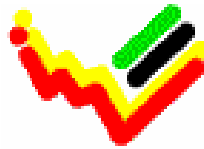


## INCEPTION REPORT

Scandinavian Assistance to Strengthen the Institutional Capacity of the National Statistical Institute  
(INE)  
2003 - 2007



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Instituto Nacional de Estatística

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## **1. Introductory Remarks**

The present project builds upon previous support program to INE from Scandinavian countries that started in 1998 with the Twinning when Statistic Sweden and Norway through the World Bank embarked on assisting INE's implementation of 1998/2002 Five Years Statistical Plan.

When the 1998/2002 program expired, a joint Scandinavian Bridging Project supported INE from May 2002 to June 2003. A consortium of Statistics Sweden, Norway and Denmark, the latter being the lead partner, implemented the project.

Twinning has focused on consultancy support while the Bridging Program also included heavy budget for training and operational activities.

The new program (Scandinavian Assistance to Strengthen the Institutional Capacity of the National Statistical Institute – INE, 2003-2007) which aim is to strengthening INE and its provincial branches (DPINEs) puts specific emphasize on INEs institutional capacity to be fully responsible for the program activities. This means its capacity to receive, implement and monitor the support as well as to integrate program activities in INEs regular activities and plans.

The contract stipulates in its Reporting Guidelines that INE shall submit an Inception Report within 2 weeks of commencement of services.

## **2. Preliminary Findings**

### **Progress**

Although delayed for about one and half months (the program has started on the middle of August while it was supposed to be initiated by 1 July) the implementation arrangements were realized according to the Contract Agreement, and the main features to be pointed out are as following:

Program activities are integrated in INE's Operational Plan 2003-07

Program activities are integrated in INE's Plan 2003

Appointments of the Program Director: Director for INE/DICRE (the same as for Twinning and Bridging, although with more obligations and tasks

Appointments of the Deputy Program Director: Director for INE/DARH

Appointment of the Financial Administrator with one assistant

The Internal Coordinating Group had its first monthly meetings on 12 September as the preparatory stage for the new program

Four short-term missions took place in the inception period, namely: Strategic Development IT-issues; Method Development and IT for Economic Statistics; Data Processing for Household Budget Survey and Documentation for National Accounts. The main counterparts for these missions were responsible for Terms of Reference

### **There was also support to activities such as:**

Household Budget Survey for two month data processing (August /September)

Training (short and long term)

6 master degrees in Demography, Sampling, Statistics Informatics and Economy. Five of those are studying abroad;

31 bachelors in Management, Economy and Administration. Two of those are already in the last year of their studies;

8 pre- university education in Programming, documentation and secretariat.

National Accounts workshop (for SEN and PALOP's countries)

Procurement started according to rules established in the Prodoc Document, that is to say it is being done by Crown Agency. One vehicle for Integration, Coordination and External Relation Directorate, and computers for Central Offices and Provincial Delegates as well, are to be purchased.

The long-term adviser (LTA) for Economic Statistics terminated her assignment by Mid July (due to pregnancy). The recruitment for a successor is going on and presently there are only four LTAs doing their assignments.

**Improvements:**

The minutes for activities performed by Directorate and Departments are distributed to the LTAs

Plans for how to utilize the budget have been prepared

### **3. Comments on Practical Arrangements**

#### **Services**

INE is fully responsible for the implementation of the program activities. These are integrated in INE's daily work and included in the operational plan 2003. The Operational Plan 2003-07 for SEN integrates support activities from the programme.

The Program Director has been appointed by the President of INE to be the coordinator and manager of program activities. She is assisted by the Team Leader. There is also a Deputy Program Director, financial administrator and program administrative. All these have weekly meetings with Team Leader

The President also appointed an internal coordinating group composed by the 6 Directors as members and the training coordinator. The group had so far one monthly meeting. Due to involvement in other activities outside the office the presence of Directors at the coordinating group meeting has been poor

The Steering Committee already established from the Bridging Support Program for 2003 will be having one meeting at the beginning of the Project (scheduled for 30 September) and another one at the end.

#### **4. Implementation and Work Plan**

The Terms of Reference lists about 30 major areas with specific outputs to be supported by the program. The activities are also included and further detailed in INE's operational Plan 2003-07 (see the attached annex Activities Funded by the Scandinavian Project)

Activities are going in order to fulfill the work plan.

