

Statistics Norway

Hans Viggo Sæbø

Documents

**Strategic Planning and
Management in Instituto Nacional
de Estatística, Mozambique**

Short Term Mission Report,
August 27 - September 6, 2001

Executive summary

The main purpose of the mission was to give ideas and assistance to the formulation of a preliminary version of the strategic plan (2003 – 2007) for statistics in Mozambique. The mission included a seminar with the participants of SEN, members of CSE and other users of statistics, to get feedback to the proposals and other ideas to the next Strategic plan. A preliminary version of “Linhas Gerais” 2003 – 2007 including an evaluation of status compared to existing strategic and long term plans had been proposed by INE as input to the seminar. A structure of the next Strategic plan had been proposed during the last mission in this field in November 2000. Both documents were presented in the seminar.

This report is based on the seminar and meetings with INE and focuses on issues that still need some clarifications and in some cases decisions to guide the further work to finalise the Strategic plan:

- The number and types of strategic documents to be written for the period 2003 – 2007. Two documents are proposed: “Linhas Gerais” that *focuses on the basic principles and other conditions that are relatively permanent* and comprises all official statistics in Mozambique, and a Strategic plan which also takes the whole statistical system (SEN) as the point of departure.
- The structure of “Linhas Gerais” and Strategic plan. The traditional structure of the existent plans is used in the proposed "Linhas Gerais" 2003 - 2007. The structure proposed for the Strategic plan in last mission is a bit different. There is an advantage to keep a structure people are familiar with, changes in the direction of what was proposed in the last mission is recommended in particular for the Strategic plan. This plan should have a user perspective as the point of departure (as opposite to producer), and all relevant items have to be covered.
- The organisation of the work with the Strategic plan – How to involve the whole of INE and SEN including all producers of official statistics in Mozambique. It is recommended to form a group of people both from INE and outside to assist DICRE who will write the strategies
- Work plan and time schedule. The plans must be completed to be adopted by CSE in November 2002, and a new external seminar is planned for March or June the same year. However, the process of discussions and writing should start now. Since a change of positions in DICRE is foreseen next year, decisions should be taken now on how to ensure continuity in the work.
- Quality and priorities. In general, there is a need to consolidate the statistical system in Mozambique, including major existing statistics. Consolidation implies priorities on co-ordination, methodology and total quality aspects, including improving accessibility and documentation of statistics. This underlines the importance of horizontal activities such as work on nomenclatures and standards, IT, statistical methods, dissemination, management and administration. Improving infrastructure should be mentioned in this context.

Introduction

The mission was carried out according to Terms of Reference (appendix 1). The programme included an external seminar to discuss the work on new strategic plans so far, including a newly written preliminary version of The Guidelines of the National Statistical Activity 2003 - 2007 ("Linhas Gerais").

A first mission within the same area took place 7 - 17 February 2000 and a second mission 2 - 9 November 2000. The results of those missions represent the point of departure for this mission, in addition to the preliminary version of "Linhas gerais" 2003-2007. In the first mission the results were presented in a seminar, to discuss a list of key topics that normally are included in a strategic plan for official statistics and a National Statistical Institute. A list of gaps in the current Strategic plans (1998 - 2002) and challenges for the follow up of these plans and daily work were also considered. During the second mission a draft proposal for structure and disposition of the next strategic plan was proposed. This was presented in the seminar held during the present visit.

The main output of the missions in this field is input to improve the work of SEN and INE during the period of the next strategic plans (2003 - 2007). Inputs are given as ideas and assistance to the formulation of these plans, as well as advice on necessary future and daily work to the Presidency of INE and other executives within the SEN.

Terms of reference

The mission has the following objectives:

- Make a follow up of the recommendations and proposals from the preceding missions in February and November 2000, by discussing the draft disposition proposal, in particular the priorities
- Give further suggestions and ideas to contribute to the strategic plans of SEN/INE 2003 - 2007.

The results of the mission should be:

- Proposal of inputs to improve the work of SEN and INE during the period of next strategic plans
- A seminar with the participants of SEN, members of CSE and other users of statistics, to get feedback to the proposals and other ideas to the next strategic plan
- Ideas and assistance to the formulation of a preliminary version of the strategic plan (2003 - 2007), taking into account the needs for statistics (in Mozambique) and areas to be given priority and available resources into account.

Outline of work

Existing strategic planning documents are the basis of all missions on strategic planning. These comprise:

- The Guidelines of the National Statistical Activity and the respective priorities, which also refers to the whole of SEN ("Linhas Gerais")
- The National Statistical Plan 1998-2002, which refers to the whole SEN.
- The Five-year Plan (1998 - 2002) of INE.

Preliminary version of "Linhas Gerais" 2003 - 2007

As mentioned, a preliminary version of "Linhas Gerais" for the next 5-years period has been written.

This consists of two parts:

- Evaluation of the level of fulfilment of "Linhas Gerais" 1998 - 2002
- Proposal for "Linhas Gerais" 2003 - 2007.

Separate plans or policy documents exist on IT, Human resources and Dissemination. A planning paper for Scandinavian support to INE for the next 5 years including some rough total budget by area or project also exists.

