



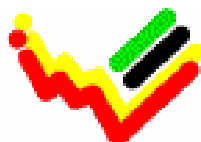
SINTHESIS

from a meeting

1-2 November 2002

TA for the 'Bridging Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique

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SINTHESIS
from
A MEETING

1 - 2/11 2002

after being discussed with the Heads of INE 11/12 2002

**FOR LONG-TERM SCANSTAT CONSULTANTS¹
IN THE BRIDGING SUPPORT PROGRAMME TO INE**



- ❖ **Concluding Points**
- ❖ **General SWOT**
- ❖ **SWOT for IT**
- ❖ **Marketing activities**
- ❖ **Agenda**

¹ From left: Mogens Nielsen IT (Denmark); Hans Erik Altvall Team Leader (Sweden); Bo Yttergren IT (Sweden); Jon Teigland Social Statistics (Norway); Irene Tuveng Economic Statistics (Norway); Timmi Graversen National Accounts (Denmark)

Concluding Points

General issues concerning the work situation of long-term consultants with implications for their service to INE:

In general, the long-term consultants often feel that they are too much outside INEs activities and development with consequences for INEs real use of their working capacity and competence. This situation is partly due to language problems and the consultants are doing as much as possible to overcome this problem.

Another major reason is that information on activities and development within INE is not channeled to concerned long-term consultant. Despite for instance Intranet, it does not seem to exist an efficient automatic way for spreading information on meetings, minutes, decisions, traveling activities etc for a concerned Directorate/Department or perhaps it is not natural to provide information without being asked to do so.

In order for the long-term consultants to be able to provide better services to INE, they would like to know if it is possible to

- ❖ *Be more involved and receive more information on the day to day activities*
- ❖ *Receive more information on events and in time that are related to INE and to their own work situation*
- ❖ *Have a more distinct and instrumental role in their own work situation, so as to facilitate for them to carry out and follow up their tasks, such as to support in implementing agreed recommendations from a short term mission or in providing feed back to the Donor or to the Consortium home organization*

The scope, contents and design of the Scandinavia Programme (with several consultants and a heavy budget support) raise the question if there should be

- ❖ *A specific forum to plan, discuss and coordinate all the foreign support not only the Scandinavian, its implications for the services of the Scandinavian Programme and with the aim to avoid disharmony and inconsistency in INEs activities and development*

Specific issues concerning the long-term consultants so as to promote a better service to INE:

- ❖ An individual Activity Plan should be prepared, discussed and agreed with the counterpart and in meetings with the Directorate/Department. The plan should include
 - A prioritized description of activities for the consultant in the Bridging Period
 - Organized competence development activities, such as in-house group training/seminars.
 - Specific quality work
 - Short-term missions

- Official travels
- Regular meetings such as within concerned Directorate/Department and with the consultancy group
- Planned holidays

The activity plan must of course fit well with INEs own plans. It must point on the importance that at least the counterpart always is involved in competence development activities. Holidays must fit well with INEs plans and be agreed upon with concerned counterpart.

- ❖ A work report from each consultant that covers to the end of this year, based on "own observations"
- ❖ A specific report by Mr Bo to document and highlight problems, experiences and solutions in the IT-area, based upon his work as a "Help Desk". It is of course very important for INE to document as much as possible of his experience before he leaves.
- ❖ Comments by each long-term consultant on his/her present Terms of Reference to be discussed with the counterpart and that can be used as an input to revised ToR in the preparations of the new PRODOC.
- ❖ Recommendations on type, contents and timing of short-term missions in resp. area to be discussed with the counterpart. This is another important input to the new PRODOC
- ❖ A third input to the work with PRODOC concerns the budget lines in the present PRODOC and recommendations on alterations. There may be a need to include for instance separate budget lines for joint work with analysis, for IT-equipment and for unforeseen activities.
- ❖ Follow-up - together with the counterpart - program supported activities through the regular and recorded meetings in Directorates/Departments that are stipulated in PRODOC - such as proposals and recommendations from a short-term mission.

