

Status Report
from
LTA Consultant in Institutional Capacitation
regarding the period

1 January – 31 December 2015

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 worked upon 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 has meant to integrate with all processes and routines of the institute.

The consultant has during the year mainly been working with the Directorate of Integration and Statistical Coordination (DICRE) regarding matters relating this modernising, 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. Due to an unfortunate foot injury the consultant has been on sick leave during the last two months of 2015.

Areas of responsibility according the present contract:

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 Short Term Advisory missions during 2015 can be seen in annex 1 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 objetivos estratégicos específicos do INE / SEN:

- 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 arquitetura de gestão de bases de dados e Internet.
- Estimular um ambiente de alta motivação, gestão e treinamento do pessoal.

Esses objetivos 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 sido, principalmente, de trabalhar com a Direção de Integração e Coordenação Estatística (DICRE) sobre questões relativas à esta modernização, reportando-se ao diretor e diretor adjunto. Dependendo do assunto, o consultor também tem coordenado com outras Direções Centrais do INE e SEN. Devido a uma lesão infeliz no pé o consultor tem sido em licença médica durante os últimos dois meses de 2015.

Áreas de responsabilidade de acordo com o contrato actual:

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 atividades que venham a ser definidas pelo INE.

A seguir uma descrição das atividades 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 2015 pode ser visto no Anexo 1 no fim deste documento.

Introduction

INE has during the year finalized its ambitious household expenditure survey IOF as extensive a module of its continuous multi-purpose survey (INCAF). As in most activities problems have emerged and been dealt with. This will always happen, but with a good balance of organisation and flexibility the production of quality statistics still is possible.

The project has continued to raise the importance of a quality perspective on the work. A perspective facilitated by modern methods and ways of working, like the GSBPM, common methods for the activities and RBM for planning and follow up. 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.

Modernization - Adaptation to a changing environment

The Modernization group at INE has been holding a series of workshops for the INE Presidency, the Directorate Directors and the Heads of Departments. The idea was to continue discuss the concept of GSBPM in a wider perspective and have had the participants reflect around the procedures. The first workshop was held during two full days already in April and covered the whole GSBPM as a repeated introduction combined with work in groups and presentations. It has since then been followed up by half day workshops covering one process each. During the first workshops the modernizing group made a big part of the presentations, but lately this work has been transferred to the directorates that are most involved in each of the processes. As I have written before we have added a process/function 8, Monitoring and evaluation, to the traditional 7 statistics producing processes of the GSBPM. We have also added a 9th process/function, Infrastructure and auxiliary support, making it very similar to the GAMSOS concept (the Generic Activity Model for Statistical Organisations, a recent UNECE extension to the GSBPM) which is subdivided in three groups of supporting activities; 9.1 (our enumeration) Strategy & Leadership; 9.2 Capability Management (a somewhat new concept) and; 9.3 Corporate Support. These three groups of activities are truly complex, but absolutely necessary and I am glad that they have been added to the GSBPM/GAMSOS model. In parallel to (and overtaking) the GSBPM seminars INE has started a series of seminars with the aim to strengthen the knowledge of what is expected of a Mozambican institution like INE. Actual laws, rules and guidelines are presented and a common feeling on what it means to be a civil servant are discussed. In these seminars by the National Statistics School all INE employees are participating. The fact that this new initiative for the moment is overtaking the GSBPM seminars has to be accepted and shows the complex nature of institutional development.

Planning and reporting

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 look promising.

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

Mid Term Review of the National Statistical System Strategic Plan 2013-2017

The MTR took place during two weeks in the beginning of June. The main conclusion is that INE/SEN is on track implementing the strategic plan. Valuable recommendations were given and initiatives like the modernization efforts are applauded. A kind of a “management response” has been elaborated and it shows that most of the recommendations made by the MTR team already are addressed by INE and that this can be seen in the PAAO 2016.

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 and a ideas for expanding the INE modernisation process has been discussed.

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

The Continuous Multipurpose Household Survey – INCAF

The Household Budget Survey module (IOF) of the INCAF continued after an involuntary interruption which made it impossible to carry out the 3rd quarter of the survey. Some users are now worried that the missing quarter will drastically lower the quality of the IOF-module,

and thus making it difficult to evaluate the results of the efforts that have been made to reduce poverty since 2008/09. Our Scanstat specialist Mr Lars Lundgren have however compared the periods of the actual and previous IOF and he has found that the measurements between the third and the other quarters 2008/09 did not differ much for most types of important expenditures, and that the results of IOF 2014/15 ought to be as reliable as the previous one. If not better due to the more efficient distribution in time of the interviews due to the 4x4 method used (4 quarterly visits spread over 4 different weeks of the month). The field work of if the IOF module of INCAF was concluded in August as planned.

