



STATISTICS
DENMARK



Statistisk sentralbyrå
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Inception Report

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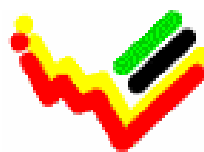
in the frame work of

***AGREEMENT ON CONSULTING IN INSTITUTIONAL CAPACITY BUILDING,
ECONOMIC STATISTICS AND RELATED AREAS***

between

INE and Scanstat

Jesper Ellemose Jensen



Instituto Nacional de Estadística

Jesper Ellemose Jensen
Statistics Denmark
Sejrøgade 11, 2100 Copenhagen Oe, Denmark
jej@dst.dk
+ 45 39 17 33 44

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List of abbreviations

DARH	Directorate of Administration and Human Resources
DCNIC	Directorate of National Accounts and Global Indicators
DICRE	Directorate of Integration and Statistical Coordination
DISI	Directorate of Information Services
DKK	Danish Kroner
DSt	Statistics Denmark
EUR	European Euro
GDDS	General Dissemination Data Standard
INE	Instituto Nacional de Estatística, Mozambique
INE-P	Instituto Nacional de Estatística, Portugal
LTA	Long Term Advisors
STA	Short Term Advisors
MZM	Mozambique Meticaís
NSI	National Statistical Institutes
NOK	Norwegian Kroner
Scanstat	Consortium between Statistics Denmark, Statistics Norway and Statistics Sweden
SCB	Statistics Sweden
SDDS	Special Data Dissemination Standard
SDMX	Statistical Data and Meta data exchange
SISTAFE	Sistema de Administração Financeira do Estado
SSB	Statistics Norway

1 EXECUTIVE SUMMARY

In July 2008 INE launched a tender for the procurement of technical assistance.

The contract was in late August 2008 awarded to the Scanstat consortium. Scanstat is the Statistical offices of Denmark (Statistics Denmark, DST), Norway (Statistics Norway, SSB) and Sweden (Statistics Sweden, SCB). The contract covers two types of activities.

1. The supply of two resident long term advisers. One working with institutional capacity building and one working in the field of economic statistics.
2. A frame work contract for the supply of Short Term Assistance services. The frame work may cover up to 300 weeks of consulting.

The contract was expected to come in to force from 1. September 2008. Unfortunately this proved not to be possible and it finally came into force 1 November. The contract will expire no later than at the end of 2012 funding permitting.

State of play This inception report from Scanstat describes the state of play in the major areas of INE. It identifies various opportunities for fruitful short term assistance. It's descriptions are based on discussion between INE staff, the two long term advisers Julia Cravo and Lars Carlsson and Scanstat.

The midterm evaluation of the former Scandinavian assistance sees this new project as a period of phasing out of the direct external support in a orderly and structure fashion. The contract is now directly between Scanstat and INE and not between Scanstat and external donors.

Budgeting and planning needed INE must therefore now budget and prioritize short term assistance well in advance for the contract to work well for both parties. This could be a difficult but important learning process for all involved. The arrangement will when fully implemented give INE more freedom and better possibilities for defining its own future and implement its strategic plan.

Donor coordination The recently created forum called the Partnership Committee is looked upon as a good initiative to secure that However no real progress or and benefits can be made from this new arrangement if donors out side the common fund now can offers INE software, funds and internal consultants in a coordinated way, avoiding on an ad hoc basis solutions.

Second part of 2009 The need for INE to plan and budget STA activities well in advance together with the late start of the project and the European holiday season means that STA may be difficult to schedule during the first part of 2009. In Chapter 5 of this report there is a short description of activities which needs to be under taken in the next 12-18 months. The long term advisers will on a quarterly basis produce an updated plan of activities.

300 weeks The contract has a ceiling of 300 weeks of short term assistance. Do to the late start of the project and the difficulties with budgeting relevant activities in 2009 this amount of work will most likely not be realized using international consultants only. The use of regional and local consultants in

combination with seminars and study tours will however fill up the rest of the weeks.

- More planning* The need for improved planning and coordination seems to be the central conclusions in all the discussion undertaken. Also the statistical planning could benefit from a closer integration with the financial planning and vice versa.
- Staff and training* Another common and central concern is the lack of staff. Often new staff is under recruitment but it will take both time and training before the new staff can make a contribution. Staff turnover in some aspects tends to erode the effect of earlier training and efforts of technical assistance.
- GDDS* INE's role of coordinating the GDDS in Mozambique seems difficult to DICRE as INE have difficulties in getting the required data and meta data from the other involved institutions. These problems might on the other hand be seen as an opportunity for improving INE's coordination capacity inside SEN.
- ISI satellite conference* If INE is to host a satellite conference to the ISI 2009 about agriculture statistics the Scanstat consortium would like to offer its assistance both in relation to planning, organization and participation.
- Statistics school* The plan for a national School of Statistics seems ambitious and is clearly of the highest priority to INE. Again we would like to contribute in establishing the Schools curricula through the development of courses in applied statistics, like the earlier STAC courses.
- Thanks* I would like to thank all persons meet at INE for facilitating the visit and for making my stay both interesting and professionally challenging.

2 Introduction and background

The Scandinavian country's has been providing assistance and consulting services to INE since 1998. Soon after the creation of INE the first Strategic Plan for the National Statistical System 1997-2002 was adopted and a Twinning arrangement between INE and Statistics Sweden / Statistics Norway began. The absolute first inception report was in fact written by the current LTA Lars Carlsson in 1998.

The cooperation worked out satisfactory for all involved parties and became even more strengthened during next 5 year Strategic Plan for the National Statistical System 2003-2007 when Statistic Denmark joined the group and the Scanstat Consortium was created.

