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SCANSTAT

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



Instituto Nacional de Estatística

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Table of contents

Table of contents	3
0. Executive Summary	6
1. Introduction	7
2. Objectives, aims and strategic choices	7
3. Outputs	9
4. Implementation.....	10
5. Suggestions	11
Appendix 1: Long Term Formal Training.....	12
Appendix 2: Short Term Training.....	12
Appendix 3: Outputs from the programme	12
Appendix 4: Long Term Advisors.....	12
Appendix 5: Short Term Advisor Activities.....	12
Appendix 6: List of Reports	13
Appendix 7: SCANSTAT Supervisory Missions	13
Appendix 8: External Review 2005.....	13
Appendix 9: SCANSTAT Adjusted Technical Assistance 2006-2007.....	13
Appendix 10: ToR for the Joint Committee	14
Appendix 11: Balanço 2003 de Cooperação	14
Appendix 12: Other Relevant Documents and Reports	14

List of abbreviations

BM	National Bank, Mozambique
CEMPRE	Censo de empresas 2002/03 (Business Census)
CO	Scanstat Coordination Office in Statistics Denmark
CPI	Consumer Price Index (In Portuguese: IPC)
Danida	Danish International Development Assistance
DHS	Demographic and Health Survey
DKK	Danish Kroner
DSt	Statistics Denmark
EUR	European Euro
FUE	The Business Register
HIPC	Highly Indebted Poor Countries
INE	Instituto Nacional de Estatística, Mozambique
LFA	Logical Framework Approach
LTA	Long Term Adviser
MDG	UN Millennium Development Goals
NOK	Norwegian Kroner
OGE	Mozambican State Budget
PARPA	Plano de Acção para a Redução da Pobreza Absoluta (Action Plan for the Reduction of Absolute Poverty)
PRODOC	Programme Document (Scandinavian Support Programme)
QUIBB	Questionário sobre Indicadores Básicos de Bem Estar (In English: CWIQ= Core Welfare Indicators Questionnaire)
SCANSTAT	Programme Implementation Party (Consortium made by Statistics Denmark, Statistics Norway and Statistics Sweden)
SCB	Statistics Sweden
SEK	Swedish Kronor
SEN	National Statistical System in Mozambique
SNA	System of National Accounts
SSB	Statistics Norway
STA	Short Term Adviser
TA	Technical Assistance
USD	US Dollars

INE Directorates and Departments:

DARH	Directorate for Administration and Human Resources
....DAF	Department of Administration and Finance
....DRH	Department of Human Resources
DCI	Directorate for Censuses and Surveys
....DCO	Department of Cartography and Operations
....DMA	Department of Methods and Sampling
DCNIG	Directorate for National Accounts and Global Indicators
....DCN	Department of National Accounting and Economic Studies
....IPC	Department of Prices and Economic Trends
DEMOVIS	Directorate for Demographic, Vital and Social Statistics
....DED	Department of Demographic Studies
....DEVS	Department of Vital and Social Statistics
DESE	Directorate for Economic and Business Statistics
....DEBA	Department of Statistics on Goods and Environments
....DESC	Department of Service Statistics and Business Register
DICRE	Directorate for Integration, Coordination and External
relations	
....DCPRE	Department of Coordination, Planning and External
Relations	
....DDD	Department of Dissemination and Documentation
....DISI	Department of Informatics and Information Systems

0. Executive Summary

INE/SEN was celebrating its 10 years anniversary in August last year and has under the decade undergone a rapid development. The present five year plan (2003-2007) is to a very large extent supported by a Scandinavian financed programme.

This report covers primarily the TA component of the Scandinavian programme during the three and a half years that has passed since the programme started in July 2003. It can be concluded that the foreseen activities in the programme document, PRODOC, have been carried out or are well in progress. The capacity building has had a good progress and the tentative activities for the remaining part of the programme, year 2007, are well planned. The coming population census in August 2007 will require a lot of resources and therefore affect the activity level in other areas.

The financing of the INE activities from 2008 and onwards are not determined. They have to consider the present situation and at the same time secure a continued capacity building in a sustainable way.

1. Introduction

The Scandinavian Programme follows the present five-year plan in INE (2003-2007) and will therefore come to an end 31 December 2007. The purpose of this document is to add information and opinions useful for the formulation of a new support programme to follow the present one.

