



STATISTICS
DENMARK



Statistisk sentralbyrå
Statistics Norway



Statistiska centralbyrån
Statistics Sweden

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Status Report
from
LTA Consultant in Institutional Capacitation
regarding the period

1 January – 31 December 2013

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, to whom the consultant is accountable. 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 were 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.

A list of Scanstat STA missions 2013 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, compartilhar, 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, a quem o consultor é responsável. 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.

Uma lista de missões STA de Scanstat 2013 pode ser visto no final deste documento.

1. Assist 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.

Planning

A final evaluation of the SEN Strategic Plan 2008–2012 (SEN is Portuguese for NSS) has been made by consultants from the PARIS21 and the World Bank. The evaluation report ends with the following conclusions and recommendations, where most of them already can be found in the Strategic Plan 2013-2017:

From the foregoing evaluation it is evident that most of the planned activities were achieved at INE, ODINE and DPINE levels. Particular attention was drawn to the user needs, although even more needs to be done by the NSS by enhancing the data dissemination mechanisms.

- *The likely outcome of the SEN strategy was the production and dissemination of quality official statistics responding to the national and international development frameworks.*
- *Strengthen its planning, rational use of resources, and management of the Common Fund and all other funds for statistical programmes.*
- *Strengthen coordination mechanisms between the SEN and Development Partners.*
- *Mobilise both internal and external resources for completion of the INCAF, the Household Budget Survey, and the Population Census 2017. State funding should be increasing and donor funding should be decreasing over time.*
- *Strengthen regular engagement with key Data Users e.g. Media and NGOs.*

INE is also actively taking part in the regional and international context. The RSDS task force (with INE Mozambique as chair) has continued its work on the Regional Strategy for Development of Statistics – RSDS – and a final version of the strategy was published in July. Next step will be to distribute and advocate the strategy so that it will function as an integrated part of the national strategies of the SADC countries. Initially some external support to the SADC statistics secretariat in realising the strategy is also necessary to achieve.

The INE Common Fund

An updated Memorandum of Understanding between the National Statistics Institute (INE) and the Cooperating Partners about the Common Fund and Mechanisms of Common Dialogue in Support of Implementation of the National Statistics System Strategic Plan 2013-2017 has been elaborated together with the Norwegian Embassy. Some minor changes are made to the structure of the document and the INE Common Fund Technical Committee has been formalized leaving more space for policies and statistics on the Partnership Committee meetings. An updated Plan of Action 2013-2017 is annexed to the MoU. Initially INE, the Ministry of Foreign Affairs of Norway, the United Nations Population Fund and the Department for International Development of the United Kingdom are signing the MoU. Sweden has returned to the INE Common Fund and is also assigned the task of being chair for the cooperating partners. Canada and Denmark will however not prolong their participation for various reasons.

2. Design and produce plans, manuals and work and training methods, as well as organising seminars and training programmes.

A Quality Manual

To produce timely quality statistics is the ultimate goal for INE/SEN and quality has also been a prioritized concept since the very beginning. But quality is, also for many of the INE staff, something abstract and less tangible. The UNSTAT has adopted a model describing the components of quality in statistics built on the Quality Assurance Framework that in general is accepted by most NSOs. The new framework is called the National QAF, NQAF, and covers most aspects of the work at a modern NSO. But while the NQAF describes the components there also need to be some hints on how to make the components fit together. Here the GSBPM, the Generic Statistical Business Process Model Version 4.0, approved by the UNECE/METIS Steering Group in April 2009 can help. INE has already begun to use the GSBPM in its programme for territorial statistics and the consultancy regarding modernisation of the ITC at INE is strongly recommending the use of GSBPM to pinpoint actual situation, analyse, suggest and finally implement improvements.

The basic model has been translated into Portuguese and practical guidelines on how to use it at INE are added. During 2013 the planning department of INE has taken over the responsibility for the further development of the manual and created document called *Manual de Procedimentos para Produção Estatística e Certificação Técnica*. It is important that this work continues and that the ideas in the manuals get acceptance by the INE staff. The INE coordination group for the reform and modernisation of statistical production processes will give as much support as possible to this.

PARIS21 and SADC

A two day workshop titled Better dialogue on statistics for better development results, organized by the SADC Statistical Secretariat, PARIS21 and INE was held here in Maputo and had as objective to raise an awareness of a foreseen “data revolution” regarding demand, production and use of statistical data. The workshop was interesting to the participants and useful for the PARIS21 secretariat to collect opinions from this part of the world. On the last day it was however questioned if the word revolution is correct to use, as the greater involvement of users and wider use of statistical data has been on the agenda for a long time now (see for example the African Charter of Statistics, the SADC Regional Strategy for Development of Statistics above, UNSTATS and even paris21.org itself). These ideas and the concepts are nevertheless very useful for the modernising group I am working in at INE. The PARIS21 secretariat spent a third day here in Maputo to give an appreciated seminar on gender statistics for the students of the National Statistics School.