#### **5. Updated Budget**

The "budget support" is allocated to training and various operational activities such as a number of surveys and projects. The major ones are long and short-term training, current economic statistics, Business Register, Information Technology and Printing Activities. Each project has a plan for how to utilize the support and its allocation over the program period. The Plan for 2003 is already prepared.

Annex that includes financial report with original budget allocation, expenses so far (Annex attached: Financial Report).

## 6. Updated List of Short Term Missions

Plan for short term missions 2003/04 within the new Scandinavian Programme;

<b>2003</b>	<b>Subject</b>	<b>Counter- part</b>	<b>STA</b>	<b>Output in PRODOC</b>
7/7-25/7	National Accounts, Documentation	Saide	Lazo Peru	f,g
21-25/7	IT - Strategic development issues	Anastasia	Thygesen Denmark	n,p,l
1/9 - 19/9	Economic Statistics - Method Dev and IT	Azarias	Peterson Sw/Andersen Norw	f,g
1/9 - 10/10	HBS Data Processing	Arão	Otto USA	a
15 - 24/9	NA - Wshop	Saide	Redeby Sw	g
22/9 - 23/12	HBS Report	Fatima	Triebkorn Germ	a,u
30/9	Steering Committee Meeting	Loureiro	Consortium Home Org	
2/10	Workshop on LFA for SEN	Destina	Denell Swe	l,y
27/10 - 14/11	New Short-term Ec Stat Sampling; Datapro	Azarias	Peterson Sw	f
11/11-21/11	New Short-term Ec Stat; Methodology	Azarias	Anderson N	
6/10-17/10	STAC Phase 1: Planning of a Survey	Zeinobio	Henningsson Sw/Hill Ca	k
20/10-14/11	STAC Phase 2: Field work (Tobacco Use)	Zeinobio	Run by INE	k
17/11-28/11	STAC Phase 3: Process, Analysis, Reportwriting	Zeinobio	Bengtsson/Eriksson Sw	k
11/11-19/11	Syst Quality Work, Step 2;	Saide	Saerbo No	z,l
10/11-28/11	Construction Statistics Step 1	Loureiro	Rasmusson Sw	j
10/11-28/11	Tourism Statistics Step 1	Azarias	Svensson Sw	f
4/12-15/12	Review of methods for pov monitoring: Step 1	Gaspar	Opdahl No	u
27/11	Steering Committee Meeting	Loureiro	Cons Home Org	
1/12-5/12	National Accounts, Assessment	Saide	BernerD/SimpsonN	f,g
5/12-18/12	Feasibility study for creation of an Intern database	Anastacia	Wulff/Jensen D	n,p,v,w
<b>2004</b>				
January	Network and Security Policy	Salomão	Jespersen/Guldager D	n
January	Use and Contents of a HRD information	Mungamba	Thomassen N	n,s
February	Systems Design/Documentation Course	Anastacia	1	n,x
February	Review of methods for pov monitoring; Step 2	Gaspar	1	b,c,u
February	LFS/Time Use Survey planning	Arão	1	b,c,u
March/April	Cartography	Arão	1	
	Creation of an Internet Database	Anastasia	1	n,p,v,w
	Sampling Course	Firmino	2	o
	Bus Register -Coverage study. Step 1	Azarias	1	e,i
	Bus Register-Coverage study. Step 2	Azarias	1	e,i
	Construction Statistics Step 2	Azarias	1	j
	User Dialogues Step 1	Destina	2	l,y
	User Dialogues Step 2	Destina	1	y
	National Accounts	Saide	1	f,g
	National Accounts	Saide	1	f,g
	National Accounts	Saide	1	f,g
	Syst Quality Work, Step 3	Utui	2	z
	Environment	Natercia	1	
	Use of admin records for statistics Step 1		1	q
	Further dev of cost acc and follow up, Step 3	Mungamba	2	m,zz
	CPI, e.g. Prod CPI in the Provinces	Firmino	1	r
	Gender Training	Fatima	1	k
	Presentation Teqnique	Destina	1	k

## **7. Schedule of Reporting**

INE will prepare and submit semi annual project reports to the donors in September and March (annual report)

INE will provide quarterly accounts statement to the donors

The report will enclose a copy of the quarterly financial statement. The financial statement will cover the use of funds over the past quarter and the year. The statement enclosed to the first report will cover the period from the start of the program.