The main conclusion of the evaluation of the existing plans can be summarised in the following point, with + and - to indicate the degree of success and fulfilment of the plans (+ and - are my own remarks, to be reconsidered by INE):

- Co-ordination of SEN
 - + Classifications
 - Only INE and the National Bank have started to use the new classifications
 - The covering and quality of the register of establishments are not satisfactorily
 - + Co-ordination (informal) with other institutions that produce statistics and donors has led to improved quality of key statistical indicators
- Production of census statistics
 - + The Population and Building Census 1997
 - + The Agricultural census 1999-2002 (but problems with rain and infrastructure)
- Production of current statistics
 - + National accounts
 - + Foreign trade statistics
 - + Industrial statistics
 - Services statistics
 - + Short term statistics
 - + Gender statistics
 - +/- Other statistics (such as education, QUIBB, register statistics etc.)
 - Regional statistics
- Quality and methods
 - Lack of experience
- Dissemination
 - + Dissemination policy
 - + Dissemination to the general public through media and brochures
 - + Live data base
 - + Survey on user opinions

But the potential for improvements is great!
- Human resources
 - + Development plan
 - Lack of internal training
 - Funding problems
- International co-operation
 - + Co-operation with international and regional organisations has been intensified
 - + The INE President is for the time being chair in the SADC Statistical Committee
 - + Bilateral co-operation with different countries: Denmark, Norway and Sweden, Italy, Portugal etc.

As pointed out during the first missions and repeated in the evaluation some main gaps in the existing plans are:

- The need for stronger priorities in general - to better match activities and projects to available human and financial resources
- More on how to meet user needs (such as how to enhance the use of statistical information in public policy planning), also with reference to major national problems that statistics should enlighten
- Consideration of a more systematic quality approach, including more on documentation and metadata
- A better description of the role of analyses based on statistics - in and outside INE and SEN.

The next strategic plan has to take the current situation compared to the existing plans into account. Main activities that have not been carried out should be given attention. The planning papers on increased co-operation between INE and the Scandinavian countries should also be mentioned in this context.

Seminar

A seminar was carried out during the mission, The purpose of the seminar was to discuss both the preliminary version of "Linhas gerais" and to obtain views on the work and ideas for the next strategic plan in general, and on the proposed structure for the plans in particular. The seminar had about 70 participants from INE, SEN, "Órgãos Delegados", the World Bank, UNDP and NORAD. The slides presented in this seminar are enclosed (appendix 2).

The discussion in the seminar concentrated on

- The organisation of the work and the possible involvement of all the producers of statistics in Mozambique - also on their general co-operation with INE
- The difference between "Linhas gerais", Strategic plan and operational plans such as 5 - years and annual plans
- The coverage of these plans - All official statistics in Mozambique, SEN or INE which is the leading and co-ordinating statistical institution of SEN
- The level of detail of the plans
- More concrete comments to the preliminary version of "Linhas Gerais".

There was some confusion about the difference between the "Linhas Gerais", Strategic plan and other plans. Several commented on items and statistics missing in "Linhas Gerais". At the same time it was said that these "general lines" really should be general and concentrating on the principles.

The institutions present in the seminar were asked to give their comments to the existing material and inputs for the next strategic plan within 30. September.

The questions discussed during the seminar are among others considered in the following.

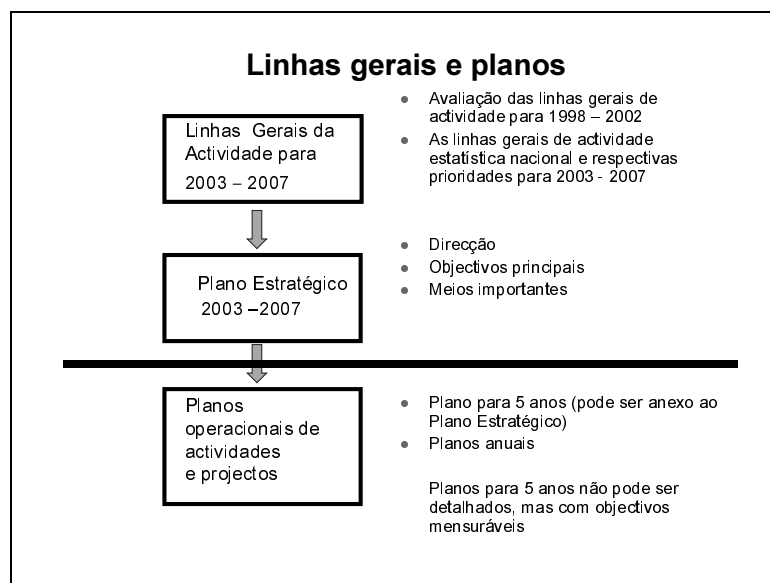
Findings and Recommendations

The following issues need some clarifications and in some cases decisions to guide the further work to finalise the strategic plan(s). Some of the issues were commented on in the last mission as well. In these cases some of the considerations from the Mission Report from November 2000 have been repeated.

Strategic plans and long term activity plans

Quote from last mission report: "The existing strategic plans cover strategic issues, but as pointed out in the first mission they also include more detailed plans on specific statistics than normally are included in strategic plans. This is because they serve as 5-years plans. This is of course more the case for The National Statistical Plan and the 5-years plan for INE than for "Linhas Gerais", but even the last one is quite detailed for some statistics. It is advised to make a clearer distinction between the strategic plan and the more concrete 5-years plans in the next strategic planning round."

In the seminar the following figure was presented to illustrate the differences between the different plans:



The distinction between the strategic and operational level is underlined in the figure.

However, there is also a question about the difference between "Linhas Gerais" and the Strategic plan. One could argue that these plans are so closely integrated that there only should be only *one* strategic document. This would then have to address the whole SEN and in some cases all production of official statistics in Mozambique. However, some parts of a strategic plan must refer to the leading institution INE (for example considerations on technology, administration and management).

