

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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INSTITUTO NACIONAL DE ESTADÍSTICA

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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 “attacked” from several fronts. One way of doing this is through the Commission for the Reform and Modernization of Statistical Production Processes with a focus on Information Technology and Communication at the INE, which was created during 2013. This work means to integrate with all processes and routines of the institute.

The consultant has during the year advised the management of INE regarding matters relating this modernising, and has mainly been working with the Directorate of Integration and Statistical Coordination (DICRE), reporting to the director and deputy director. Depending on the subject, the consultant has also coordinated with other Central Directorates of the INE and SEN.

Areas of responsibility:

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 where the consultant has been involved are described. The reports from the short term advisory missions referred to can be found at [INE Intranet](#) and on www.dst.dk/mozambique.

The list of Scanstat Short Term Advisory missions during 2014 can be seen at the end of this document.

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 mas, não se limitando a:

- 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, que foi criado durante 2013. Este trabalho significa integrar com todos os processos e rotinas do instituto.

O consultor tem durante o ano assessorado a gestão do INE sobre questões relativas à esta modernização, e tem sido, principalmente, trabalhar com a Direcção de Integração e Coordenação Estatística (DICRE), reportando-se ao director e director adjunto. Dependendo do assunto, o consultor também tem coordenado com outras Direcções Centrais do INE e SEN.

Áreas de responsabilidade:

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. Os relatórios das missões de consultoria de curto prazo referidos são encontrados no [INE Intranet](#) e no www.dst.dk/mozambique.

A lista de missões de curta duração de Scanstat durante ano 2014 pode ser visto no fim deste documento.

Terms of Reference: Raise..., facilitate... and assist...

Human beings all over the globe are often quite reluctant to changes, and that seems to be true also when you are looking at institutions. Big challenges are forcing new initiatives to be tested and implemented, and if they are found to deal successfully with the challenges they then tend to get frozen. “*Why change a setup that has worked well for several years?*” The question is relevant because changes are costly both in terms of human energy and financial resources. “*Who wants to change a winning team?*” is another relevant question related to risk management and of course “*You know what you got but not what you will get!*” is often true. Thus, being unwilling to change (being “lazy”) is maybe not always the wrong approach to life – if you happen to live in an unchanging environment. But we are not doing that.

In Africa, and maybe especially in Mozambique, the rate of change is accelerating tremendously and what was good practise yesterday might be totally outdated today. As the IMF chief Christine Lagarde spoke at the Africa Rising conference, held in Maputo in May 2014: “*Sub-Saharan Africa is clearly taking off – growing strongly and steadily for nearly two decades and showing a remarkable resilience in the face of the global financial crisis. – But with poverty still at unacceptable levels, high inequality, and some countries facing recurring internal conflict, a priority for the continent is to build people.*”

To meet new demands one has to revise the old routines, get rid of some of them and include new ones. A modernisation assignment has therefore been set up at INE. The reasons behind this are many and varied:

- An increasing global use of harmonised methodologies in the production of statistics.
- The African Charter on Statistics that gives a much stronger focus on the user.
- A current review of the laws regarding the Mozambican National Statistical System.
- The new INE head office building that has given new interesting possibilities.
- An inevitable Census of Population and Housing that will take place 2017.
- And of course the continuous advances regarding ICT – hardware, software and methods.

The final goal for the modernisation assignment is to have the institution to continuously and by itself adapt to the fast changing environment.

There are several ways in which one can embark upon such a complicated task. It can be done by changing the whole setup of the institution, or by changing the way it is managed, or by increasing the level of staff competence, or by changing the technical and methodological infrastructure of the institution. We are trying to do it all! But in order to not be seen as merely missionaries of new theories we are using IT as an entry point from the more practical side. We are also making heavy use of the General Statistics Business Process Model concept (recently endorsed by the High Council of Statistics) to organise the work, to be sure we do not leave anything important out.

The modernisation is really a long term continuous (probably permanent) effort but in order to not put the goal to far away, making it look unreachable, we have set up a 5 year strategy where preparation, and training are the most important components during the first 3 years.

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.

Institutional development

At the last meeting of the year 2014 the High Council of Statistics approved some important documents. 1) The annual budgeted plan for the National Statistic System of Mozambique for 2015. 2) A handbook for the production of official statistics within the National Statistic System of Mozambique [based on GSBPM!]. 3) A procedural manual for the technical approval and harmonization of statistical operations within the National Statistical System. 4) A Code of Conduct for the production of official statistics [based on the African Charter on Statistics].

