

Status Report
from
LTA Consultant in Institutional Capacitation
regarding the period

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within the framework of the

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

between

INE and Scanstat

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Summary in English

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

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

These strategic goals can be worked upon from several fronts. One way of doing this has been through the Commission for the Reform and Modernization of Statistical Production Processes with a focus on Information Technology and Communication at the INE aiming to integrate with all processes and routines of the institute.

The consultant has during the year been working with the Directorate of Integration and Statistical Coordination (DICRE) regarding matters relating this modernising. Depending on the subject, the consultant has also coordinated with other Central Directorates of the INE and SEN. Due to an unfortunate foot injury the consultant has been on leave for the first three months of 2016. A short-term mission on Agricultural statistics was however attended during this period.

Areas of responsibility according the present contract:

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

In the following the activities were the consultant has been involved are described. But first a short recapitulation of the project since its very beginning 1998.

A list of Scanstat Short Term Advisory missions during 2016 can be seen in annex 1 at the end of this document. The reports from the short-term advisory missions referred to can be found at [INE Intranet](#) and on www.dst.dk/mozambique.

Resumo em Português

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

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

Esses objectivos estratégicos podem ser "atacados" de várias frentes. Uma maneira de fazer isso é através da Comissão para a Reforma e Modernização dos Processos de Produção Estatística com enfoque para as Tecnologias de Informação e Comunicação no INE. Este trabalho significa integrar com todos os processos e rotinas do instituto.

O consultor tem durante o ano sido, principalmente, de trabalhar com a Direcção de Integração e Coordenação Estatística (DICRE) sobre questões relativas à esta modernização, reportando-se ao director e director adjunto. Dependendo do assunto, o consultor também tem coordenado com outras Direcções Centrais do INE e SEN. Devido a uma lesão infeliz no pé o consultor tem sido em licença durante os primeiros três meses de 2016. No entanto, uma missão de curto prazo sobre estatísticas agrícolas foi cada vez assistida durante este período.

Áreas de responsabilidade de acordo com o contracto actual:

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

A seguir uma descrição das actividades onde o consultor esteve envolvido. Mas primeiro uma breve recapitulação do projecto desde o seu início 1998.

A lista de missões de curta duração de Scanstat durante ano 2016 pode ser visto no Anexo 1 no fim deste documento. Os relatórios das missões de consultoria de curto prazo referidos são encontrados no [INE Intranet](#) e no www.dst.dk/mozambique.

Recap - from 1998 to now - and further on

It is now the last week of the year 2016. All-around me newspapers and mass media are looking back on the year that soon is coming to an end. What if I do the same for the Scanstat project here at INE Mozambique, and maybe not just for the year 2016 but also for the whole period of cooperation, since 1996? What has, in short, characterised the cooperation between INE and Scanstat during the years, and what could be useful for the future?

Strengthening phase 1998 - 2007 - Basic infrastructure for statistical production

In 1990 Sweden already was supporting statistics in several countries in the region. Tanzania, Zimbabwe, Swaziland, Lesotho, and Mozambique had projects where staff from Statistics Sweden assisted in the reinforcement of already existing systems, and in the creation of necessary new ones, to build up efficient systems for production of the statistical information required for planning, monitoring and evaluation of the countries development programs. In Mozambique projects were ongoing at the Ministry of Agriculture and at the Ministry of Education. At that time INE still was a unit at the Ministry of Finance and Planning. A unit with the mission to coordinate statistics within the country. When it came to politics it was an intensive period in Mozambique and in the region. The long and devastating armed conflict between Frelimo and Renamo ended on the 4 of October, 1992 (the same day as I arrived and entered into a 4-year statistics assignment at the Ministry of Agriculture in Maputo). A new modern constitution was taken by the parliament and the existing set of official institutions was now to be modernised. This included the revision of the laws regarding statistics. As Sweden already was working in the field of Mozambican statistics we were asked to assist in the preparations of a new statistical law. The old set of laws were a heredity from the Portuguese laws governing Mozambique until 1975 and the task now was to turn this into something that fitted better with the new constitution and into the new institutional set up of the country. At the same time as it should comply with current trends within the international statistical community, with the UN Statistical Commission as its most important authority. A Master Plan of Official Statistics in Mozambique was presented in 1995 and a year later the Law 7/96 of July 5 created the legal frame for the National Statistical System of Mozambique and shortly afterwards the National Institute of Statistics was created from the former Directorate of National Statistics. The present structure was at hand.