If the first period could be looked upon as a primary strengthening phase of the INE/SEN then 2003-2007 period was more of a consolidation phase backed up by the Scandinavian Program. The program also offered financial support to a big part of INE activities. During the 10 years of its existence INE has developed considerably and is now evaluated as being the 4th best National Statistical Office on the African continent according to the World Bank rating as presented in a newsletter from the UNECA African Centre for Statistics.

The last Scanstat project called: *Scandinavian Assistance to strengthen the Institutional Capacity of the National Statistical Institute of Mozambique* covered the period 2003-2007. Supplementary funding was provided from NORAD in 2006 allowing the project to be continued well into 2008.

In the second part of 2007 and first part of 2008 STA was kept at very low level in order to allow the LTA's to continue as long as possible and also due to the fact that the Population Census that took place during that period was of top priority and a very big strain on INE's resources.

The winding down of STA in the second part of the former contract partially reflects the midterm evaluation from 2005 who stated that INE was close to it's capacity for absorbing that type of technical assistance.

The project finally ran out of funding at the end of August 2008. This prolongation of the activities was only possible thanks to a very pragmatic and constructive approach from the Danish and Norwegian embassies in Maputo. Herby reducing the time gap between the two programs to an absolute minimum.

In July 2008 INE had an international tender for the procurement of technical assistance. The tender was defined in "DOCUMENTO DE CONCURSO Concurso N.º 005/UGEA/ INE/08 **Consultoria em Capacitação Institucional, Estatísticas Económicas e Áreas Afins**" and the "Plano Estratégico do Sistema Estatístico Nacional 2008-2012 (Versão Executiva)".

The contract was in late August 2008 awarded to the Scanstat consortium. Scanstat is the Statistical offices of Denmark (Statistics Denmark, DST), Norway (Statistics Norway, SSB) and Sweden (Statistics Sweden, SCB). The contract covers two types of activities:

1. The supply of two resident long term advisers. One working with institutional capacity building and one working in the field of economic statistics.
2. A frame work contract for the supply of Short term consulting services. The frame work may cover up to 300 weeks.

The contract was expected to come in to force from 1. September 2008. Unfortunately this proved not to be possible and it finally came into force 1 November. The contract will expire no later than at the end of 2012. It was originally planed to have the tender process so early that the new contract could have started 1. July 2008 so there would have been no pause between projects.

3 Implementation and current challenges

The former project was funded directly by Scandinavian aid and development agencies. This shift in funding modality has significant implications for INE and for the services to be provided by the consortium.

The president of INE – Loureiro has outlined the following priorities for INE in the coming years.

1. Processing and dissemination of data from the 2007 Census
2. The 2009 Agriculture Census
3. Study of living conditions through the Household Budget Surveys
4. Strengthening of the districts statistics
5. Establishment of the Statistical School

This means that the long term consultants in their work should focus directly on achieving these results in addition to what's directly stated in their respective terms of references.

The modality of the technical proposal prepared by Scanstat was that the two resident adviser should be supported by short term experts sourced primarily from Scanstat's parents organizations, but also from other National Statistical Institutes and locally from within Mozambique. The previous Scanstat contract was between the Danish International Development Assistance, Danida and Scanstat while the new one is directly between INE and Scanstat. This has some implications on the budget and planning situation at INE and may create a situation were this modality can not be made fully implemented before 2010 as the STA activities now has to be incorporated in the INE yearly budgeted activity plan (where the budget 2009 was already fixed before the new contract came into force). This can potentially create a two year pause in the close cooperation between INE and the Scandinavian Countries, except for the work of the long term advisers.

3.1 Reporting

According to the outlined methodology in the Technical Proposal and as specified in ANNEX B of the contract between INE and Scanstat the LTA's will report to INE according to this schedule:

Formal reports Inception report: Two months after contract start. Expected January 2009
 Periodic report: Annual – Expected January 2010 and 2011
 Draft final report: Three months before end of work for the consultant
 Final report: At the end of work for the consultant

The formal reports should be delivered to Scanstat in Copenhagen and to Director Mungamba or in his absence to the director of DARH,

Informal reports Informal reports: on work to be performed and the need for Short Term Consultants for the next twelve months – Expected in January, April, July and October.
 Informal status reports: Quarterly- Expected in March, June, September and December.

The two resident long term advisers started their work on November 1. Two months later than planned. We therefore expect there inception reports to be delivered to INE in early January 2009. The first informal reports stating work to be done and a brief planning of STA should be available no later than end of January 2009.

Short term reports Each short term assistance will be concluded by a report. Preferably the report will be discussed and presented to INE by the STA before leaving Mozambique. A final version should be prepared no later than a week after the mission. Reports from short term assistances will be forwarded to the local counterpart and to the director of DARH.

According to the contract the consortium will also produce an inception report. And this report is to be considered as the Consortiums initial report.

Printing Reports will not be printed on paper by the Consortium but formal reports by the LTA's and reports from STA will be available from www.dst.dk/mozambique.

INE can also choose to publish the reports on the INE intranet, where all reports since 1998 are to be found, and maybe also on the INE Portal www.ine.gov.mz.

TORs The Terms of Reference for the LTA's is included in the contract between INE and Scanstat. For each short assistance INE must prepare a terms of reference. The TOR must be signed by the INE Contract Manager, presently the Director of DARH and sent to Scanstat. Before an authorized TOR is available Scanstat will not be able to commit experts or start planning.

Times sheets Monthly time sheets documenting the work of the LTA's will be signed by the direct counterparts. Meaning the Vice president for the Economic Section, Valeriano for the LTA in Economic Statistics and to the director of DARH, Mungamba for the LTA in institutional development. The time sheets for STA regarding time worked in Mozambique are to be signed by them self, their counterpart and the INE Contract Manager (the Director of DARH).