The programme The programme is working on strengthen the National Statistical System (SEN) through the support to The National Statistical Institute (INE) so that it efficiently generates reliable, relevant and timely statistical information as an input to planning, management, monitoring and documentation of Mozambique's economic and social development. This is being achieved through the provision of long- and short-term technical assistance, formal and in-house training and support to surveys and operational activities, assistance in the preparation of key statistical series, urgently required for social and economic planning, management and monitoring. The programme is thus giving continuity to the institutional development of INE. Support to INE is provided by Denmark, Norway and Sweden in the form of a joint Scandinavian institutional support programme in cooperation with the Scandinavian Statistical Bureaux.

The programme wants improve the statistical infrastructure at INE headquarters and at the Provincial Branches. It is focusing on strengthening

- a) **National Accounts**, which bring together most macro-economic statistics in Mozambique and
- b) **Social Statistics** with special emphasis on poverty monitoring.

Important activities in related areas that support these goals have been Management issues, IT & Business statistics

These priorities were defined according to the Strategic Plan for SEN, where quality is set out as priority number one. Within SEN INE has a key position as a statistics producer and according to an assessment made by IMF of INE it is extremely important to build up key competencies within INE.

2. Objectives, aims and strategic choices

The development objectives of the programme are to support the INE 5-year plan (2003-07) and thus make government, donors and the general public able to monitor the socio-economic development and poverty and make well-informed policy decisions in particular concerning the implementation of the PARPA (the Mozambican PRSP).

The programme aims at strengthening INE and its provincial branches (DPINEs). INE, being the National Institute for Statistics, is responsible for the overall production of statistics and has the competence to delegate production of statistics to other institutions.

The three components The programme has three components:

1. Funding of technical assistance through long-term advisers and short-term specialists.

This assistance is progressing according to plans, except for the long term TA in economic statistics that only recently has been recruited.

Table 1: TA Personnel by type and year in person months:

Type	2003 ¹	2004	2005	2006	P2007	Total
Long-term advisers	19	40	44	31	24	158
Short-term advisers	17	15	15	9	10	66
Total	36	55	59	40	34	224

2. Funding of short and long term training programmes for staff at central and provincial levels.

Until now INE has had 6 of its staff returning with Masters Degree, 5 with Licentiate and 5 with Medium level diplomas. A further future 14 Masters, 34 Licentiate and 1 Medium level diploma are presently studying full or part time to fulfill their courses. For further details see Appendixes 1 and 2.

Table 2: Training by type and year in estimated number of person months:

Type	2003	2004	2005	2006	p2007	Total
Long-term training	396	459	459	410	441	2165
Short-term training	51	106	59	80	30	326
Total	447	565	518	490	471	2491

A lot of the Long Term training has been done part time and in parallel with ordinary work at INE. In Short-term training are not included all the courses and English and the On the Job training.

3. Funding of a number of statistical productions and surveys.

The surveys and the publishing have followed plans and the Yearbook has been published every year. More information can be found on the INE Portal.

Table 3: INE output by type and year:

Type	2003	2004	2005	2006	p2007
Productions	BR	HBS	MDG rep, 30 Years	LFS, INFOR, CINSFLU	W & M
Surveys	HBS	LFS	INFOR, CINSFLU	Census Pilot	Census

BR=Business Register (FUE), HBS=Household Budget Survey (IAF), MDG rep= Report on Millennium Development Goals, 30 Years=Statistical Report on Mozambique since independence, INFOR=Informal Sector Survey (financed by the Italian project), LFS=Labour Force Survey, Women and Men in Mozambique, CINSFLU=Survey of non profit entities (NGOs etc), Census=The Census of Population and Housing 2007 (financed outside the Scandinavian programme)

¹ Second part of the year

Strategic choices INE has gone through a very rapid growth focused on the scope of the statistical production. The focus has however during last years shifted somewhat from expansion to consolidation, improving efficiency and quality and gradually phasing out the dependency on external support. The future development is guided by the soon to be adopted five-year plan.

The programme is working on improving the statistical infrastructure at INE headquarters and at the Provincial Branches.

It has set priority on strengthening

- a) National Accounts, which bring together most macro-economic statistics in Mozambique and
- b) Social Statistics with special emphasis on poverty.

These priorities were defined according to the Strategic Plan for SEN 2003-2012.

Problems addressed **Human Resources:** When the programme started the shortage of qualified staff was a problem in respect to implementing the daily work, the censuses and the training of the staff. Now, after three and a half year, the situation is better. The “returnees” from higher studies are being more and more visible and as their general knowledge is combined with our specialised short term training the results are encouraging.

