



STATISTICS
DENMARK



Statistisk sentralbyrå
Statistics Norway



Statistiska centralbyrån
Statistics Sweden

MZ:2008:03

Mission Report

from a short-term mission on Mainstreaming sector statistics in the national strategy for the development of statistics

16-27 June 2008

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

Ms Norah Madaya



Instituto Nacional de Estatística

Norah Madaya
Uganda Bureau of Statistics
nmadaya@yahoo.com / norah.madaya@ubos.org
Off: +256 41 707000/4
Cell: +2567724255

Table of contents

1	EXECUTIVE SUMMARY	5
2	ACTIVITIES DURING THE MISSION	8
3	RECOMMENDATIONS	10
	APPENDIX 1. Persons met.....	13
	APPENDIX 2. List of Literature.....	14
	APPENDIX 3. Programme for the Mission	15
	APPENDIX 3. Programme for the Mission	15
	APPENDIX 4. Terms of Reference.....	16
	APPENDIX 5. The Road Map	20

List of abbreviations

DICRE	Director Integration, Coordination and External Relations
INE-DT	INE Design Team
INE	Instituto Nacional de Estatística, Mozambique
ISWT	Inter Sector Working Teams
Non ODINES	Not Delegated Institutions
PE SEN	Plano Estratégico do Sistema Estatístico Nacional
Scanstat	Consortium between Statistics Denmark, Statistics Norway and Statistics Sweden
SSDS	Sector Strategy for Development of Statistics
PARPA	Plan for the Reduction of Absolute Poverty

1 EXECUTIVE SUMMARY

INE designed a five-year strategy plan (Plano Estratégico do Sistema Estatístico Nacional 2008-2012) (PE SEN) which has been approved by the High Council of Statistics as a guide for the work of (Sistema Estatístico Nacional) SEN. The plan has the objectives to ensure that the system:

- Responds to the users statistics needs on population, economy, society, gender and environment structure and trends, and promote the use of official statistical information.
- Creates capacity for statistics production at district and municipality level that responds to the needs of governance processes and local and national development.
- Strengthens statistical production with respect to new technologies and methodologies, innovation, inter-institutional coordination, appropriation of administrative registers and reducing the response burden of data suppliers.
- Enhances institutional capacity in face of the new challenges imposed by the users.

In addition, INE has developed a five-year operational plan (2008-2012) for the SEN including the annual activity plan 2008. Due to variations in planning horizons between INE and the delegated institutions, an effort is underway align them is underway to create sector strategies for development of statistics. These should be aligned to the Plano Estratégico do Sistema Estatístico Nacional -2008-2012, (PE SEN).

INE is mandated to coordinate and supervise the national statistical system, and has delegated (ODINES) the function of production and dissemination of statistics to some agencies in the SEN. There are also agencies that are not delegated (Non ODINES) but are generating statistics for own internal Policies and programmes, informing the PARPA and the Millenium Development Goals (MDGs). Above all, the proliferation of data producers even among NGOs and the private sector cannot be under estimated.

INE has made commendable progress towards mainstreaming sectors into the SEN. This has however been inclined to the ODINES. Whereas this is a strategic advancement, the gaps and challenges in both ODINES and non ODINES which provide statistics for compilation of national accounts, and the Statistical Year book need not be overlooked. The government and the public use trust this information for planning, decision making and monitoring the national development framework.

Although the PE SEN implementation may emphasise INE priorities and those of the ODINES, it is important that non ODINES also benefit from the planned interventions that address;

- Development of common institutional procedures for coordination, collaboration and cooperation
- strengthening of statistical skills through a comprehensive training strategy,
- improving organisational arrangements and structures
- reviewing methodologies and quality assurance,
- promoting adherence to standard concepts and definitions, and,
- promoting data bases and defining meta data etc.

This mission concentrated on supporting the design of ‘zero’ draft or review Sector Strategies for Development of Statistics (SSDS). In totality, a sum of eight (8) delegated (ODNES) and non – delegated sectors (Non ODINES) that produce statistics were involved including the Ministries of Labour, Interior, Tourism, Science and Technology, Transport and Communication, Revenue, Fisheries, and Public Service. The ministries of Education and Health joined towards the end of the mission.

