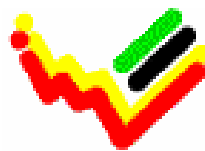**Mission Report**

from a short-term mission on

Mainstreaming Sector Statistics in the National Strategic Plan for SEN

17-30 November 2007

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

by

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List of abbreviations

GDDS	General Data Dissemination System
INE	Instituto Nacional de Estatística, Mozambique
ISWT	Inter Sectoral Working Teams
MDA	Ministries, Departments and Agencies
NSDSs	National Strategy for the Development of Statistics
NSS	National Statistical System
ODINE	Delegated Institutions of INE
PARPA	Plan for the Reduction of Absolute Poverty
PE SEN	Plano Estratégico do Sistema Estatístico Nacional
PNSD	Plan for National Statistical Development
SEN	Sistema de Estatistica National
SSDS	Sector Strategy for the Development of Statistics
SWOT	Strength, Weaknesses, Opportunities and Threats
SWT	Sector Working Teams

EXECUTIVE SUMMARY

The demand for good development data has placed pressure on National Statistical Systems (NSS) to improve the quality, coverage and use of official statistics through greater efficiency, better coordination and capacity building, and on the international system to support them. While most countries have specialist statistical agencies to carry out large scale surveys and censuses and to compile and disseminate official statistics, a considerable amount of the data used to monitor development progress and poverty alleviation is generated by other agencies, especially statistical outfits in line ministries and government departments. It is, therefore, imperative that the requirements of these sectors are included in the design of National Strategies for the Development of Statistics.

The National Institute of Statistics (INE) and the High Council of Statistics have developed a 5 year (Plano Estratégico do Sistema Estatístico Nacional (PE SEN) [2008-2012]) comprehensive and coherent National Statistics Strategy for the SEN (National Statistical System). The PE SEN was developed in close consultation with the ODINES. This underscores their involvement during their implementation of the PE SEN, towards sustainable development of statistics with quality "fit for purpose". While the PE SEN (2008-2012) development underscored a significant transition to the bottom - up approach, the 2004-2007 strategic plans utilised the top - bottom. This will subsequently be expanded to a more holistic approach by further moving from the Center to the Periphery and from Periphery to the Center.

INE has realised major developments in recent years in terms of conducting surveys and censuses, dissemination of official statistics and implementation of a comprehensive human resource development programme. This has not been uniform across the SEN as other parts are relatively under developed. Besides, the linkages between sectoral statistical systems and between sectoral systems and INE are inconsistent, informal and relatively weak. There is also little appreciation of the implications of the statistical activities of one sector with respect to others. Hence, the PE SEN as a holistic plan needs to highlight data priorities and mechanisms for achieving them for key sectors across the SEN in light of the PARPA II revisions, and evolving policy processes.

Mainstreaming of sector statistics into the SEN must be underlined through integration of sector strategies into the PE SEN. To achieve this, each sector needs to develop its own strategic plan for the development of statistics which is institutionally owned with a clear and shared vision of the SEN and in line with the sector mandate. INE consulted sectors in the developement of the PE SEN but this was not harmoniously and exhausitively done. There is need for each sector to identify and document its prioritised user needs, strength, weaknesses, opportunities and threats, the vision, mission as well as the implementation plan and budget.

In this mission, the consultant provided an input on how to organize the statistical sector strategies in a practical and structured way to the various parts of SEN. A guide with issues to consider and a strategic plan structure were initiated to assist them in the review and development of sector strategies for sectors which already have and those lacking respectively. The report presents the impressions from the consultative process with the visited sectors namely; the Ministries of Education and Culture, Labour, Agriculture, Health, Science and Technology, Interior (Police) and Customs. Out of the 7 sectors, 3 had strategic plans for statistics (Education, Police, and Labour) .

In a nutshell, INE has successfully harnessed the participation of stakeholders in the definition of the Global Strategic Plan (PE SEN). In its next step, the Global Plan will be reviewed to ensure key Strategic Sector Plans are developed, appropriately defined and harmonized and integrated. Further dialogue will continue between INE and those in the Periphery (Facilitadores). This will lead to improved sectoral linkages and generation of better quality statistics.