The spirit of the time was high, with great expectations of the future. Former war refugees returned to their rural homes and agricultural production grew year by year as the use of fallow but arable land was expanded again, while the rains fell as they should for several years. Schools were rebuilt and the need for more quality statistics to monitor all that was happening was high. Mozambique however lacked sufficient expertise in statistics and the new statistical institution had to be reinforced to suit the new demands. During the colonial and the communist governed periods statistics was mainly based on administrative data. This worked rather well as long as the data sources were extensively monitored and as long the demand for statistics coincided with the limited areas covered by the institutions. With the

1992 general shift from an authoritarian to a more democratic style of governing the county the total control of the institutions was lost at the same time as the need for new statistics became higher. Both trends were resulting in less quality of the statistics produced. The solution 1997 was to review the necessities of statistics, introducing more of sample surveys, adapting the working methods to the new reality, and train the staff.

Late 1997 the National Statistical five-year plan 1998-2002 was already mapped out, defining the overall programme for statistical development and a supportive project was prepared. A new cooperation between INE and Statistics Sweden and Statistics Norway was started. It was initially financed as a World Bank project but soon both Sweden and Norway entered as financiers. At that time an institutional twinning arrangement like this was normally separated into three phases: Strengthening, Consolidation and Phasing out. Even if some areas already at the beginning were rather advanced at INE the majority of the subject matter areas and the existing administrative systems were considered to be classified as belonging to the strengthening phase. The aim of the project that was created as a result of the diagnostic (described in the document Moz-1999-01.doc) was: *"To support Mozambique in developing its statistical capacity and in implementing an efficient system for production of current statistical information required for planning, monitoring and evaluation."* It was a far-reaching aim, with few boundaries, and it called for a step-by-step development strategy, both due to the complexity of the tasks and the fact that the conditions in Mozambique at that time were changing rapidly. It also meant that our cooperation arrangements had to be open-ended in terms of technical particularities and the overall framework had to be well set and firmly established.

At the beginning the project had one team leader and four long term consultants from Statistics Sweden and Statistics Norway, spread out over the whole central organisation of INE in Maputo. During this phase of the project an important role of our consultants was to show new initiatives and suggest new ways of producing statistics and it also included to suggest what new statistics to produce. The base for these suggestions were of course the needs of the Mozambican users and the actual situation at INE. But local expectations were not enough at that time, as neither Mozambican users nor the INE staff were fully aware of the real possibilities regarding statistics. This made it important for our consultants to expressly show and explain the initiatives made at our home offices and in our other projects around the world. The results came quickly. In the sector of economic statistics the ideas behind the Consumer Price index (IPC) and the Business Register (FUE) started to take form with the help of our advisors. Regarding social statistics work was early initiated to create an integrated system of household surveys and also on gender statistics, crime statistics, labour force statistics and statistics on social security. These areas, as well others, like geographic information systems et cetera were all supported by long and short term consultants. When it came to information technology short term training in systems design and documentation was given, a strategic IT Plan was made, the internal computer network was expanded and the internet-site made available. The cooperation was thus established and the Scandinavian long term resident experts were working together with their counterparts, assisted by various short

term missions in specific areas. The number of missions during the period 1998-2002 were 7, 11, 9, 6 and 9 respectively. Several of today's statistical products were born during this strengthening phase aimed to set up the basic infrastructure for statistical production. However, it became evident that more time would be needed to further elaborate the processes needed to respond to the growing demand on statistics. The original World Bank funding was planned to end 2002 but after discussions with the embassies of Denmark, Sweden, and Norway a continuation of the strengthening phase was secured.