The consultant initiated the design of ‘zero’ drafts of sector strategies for the development of statistics in 8. To instil ownership and ensure continuity of the process an internal INE Design Team was constituted and participated in the sector by sector review process alongside the consultant. The Design Team was empowered with skills in statistical planning to enable them support sectors after the mission. INE leadership committed itself to officially appoint the team with clear Terms of Reference for the assignment.

Major recommendations

The zeal and enthusiasm created during this mission needs to be sustained by the coordinating agency (INE). This could be achieved if;

- there is political will from INE leadership and the sectors.
- the proposed structures that could facilitate stronger coordination and collaboration are operationalised.
- INE recognizes the unique variations in sector statistical systems and sets standards for data production focusing on harmonization of efforts to ensure production of quality and reliable statistics to support the various parts of the PARPA.
- the DICRE together with the officially affirmed Design Team are committed to provide technical support to the SSDS design process, and,
- the milestones in the road map are dutifully adhered to.

INTRODUCTION

This report is by Ms Norah Madaya (Consultant) on a second mission to INE on mainstreaming sector statistics in the national statistical system by supporting the development of Sector Strategies for the Development of Statistics in specified agencies. Earlier work focused on introducing the concept of sectoral mainstreaming in the PE SEN. INE has supported statistical development in the delegated sectors to produce and disseminate quality data. While some like the Ministry of Health and Education are making steady progress, others are yet to catch up. There are also key sectors in the SEN that are not delegated but are very keen to improve their data production and provision of credible and reliable statistics. This if left an attended to may have impact on planning and policy formulation across government.

The earlier mission (November 2007) was intended for the Consultant to give the various parts of SEN an input on how to organize the statistical sector strategies in a practical and structured way. It involved creation of awareness on the concept of 'mainstreaming sector statistics' in a workshop attended by key line ministry representatives and INE. This was summed up by institutional visits conducted to most sectors that produce statistics to meet the Directors for Planning and the Economy for buy in. They were further advised to constitute Sector Working Teams for Statistics and start to think strategically about how they would like to develop statistics in their sector. The mission was concluded with a briefing note to the Vice President and the President, and a feedback to all visited sectors.

The consultant recognizes the important role the INE DICRE has played in ensuring effective planning for all programmed activities by producing the Annual Statistics Plan matching financial provisions to the set of activities with clear outputs. This approach makes monitoring and evaluation of projects efficient. A similar approach could be adopted to monitor sector activities as well once the SSDS have been approved.

The consultant made reference to earlier mission reports by Prof. Ben Kiregyera, David Megill (2003-4), the PE SEN, and some Sector Statistics Strategies (2006), and other literature.

This mission has focused on the design of some Sector Statistics Development Strategies (SSDS) with sectors in practical way. In addition, the consultant is required to propose mechanisms for furthering this process.

I wish to express my appreciation to all officials from INE (Destina Uinge (DICRE), Lars Carlson (ScanStat Advisor), Paulo Mabote, Sandre, Leonete, Laura and Beatrice) and focal persons I met from the different sectors for the kind support and valuable information which I received during mission in Mozambique, and which highly facilitated my work.

This report contains my consultant(s) views, which do not necessarily correspond to the views of Danida or INE.

2 ACTIVITIES DURING THE MISSION

The Terms of Reference to this mission was adopted and the programme of work was discussed and agreed upon by the consultant, INE-DICRE and the Scanstat Advisor with minor alterations.

INE had earlier (March 2008) conducted a dissemination workshop of the PE SEN. The workshop was overwhelmingly attended by all invited sector representatives including ODINES and Non ODINES. INE's role and the development of the PE SEN was highly appreciated by the sectors and raised more enthusiasm on the part of sectors to strengthen their statistics functions.

This mission is a follow up of the earlier work in November 2007 and builds on the relationship INE has developed in the SEN. The earlier briefing note and mission report contained recommendations and activities for follow up. However, due to the magnitude of work and limited staff in the coordination function there was minimal follow up with the sectors.