Major progress
The following proposals were made to and acknowledged by INE management;

- Establishment of structures (*sector working committees, and an inter agency committee for statistics*) to further strengthen coordination and harmonisation of statistical activities, sharing of resources, ensuring data quality and reducing of duplication.
- Reinforcement of the Directorate of Integration, Coordination and External relations with at least 2 officers to handle the upcoming pressure of supporting sector strategy design, implementation and monitoring.
- Identification of inconsistencies in the existing strategic plans. This will be done in the standard format to facilitate harmonisation and integration sector strategies into the PE SEN.

Achievement during the mission
- Presented about NSDSs in Africa as part of the Statistics Celebrations to a forum of staff for the NSS.
- Reviewed institutional arrangements and content of the existing Strategic Plans of some ODINEs.
- Conducted a sector sensitisation meeting with key sectors
- Visited individual sectors and met key technical officers in the sectors. Held discussions on current status and key challenges and way forward on the development of the sector strategies.
- Presented and discussed findings with the Vice President - Economic statistics, INE
- Presented and discussed findings with the President INE, and finally
- Presented a debriefing note to INE.

1 INTRODUCTION

This report is authored by Ms. Norah Madaya, a consultant with the Scandinavian project during the period 19-30 November 2007. The report has been compiled on the basis of the planned mission terms of reference and recommendations.

The mainstreaming of sectors statistics into the national statistical system has been envisioned as best practice for strengthening statistical development and ensuring production of quality data. As coordinator for the Plan for National Statistical Development (PNSD), Uganda, and my experience from sharing with other countries like Senegal, Nigeria, Tanzania unearth the advantages for mainstreaming sector statistics. The consultant provided technical support to National Statistics Bureau (Tanzania) and contributed to authoring the 'Guide for mainstreaming sectors statistics in Africa' in collaboration with renown statisticians and experts with support from the Africa Development Bank. The consultant undertook a literature review of the evaluation reports of the Scandinavian program for INE, the PE SEN strategic plan, and sector strategic plans.

The consultant would like to express her gratitude to all officials and individuals met, for the kind support and valuable information she received during the mission and her stay in Mozambique which highly facilitated her work.

This report contains the views of the consultant, which do not necessarily correspond to the views of the Scandinavian Project or INE.

2   ACTIVITIES DURING THE MISSION

Africa Statistics Week Celebrations
The consultant made a presentation at the National Statistics Week Celebration for Mozambique held at the International Conference Centre. The presentation was under the theme: *"Empowering sectors statistics for the development of an integrated and coordinated national statistical system"*. The Workshop brought together technical persons from various sectors with overwhelming representation from the Ministries of Labour, Agriculture, and Central Bank as well as INE.

Sensitisation of sectors
The Consultant conducted an introductory and sensitization session with INE and sector officials. The meeting targeted Directors for Planning and designated technical persons in the statistics outfit of various sectors.

Institutional Visits
This was followed by visits to the sectors by a team comprising of INE – Director Coordination, Scandinavian Team Leader, and the consultant.

This report presents findings from the consultantive process initiated in some sectors namely; the Ministries of Education and Culture, Labour, Agriculture, Health, Science and Technology, Interior (Police) and Customs. Out of the 7 sectors present, only 3 had designed strategic plans (Education, Police, and Labour). There were two categories of agencies;– those that have developed sector plans and those without. Those without strategic plans such as Ministry for Agriculture will begin developing afresh while those that already had reviewed them to include the missing components eg. Stakeholder analysis, SWOT, vision and mission, clear strategic objectives and implementation plan.

The process engaged sectors to think and review their current status of statistics in terms of type, quality, and use. Particular interest was on production processes, dissemination and use of data from censuses, surveys and administrative systems, as well as the mechanisms for coordination and consultation (recognising that implementation might need to be sequenced) production towards the establishment of an appropriate working environment for the production of quality statistics that support policies, national and international development programmes.

The terms of reference for the mission were not amended and the following was fulfilled;

I.   *Sensitization workshop*
II.   *Conduct preliminary visits to the Sectors and initiate formation of sector committees in the respective sectors through sector visits*
III.   *Initiate the process of designing and or reviewing sector strategic plans statistical development*

The situation
The mission took place during a busy period when most sectors were busy winding up their annual plans, and celebrations for the Africa Statistics Week were ongoing in the first week.   Unlike the Ministry of Health which was not engrossed in the statistics week activities, the other sectors participated. The consultant however took advantage of the first day of the statistics day celebrations to meet sector persons and identify with INE officers. More time was also devoted to the review of available literature and revising a programme for the subsequent activities.