On the other hand, the distinction between "Linhas Gerais" and Strategic plan would be clearer if "Linhas Gerais" were limited to the *principles* for official statistics (for example Basic Principles in English), and description of conditions that are relatively permanent. These principles comprise the purpose of official statistics, description of the statistical system following international standards, Statistical law, confidentiality, international statistical co-operation, and a description of which issues statistics shall enlighten and what *type* of statistics to be produced as a result of this. Hence, it should not be necessary to mention many concrete statistics that have to be produced, with an exception of major projects such as a possible new population census in 2007. A similar approach is to write "Linhas Gerais" as a handbook, which also describes the operations of SEN and INE. A brief version of this might serve more popularised pamphlet to promote statistics and INE.

The strategic plan that has to be written in addition could then to a larger extent refer to INE, even if it would be natural to include some considerations on statistics produced by others. The Strategic plan could be rather short in description of the basic principles treated in "Linhas Gerais".

While "Linhas Gerais" should concentrate on the *principles*, the strategic plan should first of all give the *direction for future statistics* in Mozambique and INE. It should also include some *main objectives* and finally some important *measures* to be taken to obtain these objectives. It could be a useful exercise for the whole organisation to consider measures whenever proposing new objectives. An example (mentioned in the seminar) of measures to improve co-ordination among producers of statistics in Mozambique could be regular meetings between INE and each or several ministries.

All statistics and projects do not need to be mentioned in the Strategic plan.

The Strategic plan will be a *reference* for the operational plans. But to quote from last mission report again: " The feasibility of operating with 5-years plans on a product or project level might also be considered. The advantage of this is of course that it is easier to follow up the results than in a pure strategic plan, and a large amount of donor funding might require it. On the other hand strategic issues are less focused, and detailed and concrete planning has to take place on an annual basis anyhow. And even if major foreseen donor contributions like the Scandinavian have a 5 years perspective, the plans for year 3 and onwards are of rather tentative character. While some activities such as censuses have to have at least a 5 years planning horizon, it is often difficult to predict the timing for starting completely new activities on a longer term than 3 years. This points at a related issue: How binding should a 5 years plan be? It should allow for some *flexibility*. Delays occur for various reasons (most commonly because of lack of financial and/or human resources) in every country, and often one has to choose between consolidating resources to finish ongoing projects, or spread resources to initiate other projects which are included in the long term plan. A strategic plan giving the direction of development and work will be more unaffected by delays than long term activity plans, and this is also one reason for having a clearer distinction between the strategic plan and the activity plans."

The proposal on Scandinavian support to INE that exists now is in fact a 5-years operative plan (with budgets), focusing on the major projects where it is possible and necessary to have such a long term planning perspective. Still, it is obvious that this it has to allow for some flexibility, to an increasing extent as the years pass. However, the most important operative plans are normally the annual plans. These plans are commitment documents.

Operative plans are in accordance with the Logical Framework Analysis (LFA), including description of purpose, expected output and activities with indicators and assumptions in addition to human resource and cost budgets linked to the activities.

It seems that INE with the evaluation of existing plans, the documents on Scandinavian support and other foreseen major projects such as next Population Census to a large extent already has a 5-year plan what concerns new statistics. The detail and quality of these statistics is another issue, also the way data is going to be collected and statistics produced and disseminated. Here the strategic plan should give direction, objectives and main measures. However, the basis for the needed consistency between the different plans should be good.

To sum up, it is recommended to write two strategic documents: "Linhas Gerais" focusing on the basic principles and what is permanent in the Statistical system in Mozambique (SEN), in addition to a Strategic plan where also official statistics in Mozambique are treated, but which in some parts has to concentrate on INE as the leading institution.. These plans will be a reference for 5-years operational plans that also should allow for some flexibility. They could be annexed to the Strategic plan.

The evaluation of status compared to the existing plans should be put into a separate paper.

Structure of plans

The first preliminary version of "Linhas Gerais" is structured very much like the existing plans, with the following main chapters:

1. Framework (including principles and main objectives)
2. (At the level of) Co-ordination of the National Statistical System
3. Production of census and survey statistics
4. Production of current statistics
 - 4.1. National accounts
 - 4.2. Sector statistics
 - 4.3. Short term indicators
 - 4.4. Regional indicators
5. Methodology and control of quality
6. Dissemination
7. Analysis
8. Human resources
9. Co-operation.

The proposed structure of the Strategic plan is given in detail in the mission report from November 2000. It covers all aspects of both a statistical system and a national statistical institute. The main headings are:

- Introduction: Vision, role of SEN/INE and general objectives
- Framework and constraints
 - Laws (in particular Statistical Act)
 - International co-operation and standards
 - Human resources (as a constraint)
 - Funding
 - Infrastructure
- Surroundings
 - Important characteristics of development of society (and areas of policy statistics should enlighten)
 - Users and dissemination
 - Data suppliers and collection of data
 - Integration and external co-ordination
 - Technology
- Main priorities in statistics, such as:
 - Production of census and survey statistics
 - Production of current statistics
 - National accounts
 - Sector statistics
 - Short term indicators
 - Regional indicators
 - Other vital and social statistics (statistics produced by INE and others on health, education, work, social security etc. and projects such as QUIBB. Considerations on statistics based on administrative registers)
- Research and analysis
 - The role of INE and SEN
 - Supply of data for analyses by others, co-operation with universities etc.
- Quality and statistical methods
 - Total quality to satisfy user needs
 - Product quality
 - Process quality
- Organisation, human resources, administration and management
 - Centralisation vs. decentralisation
 - Human resources, administration and management.

