



STATISTICS
DENMARK



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Status Report
from
LTA Consultant in Institutional Capacitation
regarding the period

1 January – 31 December 2012

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

Contents

Summary in English.....	3
Resumo em Português.....	4
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.....	5
2. Design and produce plans, manuals and work and training methods, as well as organising seminars and training programmes.....	6
3. Assist in the establishment of an integrated database management system and management information systems.	7
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.....	8
5. Undertake other activities that may be defined by INE.	10
Annex 1 - Scanstat Short Term Advisory missions to INE during 2012.....	12

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.

The idea is to assist INE in its efforts to ensure the development of an efficient planning, management, monitoring and evaluation system for SEN in close cooperation with national and international partners.

The consultant has during the year advised the management of INE regarding matters relating to institutional capacitation, and has mainly been working with:

- The Directorate of Integration and Statistical Coordination (DICRE), reporting to the director, to whom the consultant is accountable, according to the subject in question.
- And the Directorate of Administration and Human Resources (DARH), reporting to its 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 2012 can be seen at the end of this document.

Resumo em Português

Nos Termos de Referência para o trabalho presente destacam-se a de facilitar para o INE atingir os seguintes objectivos estratégicos específicos do INE / SEN mas, não se limitando a:

- Elevar o nível de conhecimento, consciência, hábitos e práticas estatísticas para o desenvolvimento nacional.
- Facilitar a construção e manutenção de soluções robustas de sistemas e tecnologias de informação e comunicação para recolher, partilhar, aceder e disseminar informação estatística, assente numa arquitectura de gestão de bases de dados e Internet.
- Estimular um ambiente de alta motivação, gestão e treinamento do pessoal.

A ideia é de ajudar INE em seus esforços para garantir o desenvolvimento de uma gestão eficiente de planeamento, monitoramento e avaliação do sistema do SEN, em estreita cooperação com parceiros nacionais e internacionais.

O consultor tem durante o ano assessorado a gestão do INE sobre questões relativas à capacitação institucional, e tem estado a trabalhar principalmente com:

- A Direcção de Integração e Coordenação Estatística (DICRE), subordinando-se ao respectivo Director, a quem, também prestará contas, em função das matérias em causa.
- E a Direcção de Administração e Recursos Humanos (DARH), subordinando-se ao respectivo Director, a quem prestará conta.

Em função dos assuntos, o consultor também articular-se-á com as outras Direcções dos Serviços Centrais e demais serviços do INE e SEN.

Áreas de responsabilidade:

1. Assistir o INE no desenvolvimento dum sistema eficiente de planeamento, monitoria e gestão geral, de recursos humanos, financeira e patrimonial; gestão de qualidade e formação de pessoal.
2. Conceber e produzir planos, manuais e metodologias de trabalho e treino, bem como orientar seminários e programas de treino.
3. Assistir no estabelecimento dum sistema integrado de gestão de bases de dados e sistema de informação de gestão.
4. Assistir na definição e gerir programas específicos a serem realizados por consultores de curto prazo que venham a ser definidos nas várias áreas.
5. Realizar outras actividades que venham a ser definidas pelo INE.

A seguir uma descrição das actividades onde o consultor esteve envolvido. Os relatórios das missões de consultoria de curto prazo referidos são encontrados no [INE Intranet](#) e no www.dst.dk/mozambique.

A lista de missões STA de Scanstat 2012 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.

A Human Resources Development Strategy

A proposal of a Human Resources Development Strategy has been elaborated as an annex to the SEN Strategic Plan 2013-2017. Without doubt an efficient human resource management is critical to the implementation of the Strategic Plan as it is necessary to ensure an alignment of objectives and goals with available human resources. Human resources should be looked upon as a competitive advantage and its performance constitute a value added to the INE / SEN. Human resources management of course also has to comply with the Statute of General Staff and State Agents (EGFAE) and other specific legislation in force in the Mozambican civil service.

Thus the strategy for Human Resource Development includes matters relating to recruitment, integration, training, promotion and progression, relocation, performance evaluation, commitment and welfare to ensure guidance, support and control in compliance with the guidelines outlined in the Strategic Plan. It is noteworthy that the role of Human Resources, assumes the role of a strategic partner - not only in formulating strategies regarding the functioning of INE, but also in implementing the strategies through a series of internally consistent activities. The aim is to have competent people, committed to the objectives of INE/SEN targeted at customer satisfaction. One important tool in implementing the strategy is the National Statistics School, ENE.