Conducted consultations

The consultant together with the one charged with health statistics held consultative meetings with the Ministry officials. This particularly helped in the later part of engaging the Department for Health Information to adopt similar structures and integration of strategic plans in the PE SEN. Further consultations were conducted with the INE Director Integration, Coordination and External relations.

Specific observations

- Due to the unforeseen activities for the statistics week, the mission time was reduced to allow the consultant to meet several key people.
- Almost all technical persons from INE social statistics are currently engaged in the Census activities and may do so for the next 3 years which left only one between the consultants.

3   RECOMMENDATIONS

Major challenges

- There are inconsistencies in the structure, and content of the existing sector strategic plans, and they are not sufficiently integrated in the PE SEN. The PE SEN spells out the sectors expected to participate in expediting some of the tasks but this is not referenced to any single sector action plan.
- There seems to be limited capacity in designing strategic plans in most sectors.
- There is limited deliberation of issues, documentation and feedback by sector representatives to the High Council of Statistics.
- There is insufficient synergy because of limited inter sectoral linkages which have affected the development of shared goals and cross-cutting strategies - capable of efficiently and effectively monitoring development indicators.
- The current staffing in the Directorate for Integration, Coordination and External Relations at INE is too thin to meet the increasing demand from sectors.
- The current human resource development programme does not include sector staff training requirements for capacity building.
- Plans to improve data flow challenges from District -> Provincial->National should be aligned between INE and the sector departments at these levels to ensure accuracy and consistency of information in all the concerned sectors.
- INE in collaboration with the sectors should review and update the existing human resource development programme to accommodate sector needs for increased statistical competence in the SEN.
- All sector officials must document events and innovations in statistical development to sustain institutional memory.

Recommendations

- In order to ensure a coordinated SEN, INE needs to offer technical support support to sectors throughout review and/or development of sector strategies, as well as their integration into the 5 year strategic plans for statistics in the PE SEN.

- There is need for training in Strategic planning and management, and Monitoring and Evaluation to empower them to efficiently design, and implement the strategic plans. *(At least 2 sector staff and some INE staff nominated staff to sector working teams should be involved).*

- Representation to the High Council of Statistics must be at high level *(officers who report directly to the Minister),* and representatives must be; informed of events in the statistics outfit, proactive, pragmatic. They must attend meetings in person and deliberate upon issues arising from the sector to ensure synergy and sustainability of statitical activities. with others and for expediting tasks. The members must also provide feedback by produce and sharing reports for institutional memory, strengthening of information flow.

- To strengthen coordination, synergy and collaboration within and between sectors, INE and the sectors should to establish and make the following structures functional with clear terms of reference;
  - (ii) a **focal technical officer** in the sector *(who routinely interface with statistical tasks of; collection, management and analysis of data);*
  - (iii) A **Sector Working Team** (SWT) *(with representation from all key data producing departments in the sector)*, and meets monthly – chaired by focal nominee and reports to the Director Planning.
  - (iv) An **Inter Sectoral Working Team** (ISWT) *(comprises Technical focal persons from all desidnated sectors)* – chaired by the Vice President (INE), meet quarterly and provide feedback to HCS member.

- INE should reinforce manpower in the Directorate for Integration, Coordination and External Relations with atleast 2 more senior staff to support mainstreaming and integration in the SEN. They should have experience in strategic management, excellent communication skills and good comprehension of statistical issues to meet the mounting pressure from the sectors.

- Although the PE SEN has been approved, it should be reviewed to include INE's the strengths, weaknesses, opportunities and threats; implementation plan, and appendix of all summary information highlighting their mandates, strategic objectives, indicators, and action plans.

- INE in collaboration with the sectors should;

  a. make more efficient use of resources by creating coordination mechanisms, agreeing common legal and institutional frameworks, developing NSS-wide financing strategies and human resource policies, and sharing physical, information technology, and communication infrastructures.
  b. improve the productivity of data management: by streamlining management processes in all sectors by creating mini one stop centres for sector statistics linked to broader data warehouse managed by INE.
  c. Increase the availability of quality data: by developing a common data dictionary (GDDS) and standards of data quality, as well as comprehensive data production and dissemination policies.
  d. Raise the public profile for statistics: by developing a coherent NSS-wide advocacy strategy.