The description under each heading could be relatively short, examples can be given if needed..

Strategic plan and the more principal "Linhas Gerais" might have different structure. The proposed structure of the Strategic plan could also be seen as a list of key elements that should be included somewhere even if the structure is altered. The Strategic plan will cover all relevant aspects (for example also the relations with data providers, technology, administration and management which do not easily fit into the structure of "Linhas Gerais"). The proposed structure has a strong user focus (the purpose of statistics and description of users and dissemination are covered at an early stage, before the production of statistics).

The question of the final structuring of the plan(s) should be considered now to avoid too many changes later. At least the total coverage (all elements) and user perspective of the proposal above should be chosen for the Strategic plan. "Linhas Gerais" do not and should not necessarily cover all elements (such as IT) since it is focusing on principles and relatively permanent features.

The organisation of work with strategic plans

DICRE is responsible for the formulation of the strategic plans on behalf of the Presidency of INE and SEN leadership. However, contributions should be given from all part of INE and the entire statistical system in Mozambique, including SEN and other producers of statistics and user representatives. The consultant on strategic planning can assist, but the process which leads to the final plans is important as such, since active participation and the feeling of ownership to the plans are important when it comes to understanding and following them in the daily work. Creating a corporate feeling on this work is important ("Sentido colectivo").

Seminars such as the one held during this mission are important to involve SEN and all producers as well as major users of statistics in Mozambique. The seminar concluded with the a request to all participating institutions to submit their proposals on both the preliminary version of "Linhas Gerais" and on strategic issues on their respective areas that should be included in the 2003 - 2007 plans.

There should be a similar process within INE, and some key persons should be appointed to assist DICRE with inputs from different areas (if not already done). A convenient way to organise the work is to set up a group of such people. The group could consist of some people from different parts of INE and a few people from SEN/ "Órgãos Delegados" (for example representatives from the National Bank and one Ministry such as the Ministry of Education). The coordinator of the Swedish Twinning Project should participate in the group as advising in administrative and managerial matters is part of his mission. The group should have Terms of reference and time schedule with milestones (see below).

Work plan and time shedule

The final horizon of the new strategic plans that will start from 2003 is November 2002, when the CSE will adopt the plans. A follow up of the seminar held during this mission is a new external seminar scheduled for March or June 2002.

In the short run it is foreseen that the Director of DICRE will visit Statistics Norway to work and get more input on the strategic plans in November this year. However, as a basis for better progress decisions on the number and structure of the plans (discussed above) should have been taken, and preliminary versions (not necessarily complete) of the strategic planning document(s) should be written before this visit. Some input from as well the seminar participants as from different parts of INE would improve the output of this visit, since it then could be concentrated on filling gaps in the documents and also give new ideas and knowledge within the areas not so well covered.

It is recommended to send another person who will work on the strategic plans in addition to the DICRE Director to Norway, since there will be a change in positions in DICRE next year.

A new preliminary version of both "Linhas Gerais" and the Strategic plan should be available before the seminar in March or June 2002. After that the final versions should be written. A possible group to help the internal and external process and to support DICRE in writing should have milestones that coincide with the trip to Norway, the seminar and final completion deadline.

Some considerations on quality

Quality is a central concept both in the strategic plans as well as in the daily work on statistics. To make considerations of quality meaningful, at least the strategic plan should contain a definition of quality. The plans should be based on a *total quality* approach. User needs are the point of departure for total or systematic quality work. The users demand "product quality" which encompasses desired attributes of the product. In the case of statistics, such attributes include:

- Relevance
- Timeliness and punctuality
- Accuracy
- Comparability and coherence
- Accessibility and clarity
- Cost (should be as low as possible from the society point of view).

Statistics must also be objective, and personal integrity must be protected. The response burden is also a quality indicator since it contributes to the costs of statistics for society.

Good product quality is necessary to satisfy user needs, but improving process quality is a precondition for better product quality at an acceptable cost (see slide 13 and 14 in appendix 2). An example of the relationship between product and process quality is the link between the *accuracy* which is an indicator of product quality, and the *response rate* which affects the accuracy and is an indicator linked to the survey process (process variable).

A systematic quality approach should encompass all activities and all employees in a statistical institution, and commitment from all levels of management is a precondition for success. Other characteristics of this approach are teamwork and employees satisfaction. Teamwork implies co-operation between people with different background and skills in projects. When developing new statistics involving both users and data suppliers should be considered. Employees satisfaction is important as such, and there is normally a positive correlation between satisfied users and satisfied employees. Tools to improve users and employees satisfaction are respectively user and employees surveys.

Documentation

Documentation is an important aspect of quality. Users need documentation to be able to use statistics and analyses correct, producers need it to be able to repeat and transfer tasks, and to improve the work. In addition to documentation of statistics a quality system requires documentation of quality (indicators such as those listed above).

The Scandinavian countries have more or less a common system for structured documentation (metadata) linked to each statistics and available on Internet. The main items linked to each statistics are given as an example:

- Administrative information
- Background and purpose
- Production of statistics
- Concepts, variables and classifications used
- Sources of errors and accuracy
- Comparability and coherence
- Accessibility and further documentation.

Quality and priorities

Quality considerations are closely linked to the question of planning and setting priorities. A main obstacle and challenge for statistics in Mozambique is the scarcity of financial and human resources and other constraints such as infrastructure (location, technical, organisational and managerial). In the case of INE, governmental funding may only cover half of the funding needed to follow the plans, and the gap must be filled from other sources, mainly donor contributions such as the Scandinavian support just being negotiated. INE has to set the priorities for all activities, so that it is clear what can be carried out and what cannot be carried out depending on the level of support.