A new program, called "*Programa Escandinavo*" was created for the period 2003-2007. It included not only technical assistance but also funding for the actual activities of producing statistics. A third of the budget was set apart for technical assistance, handled by Denmark while Sweden and Norway contributed with equal shares to the statistical activities. It was an intensive period where work and achievements depending on a lot of study tours and short term missions (25, 21, 20, 12 and 10 per year for the period 2003-2007). In addition to the training made locally at INE the program was also supporting grants for university studies within Mozambique and abroad. In one year, like for example 2007, a total of 107 INE employees (25%) were attending higher education courses (94 for licentiate and 13 for masters). This made INE one of the absolutely best educated public institutions in Mozambique.

An external mid-term review of the project 2003-2007 was conducted in 2005 and its overall impression was that the majority of the goals stipulated had been successfully achieved and that the ideas and flexibility shown within the Scandinavian long-term institutional strengthening approach was very evident and had helped to develop the collective competence of INE staff and the general capacity of the institution. But the review team also noted a somewhat low degree of cost consciousness and a somewhat low understanding of the links between actual funding and the planned activities. A consolidated budget and a source of finance that was more demanding in terms of cost cutting might make INE more cost efficient and also more sustainable in the long run. As a response INE and Scanstat together started to prepare for an INE Common Fund.

Common funds were very popular in Mozambique at that time and as the Scanstat team leader had experience from similar work, at even bigger scale, INE decided to follow this track. Previously the support from several donors, each using their own separate systems for both technical and financial planning and follow up, had as a result made the institution rather fragmented. To some extent the directors of INE liked this modus operandi as it in their eyes gave them a feeling of extended independence and freedom to work as they thought was best. But this thinking was not resulting in an optimal performance for the institution as a whole. I must admit that we had a hard work to explain the benefits of a common fund to all involved, but after some extra assistance from donors most managers at INE accepted the proposal and in early 2008 a Memorandum of Understanding between the Mozambican Ministry of Finance, the National Institute for Statistics and the Development Partners about the Common Fund and Mechanisms of Common Dialogue in Support of Implementation of the

National Statistical System Strategic Plan 2008-2012 was signed. The development partners consisted at that time of Denmark, Norway, Italy and Portugal, with Canada entering 2009.

Consolidation phase 2008 - 2012

The consolidation phase was supposed to start when the statistical office could produce base statistics without external support, when all regular statistical series were timely published and the staff situation was stabilised. In 2008 many of these criteria were fulfilled for many of the statistical products (but of course some exceptions still existed). Now the work had to focus even more on quality issues and the expansion of the methodological work to other member institutions of the national statistical system. The common fund arrangement had in itself put a stronger focus on costs. Before 2008 technical assistance was paid directly by Denmark and INE never had to deal with the costs. With the new system and its customer focus and competitive approach, short term missions and their costs were planned directly within the budget line the mission were connected to. This made the costs much more visible. The number of Scanstat missions was also reduced, being 5, 9, 15, 8 and 8 for the years 2008-2012. This complied better with the capacity to make the best out of each mission. But also after the reduction Scanstat continued to act as an important source of knowledge in a broad set of subject matter areas. In the following a list of those areas during the period. All reports from the missions can be found and read at www.dst.dk/mozambique

Short term mission subjects 2008-2012:

2008: System for integrated business statistics; Data modelling, SQL, DB management and PX-Web; Integration of other producers of official statistics; Programming VB 2005 Express and some NADABAS.

2009: Training in Management, Leadership and Motivation; The Household Budget Survey 2008/9 Six-month data; National Accounts; Training of the INE HIV/AIDS Commission; Foreign Trade; A Search Engine for the Business Register, SIE FUE, 1st stage; Training for auxiliary staff (*Comment: An institution like INE will not function well if it only consists of subject matter staff. The training and development of the auxiliary staff is very important.*); The Household Budget Survey 2008/9 Twelve-month data; Planning

2010: Stabilizing and extending the IT-infrastructure; National Accounts NADABAS and its environment; Quality Management; Foreign Trade, follow up; STAC - Statistics in Action; The Household Budget Survey 2008/9 Final verification; A Search Engine for the Business Register, SIE FUE, 2nd stage; Foreign Trade, distance support for FTS staff; Assist in Preparing and analysing the results of the IOF and Population Census; Publications; Training course on planning and management with the new INE Planning Manual as base (*Comment: Just to repeat the importance of the general support functions within the institution.*) ; Techniques for presentation of publications. Yearbooks, layout and design; Human resource management, mission plus study tour; Vital Statistics - the civil registry etc. Feasibility Study of the Compilation of Quarterly Estimates at Current Prices; The production of new software for Annual and Quarterly National Accounts; Study on MDG Indicators.