The Mozambique Statistical Year Book 2012

Errors were detected in the Statistical Year Book 2012. Errors originating in the handling of the data within INE but also errors present already in the data arriving from the sources. Identified errors are corrected and 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

Agriculture statistics might need a special consideration. Mozambique is very dependent of the agricultural production made by subsistence farmers and this implies that it is vital to monitor this sector well, both through early warning systems combined with yearly follow ups on real production. The Ministry of Agriculture has a master plan for agricultural statistics that now 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 so that it fits well into the National Statistics System. So far it looks promising.

3. Assist in 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

In August 2012 a consultancy was done assessing how statistical information was stored at INE in different formats, and how it can be harmonized to facilitate the analysis and dissemination of official statistical information. It also looked on the appropriateness of the current IT organizational structure, staffing and training needs to determine if it is still optimally organised to meet the SEN's maturing business objectives. The resulting report covered more than specified in the Terms of Reference and is in a way a good summary of the findings, proposals and suggestions given by Scanstat during the years. It also contains a condensed (but still 132 pages long) proposal on how to modernise ICT at INE during a 5-year period. As most of the proposed activities already were foreseen while the SEN Strategic Plan 2013-2017 was made there is room for them in the budgeted 5-year action plan.

For INE and SEN to really approve the momentum gained a special commission for the reform and modernization of statistical production processes with a focus on information technology and communication was created during 2013. It consists of a small group of experienced experts acting as facilitators of the modernisation action plan, realizing that the majority of work is to be done at and by the line departments of INE. It is important to realize that ICT is not an isolated technical peculiarity. ICT is something that integrates with all processes at a National Statistics Institute and therefore cannot be modernized in isolation without also modernising the statistical and managerial processes in which it takes part.

The permanent members of the group have had a short meeting every morning to discuss the progress of the work and what to do next. Although it might look assuring that the whole project has a timespan on five years one has to be aware that time is running quickly and that things have to be done now if the projected results are to be materialized. Weekly informative messages are sent to the associated members in Canada, Mozambique and Sweden and every

second week the group has presented its work at a meeting with the president of INE. The director and deputy director of DICRE, the directorate for integration, coordination and IT, are met with whenever necessary.

The consultancy report is now translated into the Portuguese language and has been re-read and discussed again by the group and we are still of the opinion that it is a good report that in a concise way summons up what INE has to do to become a fully modern organisation. To further secure that the work really covers all areas of interest within INE the group has had separate meetings with all departments of INE. A brief presentation of the report has been made after which a discussion in the implications for the department followed. The ideas of this modernising of the INE have been well received and the prospects of a fruitful continuation of the work are good.

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.

National Accounts

The, now retired, Statistics Sweden expert Jan Redeby visited INE two times during the year. In June he was here to Analyse and evaluate the estimates for 2007-2012 that have been put together for the new base year. Review the progress of the revised and rebased estimates of quarterly GDP, and provide recommendations for the finalisation of the change of base year.

In November the major part of the mission was devoted to a review of the Excel files containing the product balances and the production accounts for economic activities and discussions were held with the national accounts staff, one by one, on their areas of responsibility. The mission designed a method for reconciliation of the production and expenditure estimates of GDP. Discussions were also held regarding the quarterly estimates of GDP. During the first week of the November mission Mr Redeby was accompanied by the Statistics Sweden trainee Mårten Pappila who has a long experience of National Accounts at SCB.

ITC, virtual servers, network and storage

A local firm has done the installation of the new system components and in August / September an IT specialist from Statistics Denmark, Mr Bo Guldager Clausen, came here follow up on the implementation of virtualization, network and storage that has been done during the year. Mr Clausen also had time to review previous recommendations and discuss around the modernising of ITC at INE. The local consultant Mr Adão Saranga has during the year assisted INE, mainly working within the ITC modernising group but also with preparations of the technical set up for the 2017 Census of Population and Housing.

The Continuous Multipurpose Household Survey - INCAF

Previously Household Surveys were typically done with intervals of 3 to 6 years. Now users demand more frequently updated data. This has led to the introduction of the new Continuous

Multipurpose Household Survey which is a “survey machine” that on quarterly basis will offer users information on the actual state of important development indicators. The INCAF consists of a core set of questions to which specialised modules will be added. During 2014 the principal module added will be a Household Budget Survey module. The survey is initially costly but being repetitive the INCAF over time will give INE a good possibility to gradually refine the survey and reduce costs while at the same time raise quality and timeliness.