- INE in collaboration with the sectors should review and update the human resource development programe to accomodate sector training needs.

- INE should advocate for upgrading of sector units or sections to Directorate level in all ministries to be profiled as a cross-cutting issue

in key policy debates but this must be matched with clear output/deliverables.

- INE in collaboration with other sectors should advocate for better remuneration so as to hire, motivate and retain competent staff in the SEN.

Activities to be taken care of by INE incl. timelines

INE should:
- Initiate and conduct follow up planning meetings with the Inter Sectoral Working Team and familiarise with their terms of reference, and design those for the Sector Working committee before 21 December 2007.

- support the sectors in reviewing their sector strategic plans and incorporate the missing information as per the agreed format by end of Semester one of 2008.

- Steer the functioning of the Inter Agency Technical Team every quater to follow up on progress and recommend/provide the necessary technical support eg. Development of methodology, sampling, analysis, IT and data base management.

- INE should contract a consultant to train selected staff from selected sectors *(focal person and another)*, and INE in strategic planning, and, monitoring and evaluation by end of February 2008.

APPENDIX 1. Persons met

Name /ORGANISATION

Dr. Joao Dias Loreiro, President, INE
Dr. Valerian Lene, Vice Presdeint of INE
Ms Destina Uinge, Director of Integration and Co-ordination and SCANSTAT Programme Coordinator
Lars Carlson, SCANSTAT Programme

Ministry of Health
The vice president
Dr. Americo Hassan
Director, Directorate of Planning
Ercilia de Almeida, Chief DISH

Ministry of Agriculture
Mr Domingos Diogo – Advisor
Mr. Naman Keita, FAO consultant

Ministry of Education
Ilicio F. Buduia, Head of Statistics

Ministry of Labour
Paulino Andre Mutombene, Director Planning and Coorperation
Armindo Ernesto Mapale
Remato Moma Cardoso

Ministry of Science & Technology
Amilear Dinos Honwana
Julia Eva Baltazar Zita
Norma Rodriquez Martiney

Customs
Angelo Noberto Katenene
Carlos Ferro

Minister of Interior/Police
Lourenco Antonio Navere
Helga O. M. Loreic

APPENDIX 2. List of Literature

1. Strategic Plan for the National Statistics System 2008-2012
2. Scandinavian Assistance _ New Project - Proposals for New Programme By Prof. Ben Kiregyera (Statistician & Team Leader) Mr. David Megill (Sampling Statistician, June 2007
3. Scandinavian Assistance - Evaluation Report (2003-2007) By Prof. Ben Kiregyera (Statistician & Team Leader) and Mr. David Megill (Sampling Statistician, June 2007
4. Scandinavian Assistance – Debriefing Note, By Prof. Ben Kiregyera (Statistician & Team Leader), Mr. David Megill (Sampling Statistician, June 2007
5. Sector Strategy for Statistics, Ministry of Labour
6. Sector Strategy for Statistics, Ministry of Education
7. Sector Strategy for Statistics, Ministry of Fisheries
8. Sector Strategy for Statistics, Ministry of Health
9. Sector Strategy for Statistics, INE/SEN
10. Mainstreaming sectoral statistical systems in Africa: A guide to planning a coordinated national statistical system by AfDB & Paris21.

APPENDIX 3. Programme for the Mission

Date/November	Activity	Location
17th	Preparation of NSDS presentation	
18th	Discussion with Norwegian Consultant on harmonisation of sector strategies Finalisation of NSDS presentation	
19th	NSDS presentation	INE
20th	Ministry of Health	MoH
21st	Ministry of Health	MoH
22nd	Meeting with sectors Review of Sector Strategic Plans	INE
23rd	Ministry of Health	MoH
24th	Review of Sector Strategic Plans	INE
25th	Preparation of report structure Preparation of issues to consider in designing a strategy for statistics	Hotel
26th	Sensitisation meetings with sectors	INE
27th	Visit to sectors & compilation of findings	Sectors
28th	Visit to sectors & compilation of findings	Sectors
29th	Debriefing- President, Sectors	INE
30th	Discussion of next steps with INE	INE
1st Dec	Writing of draft report	Uganda
2nd Dec	Writing of draft report	Uganda