Management: The management system at INE was heavily centralised and this created a bottleneck when it came to implementation of activities. The top management level needed further support in developing the management information systems, including the managerial, planning, administrative and accounting capabilities of INE. Now the different directorates are working more independently calling for more attention on coordination, both between and within the directorates.

Communication: The flow of information within INE at central level in Maputo has improved with the introduction of the Intranet. There is however, still a job to do in terms of establishing habits of using the system. The flow of information between the Provincial Branches and the Headquarter in Maputo can be further improved. The same is valid also for communication between the different entities of SEN.

3. Outputs

Use and quality The main outputs from the Scandinavian programme have been better use and better quality of official statistics meaning that:

Key surveys have been conducted and processed, and reliable economic and social statistics processed according to the INE national plan for the period 2003-2007 - including the HBS in 2003 (finalisation) and the Survey on Labour Force Survey (LFS). The survey on Time Use in 2004 was skipped and the execution of the QUIBB in 2005 was cancelled as the necessary information already was available from the LFS. Support has also been

provided for completion of the Business Census, for maintaining the Business register, incl. specific updating surveys, for execution of price statistics and sector economic statistics relevant for national accounts.

INE staff is now better qualified in key areas as a result of participating in the courses of a specific training programme comprising in-house training as well as formal training. These areas include among others IT and statistical methodology

SEN should by now be a well-coordinated and efficient statistical system with improved management, documentation with metadata, administration and communication, but as the programme mainly has worked within INE it is in general felt that the other institutions within SEN are lagging behind in their development of statistics (there are some exceptions). The coordination of independent institutions is however more easily said than done. This could easily be verified by looking at the difficulties the Scandinavian statistical bureaus have had in this area.

The outputs are discussed in more detail in Appendix 3.

4. Implementation

Implementation strategy

The Scandinavian programme has been providing technical assistance though long-term advisers complemented with short-term international and some local consultants. The programme has also been complementing the INE local budget by supporting the collection of social data for poverty monitoring, economic data for National Accounts, IT equipment, printing, translations, administration, joint activities within SEN training and study visits. The initial programme budget was 10,680,000 EURO and last year Norad added 620,000 EURO for SCANSTAT TA.

For the day to day management of the programme we have a programme director and a deputy that together with a financial manager, a financial assistant, a programme assistant and the SCANSTAT team leader. There is also a coordinating group consisting of the management team plus the department directors having responsibility for budget lines. The highest organ for the programme is the Steering Committee that is meeting 3 times a year. The Steering committee is guided by the ToR, found in Appendix 9, and consists of INE and the participating partners (normally from Denmark, Norway, Sweden, Italy and UNICEF).

The government share of the total INE budget was supposed to increase from less than one third to more than two thirds during the five-year period but it has still not reached that level, and it has also varied a lot between years. To facilitate sustainability, the programme has focused on capacity building (IT strategy, leadership, planning, concepts etc.) more than pure support of statistical production.

The programme was based on the assumption that more participating counterparts would be available for sustainable capacity building – and this came true with the Italian project supporting the Informal Sector Survey and training of DPINEs. The IMF has also been giving general support to Economic

Statistics through their LTA. The World Bank has also assisted with STA on National Accounts.

The governmental contribution of the INE budget continues to be a main risk for sustainable institutional development. The programme itself has however not been at risks as it by itself is providing for the necessary data collection. Donor coordination has been important and worked rather well, especially since the Steering Committee opened up their meetings for all interested parties.

5. Suggestions

- Programme management* Already 2004 INE suggested a clearer distinction between programme management and the daily running, practical part of the program. The programme management has a very heavy work load, since they also have ordinary management tasks in INE and it was again discussed whether it would be possible to ease the workload by having one programme manager solely assigned to this task. In reality the problem was temporarily solved by having the SCANSTAT Team Leader assist more in the daily management of the programme. For next period this ought to be more formalized giving the INE programme management more time to concentrate on their own directorates – without losing the close contact and control of the programme they have now. This could be achieved by the use of a facilitating agency for handling those temporary activities that not are within the ordinary activities of a national statistic institute.
- A series of interrelated activities* In the next period it is important to take further steps for avoiding that INE is split up in various external financed project activities with their own independent project organization, financial system, training, acquisition of material, etc. A unified system would give INE better control of the situation and avoid sub optimizing. A common fund, externals plus OGE (the governmental contribution), is a step in that direction. Another is the full adoption of the new SISTAFE system.
- Support to other institutions* Although INE has developed fine during the years it is clearly seen that several of the other parts of SEN; other ministries, institutions, private establishments and other entities that are producing the inputs to the system do not show the same development. Even a small raise of the general statistical awareness within these institutions would probably give big results for the quality of the whole system. It is therefore proposed that in next period more support should be given to the most important of those other institutions.