Invoicing Scanstat will continue to invoice INE on a quarterly basis. The invoices will reflect the budget lines in the contract. DARH is concerned that the process of making transfers from Mozambique to Denmark may be a very long and complicated process. Therefore DARH may wish to shift to bi annual invoicing however such a shift would require acceptance from the administrative court.

3.2 Evaluation and quality assurance

As stated in Scanstat's technical proposal (Section IIIC) interesting methodologies for measuring the impact of Technical Assistance in the area of statistics have recently been developed.

Among other initiatives a methodology that has been used by DFID was presented on the meeting that Paris 21 held in the beginning of June 2008. Scanstat strongly believe in these kinds of evaluation techniques and suggest that INE and Scanstat early in the assignment sit down and together define/select the method for evaluation of the impact of Scanstat Technical Assistance that is most appropriate for the situation in Mozambique.

In the present set up based on the Common Fund Agreement INE itself must arrange for evaluations and assessments of the work undertaken. This should be discussed with representatives in the Partnership Committee.

3.3 Financial situation

Basis of activities INE's expenditures for the contract is covered by: "The Common Fund for the Support, Implementation of the Strategic Plan of the National Statistics System, 2008-2012".

In the former project both STA and LTA activities was provided and paid for directly by donors. In this way their services had no direct financial impact on INE budget. In theory activities could be conducted without any relation to INE's overall budget or stated needs.

The shift to support through the Common Fund means that all activities must now be planned for and included in INE's budget. This type of long term planning is a major challenge for all involved. Budget lines and activities not reported to the Ministry of Planning and Development (MPD) in June can in principle not be conducted in the following year.

In the former projects external support could be request easily and with relatively short notice through Scanstat as needs became apparent, reducing the need for long term planning of work and finances.

Budget allocations? From the Scanstat consortiums perspective there is a quite real and significant risk that no or only very limited funds will be allocated for STA work at some of the directorates as only the LTA activities are directly budgeted as separate activities in the 2009 budget of INE. This situation is mainly because of unfamiliarity with the budget planning requirements and not because the STA is not needed. Another apparent problem is the extreme differences between INE's normal operating budget and the costs of international experts.

At next Partnership Committee meeting, 17 December 2008 a proposal on reallocations and additional funds for STA will be presented.

Availability of experts Although Scanstat has access to a very large pool of qualified experts the availability and scheduling of these experts will require careful long time planning from INE.

Donors outside common fund The existence of donors outside the Common Fund framework could create a situation where INE will prefer "free" assistance from these partners instead of requesting STA - which will have to be budgeted and scheduled well in advance - through the Scanstat contract.

In the old project external support in the form of STA could easily be requested outside the INE budget and with relatively short notice through the Scanstat team leader.

The provision of STA can never be a goal in itself. In fact the ultimate goal of the cooperation between Scanstat and INE is to create a situation where LTA and STA are no longer necessary.

The fact that both Canada and Italy have significant amounts of resources outside the Common Fund directly earmarked to the supply of technical assistance needs to be well coordinated or else it tends to undermine the thinking behind the common fund in general. There are also rumors of an

upcoming and extremely well financed support from the Netherlands and United Kingdom that has to be carefully included in the global strategic development plan of INE and in the whole national statistical system.

However the Consortium also thinks that a stable and visible amount of STA is required through the early parts of the 2008 -2012 project. Otherwise Scanstat can not build on experiences of the successful implementation of the former project that was based on the “unique twinning arrangement”, between the three Scandinavian statistical bureaus and INE as expressed by PARIS21¹.

Not a clearing house If we as a consortium are not continuously visible through experts and cooperation then Scanstat can not differentiate itself from commercial consulting operations solely for financial benefits. In fact Scanstat could end up as simple clearing house or broker for the procurement of national or regional experts. It's important for the Scanstat Consortium not only to provide consultants but also to support and facilitate development of sound statistical methods and practices.

Exchange rate fluctuations Both the US dollar and the Meticais have been extremely volatile in relation to the Euro since the financial proposal was created by Scanstat. If the exchange rate changes continues to raise the cost of operating and working in Mozambique a situation can arise where it will not be possible for the consortium to operate efficiently without making losses.

The exchange rates used in the contract will then either have to be renegotiated or funds will have to be move between the different budget lines. The consortium understands that such measures are highly difficult but the present change in exchanges rates and thereby in operating costs are not.

4 Activities undertaken

During this inception mission from Scanstat, the LTA on institutional development Lars Carlsson and I as the Danish home coordinator of Scanstat have meet with the all key staff to be briefed on the current state of play in the directorates of INE. The purpose was also to identify and discuss potential areas of STA in the coming years.

In this section of the report there are short descriptions of the discussion at each meeting. Also included are brief descriptions of the potential action areas. A 12 month rolling plan of STA is to be prepared by the LTA's in January 2009. This plan will then be updated every 3 month.

The strategic plan (o Plano Estratégico 2008 -2012) is the logical starting point for the activities to be conducted by Scanstat in the coming years.

¹ PARIS21, 2007: "Counting down poverty – The role of statistics in world development", page 24. PARIS21 – OECD/DCD 2 rue André Pascal – 75775 Paris Cedex 16.

4.1 Meeting with DARH – Administration and Human resources department

The discussion with Directorate of Administration and Human Resources (DARH) was divided into three major topics: Accounting, Human Resources and the planned School of Statistics.

The division of work and budget between INE central in Maputo and the district delegations can from time to time make it difficult for the department to carry out efficient planning and coordination.