Whenever discussing the needs for new statistics (for example environment statistics) or an extension of existing statistics (such as extending the coverage of the Consumer Price Index beyond the three big cities), these needs should be balanced against the needs to improve the quality of existing statistics (some of the quality aspects listed above, for example improving accuracy by reducing non response in surveys). In general, there is a need to consolidate the statistical system in Mozambique, including major existing statistics. This is also emphasised in the preliminary version of "Linhas Gerais" 2003 - 2007. Consolidation implies priorities on co-ordination, methodology and total quality aspects, also improving accessibility and documentation of statistics. This underlines the importance of horizontal activities such as work on nomenclatures and standards, IT, statistical methods and dissemination. Improving infrastructure should also be mentioned in this context.

Other observations

Sub-strategies

Separate strategies or policy papers exist on IT, Dissemination and Human resources. An updating of these papers might be considered in connection with the new Strategic plan(s). Writing sub-strategies for other areas such as administration and management should also be considered.

Bank of statistics

One of the issues mentioned in the seminar and proposed included in the Strategic plan was a statistical data base or bank, containing statistics for dissemination in different ways (see slide 10 in appendix 2): Tables on paper, Internet and transmission to international organisations such as the United Nations. It is assumed that dissemination on Internet will be increasingly important during the next 5 years in Mozambique.

The Live Data Base used in INE today is an example of such a database on a macro level, as opposite to micro databases containing individual data on persons or establishments.

Another example of a statistical data base is the PC-Axis system that is used in all the Nordic statistical offices. It includes a relatively simple system for storing, grouping and retrieving statistics as a basis for dissemination (in publications and on Internet where users can select statistical tables themselves). The system has been developed a lot during the last years, and now also has a module for statistical thematic mapping. The system with a Nordic database has been left in INE for demonstration purposes. It has texts in Portuguese (used in Brazil). The system is also used or just about to be implemented in several African countries, for example in the National Statistical Office of Uganda.

Possible issues for a next mission

The proposed work plan implies a visit to Norway by Director of DICRE and possible another person this year, and it is envisaged that INE will take the necessary decisions on the number and structure of the strategic documents to be written, and start elaborating these with both internal and external inputs.

A follow up of the seminar held during this mission is a new external seminar scheduled for spring 2002. It is assumed that this seminar should be combined with a visit from the consultant on strategic planning to follow up and give further input to the process.

The present coordinator of the Swedish Twinning project is also an adviser in administrative and managerial matters. It is natural that he will be central advising in the daily work and follow up of both strategic and operational plans.

People met

- João Dias Loureiro, Presidente do INE
- Assa Guambe, Directora da Direcção de Integração, Coordenação e Relações Externas (DICRE)
- Luis Mungamba, Vice-Director adjunto da Direcção de Integração, Coordenação e Relações Externas (DICRE)
- Hans Erik Altvall, Consultant, Coordinator of the Swedish Twinning Project
- Bo Yttergren, IT Consultant

In addition people present in seminar (about about 70 persons from INE, SEN, "Órgãos Delegados", the World Bank and NORAD).

Appendices

1. Terms of Reference
2. Slides presented in seminar on Strategic Plan 2003 – 2007



INSTITUTO NACIONAL DE ESTATÍSTICA
DIRECÇÃO DE INTEGRAÇÃO, COORDENAÇÃO E RELAÇÕES EXTERNAS

TERMOS DE REFERÊNCIA

MISSÃO DE CURTA DURAÇÃO NO ÂMBITO DO TWINNING

ELABORAÇÃO DO PLANO ESTRATÉGICO DO SEN/INE 2003-2007

1. Antecedentes

O Projecto de Geminação entre o INE e a SCB da Suécia com a duração de 5 anos teve o seu início em Janeiro de 1998 com o objectivo principal de fortalecer a capacidade institucional do INE e o desenvolver a sua competência na produção de informação estatística de boa qualidade e a custos razoáveis.

Nestes termos, e no âmbito do Sistema Estatístico Nacional (SEN), o INE é a instituição responsável pela produção, coordenação e difusão de informação estatística oficial e fiável necessária aos programas e planos de desenvolvimento socioeconómico do País.

Foram realizadas duas missões de consultoria de curta duração, respectivamente em Fevereiro e em Novembro de 2000 pelo Consultor Hans Viggo da Estatística da Noruega, tendo sido iniciado o processo de elaboração do Plano Estratégico para o SEN para o quinquénio 2003-2007, ao que foi recomendada a presente missão.

2. Problemas e causas da missão

A elaboração do plano estratégico pra 2003-2007 surge da necessidade do INE, como entidade coordenadora e produtora de estatísticas oficiais, em perspectivar uma visão estratégica para todo o sistema estatístico nacional, tendo em contas as prioridades e necessidades para o desenvolvimento socio-económico e ambiental do País.

Durante as missões anteriores foi elaborada e desenvolvida a estrutura com os seguintes pontos chaves:

- Introdução
- Enquadramento e constrangimentos
- Ambiente
- Principais prioridades em estatística

- Qualidade, métodos, estudos e análises
- Organização, recursos humanos, administração e gestão

O ponto de partida foi dado apartir do Plano Estatístico Nacional, das Linhas Gerais e as Respectivas Prioridades para 1998-2002 e do Plano quinquenal do INE para o mesmo período.