All of these documents are important parts of INE as an institution producing official statistics and it is a pleasure to see that the finally approved versions have been made almost entirely by internal permanent INE officials. There are of course still space for some improvements, but the way forward seems to be clearly understood.

Study visit to Scandinavia

A study visit to Statistics Sweden and Statistics Norway was made in February. The aim was to give an updated and broad view on the actual situation at the Scandinavian INEs within the areas of interest that the participants had expressed. The delegation was composed of the director of the Administration and Human Resources Directorate, the director of the Integration and Statistical Coordination Directorate, the head of the Cabinet for International Relations and Cooperation, a member of the INE Modernization Commission and me.

The visit was rewarding and the two entities visited were considered very open for discussions. It gave a lot of new ideas and also served as a way of strengthening the ties of cooperation. The participants especially noted the high level of professionalism shown at the two institutions visited and the ongoing work on continuous improvement of the quality of their products. Apparently both SCB and SSB are striving hard to be organizations increasingly modern and dynamic.

The delegation also took the opportunity to visit the Swedish Agency for International Development and the Norwegian Agency for International Development, informing about the current situation regarding cooperation and Moçambique when it comes to statistics.

Planning and reporting

The annual budgeted plan (called PAAO here) and its corresponding annual report should act as a team, working close together to achieve the results that the institution/system is set to achieve. And even if this to a large extent has been working rather well it is anyhow now revised with the help of an external expert on results based planning that will follow the development during some yearly cycles.

While Scanstat consultants for many years have advised INE to implement a product based cost accounting system (see reports on cost accounting at www.dst.dk/mozambique) nothing has happened until the conditions finally are becoming the right ones. Conditions like a high demand for the feature, accessible resources for the implementation (mostly human resources) and a readiness by the surrounding systems. Now all of this seems to be coming together, hopefully resulting in a good system based on a sound methodology.

The National Statistics School

The work on defining the curricula for the school continues. A proposal has been done and been reviewed in the light of the general INE modernization process. It has been advised that the curricula should be based on the processes of the widely accepted Generic Statistical Business Process Model, GSBPM, to secure that all aspects of the production and support processes are covered in one or another way. The advances looks promising.

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

Plans, manuals and methods

As seen above the High Council of Statistics now has approved some important documents. Although the documents have been almost entirely made by INE staff this time they are also a direct sign on the influence that Scanstat consultants have had during the years. New ideas take long time to become “common sense”. But when they finally have been accepted as such, they might be very securely stored for a long time to come.

The Mozambique Statistical Year Book 2013

Errors were of course detected also in the Statistical Year Book 2013, but less than in the 2012 version. The responsibility of joining the content of the yearbook has been moved to the Directorate National Accounts and Global Indicators. A production group for the next year book is to be set up to organize the work as a fully documented statistical process. In parallel both content and layout of the publication will be discussed with users and producers.

Agriculture statistics

As I wrote last year Mozambique is very dependent of its agricultural production. It is still mainly achieved by subsistence farmers, which implies that it is vital to monitor that sector well through early warning systems combined with yearly follow up on real production and the new continuous household survey. The master plan for development of agricultural statistics at the Ministry of Agriculture has been further transformed into a sector strategic plan

and an action plan. The continuation of this work has to be closely monitored by INE making sure that it fits well into the National Statistics System. The Ministry of Agriculture has asked the Swedish Embassy for assistance in implementing the plan. It will be interesting to see what will come out of that.

In November there was a one week international seminar on Agricultural Statistics here in Maputo. The meeting was organised by AfDB, PARIS21, FAO, INE and the Mozambican Ministry of Agriculture and counted participants from more than 20 African countries. It could be noted that coordination, modernisation and even GSBPM, finally have been important concepts also for traditional organisations like FAO.

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

The coordination group for the reform and modernisation of statistical production processes with focus on the ICT at INE

The group, consisting of the actual and the previous head of ICT at INE and me, is meeting regularly within the modernizing concept. One advancement is that the responsibility for the INE website [www.ine.gov.mz] now is back where it belongs; the dissemination department of the coordination directorate. Prior to the release of the new website the INE webmaster made a short visit to colleagues at Statistics Denmark to ventilate problems encountered. The visit was done in conjunction to the annual PC-Axis user conference.