Regular meetings with all staff within a Directorate/Department can for instance cover the following points:

- Plans of activities and objectives
- Follow-up of activities and achievements
- Finances and budget
- Work situation in a short and long perspective
- Allocation of work an responsibility
- Staff situation
- Competence development activities
- IT-questions
- Staff satisfaction issues
- Recreation activities
- Working environment
- Issues on equality

- ❖ Take more initiatives within concerned Directorate/Department to meetings and discussions and to organize for instance specific working groups when need arises.
- ❖ Take initiatives to ask staff within concerned Directorate/Department to carry out a task, if deemed necessary for instance to follow up recommendations in a mission report that have been decided by top management to be implemented
- ❖ Encourage meetings that are summoned with sufficient time for necessary preparations
- ❖ Emphasize on the necessity of always and automatically receiving a feedback from the counterpart on proposals etc that are made by the consultant.
- ❖ Ask from the counterpart for regular information - for instance twice/month - on activities and achievements in the Directorate/Department.
- ❖ Encourage the Counter Part to currently provide information on events and activities that the consultant must know about, including for instance planned absence of staff members due to study tours etc.

The consultants recommend the use the Calendar in Microsoft Outlook to give updated information about activities. This tool is available for all INE staff and is a good way of spreading the information.

A general SWOT-analysis of INE - SCANSTAT

<p>Strengths</p> <ul style="list-style-type: none"> - INE has a well recognized and strong legal mandate on statistics - The staff is fairly young and eager to meet new challenges - INE is controlling and coordinating all its activities, incl foreign support - INE and Scanstat share the same professional references and area of responsibility - Share the same goals and agree on methods - Scanstat is a long-term project and that makes activity planning easier 	<ul style="list-style-type: none"> - Should provide INE with good possibilities to meet increased workload, expectations and new developments as a result of the Scanstat support. - Provides a good platform for changes and development - Gives a necessary prerequisite for requesting Scanstat support that complements INEs own resources and fits with its development - They have similar demands on knowledge and competence - Promote the primary task of a consultant that is to transfer competence for self-development of INE, and not to present ready-made solutions or act as gap-fillers - Gives INE a sense of security in its long term planning and reduce the need for support from many donors with different systems
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<ul style="list-style-type: none"> - Scanstat consists of 3 strong and internationally leading statistical bureaus - Team covers broad set of issues - The team has long experience - Highly qualified short term experts - Team leader has long and varied background from development work 	<ul style="list-style-type: none"> - The Scandinavian bureaus have long experience with using the "best" methods and techniques in data collection and analysis - Team covers modern management, national accounting, IT, economical and social studies - Team has nearly 150 years of experience, including training activities - Specific and deeper knowledge in special issues are covered - Experience of more than 20 years in African countries
<p>Weaknesses</p> <ul style="list-style-type: none"> - Language problems are severe - Lack of information flow internally and participation in planning and decision processes - A lack of priority of the tasks of a long-term TA make it difficult to focus on the important issues - The advisory role of the long-term TAs is difficult - Sufficient understanding of statistical theory has limits among the INE staff - Coordination with projects financed by other donors is not easy - 	<ul style="list-style-type: none"> - Experts lack knowledge in Portuguese and most of INE's staff in English - Language problems and different institutional cultures give experts less information and participation than needed - Long term TAs need an activity plan coordinated with counterparts - If advise is not followed up as required, long term experts may need to initiate and take instrumental action - Implications for development work on methodology and quality - Risk for disharmony in INEs development with implications for use of statistics, efficiency and costs
<p>Opportunities</p> <ul style="list-style-type: none"> - Large potential to transfer knowledge - INE is a new institution with short history and few products/surveys - The team has wide national and international networks - INE has a large supply of data especially from surveys - Good possibilities for quality control of data and concepts 	<ul style="list-style-type: none"> - The experts collective knowledge is substantial for use by INE's staff - INE can use heavy investments, experiences and mistakes in Scanstat countries to create its own statistical system - Scanstat experts and their institutions can provide access for INE to international cooperation inside 3 Scandinavian countries, the European Union and on other continents - Excellent opportunities to provide national and provincial decision makers with relevant information if capacity and competence in methodology and analysis is strengthened. - Many surveys cover similar issues and make it possible to improved control of quality by comparisons (triangulation),

