



Short-term Mission by Coordination Office

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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) |
| IFTRAP | 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

The Scandinavian project started in 2002 and has therefore almost reached half time. The implementation of the Technical Assistance of the project is proceeding very well even if delays have been encountered in some areas.

A major objective for the TA is to develop management routines and competence in INE through training courses and practical work. The staff in INE is highly professional in several areas but it has not yet been able to fill all competence gaps.

The project document has foreseen that INE should have been more 'self-running' at this point. A question can therefore be raised whether it is wise to reduce the amount of TA as planned for the rest of the project period – also taking the forthcoming census into consideration.

The TA covers both routines within horizontal areas, such as administration and IT as well as the areas of social statistics, economic (enterprise) statistics and national accounts. Some major focus areas during the last year have been:

- Social statistics: The household budget survey has been finalised and was disseminated in August 2004. The major work at present is the labour force survey. The data collection has been initiated in October and follows the plans.
- Economic statistics: The business census has been completed. Preliminary plans for the updating routines of the business register are laid but the process is not yet implemented.
- National Accounts: The plans and time tables for the new system of national accounts are now fixed. This implies a considerable reduction of the complexity of the present system. Finalisation of the NA 1998-2002 in the old system is expected during the first half of 2005.
- IT: A large progress has also been reported from the IT related area. A dynamic database on the Internet is functioning. This will constitute a strategic part of the dissemination of statistics when fully loaded with data. Networks in the provinces are being established. Plans for how to improve the data communication between INE HQ and the provinces are underway.
- Human Resources Development: Training is continuously taken place to a large extent. Higher competence and experience for the staff is e.g. required in management of statistical production systems and in the IT-area.

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.

This mission included a minor review of the progress within the most active areas within TA. The Annual Steering Committee originally scheduled for 14 December was postponed to 22 December, which made it impossible for the home coordination office to participate.

Some recommendations for the future work are marked in *italic* in the following.

2 Long-term advisers

Most of the long term advisers were replaced after the first two years of the project. Mr Jan Redeby replaced Mr Graversen (NA). Ms Roll-Hansen replaced Mr Teigland (social statistics) and Mr Bormann replaced Mr Nielsen (IT). The contract with the team leader Mr Altvall has been prolonged to mid 2005. All long term advisers are therefore now on duty according to the plans except for the adviser on economic (business) statistics, which is still pending.

Everyone is aware of that it can take some time for the LTA to function at an appropriate level. It has been stressed that they in order to be accepted in INE as serious consultants have to learn about the local situation, take the previous recommendations into account, 'have the feet on the ground' and not to emphasise too theoretical approaches.

3 Social Statistics

The household budget survey was finalised in the beginning of 2004 and the results were distributed in July/August.

The data collection in the labour force survey commenced in October and will continue during 12 months. Some 77 interviewers (about 7 people in each region) are engaged in this work. The low response rate in the beginning is now improved. The first batch of questionnaires has reach INE and key punching is going on. A mid-term report is envisaged to include national and regional data. The final report will also include provincial data.

An update of the MDG report is scheduled to be finalised in February (An earlier MDG report was prepared in 2002).

A short-term mission on gender is envisaged for the first half of 2005.

Census 2007

It is planned to conduct a population census in August 2007. This is a major challenge for any statistical office.

The census is not included in the Scandinavian program for the moment. It is however strongly advised to consider this since the census will be an integrated part of INEs work during the next couple of year and also require substantial human resources from all sectors.

The census will require financing from several donors. The cartography work that has to commence immediately will require some 4 million USD. The actual census is estimated to 24-25 million USD, which is at the level of international standards.

4 National Accounts

The preparation of NA results for 1998-2002 is foreseen to take place during a short term mission 7-28 March (Lazo).

Scheduled plans for the new simplified NA system with base year 2003 have been prepared. This means that it should gradually be in production from mid 2005 with a final date June 2006. The system will as the previous one be based on Excel but also supplied with Access. A mission on dataflow is scheduled for 7-18 February (Netterstrøm).

A survey on the Informal sector will take place (Italian programme). It is not known to what extent this can contribute to the preparation of the NA.

A simple model for quarterly NA will be developed. The tentative time table indicate that estimates could be published for the first time in August 2006. The intention is that results should be published three months after the end of each quarter.

5 Economic Statistics

The business census 2002 (CEMPRE) has been finalised and constitutes the foundation of the business register. This will be a core base for the short-term economic statistics (staff situation, production and turnover in manufacturing industry, construction industry and services etc.). It will also constitute one of the central inputs to the forthcoming preparation of a new base year in the NA.

The updating routines for the business register are not yet in function. Missions related to this (e.g. sampling course) are expected during the first quarter 2005.

It is considered to install new software for the CPI (origin INE-P). The software is prepared for the lusophone countries and already installed in Cabo Verde.

6 IT

IT is a core part of the statistical production. Intense work is going on to improve the IT management structures and the technical implementations.

Output Databases in INE

'Base de Dado' has recently been launched on the Internet. This is a dynamic database with statistics from various areas (software PC-AXIS). This will constitute the core source for electronic dissemination in INE since a continued updating with further statistical areas is foreseen for this database.

INE has two other output databases: The Live Database (LDB) consists of economic statistical information. It is accessible only within INE (origin World Bank). The other is the ESDM, which consists of a number of files, mostly with annual social statistics e.g. the MDG and the PARPA. The files can be downloaded by external users through the Internet (origin UNICEF).