Strategic planning is carried out by Marta Chaquise under the management of Director Uinge at DICRE and by the Vice Presidents. Financial planning, budgeting and audits are done inside the human resources department.

4.1.1 Accounting

There is a lack of skilled technicians with specific training in accounting principles and basic bookkeeping. The various budgets and balances are mainly done using Excel. As the budget grows the staff working with accounting is expected to increase from 7 to around 10 people. Dedicated software for accounting is not used. SISTAFE is mainly for the transferring of money. The department is not sure that dedicated software will help, as the use of such systems requires a fundamental understanding of bookkeeping and accounting principles not yet present.

The accounting section seems most interested in basic training in accounting principles and the use of financial facilities in Excel. They also think that training in English focusing on business and accounting terms would be valuable.

Contribution accounting

In relation to accounting and budgeting there seems to be few if any areas where Scanstat can provide valuable insight and international support. Training in accounting principles should rather be procured locally with a strong focus on local rules and procedures.

To facilitate planning at the INE level the already undertaken work on cost based accounting should be continued. This could be through a continuation of the activities undertaken by Robert Jäverlind in 2006².

4.1.2 Human resources

In terms of Human Resources focus seems to be on the implementation of different policies and procedures directing the working conditions of the INE staff.

Policies

Clear policies detailing staff relations are sought. It was openly stated that the HR department from time to time gives different answers to different people. Therefore written guidelines and policies need to be provided, and more importantly efficiently implemented.

² Robert Jäverlind MZ:2006:04: Product based accounting system; MZ-2003-05: Time reporting in a Product based accounting system

<i>Staff register</i>	A simple but well functioning IT solution for the management of staff qualification is needed.
<i>HIV / AIDS</i>	To raise the HIV / AIDS awareness continues to be of major importance and this calls for intensified efforts from the human resources department
<i>Gender equality</i>	Gender equality and rights inside the INE staff was briefly discussed.
<i>Environmental safe working place</i>	There is a beginning focus on making INE an ergonomically and environmentally safe workplace.
<i>Employee satisfaction surveys</i>	A yearly employee satisfaction survey is conducted. It was briefly discussed if questions to measure the impact of HIV / AIDS awareness could be included. The results of the survey are discussed on the yearly INE consultative meeting but it was not clear if and how an even more structured and formal follow up on the conclusions from the survey could be conducted.
<i>Scanstat contribution</i>	<p>We can provide consultants with experiences in creating policies for environmental safe workplaces. But there are probably a number of local guidelines and legislations that we are not aware of. Our internal Scandinavian methods may be too rigid and too difficult to adapt to the environment of INE.</p> <p>Raising HIV / AIDS awareness can not be said to be within our normal fields of competences. We do however see the need to raise this awareness and we do have people with specialist communication skills, who could help implement such activities.</p>
<i>Contribution Gender</i>	<p>Sweden and Norway generally have strong competences in gender and equality issues. A STA could assess the situation and make a series of suggestions.</p> <p>As the focus should be on what Human Resources can do in terms of gender issues, this type of assistance will be of a very different kind to the STA provided by Helena Altvall in 2005 and 2006³.</p>
<i>Gender / AIDS in a national perspective</i>	Although the Gender and AIDS issues were raised the human resources department for increased awareness and actions inside INE it should be noted that both are national priorities who should also be included in the different statistical products.
<i>Contribution Staff skills</i>	<p>Short term mission introducing simple methods to identify tasks done by staff and the associated required skills would be useful. Could be done as a pilot inside human resources / accounting and if it's successful the department could try to spread it to the other departments.</p> <p>An option could be to continue along the lines prepared from 2003 to 2005 by Bente Thomassen and Else Marie Lingaas⁴ alternatively a series of local consultants in the HR area.</p>

³ Helena Altvall: MZ:2006:07 Mission on Gender Statistics; MZ:2005:18; Estadísticas de Género; MZ:2005:18: Gender Statistics

Contribution policies Short term assistances has earlier been provided in regards to HR policies and these efforts can be renewed. In a repeated effort focus should then be on barriers for implementation and how to get senior management acceptances and involvement in such policies. Already 2005 a seminar on this subject for the senior management of INE was planned, but postponed. Now may be the appropriate time to conduct such a seminar.

In general the recommendations and descriptions made in Annex 5 – Strategy for Human Resource Development 2003-2007 of the previous project document still are valid, although the present period should focus more on practical and specialised skills than on general knowledge building.

4.1.3 ISI Satellite Conference

Contribution satellite conference to the ISI In principle INE has decided to host a satellite conferences to the 2009 ISI in Durban⁵. The topic of the satellite conference should be agricultural statistics, as INE is recognized for its efforts in this area. It will also relate nicely to the upcoming 2009/10 Agriculture census in Mozambique. A satellite conference in Maputo seems very late in planning. The president of INE expects 200 – 300 participants for the satellite conference. The president will also in the near future send out official invitations / notices of the conference to INE's partners.

Scanstat could provide experts and facilitators in different areas related to agriculture statistics. If needed we could also offer planning assistances.

4.1.4 The Statistics School

There is a plan to establish a National statistics school. The plan originally comes from recommendations in the Marrakesh initiative⁶.

The plan is quit ambitious. The school is expected to give it's first course in 2008. The first course will not be on applied statistics instead it will be a short course on management given by a local consultant. .

In Brazil there is a Statistics School related to INE Brazil. INE would like to establish their school a long similar lines. INE are considering a short term consulting mission from INE Brazil to help start the implementation of the National Statistics School. Although termed as short term assistance, its duration will most likely be counted in months.