<ul style="list-style-type: none"> - Methods and survey design developed internationally makes it possible with comparisons with other countries - The leading role of INE in the region gives opportunities for consultative projects. INE has an impressive record of household surveys with very low non response rate and other quality problems 	<ul style="list-style-type: none"> - International comparisons makes it more easy to transfer experience between countries and improve methods - Promote INEs role in an international perspective
<p>Threats</p> <ul style="list-style-type: none"> - If key internal competence disappears in the IT or other sectors, that will creating substantial short- and medium term problems - INE is too dependant on foreign expertise in key issues - Other institutes produce alternative statistics and analysis, and/or deliver similar statistics earlier than INE - The start of the Scandinavian Program 2003-07 will be delayed - INE does not have sufficient resources to plan, implement and follow up the Program activities - If Scanstat focuses too much on commercial interests in the cooperation - In-house training has not sufficient recognition in promotion schemes 	<ul style="list-style-type: none"> - Internal IT-competence disappears in some areas such as net work management/ maintenance when Bo leave his job at the beginning of 2003. - If economical problems makes it impossible to hire foreign experts to do data processing and table plans, INE must increase internal expertise in such tasks - INE should produce more relevant statistics and publish it regularly and before competing institutions - Serious implications to fulfil INEs activities, such as IAF and Business Census - A risk for preliminary solutions and the consultants working as gap fillers - A risk for supporting activities that INE can manage on its own - Problems with motivating staff to attend in-house training

SWOT for IT

Strengths:

- The basic hardware- and software platform forms a good basis for further development. E.g. the tools in the MS Office package (including Access) are well known and relatively easy to learn.
- Good atmosphere and working climate. The staff is quite committed and seems very responsible for their respective work areas.

Weaknesses:

- The competence on theoretical and practical aspects on system design and network administration needs to be strengthened in order a) to have a well functioning network with connected workstations to form the basis for all work done at work stations b) to have skilled IT-personal that are able to build IT-systems that fulfills requirements stemming from the subject matter units.
- Weak coordination between different IT-areas at INE. E.g. dissemination via Internet requires coordination and integration on tools, working processes and on standardization of interfaces.
- Inefficient use of IT if decisions on standards, policies etc are not followed. Using the same standards on system development, documentation would result in a better use of scarce IT-resources.
- The management of IT at INE could be strengthened in order to get better prioritization, better focused and better planning of IT-activities. Administrative routines such as monthly operation-reports and working as project organizations could be introduced to support the management.
- Insufficient measures on security. Back up routines have been established, but need to be documented further. A security plan needs to be made.
- Insufficient coordination of investments on IT. Some basic investments could be centralized in order to ensure a smooth and stable IT-basis. An IT inventory list needs to be kept up-to-date.

Opportunities

- Implement standards on documentation, system design etc. via common manuals about system development etc. in order to get an efficient and well-functioning and well-understood system development practice that support the production of statistics.
- Coordination with other IT-projects and activities in and outside Mozambique . We could share experience of person resources, participate in other programs where already developed software exists etc.
- GDDS (General Data Dissemination System) project should support projects on documentation. One important element in GDDS is the metadata-part. The work on metadata in GDDS could be done in parallel with the work on system documentation.
- Use Internet technology to strengthen dissemination of data. E.g. better coordination of how and what information is published on the Internet.
- Make use of Internet technologies to strengthen collection of data. E.g. better use of mail-contact. Data can be collected by other means.
- Better use of Intranet as a library and as a tool to facilitate communication.
- Common classification/code lists (national and international) should be stored in one database and be available on the Intranet.

- A clear picture of the organization and role of the IT-function at INE. The IT function should fill out two main roles. A strategy-role and a service role. The strategy role should be on top-level and be centralized. The activities carried out by the strategy role must ensure that decision on IT is in accordance with overall strategic and economic decisions for INE. The activities carried out by the service role covers development, operation and user-support.
- The total costs of basic hardware and software and network could be centralized and have its own budget line. Basic hardware and software include a PC connected to the network with Office and similar standard products installed. Other expenses should be included in “local budgets”.