2011: Distance Support for restoring the NADABAS Server (using email and TeamViewer); National Accounts: Assisting in analysis and preparation of data from the agricultural census and the annual enterprise survey; MDG: INE participating in the MDG launching workshop in Oslo, Norway; National Accounts: Review of sector institutional accounts; Analysis of household survey IOF analysing poverty based on food deprivation; Foreign trade: Continuation on the FTS program for developing a new production system based on own IT skills and using SPSS software; National Accounts: Change of base year and re-classification of series; IT: Secure, adjust and modify the network after moving to new facilities, in cooperation with the DICRE/DISI team.

2012: National Accounts; Appropriating the results of IAE 2009 for the new base year 2009; The use of NADABAS for quarterly National Accounts; Integrated Household Surveys System and Preparations for the Continuous Multi-purpose Survey INCAF; Yearbook to iPad; INCAF - The Continuous Multi-purpose Survey - CSPro programming; Short-term work at the IT-section of INE/DICRE; INCAF - The Continuous Multi-purpose Survey - First round results; Foreign Trade: Assist in adjusting and finalizing the system; A short-term training in Management, Leadership and Motivation for INE Provincial Delegates and their Heads of Department. (*Comment: Human resources, Management, Leadership and Motivation are components important for any institution.*)

During this period the Generic Statistical Business Process Model, GSBPM, came into use at the Scanstat members home offices as well as in most advanced national statistics offices worldwide. A quality manual based on GSBPM, adapted to INE, was initiated 2010 and a general modernising project was introduced 2012 to keep INE constantly updated on new trends in the production and use of statistics and secure a continuous adaption to a changing environment. As this approach was perfectly aligned with the overall Scanstat mission here at INE, as described in project documents and agreements, it soon became the main entry for our work. The INE management at that time saw the benefits of this and asked Scanstat to remain for yet another 5-year period.

Phasing out 2013 – 2017 (2019)

Up till now the Scanstat contract periods have followed the periods of the National Statistical System strategic plans. In the most recent review of the plan, the midterm review 2015, it was recommended that the period for the strategic plan should be better aligned in time with the government strategic plan, where the present one goes for 2015-2019. A proposed solution was to add two years to the current strategic plan. Preparations for this have been made and are now just awaiting a final decision. (*If the strategic plan is prolonged it might be natural to also prolong the INE-Scanstat contract if all stakeholders agree.*) Reaching this phasing out phase INE should essentially be the self-sufficient and self-renewing statistical office we have strived for. An institution functioning at a high level of competence, relevance, reliability, and timeliness. Remaining problems should be considered "normal", such as inadequate

funding relative to ambitions. The institution ought now be able to support other institutions, both within and outside the National Statistical System.

The components of the Scanstat support program are now focusing on assisting in arranging ad hoc short term support to introduce new techniques and statistical processes wherever necessary. The initiative to initiate new activities is now primarily with INE, while the role of the Scanstat consortium is to make all that is possible to serve the requests for assistance coming from INE. This way there is no doubt where the ownership is rooted, it is with INE and nowhere else. And the role of Scanstat is more of back stage character now, while the INE-Scanstat contract still makes it easy and convenient for INE to obtain needed specialised assistance from some of the world leading statistical agencies. In February 2014, an important study tour was made to Statistics Norway and Statistics Sweden. Participants were Mrs Leia Macamo Gimo Head of Finances and Human Resources, Mr Cirilo Tembe Head of Coordination, IT and Publications, Mrs Alda Rocha Head of External Relations, Mr Tomás Bernardo Member of the Modernizing Commission, and myself. The intention was to update these high-level managers at INE on current trends at the Scanstat member offices and also to give ideas on further cooperation. The reports from the visit can be found at www.dst.dk/mozambique