The Introduction of INCAF has not been without problems. Some have been related to late disbursements of financial resources, but other problems are more related with the fact that to be fully efficient the INCAF needs new ways of organizing its workflow. Experienced survey specialists at INE have to finally abandon their way of seeing INCAF as a big onetime, or seldom done, project, like traditional surveys. The introduction of GSBPM and standardized tools is of great help in this aspect. But what are the other problems that have to be overcome? An evident problem is that it is costly as it requires that a nationwide survey is repeated several times a year. In the five-year plan 2013-2017 the INCAF is projected to cost around 4 million Euro per year. What can be done to reduce that cost? One possible thing is to share the costs with other household based surveys. INCAF is consisting of a fixed core module on which are added more specialised modules. From 3rd quarter 2014 to 2nd quarter 2015 the added module has been the IOF module.

In my opinion all household based surveys ought to be integrated with INCAF. Here are just some examples:

1. For 2016 INE has planned almost 2 million Euro to do a separate Demographic and Health Survey (IDS) together with the Ministry of Health. Why not do that as a module of INCAF? This way it will be possible to take advantage of resources already available. Resources in the form of the INCAF “machine” consisting of routines, personnel and logistics for testing the survey setup, collect, process and analyses the data and finally make the national dissemination of the results. While still getting the INCAF core module data for the one or two quarters involved. All of this have of course to be closely coordinated with the Ministry of Health and also with USAID that traditionally have supported this survey.
2. The previous survey of the Informal Sector is already now integrated with INCAF in the plan for 2013-2017.
3. The Mozambican Integrated Agricultural Survey has two main parts. One part is the Early Warning system calculating the probable outcome of the agricultural year while the crops still are on the fields. The purpose of this is to make a crop production forecast to avoid food shortage in unfavourable areas. The other part consists of the traditional annual agricultural survey, in Mozambique called TIA. The TIA have two forms; one is for bigger agricultural firms and holdings while the other is concerning the household based small holdings. It is the

latter that can be a module of the INCAF, running during one quarter each year. Apart from being a good alternative using available resources as best as possible it will also raise the usefulness of the statistics produced as more types of variables can be directly related to each other.

Using an overarching perspective one ought to find out where the 9 GSBPM processes best can be placed when looking upon the National Statistics System as a system. The various line ministries should of course treat analysis and other subject matter work within their competence. But several of the GSBPM processes would probably be best handled by a central organ as a strengthened INE. This is probably something to strive for in the future.

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.

Short term advisors

The IOF module of new Continuous Multipurpose Survey has an agreed support through Scanstat contributing with the consultants Lars Lundgren, Anne Abelsaeth and David Megill as the INE now has re-designed the household budget survey (Inquérito sobre o Orçamento Familiar, IOF). The IOF module of INCAF will better than the old one cover the seasonal and monthly variations in household income and expenditures over a period of 12 months. This is a major change and Scanstat has signed a consulting assignment with INE on supporting the INCAF/IOF by three separate mission rounds planned for November 2014, February 2015 and September 2015, using Scanstat consultants coordinating their work with each other.

Thus David Megill was here 22 March–11 April and 12 October–2 November assisting INE in quality control and the weighting of the IOF module using data from the two quarters that had been captured at that time.

Our consultant Anne Abelsaeth from SSB was here 07–30 April and 28 September–16 October assisting INE in informatics and the CSPro input and processing of the IOF module. She also held a training course in CSPro using the actual modules as working material. Also programmers from the Ministry of Agriculture participated as being the next producer of official statistics to be added to the modernizing project.

The household survey expert Lars Lundgren was here 08–25 April, 19–27 October and 2–11 December assisting INE in further analysis of the IOF module. Mr Lundgren has also participated in information events with the Ministry of Economy and Finance and the donor community on INCAF/IOF and has been giving valuable contributions to the modernizing project regarding this multipurpose household survey system.

The external consultant Martin Schmidt was here 20 April–1 May, 8–11 September and 7–11

December assisting INE in adjusting the INE planning, monitoring and reporting routines to comply with common Results Based Management ideas. The missions are actually financed directly by the Swedish Embassy but as they are interwoven with our other activities here I think it should be mentioned in this report. Especially since the intention is that a future series of consultations by Mr Schmidt will be made under the umbrella of Scanstat.

