



STATISTICS  
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## Inception Report

July 1 to October 19, 2005

**TA for the Scandinavian Support Program to Strengthen the Institutional  
Capacity of the National Statistics, Mozambique**

*Lars Carlsson*



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Instituto Nacional de Estatística

Lars Carlsson  
Adress: Av Ahmed Sekou Touré 21, CP 493, Maputo, Mozambique  
Mobile: +258-84 59 52 380  
[lars.carlsson@ine.gov.mz](mailto:lars.carlsson@ine.gov.mz)  
[lars.carlsson@scb.se](mailto:lars.carlsson@scb.se)

## Abbreviations

CEMPRE	Business Census 2002
ESDEM	Downloadable files on the Internet with social statistics (UNICEF)
HBS	Household Budget Survey
HRD	Human Resources Development
IAF	Household Budget Survey (Portuguese abbreviation)
IFTRAB	Labour Force Survey (Portuguese abbreviation)
INE	Instituto Nacional de Estatística, Mozambique
LDB	Live Database. Contains economic statistics for internal access (World Bank)
LFS	Labour Force Survey
LTA	Long Term Adviser
MDG	UN Millennium Development Goals
NA	National Accounts
PA	Project Assistant
PARPA	Action Plan for the Reduction of Absolute poverty
PC-AXIS	Database software for 'Base do Dados' with interactive access through the Internet
PINE	President INE
PRODOC	The Project Document in the Scandinavian Project
STA	Short Term Adviser
QUIBB	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
TOR	Terms of Reference

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## **EXECUTIVE SUMMARY**

Stated in the Project Document (PRODOC) the specific responsibilities of the Scandinavian Project Team Leader are to co-ordinate the project activities at INE, to assist INE's own Project Director and to be the liaison with the Donors, especially the Royal Danish Embassy as lead donor. That a new Project Team Leader was appointed from July 1, 2005, does not mean that the project will undergo any bigger changes. Especially as the External Review of the project clearly states that "...the present project, as well as its predecessors, has benefited from working with capable, willing and enthusiastic staff in INE and much has been achieved and has been successful...".

## **SUMÁRIO EXECUTIVO**

Indicado na Descrição do Projecto (PRODOC) as responsabilidades específicas do Project Team Leader da equipe Escandinava é de coordenar as actividades do projecto no INE, colaborar com o Project Director de INE e de ser o elo de ligação com os doadores, especialmente a Embaixada Real de Dinamarca como sendo o doador representante. O facto que um novo Team Leader do Projecto foi apontado a partir do dia 1 de Julho de 2005, não implicara que o projecto vai mudar muito. Especialmente não quando a Revisão Externa expressa que "...o actual projecto, como os precedentes, tem beneficiado de trabalhar com pessoal de INE com sabedoria, vontade e entusiasmo e muito tem sido feito com sucesso...".

## 1 Introduction

The overall objective of the ongoing cooperation between INE Mozambique and the three National Statistical Agencies in Scandinavia is to develop the institutional capacity of INE through improved production and dissemination of statistical information.

*Advisors* In addition to the project support, the role of the SCANSTAT consortium is to provide long- and short-term advisors, arrange study tours and provide back up. This part comprised Euro 4,363,000 in the original plan and includes among other things these advisors:

- long-term Team Leader/Management, Planning and Administration Advisor,
- long-term Chief Statistical/IT Advisor,
- long-term Demographics and Social Statistics Advisor,
- long-term Economic Statistics Advisor,
- long-term National Accounts Advisor,

*Activities* In the following paragraphs the activities listed in the Terms o references for the Team Leader are briefly discussed.

## 2 Integrating INE and SCANSTAT activities

*Accounting the Project* Although the project specific support is built upon an agreement between INE and the donors the SCANSTAT consortium has a role in supporting INE by increasing its ability to manage the budget, including financial support from the project.

This is pivotal to the creation of a financially sustainable INE and it is most important that the financial management system forges a strong link between funding and planned activities. The Scandinavian project has up till now given limited support in this field through short-term consultants. Probably the priority attached to the building of an adequate financial management system has to be raised and strongly supported through the project.

Ernst and Young's recent report (March 2005) on financial procedures in the Scandinavian project showed clear evidence of lacking accuracy and understanding in accounting practice. The management of the Scandinavian project has been hampered by erroneous and delayed financial reports. The situation is made worse by the fact that the problems have existed for a considerable length of time.

The matter has been brought to the Steering Committee as a matter of urgency and immediate solutions has been procured and started to be implemented. A new project accountant has been employed and he has started to review the system including the provincial transactions.

*Coordination between projects*

The coordination is easier said than done. The daily exchange of information can probably be improved by looking upon INE more as the unified institution it really is then as a conglomerate of different subprojects. New Terms of Reference for the Scandinavian Program Steering Committee have been proposed and the new Steering Committee is supposed to be more open for other donors than the previous.