The development of an institution can probably never be something fully completed as the environment changes all the time. Upcoming new demands, new statistical methods and processes as well as new software and hardware make it necessary to constantly modernize internal processes and structures. In the INE modernizing commission we have defined four areas for this modernisation. These areas, covering the whole institution, are; Production processes; Institutional organisation; Human Resources; and General management. This fit in well with the National Statistical System Strategic Plan 2013-2017 and its four themes: Production; Coordination; Training; and Promotion. The modernizing effort aim to keep INE updated on all of these areas and to create an openness towards change. One way to work is by introducing the Generic Statistics Business Process Model, GSBPM. Another is by supporting the National Statistics School. Still another way is by presenting ideas on a possible reorganisation of INE 2020 in accordance with the GSBPM and thus avoid getting stuck as a traditional stove-pipe organisation. If these initiatives are adapted and function they will also generate a favourable environment for the developing of national specialists in how to handle the various GSBPM processes and sub-processes.

The National Statistical System will gradually grow, not only geographically by giving more competence to the provincial delegations of INE, but also by INE continue delegating the right to produce and publish official statistics to more institutions. To secure a system where the parts are compatible, it is necessary that the modernization ideas are adopted by all producers of official statistics. An extensive programme for this harmonisation of methods and practices is needed and a pilot for this work has already started at the Ministry of Agriculture. Initial discussions have also started with the Ministry of Public Works. This will later be followed by similar projects at the other producers of official statistics. The provin-

cial INE delegations of Maputo City and Maputo Province have done a mapping of their production processes using the GSBPM model and this will be followed up by similar mappings at the other INE provincial delegations. The aim is to find and document best practices and use them to meliorate the rest of the system. Scanstat may assist this development as long as needed and as long as necessary financing is at hand.

That the long-term consultant in economic statistics will leave INE in august this year, and that I will leave as soon as the agricultural statistics project starts, does however not mean that Scanstat is leaving INE altogether. As said before, if all stakeholders want us to prolong to include 2019 we will do that (coordinating the activities from the agricultural project) and if it later on will come another request for continued assistance, for 2020 and further, it can also be discussed (se next section “*After phasing out*”).

After phasing out 2020 – and onwards

In the following some ideas on how Scanstat and INE might cooperate also after 2020::
For a sustainable National Statistical system: It is important to know how much statistics Mozambique can afford to produce, and how much statistics Mozambique can afford not to produce. The cost/benefit of producing statistics ought to be calculated, presented and discussed. If this can be presented in a clear way it would be an important input when the level of priority of statistics is set in relation to other competing necessities the country have. Knowing the reasonable costs for producing statistics the government, together with donors, can decide on how to share the costs, and INE can finally create robust and realistic plans for the implementation. These kind of cost/benefit calculations are not easy to do, but they are quite interesting and if possible the Scanstat members would be happy to assist.

Collegial cooperation: One of my main objectives when we started the cooperation was to raise the level of professional knowledge here at INE so that direct contact was stimulated between INE staff and our staff to maintain a continuous and fruitful collegial exchange of ideas and experiences. Continuity is important – not only when dealing with time series.

Act as a remote Help Desk: It is unavoidable that sometimes a subject matter statistician gets stuck in his/her work. Scanstat might access to our members own internal Help Desks. The remoteness is in itself no problem nowadays and the fact that the INEs are working in different environments does not always destroy the ability to help each other. Especially if both ends are working under GSBPM and are using the same methods, tools and software.

Continue with specialised short term missions: External input is necessary if one not intend to invent everything by oneself. The Scanstat members get a lot of input through collegial exchange with other INEs. But it is also for us common to hire external consultants for special tasks. In Mozambique, there has been a lack of external experts in the areas of interest for INE and this has motivated the use of costly international consultants. ITC and related areas have however seen a rapid growth here and local specialist can now be found. But when

it comes to business analysis, sampling and pure statistics it is still difficult to find the right persons locally. In these cases INE can, and should of course, first see if any regional experts can be found, but if also that fails it should be fine if INE had an ongoing contract with us so that Scanstat could be looked upon as an available resource offering the needed expertise also after 2020.

Human resources: As INE is and will remain a Mozambican institution it has to comply with the rules and traditions here. This has up till now meant rather hierarchical institutions with a limited staff participation in decision-making. Things are however now starting to change and Scanstat will assist INE in any efforts in this direction, if possible.