When it comes to data management the modernisation group has initiated a campaign to convince the production units to really document what they are doing. The idea is that processes only can be made more efficient if you know how they work and if that knowledge is written down so that it can be discussed widely. It is impossible to meliorate the processes in a black box if you don't open the box and starts to examine the parts. As a tool we use the GSBPM which basically is modelling the production of statistics in the same way as Statistic Sweden has done in the Statistics in Action (STAC) courses for more than 2 decades [see for example reports posted on www.dst.dk/mozambique]. (The purpose of the STAC courses are to describe and carry out all phases of the statistical production process in the proper order. In particular, it demonstrates how the different phases of a survey are connected.)

Within the modernisation project we are now, as a pilot, asking/helping two of the provincial offices of INE and one of the central units (doing the household budget survey) to describe their work using the processes and sub-processes of GSBPM as a kind of a template. The participating units were enthusiastic in the beginning but the work is anyhow advancing slowly. It looks like documenting is seen upon as a low status work for someone else to do - tomorrow. One of the biggest challenges for the modernisation group is therefore to make the INE staff aware of the necessity of documentation and the benefits it gives. This is not an

easy task but without having the processes properly mapped we cannot advance further to do the necessary process gap analysis which is a central part of the modernisation process.

The general situation regarding equipment for data collection and data processing is however good and up to date. Modern tablets are used for data entry during fieldwork and the data is transferred electronically to central servers at INE headquarters. The central servers are virtualized using up to date system services. All statisticians have their computers attached to a central network that is functioning well. Internet is entering the data hall through optical fibres. Electricity is backed up by batteries and a diesel generator. All rooms have air condition and the server room also have gas based automatic fire extinction. The situation regarding hardware is thus OK. Now it is up to INE to use it in a good way and assisting that is an important part of the modernisation project.

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.

New curricula at the INE National Statistics School

The Government of Mozambique is implementing a program for the Reform of Professional Education. The aim is to create a demand-driven professional education, fitting the labour market, through training based on competency standards based on the need for professional occupations in Mozambique. The new system introduced by this reform focuses on something called National Professional Qualifications and an experienced team, based on the Faculty of Agronomy at the University of Eduardo Mondlane, has been contracted to assist in this work. It is a long assignment where the university team acts as discussion partner to INE staff actually doing the work. The modernization group has had a good opportunity to influence the work by introducing the GSBPM concept in the thinking.

National Accounts

In May Mr Jan Redeby (formerly Statistics Sweden) was here to assist the staff of the National Accounts directorate with the following tasks: Retropolate the annual estimates of GDP to 1991; Retropolate the quarterly GDP-estimates at constant prices to 2000; Evaluate and endorse the methods used for the quarterly GDP-estimates; Elaborate on the compilation of a sequence of accounts for institutional sectors; and finally Suggest the way forward for the compilation of a supply and use table. Mr Redeby will probably be back again in April/May 2015.

The Continuous Multipurpose Household Survey (INCAF)

The Household Budget Survey module (IOF) of the INCAF is now well on its way. As the previous IOF was made 2008/9 there is a strong demand on updated information. The survey will continue one year (from August 2014) and its first full results are expected to be published in November/December 2015. Preliminary quarterly results are already available.

Assisting the implementation of IOF Scanstat is supplying two consultants well known to the INE; Mr Lars Lundgren (formerly Statistics Sweden) and Mr David Megill (formerly US Bureau of Census). Lars has been here twice this year, two weeks in June and three weeks in November/ December. His reports can be found at www.dst.dk/mozambique and at the [INE Intranet](#). David has been here for 3 weeks in November/December assisting with quality control and weighting.

In addition to Lars and David INE has also requested an expert on CSPro, which is the programming language/system used for data entry on tablets in the field and also for initial data processing centrally. The request to Scanstat came late, only when it was apparent that the World Bank consultant that made the system were not available to assist in resolving problems that have turned up after implementation. Fortunately Mrs Anne Abelsaeth from Statistics Norway could come for two weeks in December on short notice. If INE feel the necessity she is prepared to come back in February/March mainly for helping the INE staff to really understand the system and how it can be modified and added with new modules after the current IOF module. The system should also be properly documented.

Modernisation

In June we had Mr Lars Olsson (formerly Statistics Sweden) and Mr Philippe Dadour (C2D) here to give some external input to the modernization group. After various discussions we agreed that a gradual - but coordinated and comprehensive - strategy is the adequate one to follow. This will allow INE to continue build capacity gradually while at the same time it is supporting the modernisation effort. Hence, the modernisation has to be viewed in the long term.