*Census 2007*

The population census in August 2007 is a major challenge. The census is not included in the Scandinavian program for the moment. It will however affect the work of INE and the project during the next couple of year.

### **3 Tasks in relation to the Consortium and the advisors**

*Long term advisors*

Most of the long term advisors were replaced after the first two years of the project. The team now consists of Mr Jan Redeby (NA) Mr Dag Roll-Hansen (social statistics) and Mr Karsten Borman (IT). Except for the adviser on economic (business) statistics, which is still pending, all long term advisors are now on duty according to the PRODOC plans. – A proposal on adjustments due to suggestions related to the External review made April/May 2005 has recently been presented for INE. If accepted the proposal will be forwarded to Danida.

*Short term advisors*

The proposed STA list for 2005 (20.04.2005) of short term consultancies, in-house courses and major meetings that has been accepted by the presidency is on the way to be implemented although some of the missions and other activities will be moved to next year, 2006. Planning for 2006 has started.

It is to be remembered that the advisors (STA) are working for INE and not for the advisors (LTA). ToR for STA is an important tool and has to be worked out by the receiving unit. CV is needed on all advisors not yet listed.

*Local costs*

The major part of the costs related to Technical Advisors is handled by the Coordinating Office of SCANSTAT at Statistics Denmark. The Maputo office has however a local account presently handled by the Team Leader and the Program Director, helped by the Project Assistant Ms Isabel Novela.

### **4 Annual activity planning of the Consortium activities**

*Annual plan*

The annual activity planning is build upon the INE annual plan which only can be definitive after that the Mozambican government has decided the plans in the state budget. For year 2005 it was finally decided in May.

Meanwhile INE early presented a special preliminary plan for 1<sup>st</sup> quarter 2005 and then its preliminary plan for year 2005 in April (Plano Annual de Activities 2005), while the consortium in parallel made the activity plan for its long term advisors. Each LTA made his chapter together with his counterparts while the TL makes the framework together with the Program Director.

It is important to stress that we in the Consortium must have a common understanding of the objectives and purpose of the project. All LTAs must know the contents of PRODOC (the project document) and the philosophy with institutional cooperation.

## **5 Acting as counterpart to the Project Director**

### *The Project Director*

The Project Director is very important for the project - having the overall control for and initiative of Project activities. The TL and Project Director are working closely together, preferably having weekly meetings. Among other tasks that they discuss are the preparations for the Steering Committee meetings and the meetings for the Coordinating Group. ToR for Project Director is attached as Annex 7A in PRODOC.

## **6 The role as advisor on management and planning**

### *Quality, Competence and Human resources development*

The quality work has up till now resulted in a set of tools to evaluate and improve the quality in its various aspects. It is important to continue to set priority on this work, as it is the focus on institutional development that clearly distinguishes this project from other pure subject matter assistance oriented projects.

## **7 In Short: Perceived outline of duties**

As said before, the duties mentioned in PRODOC are still valid. Although especial emphasis might be put on the following:

### Urgent duties

- Assist in the realization of the internal pilot quality survey.
- Join the requests/proposals on STA missions for 2006 and constantly supervise that SCANSTAT STA (and LTA) resources are benefiting INE in the best possible way taking in consideration actual situation and the original project plans as well as the soon to be signed agreement between SCANSTAT and Danida.
- Assist in building up the capacity to manage project funds with the aim of a future possible integration with the whole INE system while using the ideas of the proposed SISTAFE system.

### Long term strategic duties

- Continue the work as set out in PRODOC
- Raising the awareness and importance of quality work at INE.
- Work for a planned phasing out of the project that will not disturb gains already made, and assist in the creation of a common fund at INE that can be in place 2008 when the program ends.

### Suggestions for joint activities with host directorate/counterpart

- The present type of program meetings works fine and will hopefully be maintained.
- Quality work might eventually need high-level counterpart.

## APPENDIX 1. List of persons met (among others)

### INE

- Dr João Loureiro, President of INE
- Ms Destina Uinge, Program Director of the Scandinavian program
- Mr Luís Mungamba, Director Administration and HR
- Mr Arão Balate, Director Census and Surveys
- Ms Fátima Zacarias, Director Demogr and Vital Stat
- Mr Azarias Nhanzimo, Director Economic Statistics
- Mr Saide Dade, Director National Accounts
- Mr Tomás Bernardo, Vice Director DICRE
- Ms Alda Rocha, Head Dept Planning and Ext Rel
- Ms Leonette Mabjaia, Training Coordinator

### Scandinavian Embassies

- Ms Lis Rosenholm, Danish Embassy
- Ms Lola Lopez, Danish Embassy
- Mr Niels Richter, Danish Embassy
- Mr Lars Ekman, Norwegian Embassy
- Mr Carlos Mate, Norwegian Embassy
- Ms Torun Reite, Norwegian Embassy
- Mr Jesus Alfredo, Swedish Embassy