Planning

The Planning Manual described a year ago has been the base for the development of the Strategic Plan 2013-2017 within the 5-year planning cycle if INE / SEN has been of great value for the work on the next Strategic Plan 2013-2017. The manual have been translated into English making it possible to discuss it with other NSOs within the region. It begins like this: *“The present Planning Manual is a guidance document for implementing the planning cycle of the National Statistical Institute (INE) and the National Statistical System (SEN) as a whole and is the result of a systematization of existing routines adopted by national statistical agencies for the planning and monitoring of their activities. The purpose of the manual is to promote the planning cycle as a principal cornerstone in the development of the statistical system in Mozambique.”* More components to the planning manual will be added in the future.

INE is actively taking part in the regional and international context. SADC has for example been actualising its Statistics Strategy “promoting regional integration by making available relevant, timely and accurate statistics that is used beneficially for policy formulating, decision making, and general use”. A task force composed by the SADC Secretariat and the

SADC Member States of DR Congo, Lesotho, Mozambique, Mauritius, South Africa and Tanzania has been guiding this work, with INE Mozambique as chair. (The SADC Regional Strategy for Development of Statistics 2013 – 2018 was approved at the Maputo SADC meeting in March 2013.)

The Strategic Plan for Statistics in Mozambique 2013-2017

The elaboration of the Strategic Plan 2013-2017 did not imply as wide-ranging changes as the previous plan. Rather, the experience of the former period was consolidated and the good things retained and further developed. At the same time every effort was made to anchor the plan firmly among producers and consumers of official statistics in Mozambique.

A draft preliminary strategic plan was presented at the end of February 2012. Stakeholder participation had to be given time and if rushed the whole idea might be spoiled. At INE a central group for the elaboration of the strategic plan had been set up. Members were staff from the planning department at DICRE, the management of DICRE, the Human Resources directorate DARH and the Scanstat consultants. The Strategic Plan for Statistics in Mozambique 2013-2017 was presented on a High Counsel of Statistics meeting in July.

Common Fund

The Common Fund has now been up and running since 2008. Two Partnership Committee meetings have been held during the year 2012. The Annual Report 2011 has been presented, including activity and financial reports. Preparatory technical meetings have also been held. Participants at the Partnership Committee meetings have been the INE Presidency, Directors and advisors and from the cooperating partners Canada, Denmark, Italy, Norway, Portugal, UNFPA and UNICEF. The Memorandum of Understanding governing the Common Fund activities was made for the period 2008-2012 and is at the moment being actualized for the period 2013-2017. A Technical Committee under the Partnership Committee is formed.

Since the problems of the European economy have forced both Italy and Portugal to leave the INE Common Fund it has been necessary to discuss how to secure a long term financing of the statistical activities. It is a situation where an adequate solution has yet been found.

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 recent 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. The processes in GSBPM are in fact very similar to the steps (chapters) that are trained in the courses STAC, Statistics in Action, that Scanstat has been given several times here at INE (and all over the world). This similarity is not just accidentally as both GSBPM and STAC are describing the same reality of producing statistics. INE is planning to develop its own short term general course, *Estatísticas em Acção*, ESTAC, to be given at the National Statistics School. The course will be built on the INE/SEN Quality Manual and act as one channel for the dissemination of the manual in a practical and efficient way.

Short-term training in Management, Leadership and Motivation

Often it is important that the assistance given is very well founded in the reality of which the INE employees are working. Thus for a short-term training in Management, Leadership and Motivation for INE Provincial Delegates and their Heads of Department a local consultant firm was hired in December. The course included a total of 25 participants and had a workload of 35 hours of lessons during one week. The following modules were developed: Management Functions, Human Resources Management, Financial Management and Assets Management.

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 and with yearly follow ups on real production. The Ministry of Agriculture has created a master plan for agricultural statistics (approved by the High Council of Statistics in November) that now is being 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.

Virtual Servers

Scanstat has helped INE with specifications for new server equipment that was bought locally in Maputo. Unfortunately the IT specialists at Statistics Denmark that were supposed to assist with the installation of the equipment and related software were not available at that time and

the installation of the equipment was delayed for around 6 months. Scanstat has now hired a local firm to do the installation with the option that the IT specialists from Statistics Denmark can come here to verify the work afterwards, if needed.