3. Beneficiários da missão

Órgãos do Sistema Estatístico Nacional, Órgãos Delegados do INE, o INE, as instituições produtoras e utilizadoras de informação estatística tanto a nível nacional como internacional.

4. Objectivos da missão

- Fazer o “follow-up” das recomendações e propostas das duas últimas missões realizadas
- Propor sugestões e idéias que contribuam para desenhar o draft do plano estratégico do SEN/INE 2003-2007

5. Resultados esperados

- Proposta de “inputs” que contribuam para a melhoria da produção, dessiminação e difusão de informação estatística nas diversas áreas de actuação a nível do SEN e do INE para o quinquénio 2003-2007.
- Ajudar na elaboração de um documento a ser apresentado durante o seminário com os Órgãos Delegados, com os Órgãos do SEN e com os utilizadores.
- Ajudar na elaboração, em coordenação com o INE, do draft do plano tendo em conta agenda nacional.
- Ajudar na elaboração de bases fundamentais para o Plano Estratégico (2003-2007) com a colaboração da Direcção do INE e dos Órgãos do SEN, tendo em conta as necessidades, as áreas prioritárias, assim como os recursos disponíveis para a execução das actividades.

6. Actividades a serem realizadas pelo Consultor

O Consultor deverá trabalhar directamente com a sua contraparte do INE num processo de assessoria, consultando as opiniões e contribuições de outros intervenientes indicados nestes Termos de Referência de modo a fornecer inputs para a melhoria considerável do draft do plano.

7. Agenda da missão

- Encontros com a Presidência e com as Direcções do INE
- Realização de um seminário possivelmente no dia 04/09 com a participação dos intervenientes do processo
- Possíveis encontros com os Órgãos Delegados do INE
- Trabalho de gabinete junto a contraparte do INE (DICRE)

8. Tarefas do INE para a realização da missão

- Elaborar os TOR para a missão.
- Convocar e coordenar os encontros com os órgãos do SEN
- Fornecer input para a elaboração do draft do plano estratégico apartir da estrutura elaborada e desenvolvida durante a missão de Nov/2000.
- Organizar e criar condições para a realização de um seminário com os utilizadores e produtores da informação para recolha de contributos para o plano.
- Disponibilizar condições para o trabalho de gabinete do consultor.
- Disponibilizar os planos existentes e outras dados necessários para o trabalho do consultor.
- Fazer a avaliação da missão e dos “output” para o plano.
- Continuar a elaboração do draft do plano, após a missão, para ser apresentado em 2002 ao CSE.

9. Consultor e sua contraparte

Hans Viggo Saebo da SSB da Noruega
Directora da DICRE (INE)

10. Principais Intervenientes:

Presidência e Directores do INE
Órgãos do SEN
Órgãos Delegados do INE
Principais utilizadores

11. Período da missão

De 26 de Agosto a 06 de Setembro de 2001 (durante 2 semanas)

Slides presented in seminar on Strategic Plan 2003 - 2007

Chapas apresentaram em seminário sobre Plano Estratégico de Estatísticas 2003 - 2007

PLANO ESTRATÉGICO DE ESTATÍSTICAS 2003 - 2007

1

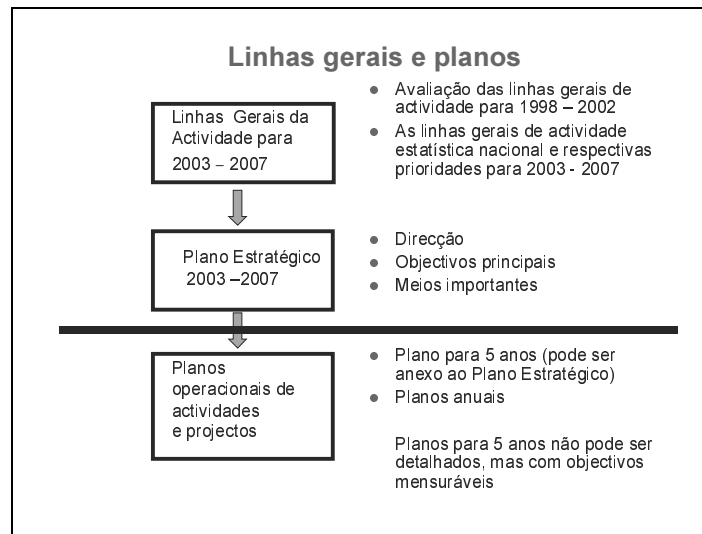


2

**PLANO ESTRATÉGICO DE ESTATÍSTICAS
2003 – 2007**


- Ponto de partida: Planos existentes e o nível de realização destes
- Missão Fevereiro 2000:
 - Comentários sobre possíveis lacunas e problemas
 - Lista de assuntos para um plano estratégico
 - Seminário
- Missão Novembro 2000:
 - Estrutura de "draft" proposta para Plano Estratégico de Estatísticas 2003 – 2007
- Linhas Gerais da Actividade para 2003 – 2007 (Versão Preliminar)
- Agosto 2001
 - Discussões das propostas, em particular em prioridades
 - Seminário
 - Dar mais ideias e ajudar na elaboração da versão preliminar do plano estratégico (2003-2007)

3



4

LISTA DE PONTOS CHAVES PARA UM PLANO ESTRATÉGICO (Novembro 2000)



- Introdução: Visão, papel e objectivos gerais
- Enquadramentos e constrangimentos
- Ambientes
- Prioridades principais em estatísticas
- Estudos e análise
- Qualidade e métodos estatísticos
- Organização, recursos humanos, administração e gestão

