, Elisabeth Gulløy, MZ:2003:14
- Short-term mission on Development of a New System for Economic Statistics, 1-19 September, Tom Langer Andersen, Kenny Petersson, MZ:2003:15
- Final data quality control and reporting IAF 2002/3, Mid-term Report from a short-term mission, Erwin Triebkorn, October 2003, MZ:2003:16
- Short-term mission on National Accounts, 15-24 September 2003, Jan Redeby, MZ:2003:17
- Short-term mission on Systematic Quality Work, 10-19 September 2003, Hans Viggo Sæbø, MZ:2003:18
- Short-term mission on Development of a New System for Economic Statistics, 27 October-21 November, Tom Langer Andersen, Kenny Petersson, MZ:2003:19

APPENDIX 4. DRAFT Revised Terms of Reference for Steering Committee

INE has the responsibility to initiate, control, run, implement and review project activities within various support projects. Major projects are the Scandinavian Support Program to Strengthen the Institutional Capacity of INE (Scandinavian program) and Italian Support Project for the Development of Mozambique National Statistical System (Italian program). Other donors include the UNICEF, IMF and the World Bank.

The Scandinavian program is the umbrella for all donor support to INE. The principle is that all other support should complement and be consistent with support from the Scandinavian program.

Project activities are intended to be integrated in INE's regular work, in its regular reporting system and in its various plans – annual as well as long term plans.

The integration of Project activities in INE's ordinary work ensures that many people at INE will be part of the counterpart support capacity. In particular the Heads of Directorates and of the Departments will guarantee a smooth day-to-day running of the Project activities.

INE's Project Director - the Director for DICRE – will have the overall daily management and responsibility of the Project activities assisted above all by the Team Leaders (or corresponding) in the different Support Programs.

Purpose For the purpose of promoting an efficient management and follow-up of implementations of Project Activities, a Steering Committee will be established.

Composition The Steering Committee is composed of representatives for:

1. The top management of INE (including the Project Director)
2. Donors
 - 2.1 Scandinavian donor organisations (Danida, Norad and Sida)
 - 2.2 Donor organisations in Italy, Spain and Portugal
 - 2.3 Other donors
3. Representatives from the implementing parties
 - 3.1 Implementing parties in the Scandinavian program (Statistics Denmark, Statistics Norway and Statistics Sweden)
 - 3.2 Implementing parties in the Italian program (ISTAT, INE Spain and INE Portugal)
 - 3.3 Other implementing parties

Meeting schedule The Steering Committee will have recorded meetings in April, September and December each year.

Meeting structure The Steering Committee Meeting will take place during three sessions:
Session 1: The Scandinavian Program (Participants: 1, 2.1, 3.1)
Session 2: Coordination and Information (Participants: all)
Session 3: The Italian Program (Participants: 1, 2.2, 3.2)

Each session should tentatively not exceed two hours.

*Tasks for the Steering
Committee*

Session 1: The Scandinavian Program

- Monitoring of achievements, activities and expenditure according to outlined plans and budget
- Discuss developments in the indicators and conditions for the support
- Approve the audited reports (annually)
- Discuss further plans and agree upon revisions and amendments on existing plans
- Agree on a plan and budget for the coming period

Session 2: Coordination and Information

- Strategic discussions on the coordination of activities between the various support programmes.
- Review of project activities
- Related information from support programs or other INE activities

Session 3: The Italian Program

- Monitoring of achievements, activities and expenditure according to outlined plans and budget
- Discuss developments in the indicators and conditions for the support
- Approve the audited reports (annually)
- Discuss further plans and agree upon revisions and amendments on existing plans
- Agree on a plan and budget for the coming period

The meeting in April will focus on INE's report for the previous year. The meeting in September will focus on the activities during the first half year. The meeting in December will focus on INE's plan and budget for the following year.

Reporting

All reports to a meeting with the Steering Committee will be submitted to the members not later than two weeks before a meeting. Draft minutes will be circulated not later than one week after the meeting. If needed, INE will present an updated version to the meeting.

Organigrama of INE