High level discussions and international presence: INE Mozambique has since the very beginning had high level discussions with the Scandinavian INEs about strategies and principles of common interest. I think it is important that INE continue as an active part of the international statistical community. The SADC Regional Strategy for Development of Statistics 2013 – 2018 was made with INE as chair of the working group making the strategy (and with me and Cirilo Tembe as co-authors among others). The international statistical community is in many ways special and an active participation also makes INE special among Mozambican institutions. Saide Dade once gave a presentation at the United Nations Statistical Commission in New York with the title *Statistical capacity building in practice and where do we go from here. A long-term twinning project between the national statistics institutes of Mozambique, Sweden, Norway and Denmark*. This event was organised together with INE Norway and Sweden. The external relations of INE has an important role here. not only to find financing but also to facilitate the sharing of experiences.

Any other ideas on how Scanstat might help to secure a strong and sustainable INE/SEN for the future are much appreciated!

And now back to the year 2016

The year 2016 has been dominated by the upcoming Population and Household Census. The Business Census has also been finalised and the Business Register is updated. The INE President Mrs. Maria Isaltina de Sales Lucas has during the year been replaced by Mr. Rosário BF Fernandes.

The INE Common Fund is now chaired by UNFPA and has Sweden and Norway, and to some extent UK, as financially contributing partners. The global economic situation in combination with national problems has put constraints on the work, both at INE and at the other entities producing official statistics.

The project is however continuously working for the leverage of the importance of a quality perspective on the statistics produces. A perspective facilitated by modern methods and ways of working, like the GSBPM, common methods for the implementing activities and the use of RBM for planning and follow up. The modernisation is a long-term continuous (and probably permanent) effort. The National Statistics School has thus been reinforced and modernisation efforts are spreading outwards to other part of the National Statistical System.

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

The National Statistics School

The School has been reinforced with experienced staff from INE and its role in coordinating methods for production and use of statistics has been given more focus. The former Directors for DICRE, Mr Cirilo Tembe and Mrs Destina Uinge, are now working together with me and the former heads of the INE delegations of Maputo City and the Zambezia Province, Mr. Jorge Utui and Mrs Zuraida Kahn. The former head the INE Sofala Province delegation will act as headmaster. Initially the school will only give specialized short-term courses but the aim is to restart the long-term courses at medium level, and in the future also at higher level.

The initial focus on short-term courses gives us an excellent possibility to introduce modern ways of producing and using statistics in the light of the general INE modernization process. Much will be based on the processes as specified in the widely accepted Generic Statistical Business Process Model, GSBPM, securing that various aspects of production and support processes are covered and transmitted within the National Statistical System. The possibilities for 2017 look promising. As the new headmaster for the school still has not taken up his post the activities 2016 have been centred around brainstorming and planning for the future. The INE library will move to the school and a virtual branch of the library and E-learning will have an important role.

Updating the Statistics Law and the formal organisation of INE

INE made 20 years on the 28 of August 2016. Mozambique have seen a lot of changes during this period and a revision of the Statistics Law and internal organisation is thought to be a good thing to do. This does not necessarily mean that the existing set up is bad, it has served well during the years, but rather that the institutional environment is changing and that more focus is given to the possible gains made by adapting INE to a more process oriented structure. Most national statistics institutes are now oriented towards the Generic Statistical Business Process Model, GSBPM, that was formulated 2013 with the help of United Nations Economic Commission for Europe. GSBPM can be used to evaluate and recommend common tools for the various statistical sub processes at INE and within the National Statistical System. The use of GSBPM is nowadays common praxis worldwide, but the organisations themselves are still organised according to traditional subject matter areas. So, what would happen in INE instead was organised in after the GSBPM processes? Maybe it would help to create an environment that is stimulating for the creation of specialists? Maybe it would facilitate the implementation of common methods and tools? Maybe it would reduce the “stove pipe” tendencies between departments? Maybe it would meliorate documentation and responsibility? – Probably! Taking the consequences, I therefore made a proposal on a re-organisation of INE using the GSBPM as a template. The proposal has been further discussed and modified in a special working group at INE. As the actual SEN strategic plan 2013-2017 is proposed to be prolonged to 2019 there might be a good opportunity to introduce the changes 2020, giving time to prepare for the changes in a good way.