APPENDIX 4. Terms of Reference

Background

In 1996 the Government of Mozambique restructured its planning and finance administration institutions. The National Planning Commission was incorporated into the Ministry of Finance and its Statistics Directorate was transformed into an autonomous institute – INE. The National Statistical System (SEN – Sistema de Estatística Nacional) was created (Law n° 7/96 of July 5) in 1996 and it comprises INE, the High Council for Statistics, Bank of Mozambique and the Co-ordination Council for the Population Census. SEN is coordinated by the High Council of Statistics chaired by the Prime Minister or by a member of the Government. The council consists of the President of INE, representatives from ministries, universities and the private sector.

INE is the central executive body of the SEN and is in a legally binding manner responsible for the overall collection, production and dissemination of statistics in the country within the framework of the SEN. INE is managed in the daily work by the President, and the High Council of Statistics has the responsibility to define the guidelines and the priorities for the statistical production in Mozambique. INE is thus also responsible for the establishment of a National Strategy for the Development of Statistics[1].

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

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

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

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

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

- Enhances institutional capacity in face of the new challenges imposed by the users.

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

Objective

The objectives for the mission are very wide and the work has to be looked upon as an initial work to create a stimulating environment for further discussions within each of the sectors that are important for the statistical system of Mozambique. The role of the consultant was focused on the development of Sector Strategies for the Development of Statistics in the Ministry of Education, Agriculture, Labour, Police and Customs.

1. The main objective of the mission is thus to give the various parts of SEN an input on how to organize the statistical sector strategies in a practical and structured way.

2. The different parts of SEN are in different phases of their planning cycle. The Ministry of Health is actually in phase of developing its long term Strategic and Operative planning, an activity that should be finalized during year 2007. Thus a secondary objective of the mission is to use the System for Health Statistics (SIS), including its subsystems, as a special study case illustrating how a work of this character could be developed, proceed and be further deepened.

Expected results

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

Activities

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

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

Undertake a series of stakeholder consultations to:
- Assess the current state of statistics in selected sectors, identifying strengths and weaknesses and looking at all aspects of activities from the quality of the output to aspects such as finance and management. (The INE strategic plan document will be a sound starting point).
- Identify all the main stakeholders of the selected sectors and agree processes and procedures for regular consultation.
- Develop a medium-term strategic vision which sets out where the sector statistical system expects to be within the next five to ten years.

- Identify the main priority actions that will be needed to address the weaknesses and achieve the vision. This will generally address at least five areas, including: the regulatory and organizational framework; statistical infrastructure; statistical operations and procedures; human resources; and physical infrastructure.
- Initiate the development of zero draft sector strategic plans, with a time-bound and budgeted set of actions, including identifying what will need to be done and when – (prioritized).

III. Special assistance in the further deepening of the sector strategic plan for the health sector.

- The zero draft sector strategic plan for health statistics (SIS) from the previous activity should have initiated a thinking and dialogue within the sector that the consultant can use to help the sector continue towards a more specific strategic plan for statistics within the health sector. This is an extensive work and the elaboration of operative plans a longer follow up mission in the near future. The extent and content of the follow up is to be defined during this first mission.

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

Consultants
See above.

Main counterparts:
See above.

Timing of the mission
See above. The objectives for the mission are very broad and several follow up missions can be foreseen.

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

Report
The consultants will prepare a draft report to be discussed with INE before leaving Maputo. The Consultants will submit a final draft to INE for final comments within one week of the experts have returned to work. Statistics Denmark as Lead Party will print the final version within 3+ weeks of the end of the mission. The structure of the report should be according to Danida format.

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

These Terms of Reference were prepared by

Day   /   /   ....

Approved by/in the name of the President of INE

Day   /   /   ....