5

Introdução: Visão, papel e objectivos gerais

- Visão para a Instituto Nacional de Estatística e Sistema Nacional de Estatística
 - Satisfazer as necessidades (de autoridades, empresas, organizações internacionais e o público em geral) para estatísticas oficiais
 - Estatística como uma condição prévia para democracia e desenvolvimento económico e sustentável. Referência para áreas principais de política nacional que estatística deveria iluminar (por exemplo exterminação da pobreza)
 - Mencionar os princípios de ONU para estatísticas oficiais?
- Papel de acordo com a Lei Estatística
- Objectivos gerais, como:
 - A base de estatísticas oficiais: Consolidar e desenvolver o Sistema Estatístico Nacional
 - Estatísticas económicas
 - Estatísticas demográficas, vitais e sociais
 - Aspectos internacionais
 - Assuntos de qualidade

A descrição aqui deveria ser curta

6

Enquadramentos e constrangimentos

- Lei Estatística
 - Independência
 - Direitos
 - Deveres
- Outras leis (por exemplo sobre segredo estatístico)
- Cooperação internacional
 - Colaboração internacional
 - Assistência técnica ←
- Recursos humanos com um constrangimento
- Fundos
 - Fundos do Governo
 - Fundos dos doadores ←
 - Outros fundos:
 - Projectos (trabalho de comissão)
 - Multas
 - Vendas
- Infra-estrutura (como edifício)

7

Ambientes

- Características importantes de desenvolvimento da sociedade (e áreas principais de política nacional que estatística deveria iluminar, como extinção da pobreza e o desenvolvimento económico)
- Utilizadores e difusão
 - **Quem são os utilizadores?**
 - Governo
 - Autoridades locais
 - Educação e pesquisa
 - Media e público em geral
 - Organizações internacionais
 - **Difusão**
 - Descentralização?
 - Enquadramento para difusão (regras, rotinas, impressão etc.)
 - Internet (e telefone celular), Extranet, CD-ROM
 - Bancos de estatísticas
 - Preços

(Há política de difusão do SEN)

8

Ambientes.....

- Fornecedores e recolha de dados
 - Qualidade dos dados (não resposta) e volume de resposta
 - Registos (cobertura, conceitos, classificações e qualidade)
 - Aproveitamento de actos administrativos na recolha de dados (exemplo IVA)
 - Leitura óptica (exemplo QUIBB no INE)
 - Recolha de dados electrónica (incluindo CAI)?
- Integração e coordenação
 - Delegações Provinciais
 - Órgãos Delegados
 - Outros produtores de informação estatística (produtores internacionais incluídos)

Ambientes.....

- Tecnologia

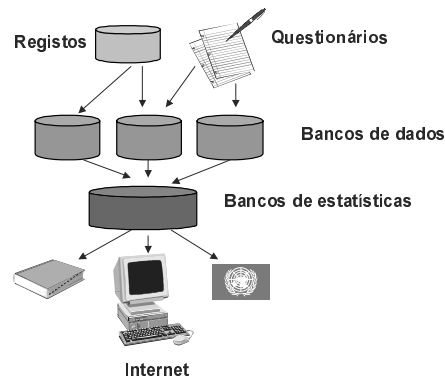
Fluxo de dados (veja figura)

- Estandarização em software e hardware
- Comunicações, em particular Internet (para informação, difusão e recolha de dados)
- Armazém e bancos de dados e estatísticas (níveis diferentes)
- Segurança

(Há estratégia de IT do INE)



Fluxo de dados e estratégia



Prioridades principais em estatísticas, por exemplo:

- Produção de estatísticas censitárias, como
 - Realizar o Censo Populacional de 2007
 - Realizar o Censo empresarial
 - Realizar o Censo do Sector Informal
- Produção das estatísticas correntes
 - Contas Nacionais
 - Estatísticas sectoriais
 - Indicadores macro-económicos
 - Indicadores Regionais
- Outras estatísticas demográficas, vitais e sociais (inclusive estatísticas em saúde, educação, trabalho, seguro social etc. e projectos como QUIBB)

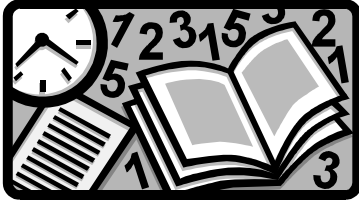
Inclusive estatísticas baseados em registos administrativos e cadastros (por exemplo cadastro de empresas e estabelecimentos)

O nível de ambição e muito importante nos planos novos. É importante priorizar para adaptar actividades aos fundos e recursos humanos.

12

Estudos e análise

- O papel de INE e SEN
- Proveja de dados a outros e cooperação com universidades etc.