### Scanstat Consortium, LTA:

- Mr Karsten Bormann, IT
- Mr Jan Redeby, National Accounts
- Mr Dag Roll-Hansen, Social Statistics
- Mr Hans Erik Altvall, Former Team Leader

### Scanstat Consortium, STA:

- Mr Hans Viggo Saebø and Mr Otto Andersen, “Promote User Dialogues”
- Mr Peter Vorwerk, Mr Ari Mansikkavita and Ms Camilla Andersen, “STAC2”
- Mr Søren Netterström, “Scanstat Coordinating Office”, “NA – Dataflow” and “Data Warehouse”
- Ms Helena Altvall, “Gender Training”
- Ms Bente Tomassen and Else Marie Lingaas, “HRD Strategic planning”
- Mr Jan Erik Kristianssen, “Basic Analysis”

### Scanstat Project

- Ms Isabel Novela, project assistant
- Mr Joaquim Mahumane, previous project accountant
- Mr Arlindo Matavele, project accountant
- Ms Delfina Zaqueu, administrative and financial assistant

### Related Projects

- Ms Fernanda Teixeira, IMF project
- Mr Fernando Casimiro, Italian project
- Mr Jean Dupraz, UNICEF



## APPENDIX 2. Terms of reference

### From PRODOC Annex 6B: Task description and qualifications -Team Leader / Management and Administration Advisor

#### Background

The modality of the Scandinavian Project composes a long-term consultant to coordinate project activities at INE, to assist INE's own Project Director and to be the liaison with the Donors, especially the Royal Danish Embassy as lead donor.. This work will take at least half of his or her working-time and the remaining part will be devoted to advise INE on management, planning and administrative issues.

#### Tasks in the role as the Team Leader

The project will be integrated in INE's activities and implemented by INE. Project activities will be a part of INE's day-to-day activities of various plans; annual as well as long term plans. Within INE a specific Project Director will be responsible for the overall coordinating control and initiative of project activities

**The Team-Leader** is responsible for the annual activity planning of the Consortium activities. The task will at a minimum comprise a review of last year's activities and achievements and a draft work plan for the year to come. The activity plans must be well coordinated with INE's own plans.

#### Tasks in the role of advisor on management and planning

The prime objective with various activities within management, planning and administration is to support the management in handling and directing the various activities, separately and for the institution as a whole, according to set plans and set targets. Some key concepts in result-based management are distinctly defined and measurable objectives, transparency and staff-encouragement/satisfaction.

As the Team-Leader will advice on issues on management and planning, the tasks of the Team-Leader will be to assist INE to proceed along the lines that have been drawn up with assistance from the Twinning Arrangement and the Bridging Support Project, which means to further

- Develop and establish various planning procedures/components
- Develop and establish a modality for management performance key indicators based on information for each product on for instance cost, quality and users satisfaction
- Develop a result-oriented staff development plan as a base for individual competence development activities
- Develop, establish and maintain a continuous tailor-made in-house training scheme

He/she will work closely together with above all the Directors of DICRE and DARH.

The Team-Leader will further in relation to **INE**

- Participate in INEs monthly “management meetings” (CCRINE)
- Be a member of the Coordinating group (with INE's Project Director as the chairperson).
- In collaboration with INE's Project Director closely follow the staffing situation at INE

- Jointly with INE be responsible for the Project activity plan and the Project budget and budget follow up, and jointly with the project director sign proposed budgets to the donors.
- Assist INE's Directors and Heads of Departments in their respective fields for the day-to-day functioning of the project.
- Lend strategic support to the development of INE, he/she is expected to play an active role in the discussions and contacts with users.

#### **Task in relation to donors**

- Assist INE in co-ordination with the donors and in adjustment of the strategic plan for support
- Assist INE with the Steering Committee meetings and in drafting minutes from the meetings
- Be a member of the Steering Committee
- Assist INE with various reports from the Project
- Assist INE's Project Director in his/her management of project activities and inputs.

#### **Tasks in relation to the Consortium and the consultants**

- Work as the representative of the Consortium Co-ordination Office (CCO) and keep the Home Coordinators informed about the progress of the Project.
- Coordinate the distribution of the Terms of Reference to the CCO and the Home Co-ordination Offices in such a way that all Parties will have an equal chance to propose candidates.
- Inform the long- and short-term consultants on the progress of the Project
- Professionally and practically back up the long- and short-term consultants in the Project and have regular meetings with the long-term consultants

#### **Qualifications**

- University degree at Master level
- Substantial experience from work with management and planning, especially in the statistical area
- Substantial knowledge/experience about statistical systems and production
- Substantial experience from work in developing countries
- Experience in teaching or from work as a trainer
- Adaptability, social sensitivity and respect for a variety of cultures
- Acquaintance with Scandinavian development assistance in general
- Willingness to receive necessary training in Portuguese

#### **Working language: English and Portuguese**

**Duty Station: Instituto Nacional de Estatística (INE) Maputo with possible travel up-country to Provincial offices**