It has not yet been decided if the students or there home organizations are to pay for the tuition at the school or not. The president of INE expects that the

⁴Bente Thomassen and Else Marie Lingaas MZ:2005:16, Human Resources Development; MZ:2005:16; Desenvolvimento de Recursos Humanos; Bente Thomassen MZ-2004-03: Human Resources Development;

⁵ The 2009 ISI Conference in Durban is scheduled for August 16 -22.

⁶ <http://esa.un.org/marrakechprocess/>

students in the beginning will come mainly for INE and from other Institutions inside the SEN.

There are some concerns about how to recruit local teachers with sufficient pedagogical skills. Also knowledge and experiences of practical applied statistics can be hard to find as higher education in Mozambique is often very theoretical oriented.

The overall goal of the school is for it to be recognized as an academic institution providing courses of two years duration. Students should then be able to transfer to the University and get academic merit for their time at the School, getting two years of study credits for achieving a BA degree of 3 years duration. Eventually INE would like the school to offer 3 levels of academic study. I.e.; Basic, Intermediate and Higher level.

The academic levels should follow the guidelines of the Royal British Society of Statistics and the teaching should be recognized by this body⁷.

According to the Ministry of Education who has to approve the curriculum these plans can be implemented in 2010 at the earliest.

There is also an ambition to offer courses to international students especially from the PALOP countries. SADC is also interested but as the teaching will be in Portuguese this seems only to be relevant for students coming from Angola.

For the year 2009 the school has a budget of 500.000 US\$. A course in basic statistics is expected to be conducted in February 2009. This will most likely be the schools first course.

Scanstat contribution

Scanstat can contribute to the School through development of specific short term courses and “train the trainers” activities. Focus should be on the practical applied aspects of Statistics.

In the former project Scanstat delivered a number of Statistics in Action or STAC courses. These courses could make a useful contribution to the curriculum of the school. This time even more focus should be given on transferring the skills to conduct the course from the consultant to the staff of the school.

Short term courses to be delivered could be:

- Basic statistics for staff – create your own CPI
- Basic Analysis and Presentation of Statistics
- Basic analysis of Statistics using SAS /SPSS – working with 2007 census data

STAC missions should not be undertaken at the same times as an eventual long term mission from Brazil. Measures for ensuring that the courses afterwards can be conducted by local teachers should have absolute priority.

⁷ <http://www.rss.org.uk>

“Train the Trainer’s” training should not be conducted before actual courses at the school are scheduled. And only teachers who will do the actual training should participate in such training.

Software Statistics Norway has been in dialog with SAS institute and SPSS inc about access to discounted software for Statistical Institutions in developing Countries. This could be explored further in relation to the National School of Statistics if it can be used as way of training students in relevant state of the art software for statistical analysis.

4.2 Meeting with DICRE - Directorate of Integration and Statistical Coordination

The tasks undertaken by DICR are many and very different reaching from IT infrastructure over dissemination and library to international relations and coordination of external donors. The most visible task is perhaps coordination of the GDDS. At the moment there is a general lack of staff at DICRE.

4.2.1 Coordination of GDDS

DICRE is formally responsible for the coordination inside Mozambique of the GDDS⁸. The GDDS /SDDS consist of 3 parts: A number of statistical indicators and their associated metadata, a release calendar showing when the indicators are to be updated, and finally a summary data page showing the latest available data.

This coordination role is quite difficult as the use of strict release calendars is not common inside the SEN making it very difficult for DICRE to state when different indicators are updated. Also it appears difficult for INE to request updates of metadata.

Contribution GDDS As a country’s compliance with the GDDS / SDDS is strictly monitored by the IMF / World Bank the difficulties with coordination inside SEN can create a potential very difficult and embarrassing situation for Mozambique.

There are no possibilities that Scanstat or any other donor can contribute to the work with the GDDS as it solely a matter of coordination and decision making inside SEN.

In fact the GDDS / SDDS standards can only work if the coordinating body has the necessary authority to request data and ensure their timely dissemination.

⁸ GDDS: General Data Dissemination Standard. Can best be described as a way of stating the state of the economy in a country to the IMF and the World Bank. The related SDDS requires even stronger management.

4.2.2 Work planning

DICRE is formally in charge of the yearly work plan of INE. However it may be argued that this plan should be closer linked and integrated with INE's financial planning which is done by DARH.

Dissemination Publication plans and schedules are only made at the most aggregated level on a yearly basis. However publications turn up to printed and disseminated without notice from different subject areas. This makes financial planning a some times difficult exercise.

4.2.3 Quality and Processes

Another area discussed with INE / DICRE was the improvement of quality in its products. The responsibility of quality assurance is often blurred in the processes between the subject matter departs and DICRE who's in responsible for it, printing, and dissemination. Scanstat has earlier provided a series of courses on dissemination and presentations of statistics⁹. However there is still room for improvement in the quality of the final products. So instead of providing more training a more holistic approach looking at the involved processes and their strengths and weaknesses should be tried.

Contribution A useful international contribution would be to work through the processes used in INE's dissemination and identify possible points of failure. It should focus on the the processes used in disseminating both electronically and in print pointing out areas where errors can be introduced in the process and means for avoiding them. The contribution should include a critical review of existing products.

4.3 Meeting with DCNIG – Directorate Contas nacionais e Indicadores Globais

DCNIG or The Directotrate of National Accounts and Global Indicators faces 3 major challenges. Two in the National Accounts area and one challenge in the compilation of the consumer price index.

4.3.1 National Accounts

The national accounts system is expected to change it's base year to 2010. Further more INE most also follow the international guidelines in the upcoming new SNA.

There is also a continued requirement for quarterly national accounts.