Modernising the ITC environment at INE

A Canadian firm was hired directly by the Canadian Cida to do a consultancy assessing how statistical information is stored at INE in different formats, and how this can be harmonized to facilitate the analysis and dissemination of official statistical information. The consultancy also looked on the appropriateness of the current IT organizational structure, staffing and training needs to determine if it is still optimally organized 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 summary of the findings, proposals and suggestions given by Scanstat during the years and contains a condensed (but still 132 pages) proposal on how to modernise ICT at INE during a 5-year period. As most of the activities proposed in the report already were foreseen while the SEN Strategic Plan 2013-2017 was made there is room for them in the budgeted 5-year action plan of the strategic plan (in condition that INE will have the Strategic Plan fully financed). It is now important for INE and SEN to really approve the momentum gained and set up an organisation that is able to implement the proposed changes without disturbing current work too much. It is also important to realize that ICT is not only 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.

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 2012. In April he was here to assist in organising the results of the Annual Enterprise Survey for the revised national accounts, the main task of the mission. But he also assessed the production accounts for household enterprises by economic activity derived from the Household Budget Survey (HBS) 2008/09. Mr Redeby helped to look over the preparations of the results of the 2007 population census for use in the revised national accounts.

The April mission coincided with a mission by Mr Søren Netterstrøm, IT-expert from Statistics Denmark (also retired) who has programmed the database, NADABAS, which the National Accounts at INE uses. Mr Netterstrøm assisted INE staff in improving and consolidating the new version of NADABAS. This also included setting up a system for the quarterly GDP-estimates.

Foreign Trade

Hans Kristian Østereng from Statistics Norway and Krassimira Jeneva from NSI Bulgaria, were here in October/November making continuation of the Foreign Trade System program. This time as a follow-up of the mission that took place in 2011. Since 2011 the customs have significantly changed their system, which has impact on both data and metadata. The situation and achievements since the last mission were analyzed. Together with INE staff error lists for the 2nd quarter 2012 were made, and error analysis and correction work started. Revision of the metadata and catalogues was made as well as error correction and handling of errors, improving price controls including the weight & quantity information. The SPSS programs were renewed and updated.

The recent initiative on development of the SADC Regional Strategy for Development of Statistics is interesting for as SADC allocates top priority to development of Foreign Trade System harmonisation. This cooperation could result in a big push for INE, reaching an international quality level within the area. It could even make INE Mozambique the focal site of excellence regarding Foreign Trade Systems together with Zambia. In that case Scanstat would be most pleased to assist in the further development of the area.

INCAF - The Continuous Multi-purpose Survey

After years of search for a way of deliver more updated and useful information on household level INE finally decided to use a Continuous Multi-purpose Survey concept that will give a better understanding of living conditions, both rural and urban, in Mozambique. The survey is called INCAF which is an acronym for *Inquérito Contínuo aos Agregados Familiares* and have the following advantages compared to traditional household and labour force surveys: It will promote faster dissemination of statistics by updating annual standard publications and quarterly trends, something that also will create increased user awareness. Synergies in output will be created due to better comparability within the total database, not only for the background variables. As it is a permanent survey instrument it also contains more flexibility to include upcoming needs. A stable field organisation and standardisation of all other processes is supporting higher quality of statistics produced. And in the long run (with the first year 2012/13 being an exception) it will lower the costs for household surveys due to less planning and training.

Scanstat has had three mission supporting INE in the setup of INCAF. Two of them regarding methodology and content were made by Mr Lars Lundgren (in May and October) and one regarding the setup and programming of the IT systems for collection (using PC-tablets) was made by Mr Julio Ortúzar during 6 weeks (August to October) .

(It has taken some time to shape the production process but the results from the first quarter of INCAF - July to September 2012 - has now just been released - February 2013).

The Statistical Yearbook on iPad

New technologies are creating new possibilities to disseminate statistics meeting the challenges of accessibility and timeliness. In many cases these new technologies are not more expensive than traditional means of distribution. An example of this is statistics distributed by SMS that in theory could be accessed by most of the more than 5 million mobile phones within Mozambique even if the devices are of the lower end of sophistication. At the other end there also is an increasing number of smartphones and other advanced reading and communicating devices used by high volume users of statistics. One of those reading devices is the iPad on which Statistics Sweden now for the third year has published its yearbook. Taking advantage of this INE made a pre study on how the INE yearbook can be transferred into an iPad application this year and how personnel from INE can do the work for the years to come.