APPENDIX 5. Reference tools for SSDS design

1.   Draft SSDS Report Outline

Foreword (Signed by Minister etc)
Acronyms
Executive Summary
Acknowledgments

1.   Background
2.   Introduction
3.   Process of developing the sector plan
4.   Structure of the Plan
5.   Assessment of the current status of statistics
- Statistical Advocacy/Literacy for the sector
- Organizational development (Legal framework/mandate, structures, financial resources)
- Human resource development
- Data development
- Infrastructure – Physical & Information Technology
- (SWOT) Strength, Weaknesses, Opportunities and Threats

6.   Vision and Mission
- Vision, mission and strategic objectives objectives
- Core statistics values and principles

7.   Strategic Framework for the SSDS - Strategic objectives, actions
- Coordination and management
  - Strategies
  - Action
- Capacity building programme
  - Strategies
  - Action
- Statistical programmes
  - Strategies
  - Action

8.   Implementation plan
  i.   Action plan(2008-2012)
  ii.   Monitoring and Evaluation
  iii. Risks
  iv.   Sustainability, Budget

8.   Appendix (if any) – Reference docs, log

2. **ISSUES TO GUIDE THE DESIGN OF THE SECTOR STRATEGY FOR DEVELOPMENT OF STATISTICS**

1. **ASSESSMENT OF CURRENT STATUS/DIAGNOSIS**
    a) **Legal framework/mandate**
        *   What is the sector's mandate?
        *   Explain how it is linked to the INE Statistics Act?
        *   Does the Statistics Act it adequately reflect any relationship to the INE and other agencies and sectors in the NSS? Eg. Does it clearly identify lead responsibilities for data production and dissemination in the sector?
        *   Prepare a stakeholder analysis and indicate those who have more influence and power in the data produced by the sector and concentrate on dialoguing with them regarding priority needs (Users) and quality and methodology issues (producers)
            What are the limitations/ problems?

    (b) **Organisational Arrangements**
        *   What are the priority functions of the statistics outfit? Department, Section, Unit?
        *   Where in the ministry is the statistics function placed?
        *   Identify the different departments in the ministry that generate data, and who is responsible for this data?
        *   Explain the designation of the highest official in the Statistics Structure, who does he/he report in the overall structure? Identify the best suitor for being a champion to advocate for statistical development in the Ministry.
        *   What mechanisms of cooperation exist within and between ministries?
        *   What is the working relationship (coordination) between the statistics section/department and the users?
        *   What about the relationship with other producers within the sector, and between other sectors and producers? Explain what your interests in the other ministries.
        *   Which of the following committee exist in the SEN and show those you participate in as a ministry and the benefits and weaknesses?

Data User-Producer Committee
Data Producer-Producer Committee
Statistical Plan for the sectors
Statistical Council/committee
Documentation of agreed main concepts, definitions, classifications and norms
National Socio-economic Database
Geographic Information System

        *   Has the ministry got any advocacy strategy raise public awareness of the importance of the data produced by the sector?
            Are there any issues for consideration to improve institutional arrangement in the sectors?

    C. **Financial resources/Sources of funds for statistical work**

Year	Government (Currency………….)			Donors (US$)
	Est. Budget	Approved	Released	
2000				
2001				
2002				
2003				

2004				
2005				
2006				
2007				

- Who funds statistical activities in the sector? Government, donors etc? (*list them and explain what was funded*). Indicate if statistics has a budget line within the overall framework.
- Indicate if the budget allocated to the statistical function is adequate to meet current and projected needs?

(d)   Human Resource capacity

Staffing situation
- What is the number of staff by function, qualifications and skills gap.
- Explain if the numbers and competencies are adequate to allow the system to function properly and maintain standards? Eg. Analytical skills, Report writing etc
- What are the desirable numbers and skills needed in the sector?
- List the critical training needs of the staff and the expected results from such training.
- What has been the staff turnover (% of staff in relevant category) in the last three years?
- Propose the most appropriate strategy of retaining staff in the ministry.

Technical assistance: Has the ministry received technical assistance (indicate)
       Agency 1 (Name)…………………………
                              Number of person months ………………………..
                              Agency 2 (Name) …………………………………
                    Number of person months ………………………..

User capacity
- Who are the major users of the sector's data?
- What are their capacity gaps?
- Outline the training needs of the key users to increase access and use.

(e)   Data Development
- What is/are the Sector/'s overall Policy/ies/strategies, PARPA II, MDGs
- Data types – Articulate the indicator and sources

- List the core indicators for monitoring Poverty/MDG indicators and Indicators
- What are they and are the indicators clearly defined, accurately, measured, representative, reliable, and made available in a timely fashion?
- Explain if the indicators linked to the policy process of government?