The external associated members of the INE modernisation commission are supposed to visit INE now and then and therefore Philippe made another a three week mission in November. No bigger changes of our existing approach popped up during the mission, but the fact that four new Business Analysts have been appointed by the head of DICRE will now help to realize the work. The ones appointed will have a lot of training to do, in parallel with their other work on assisting the implementation of the plan.

The library

INE asked Scanstat if we can help to develop the library by giving tips and advice on how to set up a modern library unit, based on computerized routines and digitized information. INE has among other things the possibility to access and digitize volumes of historical statistics that the Portuguese colonial power gathered in their time. But, whatever suggested, it should of course be part of a modern communications strategy. Statistics Denmark has already responded positively to the request and it has also been forwarded to the other Scanstat consortium members.

The Scanstat assignment

The contract between INE and Scanstat is valid until 31 December 2017 and contains 72 months of long term technical assistance, one in institutional development and one in economic statistics, of which 22.5 months (31%) were used during 2014. During the year the project used 37 (13%) of the remaining 306 weeks of short term technical assistance. The value of the contract is on - up to - 145 million of Mozambican Meticaís (approximately 3.8 million Euros) depending on the number of short term technical assistance weeks that actually will be used.

The Scanstat long term advisors, Júlia Cravo and I, continue the activities specified in the Terms of Reference of the agreement with INE. Júlia is much involved in the implementation of the business survey while I, for the moment, am mainly working within the coordination group for the modernisation.

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 point. Participating is the INE top 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 top Management, the Directors, the DPINE Delegates, the ODINES, special invited institutions and the Scanstat long term consultants. A presentation of the modernisation project was made at the 2014 meeting.

United Nations Statistical Commission, UNSC March 2014

The director of National Accounts was invited to present the views of INE when it comes to cooperation (since 1998) with the Nordic countries in developing statistics and the institution. The speech was titled “Statistical capacity building in practice and where do we go from here - The Experience from Mozambique” and was well received by the audience even if more time had been needed to cover all of the theme.

Maputo 2015-01-09

Lars Carlsson

Annex 1 - Scanstat Short Term Advisory missions to INE during 2014.

Previsão de Assistência Técnica de Curto Prazo do Consórcio Scanstat 2014 ^{1/}								
Cód.	Direção	Assistência de Curto Prazo (Areas)	Período	37	Duração	Situação actual	Contra-partes	Consultores
3.6.1	ENE	Development of Descriptions for Qualifications to be offered at the INE National Statistics School of Mozambique.	2013-05-29 - 2014-12-31	12	weeks	Still in execution	ENE Mabjaia	Scanstat CEAGRE FAEF UEM
1.3.1	DCNIG	NA: Retropolation of annual GDP to 1991; Retropolation of quarterly GDP at constant prices to 2000; and The current and capital accounts	2014-05-12 - 23	2	weeks	MZ:2014:04	DCNIG Magaua, Cipriano e Pires	Scanstat Redeby SE
3.2.1	DICRE	Modernisation - external input and follow up.	2014-06-02 - 20	2x3	weeks	MZ:2014:06	DICRE Tembe	Scanstat Dadour CA, Olsson SE
1.4.2	DCI	Assisting INE in the implementation of the IOF module of the new Continuous Multipurpose Survey.	2014-06-09 - 20	2	weeks	MZ:2014:05	DCI Balate, Muahio	Scanstat Lundgren SE
1.3.5	DESE	Foreign Trade Systems, Comércio Externo.	2014-06-09 - 20	2x2	weeks	MZ:2014:07	DESE Nhanzimo, Matsimbe	Scanstat Østereng NO, Jeneva BU
3.2.1	DICRE	Modernisation - external input and follow up.	2014-11-01 - 22	3	weeks	MZ:2014:11	DICRE Tembe, Muianga	Scanstat Dadour CA
1.4.2	DCI	Assisting INE in quality control and weighting of the IOF module of the new Continuous Multipurpose Survey.	2014-11-23 - 12-13	3	weeks	MZ:2014:08	DCI Balate e o equipe de IOF	Scanstat Megill US
1.4.2	DCI	Assisting INE in analysis of the IOF module of the new Continuous Multipurpose Survey.	2014-11-23 - 12-13	3	weeks	MZ:2014:09	DCI Balate e o equipe de IOF	Scanstat Lundgren SE
1.4.2	DCI	Assisting INE in informatics and the CSPro part of the IOF module of the new Continuous Multipurpose Survey.	2014-12-08 - 19	2	weeks	MZ:2014:10	DCI Balate e o equipe de IOF	Scanstat Abelseth NO

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