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

Mid Term Review of the National Statistical System Strategic Plan 2013-2017

The review recommended that the strategic plan should be prolonged by two years to be aligned with the Government five-year planning cycle. The implications of such prolongation, up to the end of 2019, have been discussed and planned for. The planning unit at INE have at the same time restructured the results and activity plan slightly, so that it now fits better with the ongoing results base management initiative.

Modernization - Adaptation to a changing environment

The Quality Manual that has been under constant development since 2010 is now renamed to *Qualidade – Como alcançar?* [Quality – How to achieve it?]. The manual could be used at the National Statistics School, both in short term and long term courses, as a practical introduction to the various processes used while producing, analysing and disseminating statistics. The document has also been a base for the ideas around how to best organize the INE. It has also been used as a tool while modernizing the other producers of official statistics. We have met with the Ministry for Public Works and convinced them of the value in doing an *Auto-diagnostico* like the one that the Ministry of Agriculture did. This means that they for every GSBPM process, process by process, made a mini SWOT evaluating their actual status in relation to the process. The result is interesting and is indicating where reinforcements need to be inserted. The statisticians at the Ministry of Public Works are quite interested in the

approach and the next step for them is to do the same exercise again, but this time for two specific areas where new projects already are planned.

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

The Continuous Multipurpose Household Survey – INCAF

The Introduction of INCAF has not been without problems. Some have been related to late disbursements of financial resources, but other problems are more related with the fact that to be fully efficient the INCAF needs new ways of organizing its workflow. Experienced survey specialists at INE have to finally abandon their way of seeing INCAF as a big onetime, or seldom done, project, like traditional surveys. The introduction of GSBPM and standardized tools is of great help in this aspect. But what are the other problems that have to be overcome? An evident problem is that it is costly as it requires that a nationwide survey is repeated several times a year. In the five-year plan 2013-2017 the INCAF is projected to cost around 4 million Euro per year. What can be done to reduce that cost? One possible thing is to share the costs with other household based surveys. INCAF is consisting of a fixed core module on which are added more specialised modules.

In my opinion all household based surveys ought to be integrated with INCAF. One of the possible candidates is the Mozambican Integrated Agricultural Survey, IAI, consisting of two main parts. One is the Early Warning system calculating the probable outcome of the agricultural year while the crops still are on the fields. The purpose of this is to make a crop production forecast to avoid food shortage in unfavourable areas. The other part is the traditional annual agricultural post-harvest survey. This survey have two forms; one is for bigger agricultural firms and holdings while the other deals with household based small holdings. It is the latter that can be a module of the INCAF, running during one quarter each year. Apart from being a good alternative for using available resources as best as possible it will also raise the usefulness of the statistics produced as more types of variables can be directly related to each other due to a common sample of households.

Using an overarching perspective one ought to find out where the GSBPM processes best can be placed when looking upon the whole National Statistical System as a system. The various line ministries should of course treat analysis and other subject matter work within their own competence. But several of the GSBPM processes would probably be best handled by a central organ, like a strengthened INE. This is probably something to strive for in the future.

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

Short term advisors

The year 2016 has been problematic year when it comes to Mozambican public financing and this has also been felt at INE as it has made it difficult for INE to pay the invoices from Scanstat regarding work done. As a result, INE has been reluctant to ask for new short-term missions increasing the outstanding amount. This is a pity because there are several areas now where external input regarding ideas and experience would be of great value. The actual situation is new for INE, as the setup with the INE Common Fund previously have guaranteed that planned activities would be covered by contributions from the Government and Common Fund partners. That the actual Census activities are budgeted within the common annual plan is also contributing to the reduction of funds for activities outside the Census programme. All directorates of INE have seen their budget drastically reduced during the year.

Some short-term missions have anyhow been done. Under the frame of promoting inter-institutional coordination a second project identification mission was made in February to finalise the agricultural statistics project proposal. Participating in the mission team were Mr Tomas Bernardo INE, Lars Carlsson Scanstat, Eliecen Gomez Statistics Sweden and Ann-Marie Karlsson Swedish Board of Agriculture. During the mission an extended update of the MASA statistics *Autodiagnostico* was made together with almost all staff at the MASA statistics department. It was a good check-up on the validity of the project ideas.