List of core indicators for monitoring Poverty/MDG indicators
* MDG indicators

Category and Indicator	Data Source	Suggested Frequency of Data Collection
Labour force and employment Unemployment / underemployment rate	Household Survey / Administrative	Annual
*Unemployment rate of 15-24 year olds	"	Annual
Share (%) of total employment in agriculture	"	Annual
*Share (%) of women in wage employment in non-agriculture sector	"	Annual
*Proportion of working children aged 5-17 years	"	Annual

Publications - publication, periodicity (Prepare a table to highlight the following)

Name of Main Regular Publication	Frequency of publication (*Enter Monthly, quarterly, annually, decennially*)	Date last published
1.		
2.		
3. etc		
Other regular publications		
1. Eg. Statistical Abstract		
2.		
3.		

Data quality (Use the DQAF) is used to assess the data and products produced by the sector.

How would you rate on a 1-3 scale (with one being worst and 3 being best) in the following table?

Criteria	Own-production	From other sources
Prerequisites (*statistical laws, staff level and expertise, infrastructure, Organizational focus on data quality*)		
Integrity (*independence of statistical operations, culture of professional and ethical standards*)		
Methodological soundness (*international/regional standards*)		
Accuracy and reliability (*source data adequacy, response monitoring, validation of administrative data, validation of intermediate and final outputs*)		
Serviceability (*user consultation, timeliness of statistical outputs, periodicity of statistical outputs*)		
Accessibility (*effectiveness of dissemination, updated metadata*)		

    (i)   Data Management – Data definition (GDDS), storage, archiving and

                 management information system in place

    (iv)   Information products – Analysis and presentation

  (v)   Dissemination and use – Flow (vertical and horizontal), synthesis, packaging, release calendar, and documentation.

What are the challenges in data production, access and use?

(f)   IT/Physical Infrastructure
      Information Technology Strategy
      Physical infrastructure requirements – space, computers, furniture etc
      Data Management Information System – What does the ministry have or intend to develop?

2.   SWOT analysis
- Strength (Internal)
- Weaknesses
- Opportunities (External)
- Threats

3. Vision and Mission

Vision:
    What do you want statistics development in the sector to be in 5-10 years?
    Example: Centre of best practice/excellence for the production of quality ………. in Africa

Mission:
    What must you do to reach your vision?
    Example: To produce and disseminate high quality …………………………. statistics that will
support

Strategic objectives/ Outputs
    Examples:
- *Establish a coherent, reliable, efficient and coordinated sector statistical system.*
- *Strengthen sectoral capacity to collect, analyse, disseminate and utilise ……….. statistics*
- *Produce and disseminate demand-driven statistics*

5.   Implementation Plan & Action Plan
- Mechanism for implementing the plan
- Monitoring and evaluation
- Risks
- Sustainability

END

TASK	ACTIVITY	TIMELINE	ACTOR/s
1. Follow up on the design and review of the SSDS process			
Invite sectors **Convene a meeting to discuss the following issues->**	• Document review • Designing the roadmap/programme for the inter sectoral meetings • Confirm establishment of Sector teams for designing/reviewing the SEN/SSDS • Mobilisation of external resources • Identifying, reaching and briefing stakeholders • Modus operandi for the inter sector working Teams eg. Preparing an advocacy campaign, Data development issues etc. • Acquiring technical assistance • Review and decisions from the authorities		
2. Assessment of sectoral statistical systems (a training workshop)			
• Setting up mechanisms for evaluation, information sharing, and advocacy to all actors and the international community • Establishment of a system appraisal along two main axis, evaluation of current results of the statistical system in relation to data user satisfaction and staff satisfaction, and generally in relation to governance • Performance of the data production system • Establishment of an assessment synthesis of the current situation (SWOT analysis) • Information sharing and advocacy activities • Review of decisions from authorities	• Stakeholder analysis (*Stakeholder analysis is a tool for identifying stakeholders and describing the nature of their stake, roles and interests*). • SWOT analysis • Gap analysis User consultation/ assessment of user needs/data gaps • Organizational, institutional, infrastructure, data management and development, M&E and reporting, and budget development • Review meetings		
3. Development of vision and strategies for each sector (Inter Sectoral meeting)			
• Visioning • Developing strategies	• Vision and mission for NSS and sector specific • Clarification of mission for NSO and the respective sectors • Identification and documentation of Core Values • Identification of strategic objectives • Draft a report on the strategies		
4. Development of implementation plan for each sector (Sectoral Meetings)			
• Prepare implementation plan and corresponding budget covering the strategy period • Integrating SSDS into the NSDS	• Define action plans, with activities, outputs, indicators, logical frameworks, workplans, and budgets] • Establishment of priority of outputs SSPS and Main NSDS Report integration • Review meetings		
5. Implementation, monitoring and evaluation (Sectoral Meetings)			
	• Design of monitoring and evaluation and of reporting mechanisms • Establishment of draft workplan for year one in line with available budget • Presentation of SSPS proposals to authorities • Submit proposals to authorities • Mobilisation of funds for implementation • Stakeholders Workshop • High Level Seminar • Review meetings		