The first transfers of the Yearbooks 2010 and 2011 to the iPad were important but the next phase where INE staff does the work themselves is even more important. Various models are possible for this second step, ranging from building a learning module to offer on-site training. One possibility is to learn the development from scratch. Another is to let Isolve develop a simple model where INE easily can insert images and text, and from this create the future yearbooks.

The INE *Anuário 2010* and *Anuário 2011* can now be downloaded from the Apple App Store.

5. Undertake other activities that may be defined by INE.

Participating in INE meetings

The CCRINE is the INE internal advisory board that meets on a monthly schedule to discuss the activity and financial reports regarding the previous month, actual plans and any other for INE important task. Participating is the Precedency, 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 Precedency, the Directors, the DPINE Delegates, the ODINES, special invited institutions and the Scanstat long term consultants.

Participating in working groups

The group for creating the SEN Strategic Plan 2013-2017 has been very active during the year and has taken a lot of my work hours. Subgroups have been formed to further specify strategies for Monitoring and Evaluation; Human Resources Development; Information Technology; and Publishing.

The project

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. There is also space for up to 384 weeks of short term technical assistance covering all aspects of a modern NSO in a developing country. The value of the contract is on up to 145 million of Mozambican Meticaís (approximately 3.8 million Euros) depending on the amount of short term technical assistance weeks that will be used.

Maputo 2013-03-11

Lars Carlsson

Annex 1 - Scanstat Short Term Advisory missions to INE during 2012.

Assistência Técnica de Curto Prazo de Scanstat 2012

Cód.	Direcção	Assistência de Curto Prazo (Areas)	Período	Duração	Situação actualv / relatório	Contra-partes	Consultores	Financiamento
1.3.1	DCNIG	Contas Nacionais; Apropriar os resultados do IAE 2009 para o novo ano base de 2009	2012-04-16 – 27	2 semanas	MZ:2012:03	Saide Dade	SCANSTAT Redeby SE	PAAO12
1.3.1	DCNIG	The use of NADABAS for quarterly National Accounts	2012-04-16 – 27	2 semanas	MZ:2012:04	Saide Dade	SCANSTAT Netterstrøm DK	PAAO12
1.4.2	DCI	Integrated Household Surveys System and INCAF- The Continuous Multi-purpose Survey - Preparations	2012-05-07 – 25	3 semanas	MZ:2012:05	Arão Balate	SCANSTAT Lundgren SE	PAAO12
3.1.1	DICRE	Anuário Estatístico ao iPad	2012-05-10 – 07-10	4 semanas	MZ:2012:06	Cirilo Tembe	SCANSTAT iSolve AB SE	PAAO12
1.4.2	DCI	INCAF - The Continuous Multi-purpose Survey - CSPPro	2012-08-27 – 10-05	6 semanas	MZ:2012:07	Arão Balate	SCANSTAT Ortúzar CL	PAAO12
3.1.1	DICRE	Study visit to Statistics Sweden regarding new technologies for publishing, combined with the participation in the PC-AXIS reference meeting 2012	2012-05-28 – 06-01	1 semana	MZ:2012:08	Anselmo Nhane, Paulo Matusse	SCANSTAT SCB/KOM SE	PAAO12
3.1.1	DICRE	Short-term work at the ITC-section of INE/DICRE	2012-10-01 – 12-31	12 semanas	MZ:2012:09	Cirilo Tembe	SCANSTAT Arão Saranga MZ	PAAO12
1.4.2	DCI	INCAF - The Continuous Multi-purpose Survey - First round results	2012-10-15 – 27	2 semanas	MZ:2012:10	Arão Balate	SCANSTAT Lundgren SE	PAAO12
1.3.5	DESE	Comercio Externo, ajustar e finalizar a sistema	2012-10-22 – 11-02	4 semanas	MZ:2012:11	Azarias Nhanzimo	SCANSTAT Østereng NO, Jeneva BU	PAAO12
1.3.1	DCNIG	Contas Nacionais; Apropriar os resultados do IAE 2009 para o novo ano base de 2009	2012-11-26 – 12-07	2 semanas	MZ:2012:12	Saide Dade	SCANSTAT Redeby SE	PAAO12
4.1.1	DARH	A short-term training in Management, Leadership and Motivation for INE Provincial Delegates and their Heads of Department	2012-12-17 – 21	2 semanas	MZ:2012:13	Leonette Mabjaia	SCANSTAT Proforge Lda. MZ	PAAO12

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