Result Based Planning and Monitoring, RBM, has had three short short-term missions by the consultant Mr Martin Schmidt. Two of them financed by the Common Fund PAAO 2017 and one financed directly by the Swedish Embassy. In the eyes of the consultant the development of the planning and performance assessment frameworks has reached a satisfactory point of stability where the INE Planning team is self-sufficiently managing the Monitoring file (indicating process efficiency) on a month-to-month basis, and communicating the planning framework to production managers with reasonable results (meaning that the product files are in good shape when they come back to DICRE). The next mission of the RBM advisor is proposed to take place in mid-March 2017, at the latest.

Jan Redeby was here again in June/July to work with the National Accounts directorate. This time he mainly assisted in the plans for the change of base year as the government of Mozambique has requested INE to update the base year and revise the national accounts as a matter of urgency. In addition, two issues required urgent attention: the inclusion of mineral exploration in the estimates of GDP and the absence of results for the third quarter of the Household Budget Survey (HBS) 2014/15. Thus, the mission was dealing with the following

tasks: 1) To evaluate the possibilities of including mineral exploration in the estimates of GDP, before the rebasing has been completed. 2) To evaluate the impact of the missing third quarter of the HBS 2014/15 and suggest ways to estimate the missing quarter. 3) To propose a new structure for NADABAS including products, industries and institutional sectors. 4) To evaluate the plan for rebasing and revising the national accounts. Mr Redeby is supposed to return early 2017 to assist in adapting IOF-data from the household survey for use within the National Accounts.

The Scanstat assignment

As said above, financial problems have limited the cooperation between INE and Scanstat during 2016. Most non-permanent activities are cancelled or delayed until the situation is resolved. The Scanstat long term advisors, Júlia Cravo and I, have however continued the activities specified in the Terms of Reference of the present contract between INE and Scanstat. Júlia has been much involved in the implementation of the business survey and the implementation of the systems around the new updated Business Register. Next year 2017 I will assist the new National Statistics school to incorporate the modernisation ideas allowing them to spread within the National Statistical System. As soon as an agreement on agricultural statistics has been settled between the Swedish Embassy and INE I will gradually spend more of my time at the Ministry of Agriculture and Food Security. This suggests a prolongation of the INE-Scanstat contract to also include 2018 and 2019, something that might be further motivated if the SEN Strategic Plan will be changed to also cover 2019.

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

Participating in INE meetings

The CCRINE is the INE internal advisory board that meets to discuss the activities and reports produced, needs for changing actual plans as well as any other for INE important things. Participating is the INE Management, the Directors, special invited persons and the Scanstat long term consultants.

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

Maputo 2017-01-27

Lars Carlsson

Annex 1 - Scanstat Short Term Advisory missions to INE during 2016.

Cód.	Direcção	Assistência de Curto Prazo (Areas)	Período	36	Duração	Relatório	Contra-partes	Consultores	Financiamento
2.1.1	DICRE	Promoção da Coordenação Interinstitucional: 2nd Project identification mission to MINAG (MASA)	2016-02-01 - 12	2	weeks	Mz:2016:03	DICRE Tembe MASA Diogo	Gomez, Karlsson and Carlsson SE	PAAO 2016
2.2.1	DICRE	Planeamento e Gestão Estratégica: Results Based Management First Scanstat mission	2016-05-23 - 27	1	week	Mz:2016:04	DICRE Nhanzimo e Muteto	SPM Schmidt SE	PAAO 2016
1.3.1	DCNIG	National Accounts: Plano para mudança do ano base	2016-06-27 - 07-08	2	weeks	Mz:2016:05	DCNIG Magaua, Cipriano e Pires	Redeby SE	PAAO 2016
2.2.1	DICRE	Planeamento e Gestão Estratégica: Results Based Management Second Scanstat mission	2016-07-18 - 22	1	week	Mz:2016:06	DICRE Nhanzimo e Muteto	SPM Schmidt SE	PAAO 2016

Full reports are accessible on the Internet at www.dst.dk/mozambique and on the [INE Intranet](#).