3. Model Road Map/programme for the NSDS/SSDS

4. Terms of reference for INE staff supporting sector committees

In order to strengthen coordination and collaboration between INE and the sectors (Ministries, Departments and Agencies-MDAs), an INE technical staff is nominated from the respective technical directorate as a representative to sector working team. These nominees represent related subject areas in the sectors. They are therefore expected;

Tasks
1. To play an advocacy role about the importance of quality and strategically planned statistics.
2. To support sectprs in assessing their User data needs against respective data produced by the sector.
3. To support sectors in identifying capacity and data gaps requiring technical support from INE and other stakeholders.
4. To increase INE – Sector interaction by identifying information needs and availing the relevant information or materials to enable ease the development of sector strategies.
5. To provide technical back stopping to enhance the integration of statistics from the different sources (censuses, surveys, and administrative sources) into a harmonized data base.
6. To encourage and enhance the sharing of knowledge and adherence to International standards and initiatives in the production of statistics
7. To strengthen Institutional and technical coordination in the sharing of information and skills transfer as well as building of team spirit.
8. Regularly update INE Coordination Director on progress of developing the SSDS.

Inputs
   o Regular participation in the Sector Working Team meetings
   o Represent INE core values and mandate
   o Technical reports and recommendations of international standards
   o Participate in the User's and policy maker's assessment of the designated sector
   o Provide feedback to and from INE about progress in designing SSPS
   o Bringing Sector stakeholders closer to INE activities

Outputs
   o Comprehensive SSDS
   o Strong and sustainable linkages in data produced by INE and the sector
   o Adherence to international standards [terminologies, methodology etc]
   o Better coordination

5. Terms of reference for the Inter-Sector Working Team

Background

To strengthen cooperation and collaboration and reduce the statistical challenges faced by different sectors, an Inter Sector Working Team needs to be constituted and operationalised. The Inter Sector Working Team (ISWT) meetings are coordinated by INE. The committee comprises of representatives from participating PE SEN design and implementation process.

Tasks
The tasks of the ISWT may include but not be limited to the;
- Review and discussion of work in progress and setting of bench marks
- Review and consolidation of mini sector/institutional outcomes, identify gaps and feed back to a consortium of mini sector representatives.
- Review of planned outputs in line with international experience, guidelines, standards, Frame works and concepts
- Participation in consultative meetings for integrating data/information from sectors/institutions
- Proposing modalities for feedback to sectors/institutions
- Closely working with the Consultant/s and or INE on PE SEN activities as planned
- Determination of the nature and schedule of meetings/workshops required during the process
- Discussion of planned activities presented by the focal persons
- Agreement on a reporting mechanisms to the High Council of Statistics (representative in the ministry)

Inputs
- Be part of the Inter Agency Committee for data production units
- Review mini sector outputs, progress and advise implementing agency

Outputs
- Consolidated sector/mini sector reports on key organizational objectives sensitized, statistical strategic plans, user needs and gaps.
- A representative to the inter agency committee
- Outline of the way forward for mini committee and timing for their contributions to the PE SEN process.
- A short progress report of the mini sector including challenges or constraints

Reporting
The ISWT under the leadership of the head of INE Director will report to the High Council of Statistics.

Timing
The task is estimated to last the life time of the PE SEN implementation. A progress report of the ISWT outcomes are stored at INE following each meeting for future reference and follow up. *(chairpersons and secretaries can be rotated to ensure equal responsibility)*