Threats:

- INE will not be able to execute the Plano 2003-2007 without having appropriate and well-functioning IT-systems.
- Network administration – not enough resources to ensure that the network is up and running.
- Valuable data can disappear if there are no backup procedures.
- Person resources / no transfer of knowledge. When a person leaves, the knowledge on how to run applications etc. is not documented or otherwise transferred.
- Bo Yttergren will leave January 1st.
- Development and operation of applications. When an application is developed there is not enough documentation and written material. The person responsible for the application need to be present to operate the application e.g. access applications at DESE.

Marketing activities

The following suggestions from the 'Retiro' on marketing and promotion activities are aimed at extending the awareness within INE of the Scandinavian program. The suggestions all rely on the initiative of the consultants and are divided into activities meant to take place within INE for the INE staff exclusively; and activities that could be directed towards parties outside INE.

Internally:

- Appearance on intranet: Pictures and short CV similar to the ones presented for the INE-staff supplemented by a more informal description of the consultants personal backgrounds.
- Regular information about what we are doing on intranet (on relevant pages) as well as for instance in Panorama
- Arrange regular meetings (monthly/weekly) with the staff in respective departments with assistance from INE
- Collect questions of general interest received and summarize them in meetings.
- E-mail to all relevant persons when a new short-term mission commences.
- Disseminate information on important developments in the Scandinavian statistical bureaus and Eurostat - with assistance from the Consortium home organisation
- Provide information on articles, international conferences and the like with relevance for INE - with assistance from the Consortium home organisation
- Arrange 'Coffee shops' on e.g. every second Friday afternoon to facilitate informal opportunities for the INE staff to ask questions and discuss general matters with the consultants - with assistance from INE.
- Indicate the existence of SCANSTAT at INE through e.g. relevant signs/notes - with assistance from the Consortium and INE

Externally:

- Produce and distribute a brochure describing activities in the Scandinavian programme with assistance from the Consortium home organisation
- Contact to donor organizations in Maputo through presentations etc on meetings in i.e. 'Group10'.
- Distribute information about SCANSTAT on the websites of the Scandinavian statistical bureaus with the assistance from the Consortium home organisation

Workshop for Long term Consultants

1 - 2 November 2002

08-12; 14-17 each day

Ponta do Ouro

Departure from Maputo: Thursday 31st 11.30

Return: Sunday 3rd

AGENDA:

- ❖ ***Contract Agreement.*** Going through relevant parts of the Program, Contract Agreement, Terms of Reference, Budget, Consortium Agreement, Common administrative matters etc.
- ❖ ***INEs activities and progress in recent years.*** An overview of INEs activities and development during the Twinning Period
- ❖ ***A SWOT Analysis - Strengths, Weaknesses, Opportunities and Threats - of the work and support in resp area.*** Can we adopt a common strategy to be followed and that concerns issues that we believe are vital for INEs development to a modern statistical agency. In which stage do we believe INE is to-day in various areas: Still Building up and Strengthening? Or Consolidating? Or Sustainable?
How do we do to make use of our collective knowledge, competence, experience, institutional arrangements, and working-practices etc. to provide INE with the best support?
How do we do to primarily support activities that can survive and further develop after the termination of our support?
- ❖ ***A SWOT Analysis specifically for IT,*** not least because Bo will leave by the end of the year.
- ❖ ***INEs activities, objectives and plans (as far as we know) in the years to come.*** An overview on the basis of the present PRODOC and of the contents in the draft 5 year plan 2003 - 07. Our views and comments to the present draft of the plan.
- ❖ ***Activity planning.*** We must have an Activity Planning that is well coordinated with the INE activities. How do our own plans look and what do we believe we can achieve? To May? In a longer perspective. How to improve our primary task, viz to transfer and develop competence? How do we work on quality issues? On management issues?? Is there a "best model" for our work?
- ❖ ***Marketing and Promotion activities*** of the Project, objectives, activities and results. How can we make ourselves more visible within INE/SEN but also outside? A specific Information Board? Intranet?