Appendixes are direct accessible from within the INE Intranet. They can be sent to other readers upon request.

Appendix 1: Long Term Formal Training

Long Term Formal Training the Scandinavian Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique < [link](#) >

Appendix 2: Short Term Training

Short tailor made in house and external special training, including on the job training within the Scandinavian Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique < [link](#) >

Appendix 3: Outputs from the programme

Short Assessment of the delivered outputs as defined in the programme document PRODOC < [eng](#) > < [port](#) > of the Scandinavian Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique < [link](#) >

Appendix 4: Long Term Advisors

Long Term Advisors within TA for the Scandinavian Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique < [link](#) >

Appendix 5: Short Term Advisor Activities

Short Term Consultancies within TA for the Scandinavian Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique < [link](#) >

Appendix 6: List of Reports

Reports and other Documents related to TA for the Scandinavian Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique < [link](#) >

Appendix 7: SCANSTAT Supervisory Missions

SCANSTAT Supervisory Missions made within the Scandinavian Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique

- [MZ:2006:13; Programme Supervision by Lars Erik Gewalli](#)
 - [MZ-2004-27: Mission by Coordination Office by Lars Erik Gewalli](#)
 - [MZ-2003-22: Mission by Coordination Office by Lars Erik Gewalli and Anja Løkken Stiil](#)
 - [MZ-2003-14: Home Coordinators' Mission by Chris Denell, Lars Erik Gewalli and Elisabeth Gulløy](#)
 - [MZ-2003-02: Scanstat coordination mission to INE by Elisabeth Gulløy and Lars Erik Gewalli](#)
- Plus [MZ-2004-09: Report from a Visit from The Directors Generals and Home Coordination Offices of Statistics Denmark and Statistics Norway by Jan Plovsing, Svein Longva, Lars Erik Gewalli and Elisabeth Gulløy](#)

Appendix 8: External Review 2005

Scandinavian assistance to strengthening the institutional capacity of the National Statistical Institute (INE), Mozambique (2003 – 2007) Report from external review: April 2005 < [link](#) >

Appendix 9: SCANSTAT Adjusted Technical Assistance 2006-2007

Adjusted Technical Assistance to Mozambique's National Statistical Institute (INE), 2006-2007 including additional funding adjusted to available resources < [link](#) >

Appendix 10: ToR for the ~~Steering~~ Joint Committee

2005 Terms of Reference for the Steering Committee for the Scandinavian Joint Assistance to Mozambique's National Statistical Institute (INE) < [link](#) > (in Portuguese)

Appendix 11: Balanço 2003 de Cooperação

2003 Balanço de Cooperação entre o Instituto Nacional de Estatística (INE) e os Institutos de Estatística dos Países Escandinavos (Dinamarca, Noruega e Suécia) com financiamento de Danida, Norad e Asdi < [link](#) >

Appendix 12: Other Relevant Documents and Reports

Most reports from the SCANSTAT part of the Scandinavian programme can be found on the Internet < [link](#) >

The same reports and more documents can be found on the INE Intranet < [link](#) >

For next period the following documents could be of special relevance:

1. The next Strategic Plan for SEN 2008-2012 – Plano Estratégico do SEN 2008-2012
(draft – to be decided at National High Council of Statistics on March 28)
2. The Present Strategic Plan for SEN – Plano Estratégico do SEN 2003-2007
3. The next Activity Plan for SEN 2008-2012 – Plano Estatístico Nacional 2008-2012
(not yet elaborated as it has to wait for the strategic plan to be decided on)
4. The Present Activity Plan - Plano Estatístico Nacional 2003-2007
5. The Evaluation of the present Strategic Plan
(it is presently under elaboration by INE)
6. The Scanstat Program Status Report, February 2007
7. The Scanstat External Review, June 2005
8. Danida External Appraisal of Five-Year Project Proposal for Continued Scandinavian Support, March 2003
9. PRODOC - The project document for the Scandinavian Support Program 2003 - 2007
10. The PARPA II documents

11. Exemplo dum Component Description - estilo Danida - duma programa possível para SEN