Contribution planning for base year 2010 Preparation for base year 2010 will need careful planning. It was suggested that planning for the rebasing to 2010 is supported by a mission of one or two

⁹ The latest being Jan Erik Kristiansen & Dag Roll Hansen, MZ:2007:12 Course on basic analysis and user-friendly presentation of statistics

weeks duration in the 3 or 4 quarter of 2009. As Jan Redeby is already familiar with system in Mozambique it is recommended that he undertakes this mission. As part of the planning TOR's for support of the actual change in the 2010 – 2012 time period should be prepared.

Contribution 2010 and forward Director Saide Dade was quite convinced that the transformation to the new SNA and the rebasing effort would require a significant number of STA's.

Contribution to reconciliation DCNIC has a requirement for support to do a reconciliation of the present national accounts. This activity should be done in the second or third quarter of 2009.

Contribution NADABAS The upcoming change of SNA will eventually require changes to the NADABAS software. As the versions of system are used in other countries as well a coordinated change should be considered. The IT perspective should be handled by Søren Netterstrøm. The timing of such support should be established during the planning mission in late 2009.

Other potential contributions Other possibilities of contributions could be in the areas of methodology in relation to the production index survey, quarterly national accounts. Workshops will be conducted in PAROP framework to brief and train the staff in the differences between the SNA 93 and the SNA 2008¹⁰.

4.3.2 Increased analytical work

There is an ambition to increase the analytical work and capacity. However the plans and thinking behind this ambition still needs to be developed. It is expected to include other organisations both inside and outside the SEN like the National Bank, IMF / World Bank and the MPD.

4.3.3 Consumer price index

Consumer price index At the moment CPI compilation is done by a very old software system running on dbase software and the old MS-DOS operating system. This is clearly not a sustainable and the situation is further complicated by the technician familiar with the system is no longer available to INE. A solution has been planned for some time and is based on software sourced from INE Portugal. However this software still has some problems and has not yet been delivered. The software is commissioned from a private company by INE Portugal and is expected to be used in Mozambique and in Cap Verde.

Contribution CPI As an alternative to INE Portugal it can be explored if our IT resources fx. Søren Netterstrøm can help design and implement a new system. INE-P outsourcing of the development will most likely make it impossible for INE Mozambique or consultants from the outside to modify or help implement the system.

¹⁰ <http://unstats.un.org/unsd/sna1993/snarev1.asp>

4.4 Meeting with DESE – Sectorial and business Statistics

4.4.1 Foreign Trade

The program for analysis of foreign trade data made in SPSS stills need more work. Also DESE is short of staff with relevant skills in SPSS.

Contribution foreign trade

The software should be finalised by Østereng as soon as possible¹¹. Training in SPSS should await this and should also be coordinated with needs of DEMOVIS /DCI. DARH should play a key role in this.

4.4.2 SIE Web / Business Statistics

SIE Web will need more work. See its entry under DISI. There is also vision for web based system allowing companies changing their own information in INE's business register. As a project it is most likely more complicated than DESE thinks at the moment and clearly outside the possibilities of DISI.

4.4.3 FUE

FUE is expected to require two STA's in 2009 however these can be prioritized to make way for work on the foreign trade software.

4.4.4 CAP

The upcoming agriculture survey (CAP) is a major project which has a large potential for short term assistance. A main consultant for project is expected to be appointed. The funding for this will most likely come from a Canadian support out side the Common Fund.

A pilot study is expected to be conducted in May. Before that a limited number of PDA's with GPS must be procured and software for the data collection must be developed. Technical support for the CAP is most likely to come from Brazil. A PDA based solution will most likely require significant outside

4.5 Meeting with DCI and DEMOVIS

It is not clear if the project on district statistics will be related to DEMOVIS / DCI. The directors do not think so, but currently DICRE is planning for this.

Money for STA has not been included in the DCI / DEMOVIS budget. The potential cost of international experts is extreme to the normal operating budget of the unit. Although there is a recognized need for assistance it will require some reworking of the budget.

¹¹ Hans Christian Østereng:MZ:2007:05; Foreign Trade Statistics

Vital statistics is complicated as administrative data is difficult to rely on and is not uniformly available through Mozambique. There are some efforts at the Ministry of Justice to create a basic birth registry. The difference between available administrative data and the 2007 census will be investigated when the census data is finalized.

4.5.1 New master sample

A new master sample for use at DCI / DEMOVIS is required when the 2007 census is completed. This is expected to require the assistance of David Megill¹².

4.5.2 Analysis

Analysis of the Household Budget Survey is expected to require support.

Contribution HBS Should follow the lines of work done by Dag Roll Hansen and will most likely be required in March or April 2009.

SPSS training / STATA SPSS is a double problem. The licenses are seen as expensive and staff who has been trained in the use of SPSS is a very scarce resource at INE. Therefore there is a wish to explore the possibilities of shifting to the STATA platform which is significantly cheaper.

Contribution basic analysis Training in basic analysis and statistical software should be done through the statistics school and maybe be financed with funding from DARH. Such training should be directed at more than one department at a time.

Contribution to ATLAS There is an ambition to prepare a social demographic atlas to be published together with census data. The dissemination plan for the Census is currently being revised but work on the atlas could start in the first quarter of 2009. For this a mission relating to GIS software could be suggested.

Contribution poverty estimation More work on the estimation of poverty at different levels can be offered. It could follow the lines of the work undertaken by Astrid Mathiassen and Geir Øvessen¹³. It is seen as important that this type of work is done by INE and not only by the MPD.

¹² David Megill: MZ:2007:06; A review of the National Agricultural Information System in Mozambique; MZ:2005:17: IFTRAB, a short term remote consulting

¹³ Astrid Mathiassen and Geir Øvessen: MZ:2006:06: A Model for Predicting Poverty; MZ:2006:02: A model for predicting Poverty

4.6 Meeting with DISI – IT Department

According to the organization chart of INE the IT Department (DISI) forms a part of DICRE, but operates with great autonomy.