An external evaluation of the INCAF methodology and results has been done by two consultants financed by the Italian Embassy. In a way it was a bit premature to evaluate the results, as the full implementation of INCAF is not yet achieved. Anyway the evaluation team does see the need of a survey like INCAF and gives recommendations on how to continue the development of INCAF to secure success.

The Scanstat consultant Lars Lundgren visited INE for two weeks assisting in the planning of the INCAF Household Budget Survey module. Lars also advised on how to best use the data already gathered by INCAF, creating a model and workflow that will be used when dealing with future rounds.

Qualifications to be offered 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 Professional Education reform focuses on 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 expected to be ready in April 2014.

The Scanstat assignment

The contract between INE and Scanstat has been prolonged until 31 December 2017. The prolongation 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 2013. During 2013 the project used 78 (20%) of the 384 available weeks of short term technical assistance. The value of the contract is on - up to - 145 million of Mozambican Meticals (approximately 3.8 million Euros) depending on the amount of short term technical assistance weeks that will be used.

The Scanstat long term advisors, Mrs Júlia Cravo and I, continue the activities specified in the Scanstat terms of reference. Mrs Cravo is much involved in the planning of the business survey that will be implemented 2014, but has also some time to assist in the implementation of the process-view based on GSBPM that is necessary for the reform and modernisation of statistical production at INE. I am for the moment mainly working within the coordination group for the modernisation.

5. Undertake 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, 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.

Participating in working groups

The group for updating the Memorandum of Understanding between INE and the Cooperating Partners about the Common Fund and Mechanisms of Common Dialogue in Support of Implementation of the National Statistics System Strategic Plan 2013-2017. Although the changes of the MoU were not very big it took an almost incredible 10 months to finalize the work. Next time preparations ought to start more early and probably the MoU could be made without a “best before” date making it a living document possible to change whenever necessary.

Maputo 2013-01-23

Lars Carlsson

Annex 1 - Scanstat Short Term Advisory missions to INE during 2013.

Cód.	Direcção	Assistência de Curto Prazo (Areas)	Previsão de início		Duração	Situação actual	Contra-partes	Consultores	Financiamento
3.1.1	DICRE	Prolonged short-term work at the ITC-section of INE/DICRE.	2012-01-01 – 12-31	48	weeks	mz-2013-08	DICRE Cirilo Tembe	Scanstat Adão Saranga	PAAO 2013
3.2.1	DICRE	ICT upgrading and maintenance, installation of virtual servers.	2013-02-19 - 04-19	8	weeks	mz-2013-09	DICRE Salomão Muianga	Scanstat DataServ Lda.	PAAO 2013
3.6.1	ENE	Development of Descriptions for Qualifications to be offered at the INE National Statistics School of Mozambique.	2013-05-29 - 2014-04-30	12	weeks	Em execução	ENE Leonette Mabjaia	Scanstat CEAGRE FAEF UEM	PAAO 2013
1.3.1	DCNIG	Work related to the new base year and to quarterly GDP calculations.	2013-06-10 - 28	3	weeks	mz-2013-04	DCNIG Mónica Magaua, Cláudio Cipriano e Felicidade Pires	Scanstat Jan Redeby	PAAO 2013
3.2.1	DICRE	Verification of the ICT upgrading installation of virtual servers, maintenance and proposals.	2013-08-26 - 09-06	2	weeks	mz-2013-05	DICRE Salomão Muianga	Scanstat Bo Guldager Clausen	PAAO 2013
1.4.2	DCI	Assisting INE in the implementation of the new Continuous Multi-propose Survey using international experiences.	2013-10-21 - 11-15	2	weeks	mz-2013-06	DCI Cristovão Muahio Arão Balate	Scanstat Lars Lundgren	PAAO 2013
1.3.1	DCNIG	Analyse and validate the produced estimates for 2007-2013 in relation to the new base year. Suggest solutions to some NADABAS problems. And more...	2013-11-11 - 29	3	weeks	mz-2013-07	DCNIG Mónica Magaua, Cláudio Cipriano e Felicidade Pires	Scanstat Jan Redeby , Mårten Pappila - Trainee 1 v.	PAAO 2013

Full reports are accessible on the Internet at www.dst.dk/mozambique and on the INE Intranet at [\\ine-b\Escandinavo\index\Relatorios do SCANSTAT.htm](http://ine-b\Escandinavo\index\Relatorios do SCANSTAT.htm)