To proceed in a more pragmatic and systematic way, the consultant initiated the constitution of an informal INE Design Team (INE-DT) to participate in the process to allow for continuity of the process. The INE-DT was informally assigned tasks to support the design process but need formal Terms of Reference from management to carry on the task after the mission. The constituted team is comprised of representation from the key mandated statistical functions INE as follows;

- 1) Coordination and Management (3) Destina and Paulo
- 2) Statistical Production for Economic and Social Statistics - (2 (Sandre and Laura)
- 3) Capacity Building (Leonate), and
- 4) Information Technology – Beatrece, and Scanstat – Carlson Lars

Consultations and presentations

I. Overview of the mission programme

At the beginning of the mission, detailed briefings were given to the Consultant by the INE-DICRE and the Scanstat Advisor. This enabled the Consultant to identify the entry point to the assignment. The mission adopted a practical approach to designing of the SSDS. The initial interaction with the sectors involved a presentation on the process and steps of designing a SSDS.

II. Overview of the SSDS design and strategic planning process

This was followed by a mini-training of the INE-DT about the Strategic Planning Process. This was intended to empower them with strategic planning skills to understand and confidently support sectors. Appended is the programme of the mission, presentations and outline followed in the SSDS design discussions.

III. Guidance to sector persons to design SSDS

The consultant scheduled meetings to discuss on a sector-by-sector basis about the SSDS design. The objective of the one to one interaction with focal persons was to enable them understand the task, identify the appropriate information, and

design realistic strategies. This approach builds confidence, strengthens linkages and increases ownership of the process. (See schedule of the meetings below).

SCHEDULE OF MEETINGS

Time	Friday 20/6/08	Monday 23/06/08	Tuesday 24/06/08	Thursday	Friday
08:30- 11:30	Science & Technology	Fishery	Tourism	Public Service	Briefing of INE President & Vice President
12/13: 15:30	Interior	Transport	Labour	Revenue Receiver	Feedback session

The consultant made suggestions for improvement towards preliminary draft '0' presented. The observations and improvement measures to be made in the drafts are appended but the cross cutting areas of concern to all include;

- i. The mandate analysis should be revisited as it determines the mission statement for the statistics system in the respective sector.
- ii. The vision and the mission should be examined and aligned with that of the overall framework (PE SEN).
- iii. Develop strategic objectives and make clear distinction between strategic objectives and strategic issues.
- iv. Three important components in the SSDS document must be articulately developed:
 - Coordination and management of statistical system
 - Statistical programme over the plan period.
 - Statistical capacity development and strengthening.

Shortcomings

The major but expected shortcoming was the limited staffing in the coordination function which was mitigated by the constitution of the INE-DT, and hosting all the mini sector meetings in INE.

Specific observations

INE has made commendable effort towards the implementation of the PE SEN ie. the printed annual statistics plan, the signing of the MoU by development partners, and participatory discussions of the budgets in INE; the move towards the establishment of the statistics training school etc. However from the discussion with the sectors and the INE-DT, the following issues were noted;

- Sector indicators are not clearly defined in the PARPA document save for Health, Education, Labour etc. These need to be defined in line with regional and international development frameworks e.g. ILO – Labour, FAO- Agriculture etc

- Advocacy for statistics has not been emphasised and therefore the link between Users and Producers is weak. There is limited user demand for statistics in some sectors.
- The current SEN does not cover activities of Non-ODINES. There is need to re-think of how they can participate actively in the system.
- There are major capacity gaps across most sectors in data collection, processing analysis and management, and quality assurance, save for INE, Education, Health, and the Central Bank.
- Sectors are uncertain about funding for statistics in their sectors (under Necessities budget of the Planning Directorates). They would like INE to initiate discussions with the Ministry of Finance to earmark funds for statistics.
- Staff rotations are regular in the ministries and affect continuity of their internal training cycle – this may call for intervention by the High Council of Statistics.
- There is need for increased mobilisation, advocacy and interaction between INE, the ODINES and Non-ODINES to ensure harmonisation of efforts.
- Sectors as well as some INE staff are not conversant with the INE vision, mission and values.
- The will to participate and support the process among the INE-DT team is high and needs to be sustained. However, they need to be officially assigned by management with clear Terms of Reference to confidently continue with this task, and possibly facilitated to do the work (lunch etc).