For the final evaluation at the end of the support program, INE will prepare a completion report within two months of the end of the program. The completion report will enclose a final financial statement that covers the entire program period, audited accounts and an auditor report. The completion report will be submitted to Danida in Maputo for comments and approval within 2 weeks

An adviser that carries out a short-term mission has the responsibility to prepare a mission report in close cooperation with his/her counterpart (s). There will be a first final draft to be discussed with INE before the consultant leaves Maputo. A final draft will be submitted to INE for final comments within one week of the end of the mission. Statistics Denmark as Lead Part will have the responsibility to prepare and edit the final version within 3 weeks of the end of the mission.

The Lead Party will print and distribute the final version in 25 copies to INE through the Team Leader, 2 copies to each of, Danida Norad and Sida in Maputo. There will also be 3 copies to Danida in Copenhagen, 5 copies to each of Statistics Denmark, Statistics Norway and Statistics Sweden. All parties will also receive electronic versions of the reports.

All reports will be published in the same series: MOZSTAT. The front page will have logos of all the involved parties.

**ANNEX A Activities Funded by the Scandinavian Project (starts July 1<sup>st</sup> 2003)**

	Quarters				Quarters				Quarters				Quarters				Quarters			
Business Census datacoll/proc ready, incl coverage study																				
Business Census, first report			X																	
Business Register (BR), updating procedures developed																				
BR, updating survey							X				X				X				X	
BR, Best Version			X				X				X				X				X	
BR completed with data on Construction and Inform Sector																				
New samples for Econ Sector Statistics																				
CPI, new basket and weights																				
CPI for the whole of Mozam																				
National Accounts published							X				X				X				X	
Quarterly NA, pilot estimates																				
Quarterly NA, launching							X													
NA, new base year																				
HBS 2002/03																				
HBS 02/03, first report			X																	
LFS, Time Use Survey 2004																				
QUIBB 2005/06																				
Staff Satisfaction Survey			X				X				X				X				X	
User Dialogues																				
User Satisfaction Survey							X				X				X				X	
Systematic Quality work																				
Quality Survey							X				X				X				X	
Systematic IT work, incl documentation																				
Status report on data warehouse							X													
Documentation acc to GDDS																				
Released Calendar System							X				X				X				X	
Promote use of administrative data																				
Improve cost accounting on product level																				
Improve management and planning activities																				
Staff data base developed																				
Report on management performance key indicators							X				X				X				X	
Long-term training, masters and bachelors																				
Short-term tailor made training																				
Basic training in management for all managers																				



**PROGRAMME TO STRENGTHEN THE INSTITUTIONAL  
CAPACITY OF THE NATIONAL STATISTICS, MOZAMBIQUE**

**FINANCIAL REPORT  
September 2003**

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- 1. Introduction**
- 2. Financial Situation of the Programme**

**1. Introduction**

The new program (Scandinavian Assistance to Strengthen the Institutional Capacity of the National Statistical Institute – INE, 2003-2007) which aim is to strengthening INE and its provincial branches (DPINEs) started on the middle of August.

The donor support totals about 10 680 million Euros. Of this amount each of the three donors will contribute with 1/3 and has a separate agreement with the Government of Mozambique. Danida will provide the TA and. Danida's contribution shall mainly be used for payments

NORAD made the 1<sup>st</sup> transfer of 5.000.000 NOK, which USD corresponds to 738 334,32 and SIDA transferred 370.000 Euros, that comprises 397 147, 96 USD.

The total amount transferred is 1. 135.000,00 USD. 115.000,00 USD was transferred to the account number 79 70 74 23 at BIM to cater for local costs for the Consortium.

## FINANCIAL SITUATION OF THE PROGRAMME

Transferred money from Norad and Sida to INE account number 81157864 is 1.135.000,00 USD

Transferred money to consortium		115 000, 00 USD			
		Prodoc Budget USD	Planned budget	Expenses	Remaining Budget
1	Local Fees	47 000	25 000	0	25 000
2	Investments	5 000	5 000	0	5 000
	Current Costs	95 000	85 000	9	76 000
INE's Expenses					
1	Operational Survey Activities	782 000	439 000	38 171	401 267
2	Equipment and Supplies for IT and Printing	197 000	143 000	6 878	136 121
3	Training Activities	195 000	195 000	74 433	127 566
TOTAL INE		1 224 000	817 000	119 482	664 954

### Activities by the Long Term Consultants

The Program has presently 4 Long Term Consultants, as follows

Hans Erik Altvall	Team Leader and part-time Consultant on planning and administration
Mogens Nielsen	Informatics
Jon Teigland	Social and Demographic Statistics
Timmi Graversen	National Accounts

A fifth long-term consultant on Economic Statistics terminated the contract in July due to pregnancy. The recruitment for her successor is going on.