Jan Redeby was here again 20 – 30 April to work with the National Accounts directorate. This time with something called “Contas dos Sectores Institucionais”. The mission was financed by IMF AFRITAC South, but as it like the RBM missions is strongly interwoven with our other activities here I think it should be mentioned in this report. It can also be noted that the long series of Scanstat missions with Mr Redeby now is concluded and that it is up to INE to decide on eventual continuation. Whatever, it is important for INE to continue good relations with the IMF and I think a new ROSC would be valuable.

Leif Norman and Ann-Marie Karlsson from Statistics Sweden respective the Swedish Board of Agriculture were here 04–12 May to do a fact finding mission to the Ministry of Agriculture and Food Security regarding possible Swedish support to agricultural statistics. The mission was financed within the INE budget under the project Promotion of Inter Institutional Coordination as it is one of the early efforts to advance the INE modernization project to other parts of the National Statistical System. The mission will be followed up by a project definition mission early 2016.

New curricula at the INE National Statistics School

The Government of Mozambique is implementing a program for the Reform of Professional Education. The aim has been 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 focused on something called National Professional Qualifications and an experienced team, based on the Faculty of Agronomy at the University of Eduardo Mondlane, was 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.

The library

INE has 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 has been changed regarding the balance between long and short term technical assistance. It is still valid until 31 December 2017 and now contains 111 months of long term technical assistance. During the year the project used 24 (20%) of the remaining 123 weeks of short term technical assistance. The value of the contract is on - up to - 194 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 have continued the activities specified in the Terms of Reference of the agreement between INE and Scanstat. Júlia has been much involved in the implementation of the business survey and her contract is prolonged to August 2017 assisting with the implementation of the systems around the new updated Business Register. My contract is prolonged until end of 2017 and I will mainly be to coordinate and disseminate the modernisation ideas to new parts of the National Statistics System. From 1 April 2016 I will be stationed at the Ministry of Agriculture and Food Security.

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.

Sub Regional Workshop on NSDS Design Process for SADC member countries

The ideas of NSDS (National Strategies for the Development of Statistics) has been around for many years now and this workshop was held here in Maputo in November to sum up current situation regarding NSDS in the SADC member countries. Looking upon the national statistics systems (NSS) as true systems is of course important but I sometimes have the impression that the NSDS work just is circling around the real objective of having a national statistics system without focusing on the central thing which is the actual production of statistics, or more concrete, the processes involved in the production of statistics, the processes as they are described by GSBPM (the Generic Statistics Business Process Model) and more recently by the GAMS0 concept. Currently the NSDS is giving a lot of emphasis on the activities and sub processes within the process 9 of GAMS0 while the actual statistics producing processes 1 to 8 of statistical production are less discussed. Maybe we can gain

effectivity and efficiency if we start to work on combining the NSDS concept with the perspective of GSBPM (or rather its extension GAMS0). What do you think?

Maputo 2016-01-21

Lars Carlsson

Annex 1 - Scanstat Short Term Advisory missions to INE during 2015.

Cód.	Direcção	Assistência de Curto Prazo (Areas)	Período	35	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	2013-05-29 - 2014-12-31 (2016-02-28)	12	weeks	Still in execution	ENE Mabjaia e Uinge	Scanstat CEAGRE FAEF UEM
1.4.2	DCI	Assisting INE in quality control and weighting of the IOF module of the new Continuous Multipurpose Survey.	2015-03-22 - 04-11	3	weeks	MZ:2015:04	DCI Balate e o equipe de IOF	Scanstat Megill US
1.4.2	DCI	Assisting INE in informatics and the CSPro part of the IOF module of the new Continuous Multipurpose Survey.	2015-04-07 - 30	3	weeks	MZ:2015:05	DCI Balate e o equipe de IOF	Scanstat Abelseth NO
1.4.2	DCI	Assisting INE in analysis of the IOF module of the new Continuous Multipurpose Survey.	2015-04-08 - 25	3	weeks	MZ:2015:03	DCI Balate e o equipe de IOF	Scanstat Lundgren SE
1.3.1	DCNIG	National Accounts: Contas dos Sectores Institucionais.	2015- 04-20 - 04-30	2	weeks	External	DCNIG Magaua, Cipriano e Pires	Redeby SE
2.1.1	DICRE	Promoção da Coordenação Interinstitucional: Fact finding mission to MINAG regarding possible Swedish	2015- 05-04 - 05-12	1	week	MZ:2015:06	DICRE Tembe	Scanstat Norman SE, Agric. Board SE
2.2.1	DICRE	Planeamento e Gestão Estratégica: Results Based Management	2015- 09-08 - 11	1	week	External	DICRE Tembe e Chaquisse	SPMConsult Schmidt SE
1.4.2	DCI	Assisting INE in informatics and the CSPro part of the IOF module of the	09-28 - 10-16	3	weeks	MZ:2015:07	DCI Balate e o equipe de IOF	Scanstat Abelseth NO
1.4.2	DCI	Assisting INE in quality control and final weights of the IOF module and	2015- 10-12 - 11-02	3	weeks	MZ:2015:08	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.	2015- 10-19 - 27 & 12-02 - 11	3	weeks	MZ:2015:09	DCI Balate e o equipe de IOF	Scanstat Lundgren SE
2.2.1	DICRE	Planeamento e Gestão Estratégica: Results Based Management	2015-12-07 - 11	1	week	External	DICRE Tembe e Chaquisse	SPMConsult Schmidt SE