3 RECOMMENDATIONS

The inclusion of ODINES in the PE SEN has inspired Non-ODINES to work towards being recognised parts of the SEN. In order sustain this zeal, INE should;

- i) Set up an agenda for re-mobilizing the top managements of the sectors with renewed and sustainable advocacy with respect to:
 - Re-emphasizing the central role of statistics for evidence-based policies and programmes and the importance of having a plan for statistical development especially in the Ministries of Transport, Fisheries, Public Service, Tourism and Revenue.
 - Sector funding to execute the plan.
 - Consideration of the SSDS process a top priority assignment in the planning function in the sectors
 - Use of data (which must be documented) for managing results of the development agenda (PARPA, Sector Policies and MDGs).
- ii) engage the INE-DT to intensively work with the sectors during the remaining part of the year till November. Monitoring meetings of these efforts should be arranged by the INE-DICRE.
- iii) support sectors towards intensifying their pace in designing SSDS and dedicate time for this effort within the set timelines. To facilitate this,
 - The DICRE should be exempted from some activities to dedicate time to this effort. In addition, the (Mr. Paulo Mabote)

in charge of documentation could be officially assigned to support the SSDS Coordination function.

- INE leadership could consider appointing the INE-design Team officially to support the SSDS process up to completion (see road map). – give them Terms of Reference.
- iv) avail the necessary literature for reference during the SSDS such as the NSDS guideline (PARIS21), the PE SEN, and the guide to Mainstreaming sectors in the NSS, as well as the Fundamental Principles of Official Statistics etc.
- v) organise regular briefing and brainstorming sessions for the focal persons at the sectors and INE-DT be organized by the INE-DICRE.
- vi) see to the establishment of sector committees and their proper functioning because they will serve as standing committees for purposes of coordination beyond the development of the SSDS. As of now they are either not established or existing but not defined in the sectors.
- vii) establish mechanisms (Memorandum of Understanding) of ensuring quality data production, use of appropriate methodologies and adherence to standards, reduction on duplication, with non ODINES pending their transition to ODINES. This would commit and encourage them to participate more in the proposed Inter Sector Working Committee, and the revitalised Producer – Producer Committees and Producer – User meetings.
- viii) capitalise on proposed training school to training focal persons first in a Training of Trainers. Modules should cover subject areas with specific coding systems, definitions, analysis, presentations etc and finally,
- ix) ensure the SSDSs are comprehensively developed and cross cutting issues are harmonised. Examples of shared goals and cross-cutting strategies to consider during PE SEN and SSDS implementation are highlighted in Box 1.

Box 1: Areas for developing shared Goals and Cross-Cutting Strategies

- Development of common institutional procedures for coordination, collaboration and cooperation
- Creation of a legal and policy framework that takes into account the requirements of all stakeholders in the SEN
- Development of an SEN-wide financing strategy
- Development of a comprehensive human resource strategy that ensures uniform training, recruitment and promotion procedures for all staff working in the SEN:
- Rationalized use of physical infrastructure and ICT across the SEN.
- Development of coherent management information systems across sectors
- Establishment of a common data warehouse
- Development of a common metadata dictionary

- Agreement about common standards for data quality

Conclusion and Recommendations

The task of SSDS development has been envisioned as a big task by the sectors. For many it's their first encounter with this tool. What is notable is they are eager to learn. All efforts should be put in to conclude this work by the end of November 2008 with the approval of the Higher Council of Ministers.

Given the variations and incompleteness of '0' draft SSDSs presented during the one-one sector discussions, all sectors need to intensify their pace of work and dedicate time for this effort within the set timelines. They should further ensure the following key components are exhaustively addressed namely;

- Mandate and SWOT analysis
- Organizational development (resources – financial, human, infrastructure including re-structuring (where necessary)).
- Coordination and management
- Statistical Programme
- Capacity building
- Vision and mission
- Strategic framework
- Implementation Plan, and the
- Budget

These components must be concretely explained and defined during discussions with their supervisors (Directors, Planning) and key stakeholders. It is also necessary that INE-DT works alongside an agreed schedule with the Sectors to provide technical assistance.