The **Team Leader** spent in the *inception period* almost all his time on general and strategic Program work and not least in assisting INEs Program Director in her overall management, control and initiative of program activities. The TL also spent some time to act as LTA for Economic Statistics specifically to plan, follow and follow-up short-term missions in the area.

Some major activities, mostly carried out in close cooperation with INEs Program Director to be mentioned were

- Plan of activities and Budget for Program supported activities 2003
- Follow up of activities and costs
- Completion Report for the BSP
- Various meeting, within INE and outside INE (specifically with the Lead Donor)
- More or less daily communication within INE and above all with the Home Offices in Scandinavia to plan and secure short-term consultants

The plan for the Team Leader *for the coming months* is to support on the following main activities:

- Continuous work on general and strategic Program supported activities, partly as above but with focus on plan and budget for 2004.
- INEs regular planning activities for 2004
- Plan, follow and follow-up all program funded activities, not least short-term missions; almost 15 missions are planned for the for the 4<sup>th</sup> quarter
- Specifically plan, follow and follow up missions in the horizontal areas (apart from IT) and for economic statistics. It is foreseen that a new long-term consultant for economic statistics will not be recruited in 2003.
- Development work in the area of systematic quality work, in the area of establishing a modality for management performance indicators based on information on product level and in the area to plan and follow up individual competence development activities

The **LTA for Social and Demographic statistics** spent during the *inception period* parts of his time in Norway because of eye surgery and a severe car accident.

The plan for the same LTA for the *coming months* is to cover the following main activities:

- Assist in the preparation of the final report of the IAF 2002/03
- Produce a reports on the structure and development of the local communities in Mozambique 1991-2002/03, based on IAF 2002/03 and 1996/97 and giving hands on training on such analysis to INEs staff
- Produce a report on crime based on IAF 2002/03 and giving hands on training on such analysis to INEs staff
- Assist on a short-term mission on evaluating the household survey system
- Assist on a STAC course
- Assist in INEs regular planning activities for 2004

The present LTA for social and demographic statistics will terminate his assignment by end of February 2004. His main activities during *the coming months* will be:

- Assist in the start up phase of planning the new Labour Force and time use survey
- Prepare an overview of existing data on employment needed for deciding survey design, including data on the seasonal patterns, giving hands on training to INEs staff in such planning preparations
- Assist in the preparations of the final short-term missions evaluating the household survey system

The **LTA for Informatics** spent in the *inception period* his time

- on discussion and preparation of the IT-strategy and IT-policies. This includes the overall plan with visions and results. The policy contains regulations and standards and how they can be upheld. An IT council is e.g. proposed in order to ensure coordination of activities within the IT-area.
- On investigation of technologies and preparing a pilot project for installation of network in two provincial offices.
- On preparation of documents about documentation standards. This work is linked to work on quality
- On assisting in the work regarding improvements of the web page. A tender procedure has been initiated. Three offers are investigated. It is the intention that the on restructuring the web page should be hooked up to a common active database for external and internal use. This is to be discussed at a short term mission in December
- On assisting in the preparation of short term mission about building a human resource database
- On visiting provincial offices

The plan for the LTA on informatics *in the coming months* is to support on the following main activities:

- Final approval, dissemination and planning of the implementation of the IT-strategy and the IT-policy
- Planning of overall IT activities for 2004
- Continue implementation of standards. A manual with documentation standards is ready for approval. A manual about development of statistical applications must be prepared. This work is expected to start in the beginning of February. The work includes courses in system design, but also discussions about how development of applications at the subject areas can be integrated in the overall information architecture
- Continue implementation of network in the provinces.
- Assisting in the implementation of security policies. This includes among other policies for central back up and storage of data, policies for handling confidential data.
- Assisting in planning and implementation of migration from Windows NT to Windows 2000
- Continue the work on improving the web page and in relation to this: the building of a dynamic internet database and a common data warehouse
- Assisting in the implementation of human resource database

The **LTA for National Accounts** did not submit any report