13

Qualidade e métodos estatísticos

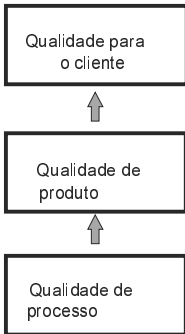
- Qualidade:
 - Qualidade total para satisfazer necessidades dos utilizadores
 - Os utilizadores exigem características das estatísticas:
Qualidade de produto:
 - Relevância
 - Actualidade e pontualidade
 - Precisão
 - Comparabilidade e coerência
 - Disponibilidade e clareza
 - Custos
 - Qualidade de processo (por exemplo uso de recursos e tempo, percentagem de não resposta em inquéritos)

Métodos estatísticos são a base por calcular e controlar qualidade

- Assuntos especiais:
 - Estandarização
 - Documentação ("metadata")

14

Aproximação de qualidade sistemática



- O cliente ou usuário deveriam ser o foco primário
- Documentação é importante!
- Dados dos processos como bem para melhorar
- Outras características de trabalho de qualidade sistemático:
 - Trabalho de equipe em projectos
 - Empregados satisfeitos

15

Documentação: Informação sobre estatísticas e qualidade

- Informação administrativa
- Fonte de estatísticas
- Produção de estatísticas
- Termos, variáveis e classificações
- Fontes de erros e incerteza
- Comparabilidade e coerência
- Disponibilidade

16

Organização, recursos humanos e administração

- Centralização ou descentralização vs.:
 - Geográfica
 - Sectores (áreas de assunto)
 - Infra-estrutura
 - Coordenação e desenvolvimento
- Recursos humanos, administração e gestão
 - Recrutamento
 - Capacitação e treinamento interno e externo (formação de quadros)
 - Administração e gestão (incluindo os regulamentos e os conselhos), sistema de informação de gestão

Poderia ser pertinente recorrer à estratégia global para reforma do sector público

17

MUITO OBRIGADO



Recent publications in the series Documents

- 1999/17 P. Schøning, M.V. Dysterud and E. Engelién: Computerised delimitation of urban settlements: A method based on the use of administrative registers and digital maps. Identification Mission 27th March to 3rd April, 2000 Requested by NORAD/Oslo
- 1999/18 L.-C. Zhang and J. Sexton: ABC of Markov chain Monte Carlo
- 1999/19 K. Flugsrud, W. Irving and K. Rypdal: Methodological Choice in Inventory Preparation. Suggestions for Good Practice Guidance
- 1999/20 K. Skrede: Gender Equality in the Labour Market - still a Distant Goal?
- 1999/21 E. Engelién and P. Schøning: Land Use Statistics for Urban Settlements: Methods based on the use of administrative registers and digital maps
- 1999/22 R. Kjeldstad: Lone Parents and the "Work Line": Changing Welfare Schemes and Changing Labour Market
- 2000/1 J.K. Dagsvik: Probabilistic Models for Qualitative Choice Behavior: An Introduction
- 2000/2 A. Senhaji: "An Evaluation of some Technology Programs executed by the Norwegian Government in the 80's and the 90's"
- 2000/3 K. Rypdal and B. Tornsjo: Environmental Pressure Information System (EPIS) for the Pulp and Paper Industry in Norway
- 2000/4 K. Rypdal and B. Tornsjo: Chemicals in Environmental Pressure Information System (EPIS)
- 2000/5 R. Ragnarson: The Role of Subcontracting in the Production System
- 2000/6 K.E. Rosendahl: Industrial Benefits and Costs of Greenhouse Gas Abatement Strategies: Applications of E3ME: Modelling external secondary benefits in the E3ME model
- 2000/7 G.A. Ellingsen, K.E. Rosendahl and A. Bruvoll: Industrial Benefits and Costs of Greenhouse Gas Abatement Strategies: Applications of E3ME: Inclusion of 6 greenhouse gases and other pollutants into the E3ME model
- 2000/8 R. Ragnarson and L. Solheim: Industry Statistics in Mozambique: Major Findings and Recommendations
- 2000/9 R. Johannessen: The Consumer Price Index of Mozambique: A Short Term Mission 13-31 March 2000
- 2000/10 B.K. Wold: Planned Co-operation with Instituto Nacional de Estatística (INE), Mozambique: Report from Short Term
- 2000/11 P. Boug: Modelling Energy Demand in Germany: A Cointegration Approach
- 2000/12 E. Engelién and P. Schøning: Land use statistics for urban settlements
- 2000/13 M. Rønsen: Impacts on Women's Work and Child Care Choices of Cash-for-Care Programs
- 2000/14 H.C. Bjørnland: VAR Models in Macroeconomic Research
- 2000/15 T.L. Andersen: Short-term Statistics in Mozambique: A short-term mission 19 June - 6 July 2000
- 2000/16 J. Thori Lind: The Use of Household Welfare Functions to Estimate Equivalence Scales
- 2001/1 T. Bye, R Choudhury, M. Harlarson and P. Hardarson: The ISM model: A CGE model for the Icelandic Economy
- 2001/2 K.Ø. Sørensen, J.L. Hass, H. Sjølie, P. Tønjum and K. Erlandsen: Norwegian Economic and Environment Accounts (NOREEA) Phase 2
- 2001/3 G. Haakonsen, K. Rypdal, P. Schøning and S.E. Stave: Towards a National Indicator for Noise Exposure and Annoyance: Part I: Building a Model for Traffic Noise Emissions and Exposure
- 2001/4 T. Ávitsland: User Costs of Real Capital
- 2001/5 H.V. Sæbø: Strategic planning and management in Instituto Nacional de Estatística, Mozambique: Short Term Mission Report, November 2 - 9, 2000
- 2001/6 H.V. Sæbø, J. Byfuglien and R. Johannessen: Quality issues in Statistics Norway
- 2001/7 J. Byfuglien: Comparability of income data: Project report
- 2001/8 A.S. Abrahamsen, M.Q. Andersen and R. Ragnarson: Project: Quality of Manufacturing Statistics and Evaluation of Methods for Producing Preliminary and Final Figures. Final Report
- 2001/9 T. Skoglund: Employment in the Norwegian National Accounts
- 2001/10 O.C. Moen: Nordic Economic Growth in Light of New Theory: Overoptimism about R&D and Human Capital?