APPENDIX 1. Persons met

Dr. João Dias Loreiro, President of INE
Dr. Valeriano Levene, Vice President of INE
Ms Destina Uinge, INE - Directorate for Integration, Coordination and External Relations (DICRE)
Mr. Amilcar Honwana, Ministry of Science and Technology
Ms. Julia Zita, Ministry of Science and Technology
Mr. Eduardo Oliviera, Director Planning, Ministry of Interior
Mr. Lourenço Antonio, Ministry of Interior
Ms Helga Correia, Ministry of Interior
Mr. Lourenco Antonio Navere, Ministry of Interior
Mr. Sandre Jose Macia, INE - Estatisticas Economicas
Ms. Laura Gomes Duarte, INE - Estatisticas Sociais
Mr. Paulo Mabote, INE - Pessoa de Recursos
Mr. Armindo Mapace, Head of Statistics, Ministry of Labour
Ms. Jacinta A. Flores, Ministry of Labour
Mr. Tomás Juai, Ministry of Transport and Telecommunication
Mr. Leonel Matsomane, Ministry of Tourism
Mr. Tembo Lous Armando, Ministry of Fisheries
Ms. Flora Simao, Ministry of Fisheries
Ms. Rosa Munguambe, Ministry of Public Service
Mr. João Metambo, Ministry of Public Service
Mr. Dinis Nhancune, Revenue Authority
Mr. Augusto Paulo Tacarindua, Revenue Authority
Mr. Ilidio Fernando Buduia, Head of Statistics Department, Ministry of Education
Mr. Sifuva Camilo, Ministry of Health
Ms. Beatrice Saujate, INE - Tecnologias de Informação
Ms. Leonette Mabjaia, INE - Recursos Humanos
Mr. Lars Carlsson, INE - ScanStat

APPENDIX 2. List of Literature

The General Data Dissemination System – Guide for Participants and Users, by the International Monetary Fund, 2007.

Strategic Plan for the National Statistics System 2008-2012, Final Draft (06.08.07)

Program Document for Support to the National Statistical System through the INE Common Fund 2008 – 2012, Mozambique - 6th Draft – September 2007

Mainstreaming sectoral statistical systems in Africa: A guide to planning a coordinated National Statistical System (2007)

Strategic Plan for the Development of Tourism in Mozambique (2004-2013)

Prof. Ben Kiregyera and, David Megill (2007) Evaluation report of the Scandinavian Assistance to Strengthening Institutional Capacity of the National Statistical Institute (INE) (2003-2007)

APPENDIX 3. Programme for the Mission

16 June 2008	Overview and planning	INE-DICRE and ScanStat Advisor
17 June 2008	Meeting with design team Meeting with training team	Leonete & team
18 June 2008	Inter Sectoral Consultative Meeting	INE-DICRE /Consultant/Leonete
19th June	Meeting/training with INE design team on Strategy design Design of road map	Consultant Consultant and INE-DICRE
20 & 23 June 2008	Sector meetings to design SSPS's	Consultant and INE -DT
24 June 2008	Sector meetings to design SSPS's	Consultant and INE -DT
25 June 2008	Report writing	Consultant
26 June 2008	Sector meetings to design SSPS's	Consultant
27 June 2008	Wrap-up de-briefing session with the Coordinator, ScanStat advisor, Vice President etc and the Way forward.	INE-DICRE Consultant
28 June 2008	Departure	

APPENDIX 4. Terms of Reference

TERMS OF REFERENCE

for a short-term mission
on

MAINSTREAMING SECTOR STATISTICS IN THE NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS

--
June 16-27, 2008

within the Scandinavian Assistance to Strengthen the Institutional Capacity of
INE/Mozambique

Consultants: Norah Madaya, UBOS, Uganda

Counterparts: Mr Valeriano Levene, Vice President INE
Ms Destina Uinge, Directorate for Integration, Coordination and
External Relations (INE/DICRE)