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

Statistical cooperation in **Lesotho, Namibia and Mozambique**

Over the years, Statistics Sweden has been active in a number of African countries. We asked **Ms Ndamona C. Kali**, Director of Economic Statistics in Namibia, **Dr João Dias Loureiro**, Presidente do Instituto Nacional de Estatística in Mozambique and **Ms Liengoane Lefosa**, Director of Statistics in Lesotho what this has meant for their countries and about the statistical cooperation projects that have been conducted.

There were two different projects in Lesotho, says **Ms Liengoane Lefosa**. The first, from 1986 to 1995 was funded by Sida and the second, from 2000 to 2002, by the European Union. Cooperation has been going on for more than 10 years.

Ms. Ndamona C. Kali: – In **Namibia** cooperation started in early 1993. The Swedish Government decided in 2003 that it was time to phase out the conventional bilateral development cooperation by 2008 and introduce more broad-based cooperation with the Namibian government. Some remains of the funds that were provided under the cooperation project were used for capacity building for the Population and Housing Census in 2011.

– The Swedish support in **Mozambique** has been going on for close to 20 years. In fact, the National Statistical Institute of Mozambique and Statistics Sweden have relations even going back to the time before we were established as an independent institution in 1996, says **Dr. João Dias Loureiro**.

Statistics Sweden contribution

In **Lesotho** there was a resident team leader and a resident adviser on economic statistics. In addition, there were many short term missions in various areas as well as study tours to Statistics Sweden. **Ms**

Liengoane Lefosa: – Importantly, the Bureau of Statistics (BOS) could draw on the vast experience of the Statistics Sweden.

In **Namibia** the main objective of Swedish support was to enable the development of its statistical capacity. The specifically identified areas at the time were statistical institutional development anchored on the review of the Statistics Act and the development of the operational structure of the office. Specific subject matter areas i.e. Data processing, National Accounts and implementation of household Programs were essential components of the cooperation projects. As a result, Sida has over the years provided substantial grant support to the Central Bureau of Statistics in agreed areas of cooperation.

In **Mozambique** Statistics Sweden has contributed with ideas and TA (technical assistance) in the form of short and long term advisors within all fields of a modern NSI, including institutional issues, as part of the TA strategy. **Dr. João Dias Loureiro:** – In the early phases the presence of external TA was heavy, but this has gradually been reduced as national staff has assimilated the techniques and practices that are synonymous with quality and commitment.

Statistics for development

Ms Liengoane Lefosa, Lesotho: – I want to illustrate with two examples. First, a comprehensive household income and expenditure

survey was conducted for the first time in 1987 and has then been followed by others. These have been important to monitor the effects of social policies and, after 2000, the progress regarding the Millennium Development Goals. Second, Lesotho has received support from the US Millennium Challenge Corporation, which required indicators to monitor the progress of the support. Lessons learnt regarding household surveys have been very important.

Support in **Namibia** was fundamental for both capacity building and statistical production during the entire period, says **Ms. Ndamona C. Kali**.

– Timely statistics of quality are important for the development of **Mozambique**, helping the government, the private sector and the general public in acting for the present and planning for the future, says **Dr. João Dias Loureiro**, who finalises with: – After all these years the direct influence from Statistics Sweden is being gradually phased out and we now feel confident that we can advance mainly relying more and more on our own internal resources.

But of course we will continue to meet Statistics Sweden as colleagues and friends, sharing the vision of a global use of statistics for the good of all.

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< <http://www.scb.se/en/About-us/Statistics-Swedens-cooperation-projects-around-the-world> >