It is strongly advised to coordinate the further work with the databases in a way that the PC-AXIS database will contain all aggregated official statistics. This solution will ensure that INE will get an international recognized standard (e.g. user interface, calculation and export facilities) for output databases.

IT Policy and IT Strategy A draft IT policy has been prepared and is regarded as finalised. This contains regulations and standards and how they can be upheld. A draft IT strategy has also been prepared. This includes the overall plan with visions and results.

The Portal The design of the Internet portal has been considerably improved. The response time has been reported as a drawback as well as the stability of the Internet Service Provider. Tests during this mission from inside INE, from Maputo outside INE and from international networks (Denmark) have however not encountered any such problems. It can not be excluded that the set-up at INE can cause access problems for certain users.

The Provincial branches Networks are now being installed in all provincial branches. It is reported to work reasonably well even if outdated equipment can cause disturbances in some cases. Data entry facilities have been installed and are now functioning. The establishment of data transmission facilities from the provincial branches to the headquarters in Maputo through the internet is ongoing.

Missions A short term mission for the migration to Windows 2003 is scheduled for March (Guldager). A mission on IT management/design is further on envisaged in April (?).

Other IT concern sand activities

- Implementation of a security policy (disaster recovery plan, virus protection, backup management etc)
- Improvement of documentation standard (documentation database)
- It can be noted that DISI is poorly equipped with 'test machines' for IT developing procedures

7 Other cross-cutting areas

Human resources development Competence level needs to be raised in certain areas. Courses in the practical management of statistical surveys (structuring, editing, compilation, presentation) are one general concern. The feed-back from the STAC-courses has been positive in this respect.

Another important area is to raise the capacity in IT management and technique, which needs a continuous attention.

The training activities should be considered in the annual programme both with respect to the contents and the need of amount of human resources.

Identification of strategic competence gaps should be made in connection with the determination of competence profiles for the staff.

Training courses outside the country are often very time consuming and not always suitable for statistical production. It is therefore recommended to investigate possibilities to conduct courses and seminars in-house in an extended and structured way.

Example 1: People that have participated in external courses should be committed to pass this knowledge to colleagues. This kind of informal lectures should regularly be held within each department during the mandatory (but not always conducted) weekly meetings.

Example 2: At least one 'super user' should be appointed for each recognized software in INE. This 'super user' (from DISI or another department) should be ready to assist other users. This could facilitate a better communication and exchange of information between different departments.

A two week study visit to the three Scandinavian statistical offices was conducted 6-17 December. It is presumed that the delegation was provided with good new ideas on how to proceed with the human resources development in INE.

Presentation technique The improvement of the design and presentation of results in statistical reports is urgently needed. A short term mission in this topic will therefore be conducted ('Presentation technique', Åström and Kristiansen 7-18 February). It will include practical training. A seminar for SEN is also envisaged. An immediate practical result of this training should be an improvement of an important INE publication.

8 Management

8.1 Maputo

Follow-up Most of the recommendations made in the short-term missions are adhered to. A consolidated overview over the situation does however not exist. It has already been discussed and decided in the coordination group that each director will prepare a list of all recommendations made in the project for their respective area since July 2003. The list should be ready by 1 February as an input to the forthcoming evaluation.

It is recommended to structure the recommendations in the following way:

- *The recommendation*
- *Whether the recommendation is still feasible*
- *What has been done so far*
- *If feasible and not adhered to: Why? Which plans exist? Time schedule?*

Coordination between projects The coordination between different donors is easier said than done. The daily exchange of information must be improved. E.g. the two program directors (for the Scandinavian & Italian program) have a key role to play in this context.

Project Mission reports from the Scandinavian programme are available online on: www.dst.dk/mozambique

Project assistant The former Project Assistant, Mr André E. O. Manhique was released from his duties in September and was replaced by Ms Isabel Novela in October.

8.2 Home Offices

The home coordinators have regular exchange of project information. Ms Irene Tuveng is home coordinator in Norway from 1 October 2004. Mr Lars Carlsson is home coordinator in Sweden. Mr Lars Erik Gewalli and Ms Anja Stiil continue as before at the coordination office in Denmark.

APPENDIX 1. List of persons met

INE

- Dr João Dias Loureiro, Presidente do INE
- Ms Destina Uinge, Program Director of the Scandinavian program
- Ms Anastasia Honwana, Head of IT
- Ms Fatima Zacharias, Social statistics

Danish Embassy

- Ms Lola Lopez

Scanstat Consortium, LTA:

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

Scantstat, Project assistant

- Ms Isabel Novela, project assistant

APPENDIX 2. Programme for the Mission

Thursday 9 December Arrival

Friday 10 December Meeting with Scandinavian team (Altvall, Redeby, Bormann, Roll-Hansen)
Meeting with IT (Ms Anastasia)
Meeting with LTA NA (Redeby)

Sunday 12 December Meeting with LTA IT (Bormann, Altvall)

Monday 13 December Meeting with LTA Social statistics (Roll-Hansen)
Meeting with INE Program director (Uinge)
Meeting with Danish Embassy (Lopez)
Meeting with Social statistics (Fatima)

Tuesday 14 December Meeting with Scandinavian team (Altvall, Roll-Hansen)
Meeting with PINE (Loureiro)

Wednesday 15 December Report writing
Meeting with team leader (Altvall)
Debriefing with Program Director (Uinge)
Departure