Background

In 1996 the Government of Mozambique restructured its planning and finance administration institutions. The National Planning Commission was incorporated into the Ministry of Finance and its Statistics Directorate was transformed into an autonomous institute – INE. The National Statistical System (SEN – Sistema de Estatística Nacional) was created (Law nº 7/96 of July 5) in 1996 and it comprises INE, the High Council for Statistics, Bank of Mozambique and the Co-ordination Council for the Population Census. SEN is coordinated by the High Council of Statistics chaired by the Prime Minister or by a member of the Government. The council consists of the President of INE, representatives from ministries, universities and the private sector.

INE is the central executive body of the SEN and is in a legally binding manner responsible for the overall collection, production and dissemination of statistics in the country within the framework of the SEN. INE is managed in the daily work by the President, and the High Council of Statistics has the responsibility to define the guidelines and the priorities for the statistical production in Mozambique. INE is thus also responsible for the establishment of a National Strategy for the Development of Statistics¹.

INE has delegated authority to specific departments of some ministries to collect and publish official statistics and has so far delegated responsibility to departments of the Ministries of Health, Education, Agriculture, Labour, Fisheries and Science and Technology for certain components of the national statistical system, such as data indicating coverage of health programs, education enrolment figures and annual agricultural surveys. A further decentralised structure is present by the Provincial Branches of INE. Bank of Mozambique is responsible for the balance of payment statistics. INE is placed under the tutelage of the Council of Ministers and is reporting to the Council of Ministers via the Ministry of Planning and Development.

¹ A short description on the concept of NSDS can be seen on www.paris21.org/documents/1406.pdf

The overall development purpose of the activities of INE and SEN is the enhanced use of statistical information for decision-making and provision of information. Among the most important users are public administration and the academic/research community, bilateral and multilateral donor organisations, media, NGOs and unions.

A five-year strategy plan (Plano Estratégico do Sistema Estatístico Nacional 2008-2012) has been approved by the High Council of Statistics as guide for the work of SEN. The plan has the objectives to ensure that the system:

- Responds to the users statistics needs on population, economy, society, gender and environment structure and trends, and promote the use of official statistical information.
- Creates capacity for statistics production at district and municipality level that responds to the needs of governance processes and local and national development.
- Strengthens statistical production with respect to new technologies and methodologies, innovation, inter-institutional coordination, appropriation of administrative registers and reducing the response burden of data suppliers.
- Enhances institutional capacity in face of the new challenges imposed by the users.

On the basis of the strategic plan, a five-year operational plan, the SEN Action Plan 2008-2012, has been elaborated and a revised annual activity plan 2008 is on its way. The delegated parts of SEN have different planning horizons and their strategic plans concerning statistics are of very different nature. To overcome this and to facilitate for the formulation of next SEN strategic plan INE will make an effort already now to assist in creating sector strategies for development of statistics.

Objective

The objectives for the mission are broad and this is the first of the follow up missions that was foreseen. The work has to be looked upon as an initial work to create a stimulating environment for further discussions within each of the sectors that are important for the statistical system of Mozambique. The role of the consultants will be focused on development of Sector Strategies for the Development of Statistics in specified agencies.

1. The main objective of the mission is thus to give the various parts of SEN an increased input on how to organize the statistical sector strategies in a practical and structured way.
2. The different parts of SEN are in different phases of their planning cycle. Thus a secondary objective of the mission is to make an assessment on the corroborative possibilities within the statistical system of Mozambique with the aim to present proposals on how a work of this character could be developed, proceed and be further deepened.

Expected results

The mission is expected to initiate the development of zero draft sector strategic plans - with time-bound and budgeted set of actions, identifying what will need to be done and when.

It should also draft a proposal on actions needed to further develop an Operative plan based on the previous results.

ACTIVITIES

I. Sensitization workshop

- Conduct a one-day sensitization workshop on the National Strategy for the Development of Statistics and the new approach to the design of the strategy using sector strategic plans for statistics as building blocks. Participants should be drawn from main sectors including the Police, Judiciary, Immigration, etc.