A serious challenge to the IT Department is large number of heterogeneous systems supplied by different donors. These systems, serves different purposes and are usually tailor made to the needs of the specific donor making it very difficult for INE to implement and follow a coherent strategy. Also the DISI staff is face with to many systems to master any of them fully.

The division of work between subject matter departments and the IT department is sometimes fluid leaving IT with the task of preparing statistics and publications instead of “just” delivering the necessary IT systems.

4.6.1 National Data Archive

Software for a National Data Archive has been installed. 6 surveys have been entered into the system. The system will soon be presented to the senior management of INE.

Procedures for entering other surveys into the system must be created and agreed. Also a strategic question if INE should focus only on future surveys or also try to enter data from earlier surveys.

The system is designed so it can deliver not only meta data but also the actual data. However as the systems deals with micro data procedures for handling confidentiality issues has to be implemented. It is not clear if this work is to be conducted by the IT department or by the subject matter departments. IT believes that no really efficient software solutions are available for this type of work and would therefore like to wait for the World Bank / Paris 21 organizations to develop relevant software.

In principle there is both a need and an ambition to develop a policy for the access to micro data. This policy should detail procedures for access to the data.

A strategy for helping other areas of the SEN to enter relevant data could also be of relevance.

4.6.2 Databases

There is an ambition to hire a Data Base Administrator (DBA) to maintain and consolidate the different databases used in INE. There are some concern that a central decision to use the Oracle platform will be taken. This would be concerning as INE has a large number of donor supplied systems depending on other database platforms. Also Oracle is considered as overly expensive and to power full to INE's real needs.

XML used as a bridge

The use of XML documents for transfer of data between different systems could be seen as a solution to bridge the different systems. However DISI

would then need training in the use of XML /XSLT. This could be sourced from Scanstat but might as well be sourced locally.

4.6.3 SIE Web

The installation of SIE Web needs to be finalized and put to work. The work division between DISI and DESE who is the main beneficiary of the system is not clear. It can be feared that neither DISI or DESE has the sufficient levels of skills to use and maintain the SIE Web system. The appointment of a DBA will help this situation.

Contribution SIE Web

For SIE Web to work at least one more STA by Laurent Tavares is needed to consolidate the installation and defining the first questionnaire. However this might not be sufficient for data to actually reach DESE and be analyzed.

Although not originated inside the Scanstat project we have in 2008 supported it's implementation. It could be of great value to INE if the data capture system was not only implemented but that procedures and IT solutions for moving data from SIE Web to INE's production system was covered.

4.6.4 Country Stats from FAO

FAO has offered the County Stats system. DISI staff has also been trained in its use. As the system partly builds on the PX technology already used by INE there is a good synergy to already known systems. However some of the remote desktop support offered by FAO can not be used at INE because of inadequate internet access. The system also has a high use of XML documents.

4.6.5 Dissemination

Eventually it is planed to rework the INE webpage. Country Stats as supplied by FAO could acts a template or alternatively a as a successor to the PLONE software used today for www.ine.mz.gov .

4.6.6 Network consolidation

INE is now at two different locations in Maputo and there are also the provincial delegations to take into account. Short term assistance should be provided to consolidate the two domains used in Maputo into a central domain allowing all INE staff access to the same network.

A mission should support planning and methods for INE in Maputo to gain remote access to computers and networks at the provincial delegations. This would greatly facilitate work at INE and reduce the costs of travel.

*Contribution Network
Consolidation*

Mission combining audits, training and practical work on network consolidation along the lines of mission undertaken by Guldager and Poulin in 2007 would help in this area¹⁴.

¹⁴ Bo Guldager and Niels Poulin MZ:2007:11; Windows 2003 Migration follow up and maintenance; MZ:2005:20: Win2003 and Migration; MZ-2004-04: Consolidation of Network Administration

5 Possible short term assistances

At the end of 2008 the STA stated below seems likely. An operational plan and schedule will be provided by Lars Carlsson and Julia Cravo in their respective inception reports in January 2009.

Schedule	Counterpart	Title	Consultant
	DARH	Cost based accounting	Robert Jäverlind?
	DARH	Financial planning and budgeting	?
	DARH	Overview of staff task and skills. Estimates for training needs.	?
	DARH	National Statistics School – Basic Analysis and Presentation	Jan Erik Kristiansen? Dag Roll Hansen?
	DARH	National Statistics School - SPSS	Training is need for staff both at all subject areas. To be coordinated by DARH? – Course on the school
2009Q1	DCI / DEMOVIS	Social Demographic Atlas	?
2009M3-M4	DCI / DEMOVIS	Household Budget Survey	Dag Roll-Hansen?
	DCI / DEMOVIS	Creation of a new Master Sample	David Megill
2010	DCI / DEMOVIS	Poverty Monitoring / Analysis	Astrid Mathiassen?
	DCI / DEMOVIS	Labor Force Survey	?
2009Q3/Q4	DCNIC	National Accounts Conciliation	Antonio Heber Lazo
2009Q3/Q4	DCNIC	Preparation for 2010 rebasing	Jan Redeby
2009Q3/Q4	DCNIC	Planning for change from SNA93 to SNA XX	Jan Redeby
2010-2011	DCNIC	Changes to NADABAS caused by SNA and rebasing	Søren Netterstrøm
2009Q2	DESE	Foreign Trade	Hans Christian Østereng
	DESE	FUE	?