II. Conduct follow up visits to the Sectors and initiate formation of sector committees in the respective sectors through sector visits.

Undertake a series of stakeholder consultations to:

- Further assess the current state of statistics in selected sectors, identifying strengths and weaknesses and looking at all aspects of activities from the quality of the output to aspects such as finance and management. (The INE strategic plan document will be a sound starting point).
- Identify all the main stakeholders of the selected sectors and agree processes and procedures for regular consultation.
- Develop a medium-term strategic vision which sets out where the sector statistical system expects to be within the next five to ten years.
- Identify the main priority actions that will be needed to address the weaknesses and achieve the vision. This will generally address at least five areas, including: the regulatory and organizational framework; statistical infrastructure; statistical operations and procedures; human resources; and physical infrastructure.
- Promote the development of zero draft sector strategic plans, with a time-bound and budgeted set of actions, including identifying what will need to be done and when – (prioritized).

Tasks to be done by INE to facilitate the mission

- Elaborate ToR for the mission
- Prepare and supply the consultant with necessary documents and information, such as mission reports, strategies, plans etc.
- Supply good working conditions for the consultants
- Provide a detailed program for the consultations

Consultant

See above.

Main counterparts:

See above.

Timing of the mission

See above.

Language

Portuguese is the working language (especially for the health sector statistics consultant) – but if not possible to find the necessary Portuguese speaking experts within Scanstat translating facilities English/Portuguese will be arranged.

Report

The consultants will prepare a draft report to be discussed with INE before leaving Maputo. The Consultants will submit a final draft to INE for final comments within one week of the experts have returned to work. Statistics Denmark as Lead Party will

print the final version within 3+ weeks of the end of the mission. The structure of the report should be according to Danida format.

The Counterpart has to ensure that the final printed report is written in (or translated to) Portuguese.

These Terms of Reference were prepared by

Day / /

Approved by/in the name of the President of INE

Day / /

Prepared by:

APPENDIX 5. The Road Map

ROAD MAP FOR THE DEVELOPMENT OF SSDS - JUNE-DECEMBER 2008

	TASK	ACTIVITY	TARGET (Range)	ACTOR/S
1	Develop the Zero 'O' draft	<ul style="list-style-type: none"> • Overview of the Strategic Planning process • Documentary Review • Compilation of SSPS draft zero 	18-27 th June '08	Sectors INE –DT INE DICRE Consultant
2	Update draft 0 to draft 1	<ul style="list-style-type: none"> • Conduct internal discussions with sector departments that generate data • Update the draft 0 • Refine strategies, activities and budget 	1-16 th July '08	Sectors Dept representatives INE – DT & DICRE
3	Validate draft among sector stakeholders to obtain draft 2	<ul style="list-style-type: none"> • Conduct a SSPS draft 1 session review (meeting) with key stakeholders of the sector (users & producers) 	17-31 July '08	Sector Stakeholders INE – DT & DICRE
4	Review of SSPS draft 2 by Director Planning	<ul style="list-style-type: none"> • Director planning to review and give comments 	4-15 th August 08	Director Planning
5	To obtain key Stakeholder input	<ul style="list-style-type: none"> • Convene a Stakeholder's workshop to discuss emerging issues: indicators, strategies, and priority issues 	18-22 August 08	Sectors, INE-DICRE
6	Forward final draft to Minister for validation	Approval of the final SSPS	September 2008	Minister
7	Approval by High Council of Statistics	Present SSPS to the High Council of Statistics	October – November 2008	INE - DICRE HCS
	Implementation	Prepared to undertake planned activities	January 2009	Sectors INE

See more in the following Power Point Presentations:

On Strategic planning Mz-2008-03 PPP A Strategic Planning and Management.ppt
Mz-2008-03 PPP A Planificação e Gestão Estratégica.ppt

On Designing Strategies Mz-2008-03 PPP B Designing Sector Strategies for Statistical
Development.ppt
Mz-2008-03 PPP B Desenho da Estratégia Sectorial para o Desenvolvimento
Estatístico.ppt