?	DESE	SIE Web Consolidation	Laurent Tavares
2009M08	DESE	Participation in the ISI satellite	Not to be financed by INE. But participation from our agriculture people would clearly be appreciated
?	DICRE	Quality assurance of processes	?
2009M04	DICRE	High Level Visit	Plovsing?, Sæbøe?
2009M04 – in relation to high level visit	DICRE	High Level Seminar. Management, Quality, Planning?	Contribution from Ben Kiregyera
2009Q4	DISI	Network Consolidation	Guldager & Poulin
	DISI	SIE Web Consolidation	Laurent Tavares?
	DISI	Integrating data from SIE Web	?

APPENDIX 1 List of persons met

Mr. João Dias Loureiro, President INE
Mr. Valeriono Levene, Vice President INE, Economic Sector
Mr. Louis Mungamba, Director, DARH
Mr. Anselmo Leonardo O. Nhane, DICRE/DISI
Mr. Arão Balate, Director DCI
Mrs. Destina Uinge, Director DICRE
Mrs. Fatima Zacarias, Director DEMOVIS
Mr. Saide Dade, Director DCNIG
Mr. Tomas Bernardo, Chef DICRE/DISI
Mr. Arnaldo Artiel, Chef DARH/DRH
Mrs. Leonette Mabjaia, DARH/DRH
Mrs. Noelia Mabunda, DARH/DAF
Mr. Anselmo Leonardo O. Nhane, DISSI

Scanstat Consortium, LTA:

Lars Carlsson, Long Term Adviser in Institutional Capacity Building
Julia Cravo. Long Term Adviser in Business Statistics

APPENDIX 2 List of Literature

All mission reports from the Scandinavian programme are available online at: www.dst.dk/mozambique

For this inception mission I would like to refer to the following reports:

Twinning Arrangement between INE Mozambique and Statistics Sweden, First visit by the Desk officer, Inception report, January 2 - 16 1998

Mission Report from a short-term mission on *Scanstat coordination mission to INE Mozambique*, Maputo 2-12, December 2002 By Elisabeth Gulløy, Statistics Norway/Scanstat, 2-7th December, 2002 and Lars Erik Gewalli, Statistics Denmark/Scanstat, 4-12th December, 2002, MZ:2003:2

Completion Report, For the 'Bridging Support Program to Strengthen the Institutional Capacity of the National Statistics, Mozambique By Danida, MZ:2003:20

Mission Report from a short-term mission on: Mission by Coordination Office, MZ:2003:22 by Lars Erik Gewalli and Anja Løkken Stii

Inception Report, By Danida, MZ:2004:2

Mission Report from a short-term mission on: Inception Report July 1 to October 19, 2005, By Lars Carlsson, MZ:2005:15

Mission Report from a short-term mission on Mission by Coordination Office MZ-2004:27; by Lars Erik Gewalli

Mission Report from a short-term mission on Programme Supervision MZ:2006:13; by Lars Erik Gewalli

Mission Report from a short-term mission on: Program Status Report February 2007 by Lars Erik Gewalli

APPENDIX 3 Activities during the mission

The following activities were conducted during the mission:

- Tuesday 2 December* Meetings with long term advisers Lars Carlsson and Julia Cravo for general briefing and discussions about their work situation. Short meeting with Vice president Valeriano to brief him on the planned activities of Scanstat.
- Wednesday 3 December* Meeting with Luis Mungamba Director of Administration and Human Resources, and key staff. Short discussions of practical issues in relation to the project. Briefing on major action areas and priorities inside the department.
- Thursday 4 December* Meetings with Lars Carlsson and Julia Cravo to discuss administrative matters of the Scanstat consortium. Consultations with Mr. Anselmo Leonardo O. Nhane from the IT Department. Mainly related to the work I earlier have undertaken with DISSI.
- Friday 5 December* Meeting with Saide Dade, Director of National Accounts and Global Indicators, Lars Carlsson and Julia Cravo.
- Monday 8 December* Meeting with Tomas Bernardo Director of IT. Meeting with Azarias Nhanzimo, Director of Economic and Sectorial Statistics, Julia Cravo and Lars Carlsson
Meeting with Fatima Zacarias, Director of Social and Vital Statistics, Arão Balate, Director of Censuses and Surveys and Lars Carlsson
- Tuesday 9 December* Meeting with Destina Uinge, Director DICRE. Continued gap filling at DISSI.
- Wednesday 10 December* Report writing. Consultations with Mr. Anselmo Leonardo O. Nhane from the IT Department. Mainly related to the work I earlier have undertaken with DISSI
- Thursday 11 December* Meetings with the President of INE, Luis Mungamba and Alda Rocha Director of external relations. Discussions with Lars Carlsson and Julia Cravo
- Friday 12 December* Report writing. Meeting with Thor Oftedal at the Norwegian Embassy. Final discussions with Lars Carlsson

APPENDIX 4 Terms of Reference

TERMS OF REFERENCE

for a short-term mission
on

Initial Report of the Scanstat consortium

Reports to the INE Contract Manager and Scanstat Team Leader	Date
1. Initial Report of the Scanstat consortium	Two months after contract start, November 2008 Expected time with contract signature in September 2008.

2 – 12 December, 2008

AGREEMENT ON CONSULTING IN INSTITUTIONAL CAPACITY BUILDING,
ECONOMIC STATISTICS AND RELATED AREAS

between
INE and Scanstat.

Consultants: Jesper Ellemose Skou Jensen

Counterparts: Luis Mungamba

Timing of the mission

Two weeks (2– 12 December, 2008).

Report

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

The Counterpart has to ensure that the final printed report has at least a summary in Portuguese if the main report is in English – or vice versa.

These Terms of Reference were prepared by

Day / /
.....

Approved by/in the name of the President of INE

Day / /

Prepared by: